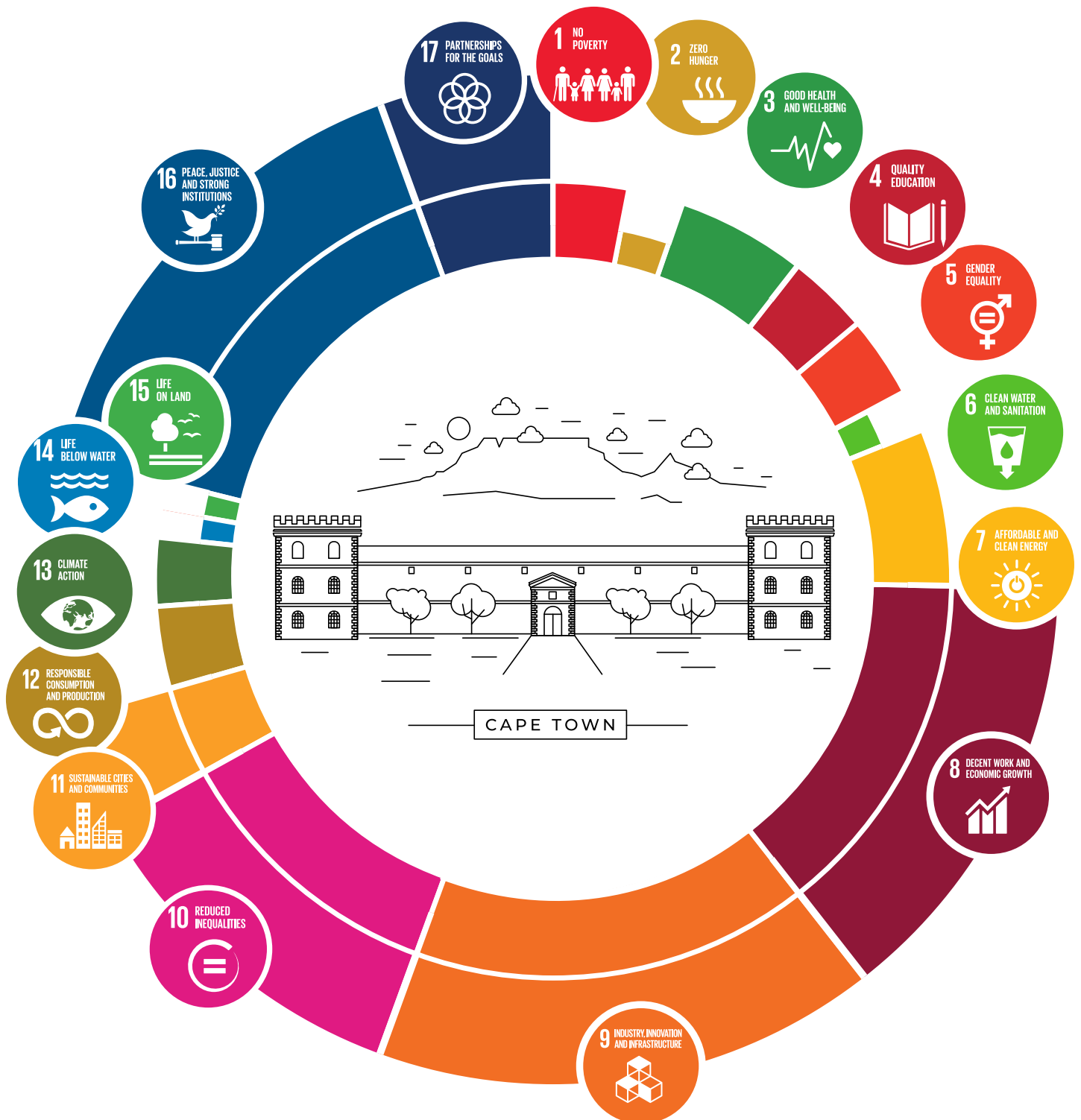




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The United Nations Sustainable Development Goals: the UCT GSB's contribution (2018-2020)



The Principles of Responsible Management Education

The United Nations Global Compact's PRME initiative is a platform for higher education institutions to learn from one another and engage in a process of continuous improvement. The preamble of the Principles for Responsible Management Education states: "As institutions of higher learning involved in the education of current and future managers, we are voluntarily committed to engaging in a continuous process of improvement of the following Principles, reporting on progress to all our

stakeholders and exchanging effective practices with other academic institutions."

As institutions of higher education involved in the development of current and future managers we declare our willingness to progress in the implementation, within our institution, of the following Principles, starting with those that are more relevant to our capacities and mission. We will report on progress to all our stakeholders and exchange effective practices related to these principles with other academic institutions:



Principle 1: Purpose

We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.



Principle 2: Values

We will incorporate into our academic activities, curricula, and organisational practices the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.



Principle 3: Method

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.



Principle 4: Research

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.



Principle 5: Partnership

We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.



Principle 6: Dialogue

We will facilitate and support dialogue and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.



Letter from the UCT GSB Director

The global economy is undergoing historic shifts that may not only shape the future of work, but also of business, of society, and of the planet. As the continent with the youngest population and some of the world's most serious challenges, Africa must have a significant role in shaping this new future. As the preeminent business school in Africa, we are proud to be a global leader in understanding and promoting sustainable, responsible management. Our commitment to the Sustainable Development Goals (SDGs) infuses our scholarship, pedagogy, identity—and, necessarily, our future.

The UCT GSB is a *distinctly African* business school committed to developing new approaches that will help ameliorate the continent's current challenges and make the most of its enormous potential. We are committed to improving the global understanding of complexity and of managing through crisis, to finding new models of environmentally and socially sustainable growth, and to highlighting Africa's successes and innovations as part of our ambition to tell the real story of African business across the continent and around the world.

These commitments are reflected in our scholarship, pedagogy, and practice. In 2018-2019, more than 70% of the research output of our faculty addressed one or more of the SDGs, and the GSB now has the largest body of academic work on impact investing in Africa. The School's approach continues to be ranked as one of the best in the world, including by the Financial Times, which has consistently placed the UCT GSB among the top dozen schools, globally, in corporate social responsibility.



Our programmes explore new approaches to value creation that incorporate purpose, sustainability, dignity, and diversity. We were one of the first business schools to make social innovation a required element of the MBA curriculum. Our Case Writing Centre leads in developing award-winning Africa-focused teaching materials, as well as in creating innovative

new approaches to writing and teaching cases. Our Solution Space, which we run in partnership with MTN, a major South African telecommunications company, provides broad support for local entrepreneurs, including at our facility in Philippi, a historically excluded community in Cape Town.

As we look ahead to the global changes created—and hastened—by the COVID-19 pandemic, the UCT GSB has redoubled its commitment to continuously improve in our support for the principles of responsible management education. I am very pleased to share this summary of our progress, achievements, and future objectives in support of this commitment.

Dr Catherine Duggan
Director of the UCT GSB



Letter from the UCT GSB PRME team

In the last iteration of the SIP report, we indicated that the School's future direction was oriented around eight key themes – *Sustainable Entrepreneurship, Integration of Academia and Business, Innovative and Blended Learning, Social Innovation and Leadership, Globally-Oriented Programmes and Experience-Based Learning, Flexible Learning and Programme Design, Awareness of Education Cost and Need for Optimisation* – which overlap significantly with the PRME principles. As this report shows, we are mid-way through our strategic plan and our achievements encapsulating the themes since the last report are highlighted. More importantly, the crisis brought on by Covid-19 has accelerated and created opportunities in the manner in which teaching is delivered on our programmes.

Whilst it has highlighted our nation's inequalities when it comes to enabling educational infrastructure, the shift to online learning will capitulate the flexibility and reach in our educational offerings for many years to come.

Our commitment to championing the SDGs is made even greater by our desire to ensure that today's business students have the skills and insights to successfully deliver change, as well as the ability to drive inclusive growth and inspire others to follow suit, while also holding themselves accountable and contributing towards a more sustainable world for all. UCT GSB students are encouraged to not only develop managerial and leadership skills during their time at the UCT GSB, but to emerge with a greater sense of self-awareness and an appreciation of context that will help them to operate effectively in times of change and complexity. It is thus not surprising that in 2019, SDG-relevant content accounted for 80%



of all student research and 70% of the UCT GSB's published articles and books.

As a small business school, by international standards, we are extremely proud of the impact the UCT GSB and our broader community have made over the past two years. The UCT GSB's core PRME team (Assoc.

Prof. Kutlwano Ramaboa and Nerice Barnabas) is led by the School's Director, Dr Catherine Duggan, and we work in close collaboration with a wide range of stakeholders including alumni, students, staff and faculty.

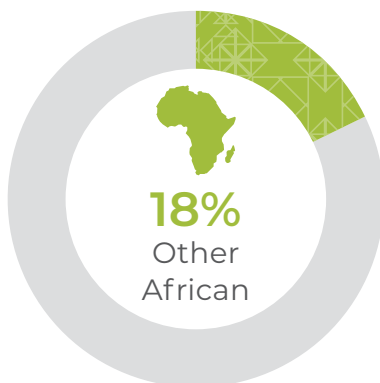
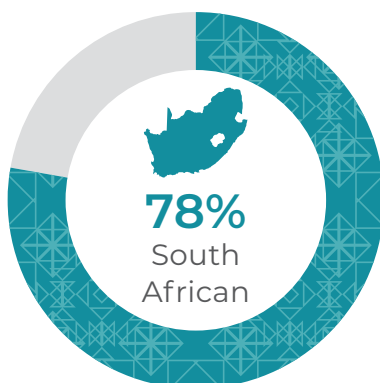
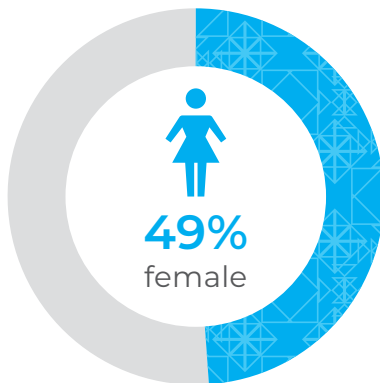
These partnerships allow us to not only track and report progress made, but also to collaborate on projects towards the achievement of the School's vision: *As the authority in business research and education in Africa, we will provide aspiring leaders with the relevant knowledge, skills and competencies to lead change in Africa and beyond.*

Assoc. Prof. Kutlwano Ramaboa
Deputy Director of the UCT GSB

Nerice Barnabas
International Relations Manager



UCT GSB STUDENT STATS 2020



Who we are

The UCT Graduate School of Business (UCT GSB) is a wholly owned entity of the University of Cape Town (UCT), South Africa's oldest public university. As such, we embody the values of UCT. As a public university in Africa we fully embrace our African identity. We are committed to utilising our resources to widen educational and social opportunities, enhance the quality of life of individuals and communities, build an equitable social order based on respect for human rights, and advance the public good through knowledge generation, teaching and active engagement with the key challenges facing our society – South African, continental and global.

AFRICA'S TOP BUSINESS SCHOOL

DEVELOPING LEADERS. FINDING SOLUTIONS. ADVANCING OUR CONTINENT

As a world-class, internationally recognised and respected business school, the UCT GSB continues to use its privileged position as the top business school in Africa to build a better world. We have gained a reputation for our commitment to excellence in leadership and management education and for our expertise in social innovation and sustainability, emerging markets, and values-based leadership.

- We are committed to social responsiveness and to addressing the key developmental challenges facing South Africa and other emerging markets.
- We are committed to Africa, and to South Africa's future in our continent and in the world.
- We accept the responsibility to act ethically and with professional integrity.
- We nurture thought leadership, recognising and respecting diversity in points of view and the contribution that we can, and should, make to public intellectual life.



OUR VISION

As the authority in business research and education in Africa, we will provide aspiring leaders with the relevant knowledge, skills and competencies to lead change in Africa and beyond.



OUR MISSION

To contribute to the success of individuals and organisations through research-informed teaching, practice and thought leadership that creatively respond to the complex and pressing economic and social challenges of our world today.



OUR VALUES

We are passionate about learning, innovation and creativity. We recognise the legacies of our past, both positive and negative, while looking forward to an equitable and inclusive future based on respect for the value of diversity.

ACCREDITATIONS

We are one of only around 100 business schools in the world to be accredited by the AACSB, AMBA and EQUIS.



NETWORKS AND AFFILIATIONS

- Association of African Business Schools (AABS)
- Academy of Business in Society (ABIS)
- Global Business School Network (GBSN)
- Global Network for Advanced Management (GNAM)
- The Global Alliance in Management Education (CEMS)
- Consortium for University-Based Executive Education (UNICON)

UCT GSB PROGRAMMES

- Executive Education
- MBA
- EMBA
- PGDip Management Practice
- MCom Development Finance
- MPhil Inclusive Innovation
- PhD

Highlights (2018-2020)

This is the University of Cape Town Graduate School of Business's (UCT GSB) fifth Sharing Information on Progress (SIP) report on the United Nations Principles for Responsible Management Education (PRME). The report summarises our achievements and our ambition to become a leading African emerging market business school in responsible management education. The cover page of each main section of the report reflects the relevant United Nations Sustainable Development Goals (SDGs) and PRME principles to facilitate ease of reference. Since the last report in 2018, the UCT GSB would like to highlight the following achievements that we are particularly proud of:

1st Prize
EFMD Case Writing
Competition
in the African Business
Cases category 2018.

EMBA ranked in
top 100 and
best in Africa,
FT EMBA Rankings 2019
and 2020.

**First African
business
school to win**
the John Molson
International
Business Case
Competition in
2020.

**Only African
business
school**
to feature in the 2019
Corporate Knights
Better World MBA
Ranking **Top 40**.

In 2019,
**SDG and
PRME relevant
content**

featured in 80% of our
student research and 70%
of our published articles
and books.

1st Prize
CEEMAN / Emerald
Case Writing
Competitions
from 2016 to 2020.

In 2019 and 2020,
the UCT GSB and our
partners awarded **more
than ZAR 9 million**
(approximately US\$
571,463) **in bursaries
and scholarships** to
students from
across Africa.

UCT GSB Embedding
Project recognised in the
Association to Advance
Collegiate Schools of
Business International's
(**AACSB**) annual 2019
**Innovations That
Inspire challenge.**

Gold, EFMD
Excellence in Practice
Awards 2019.

EMBA ranked
**45th in the
world and the
best in Africa**,
QS Global EMBA Rankings
2019 and 2020.

**55th in
the world**
for Customised
Programmes by the 2020
Financial Times' Global
Top 100.

1st Place,
Emerald/ AABS
Case Study Competitions
from 2014 to 2020.



1. Reducing **inequality** through transformation



PURPOSE



VALUES



METHOD



PARTNERSHIPS



DIALOGUE

“At UCT, transformation is about our institution transforming itself to align with the democratic future of our country. It’s about using the knowledge produced by our academics, researchers and students to respond to societal issues and contribute to making the world a better place. It’s about constantly striving to achieve equality, human rights and freedom.”

– Prof. Mamokgethi Phakeng,
VICE-CHANCELLOR, UCT

South Africa suffers from one of the highest levels of inequality in the world, largely due to the country’s difficult history of exclusion. The 2019 **Inequality Trends Report** highlighted the heavily gendered and racialised inequality present in the South African labour market. The report found that “population group matters a lot, with Black Africans being the most disadvantaged in finding employment, and earning substantially less when they are employed, relative to their White counterparts. Gender matters too, with women being less likely to have a job and earning on average substantially less than men, conditional on being employed.”

The UCT GSB aims to be an agent of change within this local context and fully subscribes to the values set out in UCT’s official transformation agenda. The transformation agenda at UCT is grounded in South Africa’s employment equity laws and

extends to institutional culture change across the following six broad areas:

- Student **access, support and success**.
- Staff **access, support and success**.
- **Place and space** – with a focus on artworks, symbols, names of buildings, our identity and UCT’s work, in both academic and social spheres.
- How we respond as an institution to **discrimination, harassment and violence**.
- **Engaging with the community and developing community partnerships**.
- **Curriculum support**, including the development of inclusive classrooms.

The UCT GSB’s Transformation Committee, which is elected annually by staff, holds the UCT GSB’s leadership accountable for progress in these areas. The Transformation Committee also provides a platform for dialogue and connects the UCT GSB to key community stakeholders for collaborative projects aimed at achieving a more transformed society.



The UCT GSB's Transformation Committee FACILITATES DIALOGUE

During the 2019/20 academic year, the UCT GSB's Transformation Committee hosted a series of events and conversations, and developed planning documents and tools focused on integrating marginalised voices and cultures into our business school's operations and values.

1. Addressing the Decolonisation of our Curricula in Post-Apartheid South Africa

The first series of events involved two panel discussions on the issue of decolonising our curricula, and sought to stimulate a deeper scholarly conversation on the topic after the landmark “fees must fall” protests that rocked South African universities from 2016 to 2018. The first panel conversation was held in April 2020 and focused on reviewing the **implementation of diversity programmes in post-apartheid South Africa**. The panel was comprised of representatives from the Allan Gray Centre for Values-Based Leadership and UCT's Office for Inclusivity and Change (OIC).

The second panel discussion sought to evaluate whether a complete transformation to a decolonisation of our curricula had been realised following a cessation of the annual “fees must fall” protests in 2019. This was prefaced by an eye-opening presentation by Dr Siddique Motala on **Art/science Activism: A Pedagogy of Resistance**. Dr Motala's presentation on how he integrates the decolonisation dimensions in his architecture and city planning classes provided a historical and anthropological perspective on Cape Town's District Six, and highlighted how apartheid era forced removals not only disrupted the social and economic fabric of a community in a single generation, but also fundamentally altered how subsequent

generations engage with the architecture and new city developments in the area.

The presentation crucially highlighted how architecturally unsustainable new building and city developments might be if the traumas in the spatial history of an area are not adequately considered during the city planning and building phases. Dr Motala also noted how critically important the realisation of **SDG 11** is, which seeks to develop more sustainable cities through better settlement planning and providing adequate housing and infrastructure services.

Dr Motala has started a collaborative project with the UCT GSB to assess the socio-economic and architectural history of the UCT's Breakwater Campus, with a view of infusing this into the GSB's induction programmes and the sustainability component of the Business, Government and Society Module on the MBA programme in line with SDG 4.

Dr Motala's presentation encouraged the UCT GSB Transformation Committee and Design School (D-School) to think more critically, leading them to make a representation to the UCT GSB's Management Committee (MANCO) about the use of open plan spaces to inspire engagement and be more mindful that our artwork does not denigrate any segment of society, thereby contributing to **SDG target 4.5**.



The UCT GSB also hosted a Transformation Distinguished Speaker Programme Conversation in May 2019 with the University of Zambia's Historian and Political Commentator, Dr Sishuwa Sishuwa, who looked at the twin global challenges of migration and xenophobia in South Africa from an African perspective.

The **presentation** attributed the pressures of xenophobia in South Africa to policy failures in Africa, and advocated for a re-ignition of President Thabo Mbeki's African Renaissance Agenda if South Africa wishes to avert future xenophobic attacks. This intervention contributed to SDG target 4.5.

2. Addressing Gender Inequality in Post-Apartheid South Africa

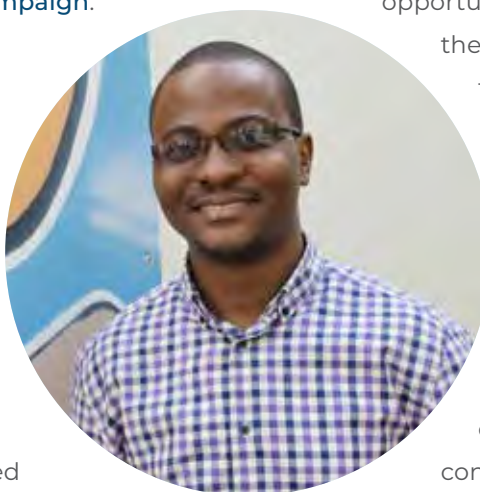
Other crucial clusters of activities hosted by the UCT GSB included conversations and plans around gender and gender-based violence. These were held with UCT and its immediate spheres under the auspices of the university-wide programme, **Just No to Gender-Based Violence against Women Campaign**.

In July 2019, the UCT GSB Transformation Committee hosted representatives from the Africa Gender Institute (AGI) to share thoughts on how to identify, conceptualise, and resolve gender-based violence (GBV) in the higher education setting in South Africa. This was based on the recently finalised and widely consultative Policy Framework to Address Gender-Based Violence in the Post-School Education and Training System.

We observed that women earn on average 23% less than their male counterparts in South Africa (PwC, 2018); account for only 5% of CEOs and 29% of senior manager roles in business (McKinsey, 2019), despite making up 51% of the population; make up 60-90%

of those who are unemployed or involved in informal business activities in Africa (AfDB, 2019); and are not well-integrated in decision-making structures at any level in the South African and African contexts (WEF, 2019).

We believe that the UCT GSB has the unique opportunity to crucially engage with these challenges and can help to shape the conversation around gender equality in the UCT GSB and the broader South African and African societies. Our intention is to lead the university, national and continental conversation by creating a conducive working and learning environment for women at the UCT GSB; by securing external funding from our networks for 80-100 scholarships per year for women across all full-time programmes to develop their managerial abilities; by developing and attracting more female academics and by cultivating more self-aware, gender conscious, and transformational managers who will impact industries across South Africa and Africa.



Dr Mundia Kabinga

Chair: GSB Transformation Committee (2019-2020) and Senior Lecturer



UCT GSB's focus on Gender Equality – wins and challenges!

Over the past two years we have seen strong representation of women leadership within the UCT GSB. UCT is one of only a handful of universities worldwide that has a women-led executive team, and several women make up the university's team of deans and executive directors. In 2020, the UCT GSB appointed two women to the top leadership roles when Dr Catherine Duggan and Associate Professor Kutlwano Ramaboa were appointed as Director and Deputy Director, respectively. This strong leadership has brought renewed focus on gender equality across the UCT GSB.

We have seen an increase in the number of women taking up opportunities to access our academic programs. More women than men are currently enrolled in our PGDip in Management Practice (52%), MPhil in Inclusive Innovation (63%) and MCom in Development Finance (59%). In addition, over 70% of UCT GSB staff are women and our recruitment processes have a strong focus on Employment Equity, which recognizes and reinforces the need for the employment of women at every level of the organization.

One of the key barriers for women when it comes to accessing academic programs is funding. To overcome this, UCT's Vice-Chancellor launched a number of scholarships for women in 2018. The awards offer up to ZAR 1.5 million (approximately US\$ 97,466) a year for five years, and are aimed at three areas of research. The first, "Scholarship for womxn by womxn", focuses on areas of study where women are under-represented. The second, "Scholarship for womxn by womxn on womxn", is for research in an area that focuses on women's issues and can include the

intersection of gender with other marginalized identities. The third, "Scholarship on re-imagining gender", is aimed at supporting research on transgender or non-conforming gender issues.



In addition, the UCT GSB's student-led Women in Business Conference raises funds for scholarships for women to study at the UCT GSB, and the School offers significant discounts to women participating in our Executive Women in Leadership and Developing Women in Leadership short courses. These short courses have

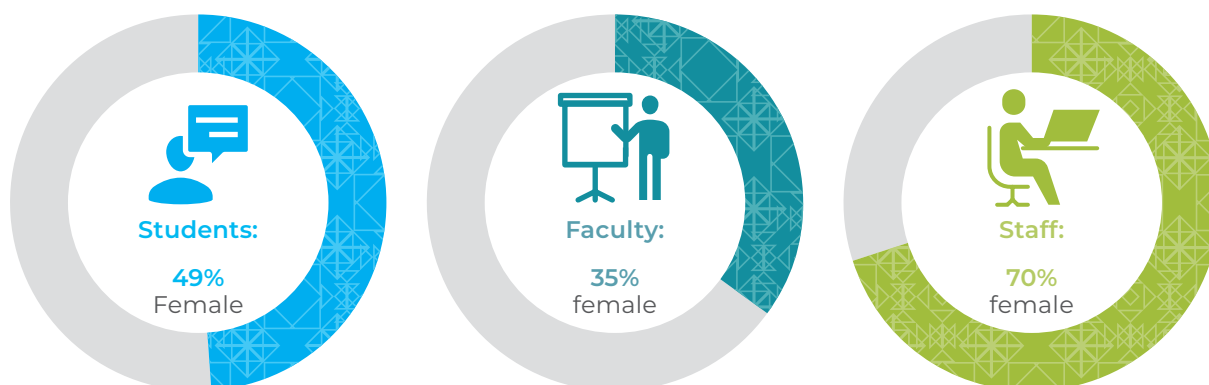
been specifically designed to support women to access their authentic leadership skills, become more self-aware and confident, navigate office politics, negotiate and advocate more strongly for themselves, connect more authentically with others, and successfully manage relationships.

The UCT GSB is playing an active role in creating a gender equal society by providing women with the knowledge and skills to take up their rightful places in leadership roles. This is in line with SDGs 4, 5 and 10.

Kvmeshnee West
Executive Education Director and Chair, Diversity and Inclusion Committee
(since 2020)



The UCT GSB's gender stats for 2020



THE UCT GSB WOMEN IN BUSINESS CONFERENCE

The Annual UCT GSB Women in Business Conference and Fundraiser, which is organised by the School's MBA students, celebrated its 21st year in 2020, and showcased an inspirational and high-profile group of women speakers from all sectors. Held virtually for the first time, the Conference invited its 400 delegates from across the globe to Rise, Reset, Reimagine and Recreate in the wake of the Covid-19 pandemic. The conference is used to cast a critical eye on diversity, inclusion and gender equality in the workplace during women's month, which is observed annually in South Africa during the month of August. The

event brought together courageous leaders and executives from the private and public NGO and entrepreneurial sectors, who have brought about meaningful change within their respective industries. The conference highlighted that sustainable economic growth is impossible without reducing gender inequality, addressing gender disparity in leadership positions, and closing the gender pay gap. The fundraising element of the conference is geared toward creating access for financially excluded women to study at the UCT GSB. In 2020 approximately ZAR 1 million (around US\$ 64,257) was raised





2. Managing **through** crisis – an academic and practical approach



PURPOSE



VALUES



RESEARCH



PARTNERSHIPS



DIALOGUE

The last few years have presented the UCT GSB with an opportunity to flex our muscles in managing crises. The content that we teach about leading in a VUCA (volatile, uncertain, complex, and ambiguous) world had to be directly applied to the way we do business during both the water crisis of 2018 and the Covid-19 pandemic.

During the water crisis, we could lean on best practices from other countries that had experienced severe droughts and leverage how they were able to manage their crises. Research papers were written about innovative and sustainable ways to manage the water crisis, and at the same time many practical measures were put in place, with households being restricted to a maximum of 50 litres a day.

In 2020 we found ourselves, together with the rest of the world, navigating a crisis that has impacted our organizations, economies, health care systems and mental health in ways that no one has ever experienced before. At the UCT GSB we suspended all in-person classes and closed the campus (including the hotel and conference centre) when South Africa entered its national 'lockdown' on 26 March 2020. Faculty worked with the school's IT and Academic Office teams to move to emergency remote teaching. Each program team was empowered to adapt their delivery and assessment as needed, and took advantage of platforms such as Microsoft Teams, Zoom and the Vula learning platform to create equivalent online learning spaces. All programs were able to keep on schedule, and on the whole students were very satisfied with the online delivery approaches. Student feedback has consistently shown that around 75% of them found online learning either as effective as, or more effective than, contact teaching for meeting their learning goals.

We established an Adhoc Committee on Covid-19 to advise on an appropriate response to the global pandemic. Their remit included

communication with students, staff and other stakeholders; operational issues; compliance with government regulations; and the development of a Return to Campus Protocol. With the prolonged extension of the lockdown, the focus has shifted to a more long-term strategy of how to manage the impact of the pandemic going forward.

Managing the UCT GSB community's mental health and keeping connected has also been a priority. A monthly Director's Imbizo is held to enable the Director of the School to engage with the entire school community. Initially during the lockdown, Zumba and yoga sessions were offered to the UCT GSB community, while later we offered a webinar on "How to maintain your energy levels while in lockdown". We have also made the support structures available at the university very explicit to staff, and have encouraged them to access these should they need emotional support.

Our faculty have also actively contributed through thought leadership pieces and webinars on numerous topics to help organizations support their teams, help organizations navigate the economic impact on their businesses, and help students understand what Covid means for them and their studies.

As we continue to navigate these unprecedented times, we will continue to generate relevant content for Africa regarding how to deal with the impact of the pandemic. We will also continue to put practical steps in place to manage the on-the-ground challenges that we have to navigate when delivering business education to Africa and the world.

Kumeshnee West

Executive Education Director and Chair, Adhoc Committee on Covid-19

(since 2020)



CONTRIBUTIONS MADE BY THE UCT GSB AMID THE COVID-19 PANDEMIC



THOUGHT LEADERSHIP AND RESEARCH

Christina Swart-Opperman's article, **Tips for managing and motivating teams during Covid-19**, was featured in the City Press newspaper.

Professor Ralph Hamann and UCT GSB students teamed up to write a student-centric article on a Manchester University blog entitled, **So, you're a social science research student – what does Covid-19 mean for you?**

Associate Professor Mikael Samuelsson published an opinion piece in News24 entitled, **Most of SA's businesses are SMEs, and we can help them survive.**

Dr Camaren Peter from the Allan Gray Centre for Values-Based Leadership published an article in the Daily Maverick entitled, **We are not at war with Covid-19.**

Professor Ralph Hamann is embarking on a one-year research project entitled "Business, the SDGs, and Covid-19 in Africa: How are companies responding to different objectives, timeframes, and contexts?" This will take place in collaboration with colleagues at Lagos Business School and the Universities of Edinburgh and Mauritius, with funding from B-Corps and the IDRC.

Professor Thomas Koelble and Associate Professor Sean Gossel wrote an opinion piece for the Daily Maverick entitled, **Everything has changed: the world and South Africa after Covid-19.**

A team including Professor Ralph Hamann, Dr Annika Surmeier (a post-doctoral researcher at the UCT GSB), and Christine Fyvie, Thanyani Ramarumo, Mandy Rapson, Jenny Soderbergh, and Ashley Newell (all current or former UCT GSB students) have had an article "Turning Short-Term Crisis Relief Into Longer-Term Social Innovation" published in Stanford Social Innovation Review. The article explores how civil society responses to COVID-19 in South Africa are resisting the all-too-common return to pre-crisis "normal".



DIALOGUE

A conversation entitled, **"Civil society groups that mobilised around Covid-19 face important choices"**, which was based

on Professor Ralph Hamann's discussions and participation in the diverse civil society responses to Covid-19, included some inspiring initiatives led by GSB students.

Professor Kurt April presented a session on "Diversity & Inclusion and the Pandemic" at Knowledge Resources Publishers' online conference for HR managers and professionals termed, HR: The New Agenda.

A special student and alumni lecture entitled, "Navigating through an Uncertain Economic Future", was presented by the CEO of the JSE, Dr Leila Fourie. Dr Fourie left our students with an empowering message that there is no better time to be studying, yet with the privilege of a business school education comes an obligation to make a difference.

A webinar entitled, "Emerging Global Trends Covid-19", was hosted by Associate Professor Sean Gossel, which attracted students and alumni from both local and international markets such as the USA, the UAE, Zimbabwe, Kenya, the UK, Namibia, Lesotho, Mauritius, Botswana, Zambia, Germany, Tanzania, Kenya, Australia and Portugal. Associate Professor Gossel contextualised the impact of the impending global depression and how this will impact most South Africans, and highlighted what could be done to minimise that risk.







3. Responsible management elements in curricula



PURPOSE



VALUES



METHOD



RESEARCH



PARTNERSHIPS



DIALOGUE

The UCT GSB's curricula are strategically aligned to the School's mission to contribute to the success of individuals and organizations through research-informed teaching, practice and thought leadership that creatively responds to the complex and pressing economic and social challenges of our world today.

We are globally recognized for our well-rounded programs and emphasis on personal development, as well as the resulting quality of our graduates. The School invests considerable time defining and developing core values in our students. The UCT GSB MBA program, for example, includes compulsory social innovation and values-based leadership modules that aim to provide students with new perspectives on their role in the world they live in. Through this, they are provided with practical tools to work towards innovative social change and a greater sense of purpose in their working environments after graduation. The School's alignment of our curricula with our core values was recognized through our full-time MBA program ranking in the Corporate Knights Better World MBA Top 40 in 2019. This recognition places us as one of the top programs in the world when it comes to instilling a holistic purpose in future leaders, ensuring they are equipped with the skills, tools and values to build a more inclusive and prosperous society that is in sync with our natural world.

The UCT GSB continues to make significant changes to the shape of our academic offerings in order to remain relevant to our mission, which will in turn strengthen our alignment to the SDGs through PRME. A key development during the period under review was our successful introduction of six MBA specialization streams, with 40% of enrolled MBA students pursuing a specialization in 2020. The Leadership and Change MBA stream,

The UCT GSB is one of the first business schools globally to make social innovation a mandatory part of the MBA curriculum and now boasts the largest academic body of social innovation and related fields, including impact investing in Africa.



which is firmly aligned to PRME Principles 1 (Purpose) and 2 (Values) proved to be the most popular MBA specialisation offered at UCT GSB in the 2020 stream, with 38% of all specialized MBAs being selected from this stream. The second most popular MBA stream in 2020, with a more than 30% uptake, was the MBA specializing in Innovation & Entrepreneurship, which aligns to the SDG 9 element of Innovation. Our students' overwhelming choice to specialize in these key streams indicates an alignment with the UCT GSB's core values, as well as a desire to develop themselves beyond the traditional MBA core competencies into well-rounded, ethical leaders with out-of-the-box problem-solving skills, who can function effectively in an increasingly complex world.

Sustainability-linked topics are increasingly being integrated into our curricula. In 2020, the UCT GSB joined a PRME Champions project team, led by Copenhagen Business School, which aims to connect our curricula to the SDGs and the UCT GSB's strategy. Results from the initial phase of this project will be presented at the end of the 2020-2021 Champions cycle.



UCT GSB core courses that are firmly aligned to the core values of the SDGs and to PRME





SOCIAL INNOVATION AND SUSTAINABILITY

We are concerned with the nature of intentional, collaborative work that creatively transforms social-ecological systems across multiple scales. We focus on the development of products, processes, initiatives, or organisations that:

- create social value through both means and ends; and
- reconfigure institutionalised rules, values, beliefs, or relational patterns.

Because of their complexity, uncertainty and inequality, emerging economies are often at the forefront of incubating practices that challenge current social paradigms. We are particularly interested in the organisational and network dynamics of social innovation and in the role that inter-organisational, cross-sector and cross-scale relationships may play in developing and embedding solutions to wicked problems. UCT GSB researchers currently explore these questions via a variety of topics and contexts, including health care, education, food security, climate change, impact investing, the sociology of finance, social entrepreneurship, supply chain innovation, and inclusive innovation.



EMERGING MARKETS, FINANCE, INVESTMENT AND TRADE

We seek to comprehensively unpack the political, institutional, economic, financial and social forces at work in these emerging economies with a view to better inform organisations and investors as to how to adapt their strategies and portfolios to take advantage of the opportunities presented.

This includes work on:

- the impact of institutions on economic development in emerging markets;
- companies' strategic responses to institutional voids;
- democratisation, local governance and service delivery; and
- emerging financial markets, implications for corporate finance, and new developments in sustainable and responsible investment.



VALUES-BASED LEADERSHIP

There is growing concern about unethical behaviour among managers. An array of scandals has eroded public confidence in corporations as agents of development and positive social change. Such scandals exacerbate worries about companies acting as vehicles for self-enrichment at the expense of society and the environment. Yet despite a plethora of analyses, debates and laws, it seems that nothing much has changed. Why is change so difficult and

what is our role in such change? What are the assumptions supporting our current business management model, and what are their implications? What if a broader array of values included as motives for managers, and what if we take seriously the complex interactions between values, actions, and outcomes? These are among the key questions addressed in various ways in this UCT GSB area of work.



The UCT GSB's MPhil in Inclusive Innovation director, Professor Warren Nilsson, gives us an overview of the programme and its success in developing agents of change

The UCT GSB's MPhil in Inclusive Innovation programme is designed to accelerate participants' ability to respond creatively to social and ecological challenges. We designed a degree that allows students to complete a major piece of customised, interdisciplinary research in a way that will lead to innovative praxis.

That praxis might take the form of new business models, organisational processes, leadership principles, facilitation practices, or political policies. Participants can be in business, civil society, or government. They can be entrepreneurial or intrapreneurial. Their work can focus on inclusive management, economics, health care, education, food security, community development, social mobilisation and democracy, ecology, culture and the arts, technology, social identity, or any combination of the above. What participants have in common is a deep commitment to changing the social-ecological systems that they are part of. The programme grew to capacity quickly, owing in large part to word of mouth and the program's unique design; few other social innovation programmes combine intensive academic research with practical design in this way.

The MPhil cohorts have been remarkable for their diversity in terms of race, gender, age, educational discipline, culture, and socio-economic background. Participants develop their research projects independently with the support of one or more academic supervisors, but they also attend four week-long modules over the course of the first year, which gives

them new frameworks for approaching inclusive innovation.

Upon programme completion, the majority of MPhil participants put the inclusive innovations they have developed into action in a variety of ways.

Social Entrepreneurship

– starting social enterprises that meet a social or ecological need with an innovative business

model. Examples include:

- Lumkani – a business that develops networked fire detection and microinsurance solutions to prevent or mitigate the communal devastation of shack fires in informal settlements. Lumkani has served tens of thousands of previously excluded South Africans.
- Pelebox – an award-winning health care innovation developing smart lockers to make chronic medications in public facilities more easily accessible, thereby increasing treatment compliance and reducing lost time and work for people struggling with diseases like HIV/AIDS, diabetes, and tuberculosis. Pelebox reduces the average waiting time for prescription refills from several hours to three minutes.



Assoc. Prof. Warren Nilsson

Programme Director: MPhil in Inclusive Innovation



Social Intrapreneurship – developing innovative, inclusive solutions from within existing private companies and public agencies. Examples include:

- A project to revise the South African National Parks contracting process to make it more accessible to small, local eco-businesses.
- Implementation of a more inclusive and transparent health information system to manage tropical diseases in Mozambique.

System Entrepreneurship – broad advocacy and connective work designed to shift significant aspects of institutionalised systems. Examples include:

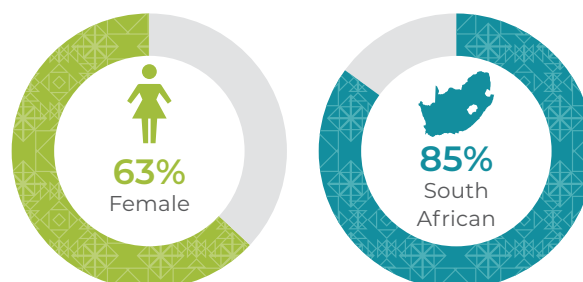
A recent MPhil graduate has taken on the role of research director at one of the world's largest and most influential advocacy organisations focused on impact investing.

Two current MPhil students in the credit industry are working to radically alter the South African credit system so that it can better recognise informal and non-traditional indicators of creditworthiness among excluded populations.

Facilitation and Teaching – direct work supporting individuals, organisations, and communities that are pursuing transformation goals. Examples include:

- A teaching and consulting practice facilitating participative, community-based social design processes across significant cultural barriers.
- A programme that uses theatre workshops to develop resilience and social change agency in teenage girls.
- A coaching and consulting practice focused on deep race work, especially among people in privileged positions.

MPHIL IN INCLUSIVE INNOVATION STUDENT STATS FOR 2020





4. Impact knowledge



HIGHLIGHTING THE UCT GSB'S RESEARCH ON THE ROLE, DYNAMICS AND IMPACT OF CORPORATIONS IN THE CREATION OF SUSTAINABLE SOCIAL, ENVIRONMENTAL AND ECONOMIC VALUE (2018-2019)

The UCT GSB is a thriving environment for researchers who are addressing issues around the SDGs. This is in keeping with the GSB's new research mission slogan – impact knowledge – which highlights our need to have an impact on knowledge and have knowledge with impact. The former means that we influence local and global conversations and theories, while the latter means that our research (and teaching) must address growing and complex economic, social and ecological problems, that is, it must have real-world impacts.

This slogan resonates both with our responsibility to make a positive difference, as well as the opportunity we have to build upon an impressive set of capabilities and reputation.

Research conducted at the School spans three thematic clusters: Emerging markets finance, investment and trade; Social innovation and sustainability; and Values-based leadership. Within these broad themes, researchers comprising faculty and students have published journal articles, book chapters and conference proceedings that advance understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value across several SDGs. In fact, the majority of accredited outputs produced by the UCT GSB are related or contribute to the SDGs.

In 2018, the UCT GSB published 54 peer-reviewed articles in accredited journals, 45 of which address elements of the SDGs. The proportion of

“It is part of our mission to drive African scholarship that helps African firms, managers, and entrepreneurs to understand what they are doing well – and how they can do it better – as well as to share that knowledge more widely.”

**- DR CATHERINE DUGGAN,
DIRECTOR OF THE UCT GSB**

SDG-related articles remained consistent in 2019 and spans several SDGs.

From 2018 to 2019, the vast majority of book chapters produced by the UCT GSB were related to the SDGs (five out of six chapters and three out of four chapters were related to the SDGs in 2018 and 2019 respectively). Faculty and students have also represented the UCT GSB at a number of local and international conferences, generating nine published and accredited conference proceedings each year, of which just over half addressed issues pertaining to the SDGs. The majority of SDG-related outputs were produced by UCT GSB faculty, but in 2018, four journal articles and two conference proceeding papers were authored or co-authored by UCT GSB PhD and MBA students. This trend of developing the next generation of researchers who are invested in contributing to the SDGs is expected to continue, especially considering that 83% of projects currently being investigated by our PhD students relate to the SDGs.

Vedantha Singh

Research & PhD Programme Coordinator



A selection of UCT GSB **SDG-related** peer-reviewed articles with respective journals.

2018

Escape FDI and the dynamics of a cumulative process of institutional misalignment and contestation: Stress, strain and failure	FDI, democracy and corruption in Sub-Saharan Africa	Educational Quality Thresholds in the Diffusion of Knowledge with Mobile Phones for Inclusive Human Development in Sub-Saharan Africa	The role of multilateral organisations and governments in advancing social innovation in health care delivery	Dynamic De-responsibilisation in Business–Government Interactions
Journal of World Business	Journal of Policy Modelling	Technological Forecasting and Social Change	Infectious Diseases of Poverty	Organisation Studies
Female economic participation with information and communication technology (ICT) advancement: evidence from Sub-Saharan Africa	ICT, Openness and CO2 emissions in Africa	Enhancing ICT for environment sustainability in Sub-Saharan Africa	Global Configurations in Multinational Enterprises, Duality, and the Challenge of LGBT Inclusivity in Unsympathetic Host Countries within Africa.	Business environment reforms in fragile and conflict-affected states: From a transactions towards a systems approach
South African Journal of Economics	Environmental Science and Pollution Research	Technological Forecasting & Social Change	The International Journal of Human Resource Management	Journal of International Business Policy
The role of the Square Kilometer Array in South Africa's economic development strategy	The welfare effects of unprecedented electricity tariff hikes in Zambia	Measuring our investment in the future	Negotiating new institutional logics: Market access amongst smallholder farmers in Zambia and Malawi	Inequality: Concepts, Data, Perspectives and Solutions
South African Journal of Science	Energy policy	African Evaluation Journal	Society and Business Review	World Economics
Localisation barriers to trade: The case of South Africa's renewable energy independent power program	Uganda's power sector reform: There and back again?	Creating transformative spaces for dialogue and action: reflecting on the experience of the Southern Africa Food Lab	Social finance and the commons paradigm	
Development Southern Africa	Energy for Sustainable Development	Ecology and Society	Management Decision	

2019



AN OVERVIEW OF THE UCT GSB PAPER: “DYNAMIC DE-RESPONSIBILISATION IN BUSINESS-GOVERNMENT INTERACTIONS”

The Marikana massacre, in which 34 striking mineworkers were shot by police on 16 August 2012, was a tragic historic event. The Judicial Commission of Inquiry placed some of the blame on the mining company, Lonmin, highlighting the company's failure to live up to its promise to build 5,500 houses for workers (it only built three!). Having collected data on mining companies in this area since 2001, I suspected that our current theories about corporate (ir)responsibility were insufficient in explaining this, so I embarked on a study of how business-government interactions created the underlying conditions that gave rise to the Marikana massacre.

This analysis resulted in a model of “dynamic de-responsibilisation” – a process in which business-government interactions progressively dissipate the adopted and enacted social responsibilities of both the government and business. One key part of this is that the government and companies agree on negotiating black empowerment rules, but this results in rules that are too vague to be clearly enforced. Another part is that companies agree to provide public goods and services – such as the 5,500 houses promised by Lonmin – but this contributes to the local government abdicating its responsibilities in



the area. In combination, the rules that are too vague to enforce and a failure of local governance make it possible for companies to evade their stated commitments. My analysis showed that a dynamic process involving various role-players' diverse actions and reactions, each of which might seem innocuous on their own, progressively led to severe harm to vulnerable stakeholders and corresponding reputation and other damage to the firm. This points to a need for private actors to insist that their contributions to public goods and services maintain, rather than displace, the government and the state as the primary governance agents.

Prof. Ralph Hamann



EMBEDDING PROJECT: A UCT GSB SUSTAINABILITY PROJECT MAKING A GLOBAL IMPACT

The Embedding Project is a global public-benefit research project co-hosted by the UCT GSB and Beedie School of Business at Simon Fraser University in Canada, which helps companies to integrate social and environmental factors into their decision-making. The project functions as a source of sustainability knowledge co-created by scholars and professionals grounded in high-quality research. It uses its peer-to-peer networks, where companies assess and compare their efforts and engage in structured peer coaching, and its global communities of practice, where leading companies share and develop best practices and co-create tools and resources.

The project also aims to develop an innovative set of teaching materials for educators, seeking to provide leading-edge knowledge on embedding sustainability to the next generation of business leaders. Over the past two years, the Embedding Project has partnered with a variety of global companies, including Nedbank, AngloGold Ashanti, Santam and Woolworths, as well as civil society initiatives such as WWF South Africa and the National Business Initiative (NBI), to focus on why and how these companies are seeking to advance community resilience. The project identified community resilience as an important ambition that combines a number of SDGs in their local manifestation, and studied these efforts in five places around South Africa. The research also included

numerous group discussions with corporate sustainability and strategy managers who are members of the Embedding Project, as well as an open workshop hosted by Santam in Johannesburg, which was attended by diverse companies, NGOs and some government representatives. Outputs of this work include a guide for practitioners and a scholarly paper published in the Journal of Business Ethics. The UCT GSB Embedding Project was presented with the International Impactful Collaboration Award by the Academy of Management at its annual general meeting in August 2018, and the project was also recognised in the Association to Advance Collegiate Schools of Business International's (AACSB) annual Innovations That Inspire challenge in 2019.



MAKING AN IMPACT THROUGH AFRICA-FOCUSED TEACHING CASES

The UCT GSB's Case Writing Centre (CWC) continues to generate teaching cases that explore crucial issues facing businesses in Africa, where lived experiences are often exceptionally nuanced and different from international theory and practices. The Centre is helping to fill this gap, and in four years has produced a total of 50 high-quality African-focused teaching cases that portray the realities of emerging economies. Thirty-five of these were published in the period

under review (2018-2020), and a third were either directly or indirectly relevant to the SDGs. In 2020, the CWC collaborated with the Bertha Centre for Social Innovation & Entrepreneurship and the Nelson Mandela School of Public Governance in the generation of cases. By studying and teaching local businesses, the UCT GSB is able to equip its local and international students with an enhanced understanding of the challenges and opportunities of business in an emerging market.

PUBLISHED TEACHING CASES (2018-2020)



AWARD-WINNING

Fifteen of our teaching cases have been recognised in global competitions.



Winner: 2020 CEEMAN/ Emerald case writing competition. Biotronik:

Bypassing the commodity trap of medical devices in South African healthcare

Stephanie Barden & Professor Geoff Bick



Winner: 2020 Emerald/ AABS case study competition.

Triggerfish Animation Studios: The challenges of financing digital entertainment

Craig Lowman, Associate Professor Mikael Samuelsson, Professor Geoff Bick



Winner: 2018 EFMD case writing competition, African Business. Vitalite Zambia Ltd: The

intersection of solar energy technology and mobile money in Zambia (case A & B)

Vimendree Perumal, Professor Ralph Hamann, Dr John Fay, Peter Munthali, Sarah Boyd



Winner: 2019 CEEMAN/ Emerald case writing competition. Drink The Duchess:

Marketing challenges and opportunities encountered when SMEs internationalise

Fran Heathcote & Professor Geoff Bick



Winner: 2017 EFMD case writing competition, African Business. Lonmin Plc: Mining and

responsible investment – dangerous liaisons?

Marilize Putter & Associate Professor Stephanie Giamporcaro



Winner: 2018-2019 Emerald/ AABS case study competition.

UCOOK: Growth challenges faced by a small to medium-sized South African venture

Jeanné Odendaal & Professor Geoff Bick



3rd place: 2017-2018 Emerald/AABS case study competition. Responsible

investment at Old Mutual: A case of institutional entrepreneurship

David Leslie & Associate Professor Stephanie Giamporcaro





**Top 9: 2018 CEEMAN/
Emerald case writing
competition.** Silulo Ulutho

Technologies: African social enterprise driving inclusive business practice

*Dr Eckard Smuts, Sophia Campello Beckwith,
Ncedisa Nkonyeni, Ella Scheepers,
Dr François Bonnici*



**Top 10: 2017 CEEMAN/
Emerald case writing
competition.** African Bank

Investment Ltd (ABIL): A South African corporate governance failure

Matthew Marrian & Associate Professor
Stephanie Giamporcaro



**Top 9: 2018 CEEMAN/
Emerald case writing
competition.** Mitchell's Brewery:

Entrepreneurship challenges in the South African craft beer industry
Fezile Sidubi & Professor Geoff Bick



**Winner: 2014-2015 Emerald/
AABS case study competition.**

M-Pesa: An evolution in organisational strategy
Dr Linda Ronnie & Mariam Cassim



**Winner: 2016-2017 Emerald/
AABS case study competition.**

The evolution of Lean Thinking at K-Way: Where to next?
Fatima Hamdulay & Himanshu Vidhani



**Winner: 2016 CEEMAN/
Emerald case writing
competition.** Zoono mobile

money: Investing for impact (case A & B)
John Bazley, Cynthia Schweer Rayner, Professor
Thomas Hellmann & Aunnie Patton Power



**Winner: 2017 African
Governance Showcase
competition.** African Bank

Investment Ltd (ABIL): A South African corporate governance failure
Matthew Marrian & Associate Professor
Stephanie Giamporcaro



**Winner: 2015-2016 Emerald/
AABS case study competition.**

BOS Brands: Challenges of internationalisation
Chris Human & Professor Geoff Bick





5. Reducing **inequality** through Social Innovation and Entrepreneurship



PURPOSE



METHOD



RESEARCH



PARTNERSHIPS



DIALOGUE

Bertha Centre for Social Innovation & Entrepreneurship

Over the past two years, the Bertha Centre for Social Innovation and Entrepreneurship (Bertha Centre) has continued its groundbreaking work as the leading academic centre in Africa, with the aim of building social innovation and social entrepreneurship as a community of thinking and action from as many sectors as possible.

An academic focus has always been important to the Bertha Centre, and it has continued its work through the Bertha Scholarship Programme to attract and support the next generation of social innovators. The Centre continues to contribute to the UCT GSB's academic projects and programmes, including the MBA, EMBA, MCom in Development Finance, and MPhil in Inclusive Innovation. The Bertha Centre team also teaches Executive Education courses such as Impact Investing in Africa, Leading Innovative Partnerships in Extended Education, and Systems Change & Social Impact. In addition, the Centre developed the UCT GSB's first Massive Open Online Courses, namely, Becoming a Changemaker: Introduction to

Social Innovation, and Innovative Finance: Hacking Finance to Change the World.

In 2020, the Bertha Centre and the SAB Foundation partnered to offer the Student Seed Fund to social innovators and entrepreneurs as part of their joint mission to catalyse and invest in changemakers. The Student Seed Fund is open to all UCT, UCT GSB, and Raymond Ackerman Academy students, as well as entrepreneurs who have gone through UCT programmes such as the Impact Venture Incubation Program. The fund supports entrepreneurs who have innovative ideas for tackling social or environmental problems in low-income communities with access to seed capital at the business model discovery (or pre start-up) phase and the start-up phase.



The Student Seed Fund supports innovative ideas with test funding of up ZAR 20,000 (approximately US\$ 1,300) and social enterprise start-ups with seed funding of up to ZAR 100,000 (approximately US\$ 6,500).

The Centre has also awarded over ZAR 9 million (approximately US\$ 576,900) in Bertha Scholarships to African students. Bertha Scholarships are offered to innovators, entrepreneurs, out-of-the-box thinkers, system-entrepreneurs, changemakers, social activists and cross-disciplinary candidates from any field, provided they are actively involved in the exploration of social, environmental and/or economic justice using innovative approaches. In so doing, the Centre aims to diversify the student body at the UCT GSB by enabling scholars who might not otherwise have been able to study at the institution, and investing in their journey to increase their social impact as their career evolves.

The Bertha Centre is also an anchor tenant in Philippi Village, a mixed-use entrepreneurial development zone aimed at creating economic opportunities for communities that are excluded from mainstream economic development such as Nyanga, Gugulethu, Mitchell's Plain and Khayelitsha. It offers affordable retail space and business support services via the UCT GSB Solution Space, Silulo Ulutho Technologies, and Business Activator, as well as a library, to local entrepreneurs, organisations, foundations and members of the community. In 2020, Bertha Centre changemakers – young leaders from surrounding communities – and graffiti artists reached out to the local community through a series of workshops where more than 200 stories were written down, drawn, sung and

“The Bertha Centre team believe that their culture, approach and how they “show up” is as important as the impact goals they espouse.”

spoken, which were then co-designed into a mural for a wall at Philippi Village. The artists painted outlines of the design which the community filled in, transforming it into a vibrant reflection of their experiences and hopes for the future of Philippi.



By understanding, recognising, articulating and assisting new and ongoing initiatives in as many ways as possible, the Bertha Centre hopes to continue to conduct meaningful research such as mapping, case studies, analyses, and publications. In addition, the Centre has attempted to test the feasibility of new processes, models, products and partnerships

in order to be an active role-player that can share with others what works and what does not, and to further adapt, stimulate, and replicate successes. Ultimately, the goal has been to develop initiatives that work well, and further to this, help them to become mainstream. To do this effectively for social outcomes, this often means building the field, and it always means involving other actors, mainstream organisations, and/or government partners. It has always been the aim of the Bertha Centre to put social innovation on the African continent's development agenda, and to inspire conversations around social development – firstly at the UCT GSB, and then more broadly in society, policy, and the local, regional, and international economies.

The Bertha Centre team believe that their



culture, approach and how they “show up” is as important as the impact goals they espouse. The team is committed to social justice through catalysing, convening, building knowledge and education, and advocating for change with a systems lens. With a rich background and expertise in thematic areas like innovative finance, health systems innovation and education innovation, the Centre seeks to build on these and other areas, such as social systems innovation and youth development innovation.

Some 2020 stats to highlight:

- The Bertha Centre report in partnership with the Schwab Foundation, entitled, “Beyond Organizational Scale: How Social Entrepreneurs Create Systems Change”, has been downloaded almost 10,000 times.
- Over ZAR 9 million (approximately US\$ 576,900) in Bertha Scholarships has been awarded to students from Africa.

In 2020, the UCT GSB’s Bertha Centre partnered with global non-profit Build Up to organise and host the Build Peace conference virtually. Build Peace 2020 is an annual global gathering of activists, academics, artists, policy makers and technologists, who share and advance knowledge on emerging challenges to peace in the digital era.

The Bertha Centre shares a common interest with Build Up in strengthening ties between peace builders, social

UCT GSB BERTHA CENTRE MOOCS

Total take-up to date
(since date first offered in 2016)

Becoming a Changemaker:
Introduction to
Social Innovation

85,085
learners

Innovative Finance:
Hacking Finance to
Change the World

7,688
learners

justice workers and inspiring leaders who are catalysts for social and economic change and human rights. Build Peace 2020 focused on social justice and the coronavirus pandemic in the digital age as this plays out across three relevant sub-themes: identity polarisation, urban space and surveillance capitalism. The conference also showcased peace-building innovations, thinking tools and technologies to address these challenges.

Katvsha de Villers

Bertha Centre for Social Innovation



THE SOLUTION SPACE

The UCT GSB has continued to be an ecosystem for early-stage start-ups and a research and development platform for corporates through its Solution Space, which operates from two sites in Cape Town – the V&A Waterfront in the city centre and Philippi Village. Over the past two years, the two sites have been used to expose emerging entrepreneurs to the social and physical contrasts that make Cape Town one of the world's most dynamic cities.

One of the most important ways to approach inequality is to address job and enterprise creation and venture incubation, thus the overarching theme for research and development at the Solution Space Philippi Village is social impact. The Philippi Village houses 106 brightly-coloured shipping containers that have been converted into bespoke offices and retail spaces for entrepreneurs, including hairdressers, dressmakers and restaurants, through its Ventures in Residence Program, which hosted 10 budding entrepreneurs throughout 2018 and 2019.

One of the most important ways to approach inequality is to address job and enterprise creation and venture incubation, thus the overarching theme for research and development at the Solution Space Philippi Village is social impact.

The past two years have seen UCT GSB supporting entrepreneurs to learn and grow by providing them with access to resources, corporate partners, mentors, advisory services and partnerships. In 2020, nine local start-ups participating in the Solution Space e-Track Venture Exploitation Programme (VEP) progressed to the third round of the e-Track programme. With a high-touch scale-up process, the e-Track programme is designed to support teams to build scalable businesses with international potential. The nine start-ups were selected to participate in the VEP to accelerate the development of their venture by concretising the product and securing customer buy-in. After an intensive





12-week journey, the teams' progress was demonstrated through a Demo Day celebration, which included pitching their ventures to a panel of judges and experts. Little Fish, an e-commerce channel that enables micro, small and medium enterprises (MSMEs) with limited capital to experience the benefits of the growing digital economy, was identified as the venture with the most advanced capacity and potential to scale. The start-up was awarded a ZAR 50,000 (approximately US\$ 3,200) bonus prize, coupled with technological and business support to launch their app. In partnership with the UCT GSB Solution Space, Little Fish is about to release its flagship new e-commerce platform.

Joining Little Fish on the third part of UCT GSB's Solution Space e-Track Programmes are eight other participants:

- Activity Hub, an online marketplace for tours and activities which offers real-time availability, secure payment and instant confirmation of experiences.
- CITTA, a sustainable development data and expert resourcing and networking platform with a database.
- Guardian Health, a booking system for local clinics and community health workers to provide better resource planning.
- FynRoot Productions sells a potted arrangement of fynbos plants and empowers individuals with the knowledge to grow and sustain fynbos.
- iAfrika, an African language platform for content and digital skills development.
- Ikhaya Space, a credit provider to high net worth individuals and businesses.
- Futures Academy, an independent online high school that offers a flexible learning solution for grades 10–12.
- Go Themba, an eco-friendly mobile car wash app.





6. Leadership with **purpose**



PURPOSE



VALUES



METHOD



RESEARCH



PARTNERSHIPS



DIALOGUE

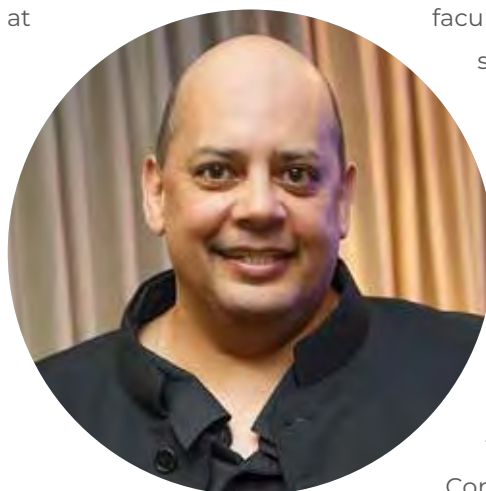
The Allan Gray Centre for Values-Based Leadership

“Values-based leadership involves a fundamental questioning of the principles by which the world has been doing business. There is a lot of great thinking taking place in universities around values and leadership – but it needs to be translated into business and society. The Centre will be adept at doing this.”

– Allan Gray

The Allan Gray Centre for Values-Based Leadership (AGVBL) at the UCT GSB continues to ask difficult questions about the assumptions supporting our current, mostly mechanistic, business management models. Specifically, the Centre broadly explores notions of responsible capitalism, values-based leadership and sustainability. The AGVBL is committed to inclusive societies and organisations through creating knowledge to dismantle systemic oppression and socio-economic inequality.

During the period under review (2018-2020) the AGVBL has touched base with virtually every UCT GSB cohort of students and executives, teaching values-based leadership as a core component of every programme at the School. In conjunction with the UCT GSB's Case Writing Centre, the team has written several African-based case studies, ready



for teaching by local and international faculty. An example of this is a case study written on South Africa's Sorbet Group, which puts women empowerment and stewardship at the centre of its business.

In 2019, the AGVBL hosted the first International AGVBL Academic Conference in the new UCT GSB Academic Conference Centre, entitled

“Values-Based Entrepreneurship and Societal Impact”. The conference tackled topics ranging from the ethics of microfinance to succession planning in social enterprises and entrepreneur resilience and self-care, all through a distinctly African lens. The conference attracted a number of local and international academics from Sweden, the USA, Mexico, the UK, Canada and Zimbabwe, doctoral students and interested parties from business and civil society (including staff members of the Allan Gray Orbis Foundation).

Prof. Kurt April

Allan Gray Centre for Values-Based Leadership Director



FACILITATING DIALOGUE ON VALUES-BASED LEADERSHIP THROUGH THE ALLAN GRAY CENTRE SPEAKER SERIES (2018-2020)

The AGVBL quarterly speaker series has established itself as a feature of the UCT GSB's stakeholder engagement activities. The events offer an opportunity for attendees to network and hear about the speakers' challenges with leadership throughout their careers.

- Personal Narrative: Living One's Purpose and Values by Namhla Mniki (Executive for Women's Economic & Financial Inclusion in the Presidency of South Africa).
- Neuro-Wellness and the Applications of Neuroscience in Business and High-Performance Leadership by Dr Darren Green (Practising Emergency Cardiac Physician, Brain Coach for Neurozone Global, and Media Health and Wellness Personality).
- From the Cape Flats to the Boardroom: Personal & Professional Journeys by Professor Shirley Zinn (Council Member of the University of Cape Town, and former Group Head of Human Resources at Woolworths Holdings Limited and Head of Human Resources of Standard Bank).
- Wabi-Sabi Leadership: Leading Through Imperfection by Professor Dorota Bourne (Henley Business School, University of Reading, UK).
- Thinking Tech-Niche: A New Style of Leadership by Aarti Takoordeen (Chief Financial Officer and Executive Director of the Johannesburg Stock Exchange).
- Atypical Leadership and Legitimacy of Equality & Diversity at Work by Professor Mustafa Özbilgin (Brunel Business School, London, UK).
- The Need for Steward Leadership in Times of Disruption by Archbishop Dr Thabo Makgoba (Archbishop of the Anglican Church of Southern Africa).
- All Rise: Deconstructing Lawfare and the Constitution by Justice Dikgang Moseneke (South African Judge and former Deputy Chief Justice of South Africa).







7. Powering the future



RESEARCH



PARTNERSHIPS



DIALOGUE

POWER FUTURE LABS

Over the past two years, the Power Futures Lab (PFL) at the UCT GSB, formerly known as the Management Program in Infrastructure Reform and Regulation, has continued its work to enhance the understanding of, and build capacity in, infrastructure investment, reform and regulation, in support of sustainable development in Africa. The PFL's main focus at present is on electricity and water, but growth is expected in the gas sector. The Lab's strategic objectives and vision aligns closely with SDG 7, i.e. to ensure access to affordable, reliable, sustainable and modern energy for all.

Highlights from the past two years include research projects, advocacy and thought leadership, including two multi-year applied research projects under the auspices of the UK's "Energy and Economic Growth" program as well as the Danish government's "Tendering Sustainable Energy Transitions" (TENTRANS) project, to support the improved delivery of competitive bidding (auction) programs for utility-scale renewable energy projects in sub-Saharan Africa.

The first project was funded by the UK Department for International Development (DfID) and is a core component of its "Energy and Economic Growth" (EEG) applied research program. It specifically aims at uncovering the procurement design and implementation elements that, together with a host of country- and project-specific factors, ensure optimal investment outcomes of renewable energy independent power projects (IPPs). The project

was conducted in two phases: phase one (2018-2019) included case studies of five frontrunner RE procurement (auction) programs in sub-Saharan Africa (South Africa, Uganda, Zambia, Namibia and Ethiopia), while the second (2020-2021) phase expanded the analysis to the global South: Argentina, Brazil, Chile, India and Mexico. Both phases included capacity building of decision-makers, regulators and utility officials in financing, risk mitigation, procurement, regulation, reform and market transformation for accelerated sustainable power investment through the

PFL's executive education short courses.

The second project, funded by the DANIDA Fellowship Centre (DFC), focuses on South Africa's Renewable Energy Independent Power Producers Procurement Program (REI4P). The project is made up of three main research packages, covering renewable energy

auction design and implementation, the impact on local industrialization and local content development, and the impact on host communities.

The PFL has also been assisting the World Bank and the African Development Bank with their strategic "rethinking power sector reform" work in Africa. In 2019, the director of the PFL, Professor Anton Eberhard, served on the Global Commission to End Energy Poverty, and also chaired the South African president's task team to resolve technical and financial challenges at Eskom.



Wikus Kruger
Power Future Labs



POWER FUTURE LABS PUBLICATIONS AND THOUGHT LEADERSHIP (2018-2020)

2018

(Re)conceptualising State Capture –
With a Case Study of South African Power Company Eskom

Renewable Energy Auctions: A Global Overview

South Africa's Electricity Choice

Renewable Energy Auctions: Cases from sub-Saharan Africa

Decarbonisation and Power Market Reform in Developing Countries:
The case of South Africa

Power sector reform and regulation in Tanzania

A review of private investment in Tanzania's power generation sector

Kenya's lessons from two decades of experience with independent power producers

Uganda's power sector reform: There and back again?

Renewable energy auctions in sub-Saharan Africa:
Comparing the South African, Ugandan, and Zambian Programmes



2019

Zambia Country Report. Report 4: Energy and Economic Growth Research Programme

South Africa Report. Report 6: Energy and Economic Growth Research Programme

Revisiting reforms in the **power sector in Africa.**

Learning from Power Sector Reform: **The Case of Kenya**

Ethiopia Country Report. Report 5: Energy and Economic Growth Research Programme

The power cuts will continue unless SA's new electricity plan translates into **urgent new power procurements**

Scaling up Rural Electrification in Uganda: Innovative Technical and Financial Solutions Being Explored to Address Access Challenges

Learning from Power Sector Reform: **The Case of Uganda**

Namibia Country Report. Report 3: Energy and Economic Growth Research Programme

Competition is the balm to heal Eskom

De-risking solar auctions in sub-Saharan Africa – A comparison of site selection strategies in South Africa and Zambia

Why the Lights Went Out: A Capability Perspective on the Unintended Consequences of Sector Reform Processes

2020

Counteracting market concentration in renewable energy auctions: Lessons learned from South Africa

What is the impact of investing in power?

Towards a responsive energy governance: Lessons from a holistic analysis of energy access in Uganda and Zambia.

Prospects for Private Power Investment in Sub-Saharan Africa in the new decade

A full list of PFL publications can be accessed at:

<https://www.powerfutureslab.co.za/media-publications/publications>



GREENER FACILITIES

The UCT GSB has adopted environmental sustainability practices over the years in line with the UCT Green Policy Framework, from research to recycling, energy saving and water conservation.

The UCT GSB has been working with the newly appointed UCT Director: Environmental Sustainability, who is preparing a new UCT Energy Sustainability Plan that is intended to significantly reduce energy consumption and net carbon emissions by 2030. This will include extensive energy audits of building energy consumption; energy metering and monitoring; improved, automated building management systems; energy efficient lighting and heating; ventilation; and air conditioning installations and retrofits. It is estimated that approximately 20% of UCT's energy can be provided by solar energy, which will ensure considerable cost savings. The work creates an ideal opportunity to link these projects to research and learning activities.

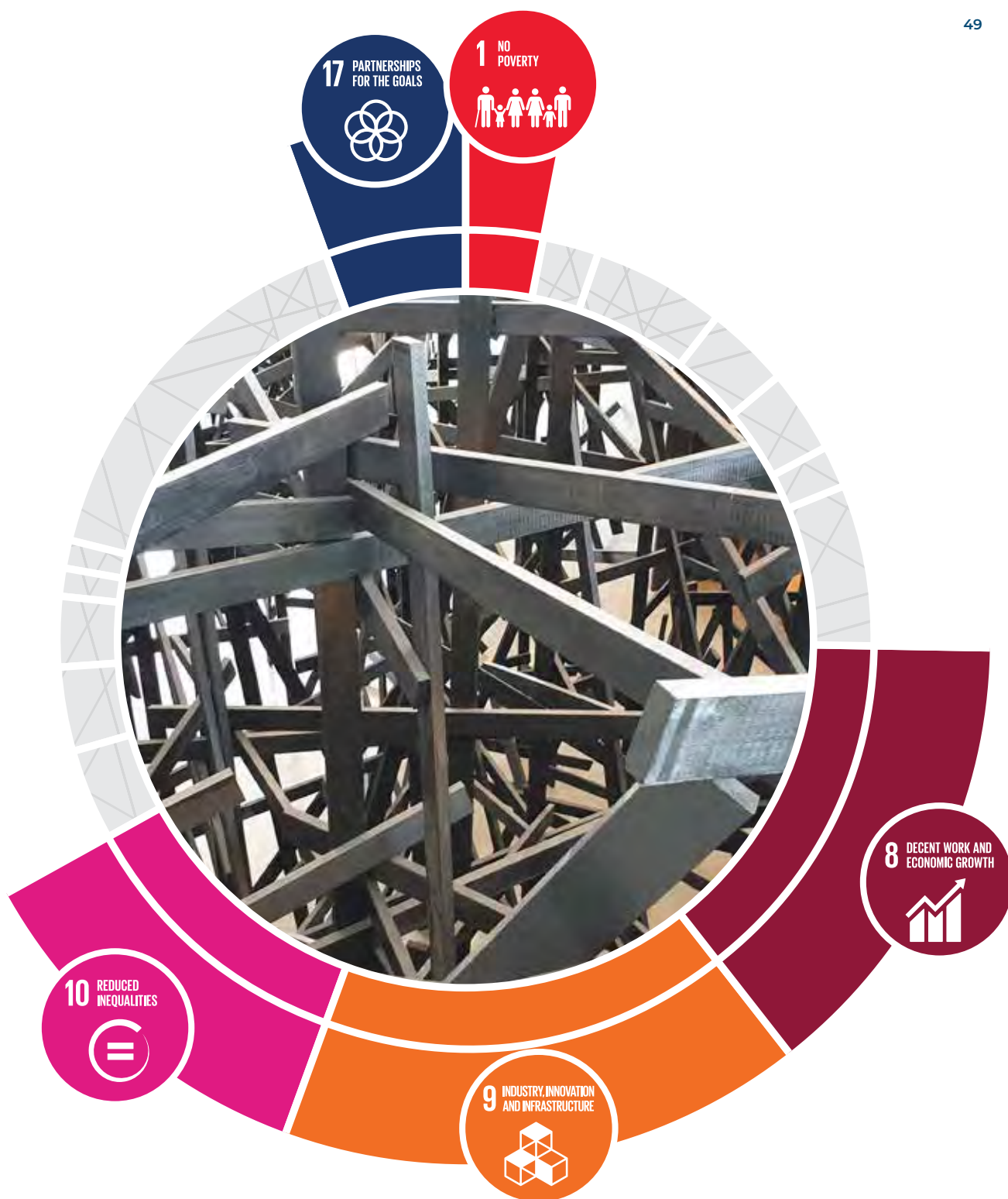
In 2020, UCT's appointed a consultant to conduct a solar photovoltaic (PV) feasibility

study across all campuses, which will investigate and assess suitable locations. The first draft of the study has been completed and has identified potential sites. Extensive energy audits have been undertaken to obtain data on energy use, and a refined list of buildings has been compiled for more detailed site assessments. This includes the UCT GSB campus.

The newly constructed UCT GSB's 4-storey Academic Conference Centre achieved a 4 Star Green Star certification awarded by the Green Building Council South Africa in February 2019. The building's sustainable features include naturally ventilated and conditioned spaces, a VRV system with acoustic and a programmable BMS with control design considerations and connected to CO2 monitors, sub-metering of water, and electricity also connected to the BMS. Harvested rainwater and greywater is recycled and supplies 100% of toilet and irrigation uses. The internal staircase has also been specifically designed to promote the use of stairs over the elevators.

Juanita Booth
Operations Manager





8. Development finance



PURPOSE



VALUES



METHOD



RESEARCH



PARTNERSHIPS



DIALOGUE

The Development Finance Centre (DEFIC) at the UCT GSB is dedicated to building capacity in emerging markets. The Centre is a training and research platform that connects universities, development finance institutions and professionals. The Centre facilitates the growth of local and international development finance expertise, and supports the creation of innovative financial models for sustainable development solutions in Africa and other emerging markets.

THE DEFIC'S RESEARCH IS FOCUSED ON PERTINENT ISSUES RELATING TO DEVELOPMENT, INCLUDING:



Agricultural Value Chain Finance



Housing



Trade



Energy And Green Finance



Social Impact Bonds

In 2019, the DEFIC hosted a Development Finance Forum & Careers Expo, which aimed at assessing the impact of disruptive financial innovations and optimal impact investing on Africa's development. The forum brought together development finance experts from various institutions such as the Development Bank of Southern Africa, the African Development Bank Group, Absa South Africa, RisCura, Agrivie, the Public Investment Corporation, African Infrastructure Investment Managers, Goodwell Investments, and many more.

The UCT GSB's Master of Commerce in Development Finance (MCom) program is a partnership between the UCT GSB's DEFIC and the Africagrowth Institute, an independent organization providing research and consulting on growth opportunities in Africa. More than 70 students from Africa

and worldwide enroll on the program each year. The program is accredited by the Chartered Institute of Development Finance (CIDEF), a global professional membership and certification body for development finance specialists. The DEFIC is an active member of the CIDEF network, which includes the African Development Bank, the Industrial Development Corporation, and SA's National Treasury. The DEFIC has also established partnerships with leading universities on the continent and abroad, including the University of Namibia, GIMPA in Ghana, KCA University in Kenya, Strathmore University, University of Manchester, Reading University and SOAS University of London. Through these networks, it seeks to influence government policy as well as private and NGO program development and implementation.



A CLOSER LOOK AT THE UCT GSB'S RESPONSIBLE INVESTMENT COURSE

The UCT GSB's Responsible Investment course aims to explore alternative and critical ways of thinking about private commercial investments as a source of development finance. The course examines how private sector resources of institutional investors can be unlocked for development by unpacking the multi-layered concept of Sustainable Responsible Investment (SRI) as a useful tool in the development finance toolbox.

SRI broadly refers to investment approaches which incorporate environmental, social and governance (ESG) risks or opportunities in traditional investment decision-making and management. Global crises such as climate change (E), the current Covid-19 pandemic (S) and the 2008 financial crisis (G) have



shed light on the material financial impact that the ESG factors can have on commercial investors' portfolios. These crises have also highlighted that ESG issues affecting commercial investors also present risks and opportunities to the achievement of the SDGs.

The course thus examines the conceptual bases for SRI strategies, as well as the types of SRI practices that have developed over decades and continue to evolve to align investors' financial goals with the sustainable development goals.

Students examine concepts and theories which have influenced SRI practices and approaches, and also learn about global initiatives such as the UN-supported Principles for Responsible Investment (PRI), which work with institutional investors to adopt RI as part of investor fiduciary duties.

Xolisa Dhlamini

Lecturer, Development Finance Centre



Graduate School
of **BUSINESS**
UNIVERSITY OF CAPE TOWN

**STARTING
2021**

**NEW Post-Graduate
Development Finance
Programme**





9. Unleashing agents of change



PURPOSE



VALUES



METHOD



RESEARCH



PARTNERSHIPS



DIALOGUE

The transformative purpose of teaching and learning at the UCT GSB is to unleash the potential in students to act as resilient agents of change in the world they live in. In line with our role as a leading African emerging economy business school, 96% of our students are from the African continent (78% South African and 18% Other African).

In order to fulfil our vision of developing leaders in emerging economies, the UCT GSB is committed to continue contributing to our own local community and to the greater African continent. As such, the UCT GSB's tuition rates for students from other African countries are the same as for South Africans, and in 2020, the School provided bursary and scholarship opportunities for students from across the continent amounting to ZAR 4.5 million (approximately US\$ 285,686). Improving access to higher education through funding opportunities is an important strategy for achieving equity in the labour market towards the achievement of SDG 10.

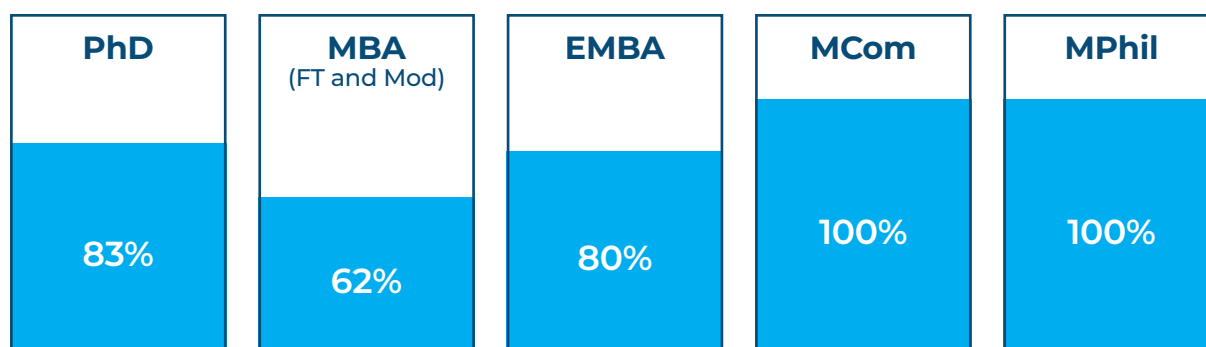
In addition to the richness of its diversity, the UCT GSB is globally recognised for its well-rounded programmes and emphasis on personal development, as well as the resulting quality of its graduates. While each career journey is unique, the School invests considerable time defining and developing core values in our students, and thus in

line with the School's mission, a UCT GSB graduate boasts the following:

- Confidence in leadership roles and teamwork environments.
- A well-developed emotional intelligence, sense of empathy and consideration of others.
- A grounded understanding of African and other developing country contexts.
- Solid foundation skills in business acumen.
- An emphasis on out-of-the-box problem-solving and innovation, to function effectively in an increasingly complex world.

Our students are encouraged to not only develop managerial and leadership skills during their time at the UCT GSB, but to emerge with a greater sense of self-awareness and an appreciation of context that will help them to operate effectively in times of change and complexity. It is thus not surprising that an estimated 80% of all student research conducted at the UCT GSB in 2019 was related to elements of the SDGs.

SDG AND PRME-RELATED STUDENT RESEARCH AT UCT GSB (2019)



STUDENT PERSPECTIVES ON THE IMPORTANCE OF LIVING AN IMPACTFUL LIFE

Mbali Ndandani

Candidate: MPhil in Inclusive Innovation

"Social justice is love applied to systems, policies, and cultures."

- Bernice King

I often say that I came to the UCT GSB MPhil program as a result of an existential crisis which brought into stark view two questions: "if 'doing well' in my career is not enough, who am I, and what is my role in the world?"

This question brought me to many important realizations, for example inclusion is one of my greatest values. I then grappled with, "what do I love?" Technology and digital. And then "why am I from where I am from?" This brought me to a space of engaging my African-ness and its role in my life. These three fundamental and beautiful holding structures – inclusion, digital technology and Pan African politics – aroused in me a curiosity about what inclusion, enabled by digital technology, could mean for Africans. The UCT GSB MPhil program became the most generous and life-giving holding space for this



"What the UCT GSB MPhil facilitates is a bunch of people who continue to bump their heads and their hearts with the world and its brokenness, with the world and its beauty, engaging intellect and emotion in earnest to address social challenges"

emerging purpose-led perspective.

The program has caused us to grapple with the world and simultaneously with our notions of self. We've been on a journey to engage the brokenness of the world and to engage our own brokenness, with an invitation and a hope that in doing so a fresh beauty can emerge; if we are both patient enough as

well as resolute enough, vulnerable

enough and kind enough to see it through. We joke in our cohort that the UCT GSB MPhil personified is a highly skilled business consultant, an influential activist, a life coach, a wellness retreat, an AA meeting co-ordinator and a friend, all in one.

Achieving the SDGs

requires all of us to accept the invitation of holding the beauty as well as the brokenness of the world through deep kindness in the way we engage economics, education, security, and governance. Kindness can never be passive, it is an active thing, love is a visible thing – it is beautiful, and it aches. It is difficult and it is worth it. The SDGs are about loving people well. The SDGs are about freedoms; creating space for the freedoms of all peoples. That is a costly thing, and it is a worthwhile thing.

What the UCT GSB MPhil facilitates is a bunch of people who continue to bump their heads and their hearts with the world and its brokenness, with the world and its beauty, engaging intellect and emotion in earnest to address social challenges. Sustainable





development I've come to see is maybe in holding the world's brokenness as well as its beauty in view; holding the brokenness in view lest we disregard the urgency of change, and holding the beauty in view lest we be disillusioned by the extent of the brokenness and miss the humanity in all of it. Appreciative inquiry as a concept becomes one of the useful holding structures for this approach, as it is about both the acknowledgement of the brokenness while also curiously observing and uncovering the beauty. Engaging social issues is about these dualities and often seemingly binary standpoints.

Our role as students, the ones who are curious, begins with our role as human beings, to begin to love ourselves and the world well. Loving ourselves and the world imperfectly is appreciating that there are no silver bullets or perfect solutions; that mistakes and failures will come in our quest to love well, but that should not deter our resolve to remain in the ring. Loving the world well isn't just about activist movements. It exists in corporations and the teams we lead and are part of, in the enterprises we have on our hearts to create, in the unanswered questions we have, in the questions we haven't even been able to articulate yet. There is a power in grappling,

“The MPhil programme became the most generous and life-giving holding space for this emerging purpose-led perspective.”

in rumbling, in gathering. There is a gift in collecting each other, convening for the sake of learning to love well, and walking out that love imperfectly in all spheres of our lives.

My business partner and I are fearfully and excitedly building an organization that connects African crafters, creators and entrepreneurs to a Pan African, as well as a global, audience of buyers and collaborators at scale, supporting their manufacturing capacity and business development capabilities through an ecosystem of partners and friends.

I am excited, I am overwhelmed, I am afraid, and I am encouraged by the vision. I am all of these things because it is audacious and it is scary, but it is about loving people well. Achieving and exceeding the SGDs invites all of us to a journey of love. One that aches, but one that is full of beauty and redemption for those willing to choose the journey and remain in the ring.



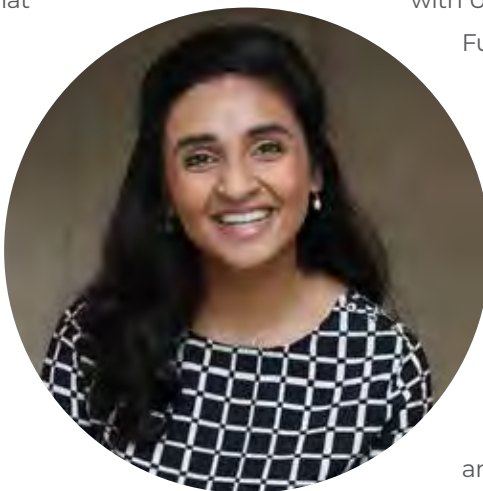
Shivani Ghai

Candidate: MBA FT

In 2018, at the height of the US labor market expansion, I decided to give up my lucrative career to pursue a paradigm shift that I believed only an MBA could provide. I looked to the UCT GSB where I believed a true difference could be made. While most believe that an MBA should be pursued to increase prospects, I believed that it could give me the tools to materialize the transformation I was seeking in the world. An MBA was not another paycheck bump but rather an opportunity to address social change, bridge inequalities and empower the next generation. Courses such as the UCT GSB's Markets in Emerging Countries and Social Innovation and Entrepreneurship made sure it was love at first sight.

My UCT GSB MBA journey started out with a bang as I was awarded the opportunity to serve as Class President for our cohort that was made up of a diverse range of students (50% international and 30% female). I approached the challenge of leading the diverse group as Class President with sincerity and passion, challenging the occasional narrative that women often face in competitive, male-dominated environments, and creating spaces for women and POC to be able to have difficult conversations around historic oppression and disenfranchisement.

As the year continued, the momentous task of the Annual Women in Business (WIB) Conference was upon us and I volunteered to lead fundraising for the event. The event is an entirely student led initiative that brings together professional women from across South Africa for a conference, the proceeds of which go towards a scholarship for a future female leader to pursue her UCT GSB MBA.



Another one of my passions is just energy transitions and access to affordable and clean energy in the South African context given the country's deeply painful and divisive history.

So when the opportunity arose to partner with UNIDO South Africa to host a

Future of Work Conference at the UCT GSB, I jumped at the opportunity. The event covered Energy Transition in South Africa, skills needed in the future Energy Workforce of South Africa and Gender in Sustainable Energy. I

was honored to moderate an all-female panel during this conference, which personally, coming from a male-dominated energy sector, was a breath of fresh air and hopefully an indication of the future.

During the year, as students we also got to action our values as we pitched our sustainability ideas to large South African corporations in our Business Governance and Society course and helped SMMEs with their business models in our Company Analysis course.

As we rolled into our third quarter, the hunt for the Annual John Molson International Case Competition team was on and I was lucky enough to make the cut. Our team of four students and two coaches made history at the competition as the first African Business School to win in its 39 years of existence. I believe that much of this can be attributed to our mindset at the UCT GSB, where we always put sustainability and social innovation first. Our solutions to the cases were unique and pitched through a lens that was future proof. One of our proudest moments was pitching the planting of South Africa's indigenous *spekboom* as an alternative to offset a company's



carbon footprint. This uniquely South African and novel suggestion was one of the many ways we differentiated ourselves. Ironically, the case during the finals turned out to be about the Spanish sustainable apparel company, Ecoalf. During the UCT GSB MBA, sustainable fashion was such a large part of our learning that this final case brought a smile to all of our lips as we pitched the solutions we had formulated many times over for local South African outfits such as SeaLand.

As part of our MBA academic requirements, we are required to undertake a mini dissertation. Given my passion for gender equality, I chose to study Gender Diversity on Boards in South Africa. My study highlighted the continued underrepresentation of women in key executive and decision-making roles in the Johannesburg Stock Exchange's top 40 firms.

Most recently, I also had the honour of representing the UCT GSB and the African continent as the "NEXT-GEN" voice during the PRME and Students Dialogue Panel at this year's annual PRME Virtual Global Forum. During the panel I highlighted what students of today and the future are looking for from their educational institutions, including practical education on topics relevant to global challenges, academia dominated by the Global North/West becoming increasingly irrelevant, more case studies and learnings from Emerging Markets, BoP learnings, innovative unconventional global approaches, big data ethics and safe spaces to talk about critical issues such as gender and race.

This year, with the Covid-19 challenge facing my entire cohort, my MBA gave me the tools to be agile as I started a micro consultancy geared towards helping the development sector solve their business and operational problems. Through this I was able to support amazing organizations such as the [Resilience Shift](#) and the [Centre for Analytics and Behavioural Change](#). I have also had the extreme privilege of serving as the Research Assistant for a novel study titled [Business, the SDGs and Covid-19 in Africa](#). As



my MBA journey draws to an end and we head towards graduation, I have been awarded the opportunity to serve the youth of South Africa as I head into a Youth Pathway Manager role for the Year Beyond program of the Western Cape Government here in South Africa. I have been tasked with the honour of ensuring that the youth from this program pave the way to a future they can be proud of.

Rosalyn Carter said, "A leader takes people where they want to go. A great leader takes people where they don't necessarily want to go, but ought to be." I think we all, institutionally and personally, need to think about this and action it. I KNOW it's easy to be comfortable – it feels good: "I'll start taking public transport next week", "I'll stop eating as much meat next year", "I will hire more diverse people when they legislate it", "I will cut my emissions when I can afford it", however being comfortable is no longer an option. Be a GREAT leader, for yourself, your family, your community, your students or your organization. Make those tough decisions and be uncomfortable, because there's no planet B.



DEVELOPING BUSINESS SCHOOL STUDENTS FOR CAREERS WITH PURPOSE

Careers for graduates within the business school landscape have shifted notably in the last decade toward opportunities that are, at their core, focused on delivering 'positive social impact'. Intrinsic drivers and motivators for young professional talent at the UCT GSB have shifted toward solutioning for a more sustainable and inclusive world. Over the past two years, the UCT GSB has continued to use its position as the top business school in Africa to build a better world through its commitment to excellence in leadership and management education, and through its expertise with social innovation and sustainability, emerging markets, and values-based leadership.

This consciousness and shift in perspective have now permeated across all areas of the business school, and have become a compass that directs thought, effort and action towards sustainable and inclusive business modelling.

To encourage this strategic direction, the UCT GSB Careers and Corporate Partnerships Office has driven a number of industry engagements since 2018, which have sought to redefine the concept of work and explore what the future of work could look like across industries.

In 2019 the Future of Work: *Energy edition*, was hosted in partnership with the UCT GSB Power Futures Lab and the United Nations Industrial Development Organization (UNIDO). This workshop aimed to create awareness of careers in STEM (science, technology, engineering and mathematics)

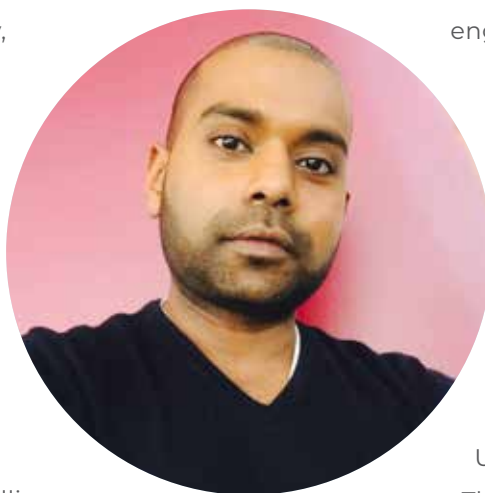
“Young professionals are increasingly aware of the responsibility that comes with the privilege of education – a responsibility to make a change and a difference in the world for the better.”

and the development sector, underpinned by the importance of energy transformation and infrastructure reform needed within the African continent towards the achievement of SDGs 7, 8, 9, 10 and 11. This

engagement was widely attended by UCT GSB alumni, students and youth development agencies such as the Raymond Ackerman Academy, Students for a Better Future and the Moshal Scholarship Program for Undergraduate Students.

The UCT GSB hosted its

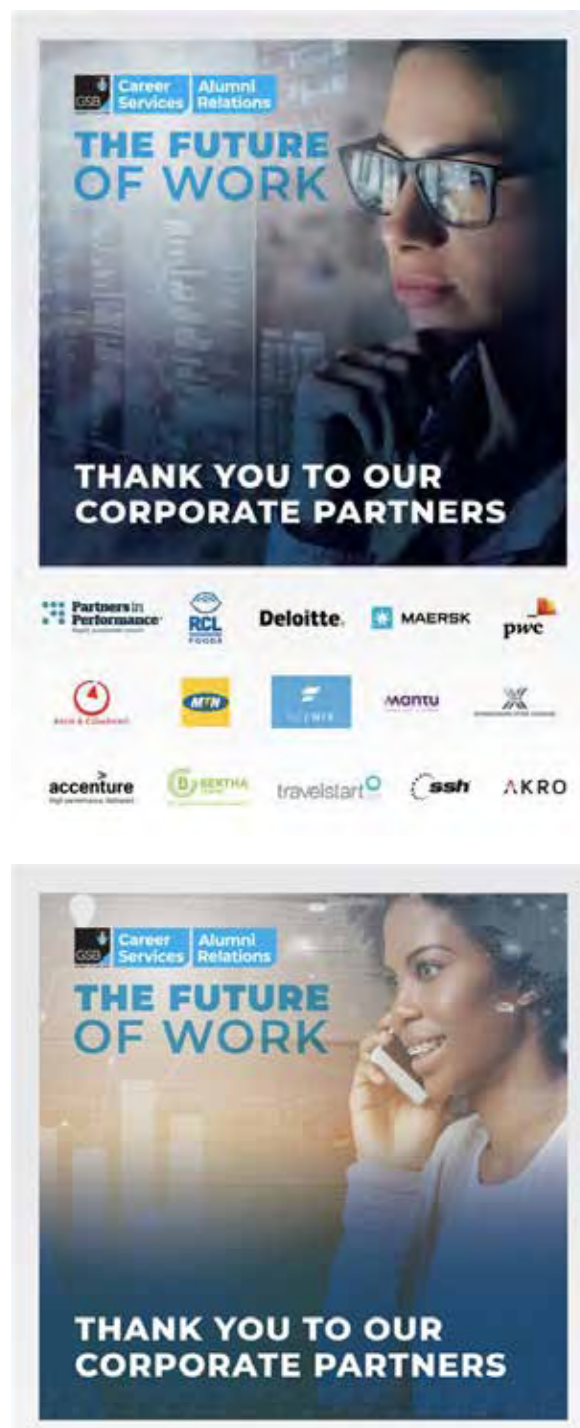
annual *Future of Work Fair* virtually as a webinar series in 2020. The event was segmented over three days and covered a diverse combination of industries. Days one and two involved multinational corporates engaging the student body on their views of the competing forces shaping the future of work. One of the main themes of the fair was social innovation and entrepreneurship and the UCT GSB invited partners such as the Bertha Centre, Solution Space, Akro Capital and Start-up Grind, as well as new venture technology firms such as Luno, Get smarter, Construct Education, Feenix, Uber Eats and



Airbnb, to describe how they have disrupted markets with innovative consumer-centric product and service solutions.

One of the flagship events that the university hosts annually is its Consulting Club-led *Business Tomorrow Conference*, which is powered by the UCT GSB's network of international business and consulting firms. In 2018 and 2019, this was a featured event hosted at Cape Town's V&A Waterfront Workshop 17 premises. In 2020 the conference took the format of a web series addressing the concept of "business as usual". The conference highlighted the changes in trends and risks that have fundamentally shifted how business is done, questioning whether its redesigned structures and strategies will withstand the challenges of tomorrow.

2020 saw a distinct shift and preparation of the student body toward the possibility of gig work through an open talent economy practice in the face of limited job opportunities due to the Covid-19 pandemic. Investment toward careers with impact evolved to include concerted efforts to prepare students for remote and agile work-life. The UCT GSB Careers and Corporate Partnerships Office (CCPO), in collaboration with industry headhunters and recruitment specialists (Odgers Berndtson and TS Recruitment & Talent Magnet), provided an engagement platform for the student body on "Navigating the world of work, Post MBA" in August 2020. The session covered tactical virtual networking and interviewing strategies, employment trend insights, industry growth forecasts, expectations of remuneration, and work-life realities in the context of the 'never-normal' to better prepare the student body for the possibility of freelance and fixed term contract



work. The UCT GSB commits to continue to invest in the development of 'next generation talent' to be future generators of sustainable value for business and society.

Azvîr Rampursad
Corporate Partnerships Manager





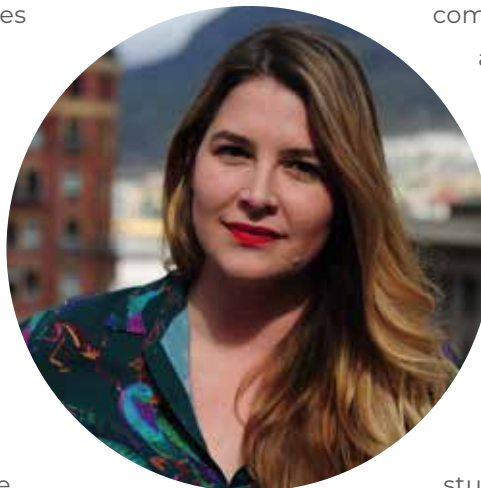
UCT GSB ALUMNI MAKING AN IMPACT

The UCT GSB's alumni continue to be part of the School's strategic backbone, with more than 23,000 alumni in 68 countries worldwide. This extensive network contributes significantly to the promotion of the UCT GSB brand and reputation, both locally and abroad. Many UCT GSB alumni have gone on to pursue careers in which they have a positive impact on the world around them:

Leana de Beer

MBA 2016, Co-founder and CEO of Feenix

Feenix is an online crowdfunding platform which allows university students to create fundraising profiles for their current or historic student debt. Feenix was launched as a response to the #FeesMustFall movement that spread across campuses in South Africa. This movement highlighted the extreme inequalities in access to opportunities for tertiary education in the country. As a technology start-up



and registered public benefit organisation,

Feenix is able to combine the focus, compliance, and impact of

a traditional non-profit

organisational model with

agility and innovation,

providing unbiased

access to education and

debt-free graduation in

alignment with SDG 4.

Since inception more than

R47 million has been raised

on the platform, ensuring 1300

students continue their studies

and graduate.



Alforde Charumbira

MBA 2018, Co-founder Utando Social Impact Solutions

After completing his MBA at the UCT GSB, Alforde Charumbira co-founded a boutique consultancy called Utando Social Impact Solutions, where he merged his finance background with his deep concern for the community to create innovative solutions to challenges faced by stakeholders in the social impact space. Utando developed a unique impact assessment and measurement tool which enables corporates, philanthropists, NGOs, foundations and communities to, firstly, identify and collaborate on projects for the purpose of investing in them, and secondly, to assess the impact of such investments on individuals, families and communities. The improved evaluation and measurement of social investments has resulted in more effective allocation of scarce resources, resulting in a larger social impact.

Alforde believes that corporates have a major role to play in changing communities, particularly given the growing inequality in the world, but that organisations often do not have the resources at their disposal to help with formulating corporate social responsibility strategies, identifying opportunities for multiple stakeholder collaboration, implementing social change programmes, and measuring the impact of such programmes

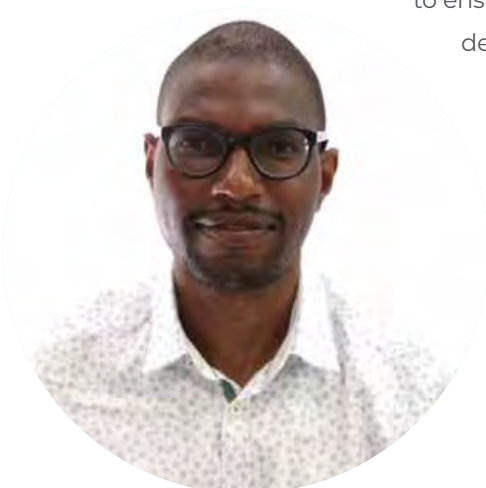
to ensure the efficient deployment of resources and maximisation of impact.

Social impact programmes are often fragmented, duplicated and unsustainable.

Rudšani Mvuvazi

MPhil Inclusive Innovation 2017, Co-founder & Chairman of Gradesmatch

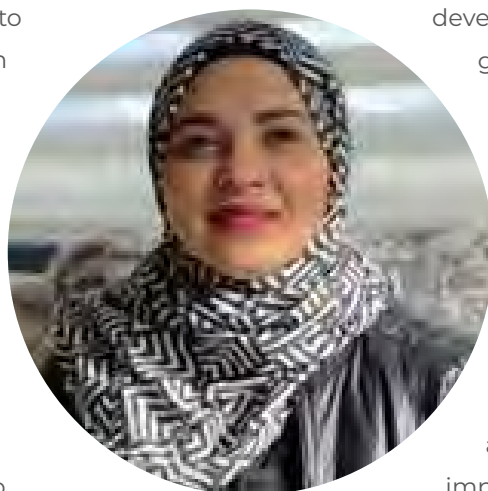
Gradesmatch operates in the education technology field and contributes solutions to assist disadvantaged high school students to improve their chances. One of these solutions is Bridge, which assists matric learners as they transition from high school to post-schooling opportunities. When considering universities and universities of technologies, 66% of matric learners qualify for the opportunity, however only 35% access post-school opportunities immediately after matric, resulting in the remainder being at risk of becoming at-risk youth. Bridge utilises explainable AI that leverages data to map pathways that matric learners can consider based on their career interests, academic performance and likelihood of employability. Furthermore, through its partners, Gradesmatch is able to sponsor learners from rural and township schools for funding opportunities to ensure that learners are able to take up post-schooling opportunities. In 2020, Gradesmatch supported 3,500 matric learners from rural and township schools to transition smoothly to higher learning institutions and has been directly involved in unlocking between ZAR 750 million and ZAR 1 billion worth of bursary funding.



Dr Kariema Price

PhD 2018, Co-founder and Financial Director, Pyramid Electrical Contractors

As a national service provider of electrical maintenance for more than two decades, I believe that a key component of our sustainability and continued growth is operating within a responsible business management framework. Our company has expanded into four additional provinces in South Africa, increased our staff complement to over 50 people, and partnered with the City of Cape Town as an essential power services supplier. Our business model is underpinned by a progressive leadership mindset, continuous improvement of company processes and ethical business practices. My learnings at the UCT GSB provided a strong foundation in the functional aspects of business management, including innovation. This was a key driver in the evolution of our specialised 'cable fault location' services, for which our company



won a national award in technological innovation. We aim to embed our responsible management framework by ensuring that we develop micro-businesses within our value chain, upskill our employees through staff development programmes, and ensure that our procurement policies support local suppliers. Being socially responsible for us also means uplifting the community within which we operate. Within our community support initiatives we focus on entrepreneurship development, particularly the growth of small businesses.

This includes a marketing sponsorship for 25 small businesses on social media platforms. More recently, for Women's Month pro-bono business coaching sessions were provided to 15 female entrepreneurs to assist them with navigating the impact of Covid-19.

The skills I have gained through the UCT GSB have also enabled me to mentor and coach other businesses, extending my portfolio career into coaching. In this new venture my two key focus areas are supporting adult learners through academic coaching, and providing holistic entrepreneurial support through business wellness coaching.



Chad John Robertson

MPHIL Inclusive Innovation 2019,
Co-founder and CEO of Regenize



Chad is on a mission to disrupt social norms and discover his superpowers to help make the world a better place.

Regenize is building a recycling solution for the South African context focused on accessibility, inclusivity, and behaviour change.

Regenize provides Cape Town residents with a free recycling collection service. The collection of the recyclables are performed by local Recycling Skarellers (Waste Pickers/Reclaimers/Informal Collectors) who Regenize partners with in creating employment for the disenfranchised. Regenize provides the Recycling Skarellers with a smartphone to connect them to households, a uniform, and a recycling tricycle. Their decentralised Local Hubs also increase efficiency, income, and dignity for Recycling Skarellers. After each collection residents are rewarded with Remali, a consumer behaviour change platform. Remali can be described as active rewards but for sustainable behaviours, focusing on getting people to reduce, reuse, and recycle. In exchange, residents can use their Remali to purchase vouchers, such as airtime, data or groceries.

Lorna McLaren

MBA 2018, Business Partner
at Spoon Money

Spoon Money supports female street vendors to boost their business using stokvel principles and practices. This represents an innovative micro financing solution for women who make a living by selling goods or services as a street vendor by providing them with access to credit to make their business more sustainable. Many self-employed street vendors participate in stokvels as a means of saving. Whilst helpful, often this mechanism does not go far enough to help build up reserves to cover unexpected financial needs or to significantly raise their standard of living in the longer term.

Spoon Money believes that great economic mobility and financial independence exists among township communities. This provides a base for financial products and services, building on stokvel principles of groups, trust and social capital. Spoon Money further amplifies its impact through collaboration with Naspers Labs, empowering youth through education and preparing them for employment and entrepreneurship.



PRME Principles for Responsible Management Education



Future objectives

The UCT GSB recognises that its commitment to the principles of PRME is a journey rather than a destination, thus the work of the School in this regard is ongoing. The School's future direction, as identified in its 2018-2022 strategic plan, continues to be oriented around a set of themes and goals which overlap significantly with the PRME principles.



INNOVATIVE AND BLENDED LEARNING

The global Covid-19 pandemic has completely disrupted the traditional

classroom methods of teaching, but has accelerated and created opportunities in the manner in which teaching is delivered on our programmes. Whilst the shift to online learning has highlighted South Africa's inequalities when it comes to enabling educational infrastructure, it will capitulate the flexibility and reach in our educational offerings for many years to come.



GLOBALLY ORIENTED PROGRAMMES AND EXPERIENCE-BASED LEARNING

Sustainability-linked

topics are increasingly being integrated into our curricula. In 2020 the UCT GSB joined a PRME Champions project team, led by Copenhagen Business School, which is aimed at connecting our curricula to the SDGs and UCT GSB's strategy. Results from the initial phase of this project will be presented at the end of the 2020-2021 Champions cycle.

The UCT GSB has also expanded its programme offering and enhanced its internationalisation as the only South African business school to offer the CEMS Master in Management (MIM). Available from 2021, the CEMS MIM at the UCT GSB will be a unique pre-experience Masters programme, offering global immersion through study blocks in other countries and internships at multinational corporations, while still carrying a strong emerging market and social innovation focus. Two of the five major objectives of the CEMS MIM curriculum entail that graduates become responsible and ethical leaders who take accountability for societal issues. Several courses therefore include reference to these objectives and underpin the mandatory group business projects and several assignments. In addition, the programme includes a 3-day "Global Citizenship" seminar that specifically deals with SDG-related issues.





SOCIAL INNOVATION AND LEADERSHIP

The impact of business on society is recognised to be of great potential value,

and has led to an increase in the need to innovate and lead the development of new business models that benefit society. The Bertha Centre for Social Innovation and Entrepreneurship will continue to drive this mission at the UCT GSB through identified goals, strategic objectives and activities, with systems innovation and social justice as a cross-cutting and integrating area of work. The Centre is developing a new teaching case method which incorporates multiple perspectives for the complex issues of our time. This new case method, while still in development, was selected to form part of the 2020 North American Case Research Association Conference programme, where Bertha Centre members were invited to host a panel discussion about teaching case writing and development. This new approach to teaching cases has been led by Ncedisa Nkonyeni, convenor of the Bertha Centre's Systems Change and Social Impact Executive Education course, which has been selected to incubate the early development of the teaching case methodology.

In order to fulfil our vision of developing leaders in emerging economies, the UCT GSB is committed to continue contributing to our own local community and to the greater African continent through our three key domains: Social Innovation and Sustainability; Emerging Markets, Finance, Investment and Trade, and Values-based Leadership.



IMPACT KNOWLEDGE

The UCT GSB faculty will continue to generate research that aligns to the School's new research slogan – impact

knowledge – highlighting our need to have an impact on knowledge and have knowledge with impact. The former means that we influence local and global conversations and theories, while the latter means that our research (and teaching) must address growing and complex economic, social and ecological problems. As a guideline, the UCT GSB continues to ask that our faculty, in their research, focus on issues and priorities for Africa, and for Africa in the world.

The UCT GSB's Case Writing Centre (CWC) will continue to generate teaching cases that explore crucial issues facing businesses in Africa, where lived experiences are often exceptionally nuanced and different from international theory and practices.

Professor Ralph Hamman is leading a one-year research project focused on how businesses in Africa are responding to long-term development aspirations, while also responding to the Covid-19 crisis. The project will study companies in their national contexts in Kenya, Nigeria, Mauritius, and South Africa. It seeks to explore how African companies are integrating longer-term sustainable development objectives and targets into their strategies, and whether the SDGs, as laid out by the United Nations, are providing a useful framework for this process.

Associate Professor Mikael Samuelsson has initiated a research collaboration with the Rotterdam School of Management, Erasmus University, in the area of entrepreneurship and sustainable economic development, with the intention of funding a collaborative research project. The main research question is: "How to leapfrog to decentralised, high-tech solutions in the Water-Energy-Food nexus in a twin-research making use of capacity building skills for the generation of local employment and social governance insights for social entrepreneurship guided by the SDGs".



ALLEVIATE INEQUALITY

The UCT GSB strategy recognises the legacies of our past, both positive and negative, while looking

forward to an equitable and inclusive future based on respect for the value of diversity. The UCT GSB's mission provides a strong framework for the School's faculty recruitment strategic plan, and we will continue to seek a diverse faculty who fit into one or more of the three interacting themes: Values-based Leadership; Strategy and Entrepreneurship; and Markets and Governance. In terms of gender diversity, 35% of the School's full-time faculty are female, however the School plans to recruit two additional females to its faculty every year with a target of 40% by 2022.

We will continue to contribute towards the alleviation of inequality through our work with the Raymond Ackerman Academy and the Solution Space, providing access to entrepreneurial training, mentorship and start-up funding to help individuals financially support themselves and improve their communities.



ENSURE SUSTAINABILITY

South Africa has a national Constitution that promotes environmental sustainability and equal rights to a healthy

and safe environment. The UCT GSB's Goal 8 echoes this commitment, and the School is responding to the need for environmental sustainability in a number of real ways, from research to recycling, raising awareness and retrofitting. The UCT GSB will continue to work with the UCT Director for Environmental Sustainability on the following planned projects:

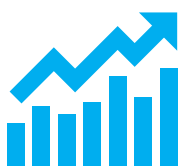
- The development of the new UCT Energy Sustainability Plan, which is intended to significantly reduce energy consumption and net carbon emissions by 2030. It is estimated that approximately 20% of UCT's energy can be provided from solar energy, which will provide considerable cost savings and significantly lessen the University's carbon footprint. A solar photovoltaic (PV) feasibility study has been conducted across all UCT campuses (including the UCT GSB Breakwater campus) and is currently being reviewed for implementation.
- The development of an SDG Accountability & Reporting Framework for UCT that can aid the University in directing and aligning its efforts across all spheres to the 17 SDGs, and develop an ongoing measuring and reporting framework and process. The proposal for this project was submitted to UCT in October 2020. If successful, work towards this will begin in 2021. The UCT GSB has been identified as a champion department for this project.



AWARENESS OF EDUCATION COST AND NEED FOR OPTIMIZATION

In South Africa, a country of great inequality, the

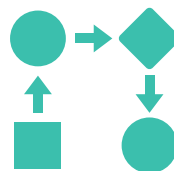
lack of access to quality higher education is a particular concern. While the UCT GSB offers one of the top value-for-money MBA programmes in the world, it will continue to ramp up its scholarship funding to support students who lack financial means. The school has pooled resources from the UCT GSB Foundation, an independent trust that works with alumni of the school to raise funds in support of expanding access to education at the UCT GSB, and other existing scholarships (Women in Business Scholarship, Bertha Centre Scholarship) to make additional funds available for students, predominantly historically disadvantaged South Africans and African citizens. Improving access to higher education through funding opportunities is an important strategy for achieving equity in the labour market towards the achievement of SDG 10.



UNLEASHING AGENTS OF CHANGE

Teaching only the basics of profit-making and running a business is not enough to

attract students. Prospective students have become far more conscious of the need for business to make a sustainable impact on society, and they often enroll on our programmes in order to do something more meaningful with their lives. In order to fulfil our vision of developing leaders in emerging economies, the UCT GSB is committed to continue contributing to our own local community and the greater African continent.



FLEXIBLE LEARNING AND PROGRAMME DESIGN

Students desire programmes that fit their needs, interests and

passion. The UCT GSB has discovered that they more often expect to continue working while they study, and are interested in making a difference. The modular nature of most of our programmes allows for work and study. Further, the global Covid-19 pandemic has dramatically changed the way schools provide, and students receive, learning. The UCT GSB has engaged in technology-enhanced learning for many years and is now gearing up to expand its capability in delivering true online education. A broad range of online learning initiatives that will both modify existing programme delivery and enable new programmes to be designed.





Graduate School
of **BUSINESS**
UNIVERSITY OF CAPE TOWN

