

WOMEN IN LEADERSHIP • POWERING OUR FUTURE • PANDEMIC PERSPECTIVES

UCT GSB YEAR IN REVIEW 2020



“

THE UCT GSB IS ABLE
TO PROVIDE A BRIDGE
ACROSS AFRICA AND
BETWEEN AFRICA AND THE
REST OF THE WORLD

DR CATHERINE DUGGAN

”

RISE



UNIVERSITY OF CAPE TOWN



**GREAT CHANGE IS
AFOOT, AND TOGETHER
WE CAN CEMENT THE UCT
GSB'S POSITION
AT THE APEX OF AFRICAN
BUSINESS SCHOOLS.**

*Chairperson of the
Alumni Board
Kosta Kontos*



DIRECTOR'S NOTE

B

ecause a new world needs new ideas. The motto of the UCT Graduate School of Business has never been more true or relevant than it was in 2020. In a year of extraordinary change, the UCT GSB looked forward – to reimagine the future of business, education, and society while also recommitting to our role in shaping and achieving this more inclusive and sustainable vision.

Of course, this year our impact began at home – literally. Like so many this past year, at the UCT GSB we have not only had to adjust to a “new normal,” but have been tested as individuals, as a community, and as an organisation. It was in this intense heat that we were able to forge our most enduring resilience.

Yet the UCT GSB is also unique in its leadership in understanding complex environments, fostering inclusive innovation, teaching managers to navigate through volatility, change and crisis, and in finding new models of environmentally and socially sustainable growth.

This historic inflection point demonstrated that we don't only teach these insights – we live them.

In 2020 the School redoubled its position as a champion of responsible management and invested in new courses and specialisations in finance and international management. We brought in new faculty and staff who are experts in risk, in operations management, and in social innovation. Our faculty and students led the way in understanding and supporting community responses to the challenges of the pandemic. Members of our community shared their insights with global audiences; publishing in top academic journals, writing influential

“This historic inflection point demonstrated that the UCT GSB does not only teach these insights – it lives them.”

opinion pieces, and developing award-winning cases focused on African firms.

Our lecturers, staff and students found innovative ways of using technology to teach, learn, work, and connect in virtual classrooms and at large events such as the Women in Business Conference. The School's Executive Education team not only developed a range of digital approaches and online courses that allow our delegates to join courses and network with one another from anywhere in the world, but laid the foundation for the UCT GSB to become a leader in the hybrid future of continuous learning.

Since joining the School in September 2020, I have been inspired by the passion and commitment of this community, excited by the innovation and rigour that characterises the UCT GSB's approach, and invigorated by the extraordinary opportunity we have to make a lasting impact in a fast-changing world. I am immensely proud to be a part of this distinctly African business school with its broad global reach, and I feel the weight of our privilege and responsibility as Africa's best business school and the continent's representative on the global stage of business education.

“Stories matter...” in the words of the Nigerian author Chimamanda Ngozi Adichie, “... many stories matter. Stories have been used to dispossess and to malign, but stories can also be used to empower and to humanise. Stories can break the dignity of a people, but stories can also repair that broken dignity”.

In the following pages you will read just some of the stories that capture the resilience, creativity, values and insights of the UCT GSB community during this remarkable year. As we look forward, into the future that we will help to shape, we will continue to rise together to meet the challenge of creating the future that we want to see for South Africa, Africa – and the world.



Dr Catherine Duggan

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**AN INDIVIDUAL HAS NOT
STARTED LIVING UNTIL
HE CAN RISE ABOVE THE
NARROW CONFINES OF HIS
INDIVIDUALISTIC CONCERNS
TO THE BROADER CONCERNS
OF HUMANITY.**

— Martin Luther King Jr

Published on behalf of the UCT GSB:

New Media, a division of Media24 Pty Ltd.
Media24 Centre 8th Floor, 40 Heerengracht,
Cape Town 8001
PO Box 440, Green Point, Cape Town 8051
www.newmedia.co.za

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RISING THROUGH THE RANKS

Accreditation from top global organisations is a rewarding – but demanding – process. And that’s without the added complications of a pandemic. Fortunately, the UCT GSB navigated the process with aplomb.

TEXT | NATASHA JOSEPH

T

he year 2020 presented a huge challenge to the way teaching, learning and research occurs, as well as shifting how accreditation bodies do their work.

That’s why the UCT Graduate School of Business was especially pleased to earn reaccreditation from the Association to Advance Collegiate Schools of Business (AACSB), one of the world’s largest and most recognised specialised business school accreditations.

This was just one of the School’s ranking and accreditations achievements this year. Despite the many uncertainties and complexities created by COVID-19, UCT GSB has been roundly recognised in 2020 both by accreditation bodies such as AACSB and on global rankings compiled by Quacquarelli Symonds and the *Financial Times* as a world-class performer.

The AACSB reaccreditation means UCT GSB retains its status as one of just three triple-crowned schools on the African continent: it is accredited by the world’s three largest and most influential business school accreditation associations – the other two being the Association of MBAs and the European Foundation for Management Development EQUIS.

AGILE INNOVATION

The process of accreditation is more than a box-ticking exercise. AACSB accreditation, for instance, is reviewed every five years. It requires an enormous amount of work, constant self-assessment, data collection and analysis, and robust engagement with the review board.

But it’s in this deep interaction and the review board’s probing questions that the rewards of the process unfold.

Questions and requests for more data on particular issues or areas of work are an opportunity for the UCT GSB International Relations team, under Associate Professor Kutlwano Ramaboa, to really engage with the School’s

strengths and identify spaces for improvement and growth. Dr Ramaboa, who is Deputy Director of the UCT GSB, reflects on how reviewers have needed to do their work differently in 2020. None of the school’s reviews occurred this year – they were largely conducted in 2019 with an eye to reaccreditation being awarded in 2020. But, she quips, “we inadvertently started the online review trend” because of an unexpected challenge.

“In 2019, one of the accreditation peer reviewers could not make the journey to South Africa. We found out at the eleventh hour, when we thought he was being picked up from the Cape Town airport, that he’d not been able to board his flight due to a visa issue,” Dr Ramaboa explains.

“As he was the most senior member of the peer-review team, we had to innovate very quickly to find a way to give him the UCT GSB experience – virtually. From installing strategically placed cameras and microphones to adjusting

“We inadvertently started the online review trend because of an unexpected challenge.”

Kutlwano Ramaboa
Associate Professor



session styles and using secure online platforms to share large batches of important documentation, our team worked with agility to improvise without sacrificing on the quality of the review experience,” she says.

This agility came in handy when COVID-19 hit early in 2020, as the School found it relatively easy to transition to emergency remote teaching. In particular, Dr Ramaboa hails the collaboration between the school’s IT and teaching and learning teams.

“Agility is something we try to impart to every student at the UCT GSB, and it was impressive to see the team displaying this during this crisis.”

Accreditation agencies struggled with several aspects of their work in 2020. One of these, unavoidably, was the cancellation of in-person visits.

“Reviewers meet in person for the first time when they visit the School,” says Dr Ramaboa, “and they likely rely on body language to communicate so they come across as speaking with one voice. With online [assessments]), I cannot imagine how difficult this might have been.”

INTERNATIONAL STANDING

International accreditation agencies assess a range of criteria. One of these centres on schools’ innovativeness and how adequate their facilities are. “Physical presence facilitates this [part of the assessment], and this can’t have been easy during COVID,” says Dr Ramaboa.

In 2019, UCT GSB initiated student-led walking tours for accreditation reviewers: “Walking through the halls of our campus gives you an idea of the multitude of nationalities that make up the UCT GSB, from staff to students and even conference delegates.”

So, what comes next for accreditation processes? How will the pandemic shift organisations’ work in the next few years? The AACSB released its 2020 business accreditation standards in July, emphasising three areas in which schools should pursue continuous improvement: engagement, innovation, and impact. Given the realities of the pandemic, flexibility has also emerged as a key pillar in the AACSB’s standards.

“Accreditation review visits will be impacted for a while since a physical presence at campuses might be a challenge until such a time that a vaccine is available and works for everyone,” Dr Ramaboa cautions. “Inspection of campuses is an aspect that will remain, so we do not anticipate a complete shift to online – but perhaps a hybrid model with one or two reviewers present might be considered for future accreditation visits. This may also be important given the global push to reduce our carbon footprint.”

RANKINGS

Rankings, while distinct from accreditations, are also a valuable signal of recognition and a seal of quality. Once again, the UCT GSB performed well in several global rankings.

It is the only business school in Africa to feature in Quacquarelli Symonds’ Top 50 Executive MBA programmes, coming in at number 45. Part of its success in these rankings can be attributed to the executive profile of its graduates. The school is placed in the top 13.5% globally on this metric.

It also performed well on the *Financial Times* (FT) 2020 business school rankings, placing 56th in the world and number one in South Africa for its Customised Executive Education Programme.

The FT rankings placed the school top in Africa in terms of growth: an important metric, given that it measures overall growth in revenues from customised programmes as well as growth in revenues from repeat business. It also scored in the top 40 worldwide for future use – in other words, the likelihood that clients will use the school again.

Both these rankings show the level of trust that the UCT GSB has developed with its clients and students in the decades since it was established.

That trust will be crucial in the coming years as the School and the worlds of business and academia more broadly adapt to the long-term effects of the COVID-19 pandemic.

“We are the only business school in Africa to feature in Quacquarelli Symonds’ Top 50 Executive MBA programmes.”

Kutlwano Ramaboa
Associate Professor



FORWARD THINKING

Three new courses will be introduced in 2021 – elevating not just the school's offering to potential students, but ultimately its academic output and impact on people's daily lives.



One of the many ways in which UCT's Graduate School of Business remains at the cutting edge is through the creation and development of new courses. Three new courses have been added to the existing curriculum in 2021. They are:

1. *PGDip in Development Finance*
2. *CEMS Master of Management specialising in International Management*
3. *Finance Specialisation in the MBA*

Dr Beverly Shrand, CEMS Academic Director at the UCT GSB, describes the Global Alliance in Management Education (CEMS) as “an alliance between academia and business”. Thirty-three of the world's leading business schools and 69 corporate partners, as well as several NGOs, are part of the alliance.

The *Master of Management specialising in International Management* is more than just a “theoretical, academic qualification”, Dr Shrand explains. It is also designed for students to get real-world experience through CEMS' corporate and NGO partners. One of the highlights of the programme is an eight-week internship in a global, multinational company.

In keeping with one of the School's key pillars, ethical decision-making is “a crucial part of the curriculum”, Dr Shrand says. “We are grooming responsible leaders who are ethically aware and aware of their own accountability; there's a huge emphasis on moral code, and a focus on social inequality and social injustice.”

This new programme is a pre-experience Masters, aimed at people coming straight from a four-year degree. Unlike the MBA, which is designed for individuals with work experience, the CEMS programme allows new graduates to bring the unique value of a UCT GSB degree to the earliest stages of their career.

Professor Nicholas Biekpe is Programme Director of the *Postgraduate Diploma (PGDip) in Development Finance*. This, he explains, is a bridging programme “for graduates who are interested in the MCom in Development Finance but don't have the relevant and necessary honours or postgraduate diploma degrees to gain admission to the Master's degree programme”.

Some of the courses covered in the programme include trade finance, environmental finance and sustainability

investments, risk management, and sustainability of development finance institutions. “These courses are central to development finance capacity building throughout Africa and beyond, and are highly valued in the development finance sector globally, Prof. Biekpe says.

“Because the courses are very practical and relevant, upon graduation, students will be easily employable in development finance institutions, central banks, other economic clusters of government and other financial services sectors.”

Finally, the *Finance Specialisation in the MBA* means the UCT GSB now offers six MBA specialisation streams. The course, convened by Associate Professor Sean Gossel, offers specialised knowledge of, among other things, the capital structure of organisations and their funding sources; methods and analysis tools employed to allocate financial resources; and the effect of financial decisions and allocation on emerging countries.

“We are grooming responsible leaders who are ethically aware.”

Dr Beverly Shrand
CEMS Academic Director

THE GLOBAL ALLIANCE IN MANAGEMENT EDUCATION (CEMS)

The UCT GSB is the first and only South African institution admitted to the CEMS alliance. It is also only the second in Africa to become a CEMS partner (after The American University in Cairo's School of Business in Egypt). It will retain this status: the UCT GSB was the second-last school ever hand-picked to join the alliance.

PRME POSITION

Twelve years ago, UCT GSB became a **PRME champion** – a commitment that has contributed positively to its growth, and one that it intends to deepen in 2021 and beyond.

The Principles for Responsible Management Education (PRME) was established in 2009 to “raise the profile of sustainability in schools around the world”. This UN-backed programme is achieved through six principles that help business schools engender the skills their students need to balance economic and sustainability goals. The initiative also uses the Sustainable Development Goals (SDGs) as a lens through which schools can map their activities and chart their growth.

The UCT GSB core PRME team – Associate Professor Kutlwano Ramaboa and UCT GSB International Relations Manager Nerice Barnabas – is led by the School’s Director, Dr Catherine Duggan, and has worked closely with a wide range of stakeholders, including alumni, students, staff and faculty, to compile the school’s latest biennial PRME Sharing Information on Progress (SIP) report.

The UCT GSB PRME SIP Report allows the school and its stakeholders an opportunity to take stock of what’s been done, what remains to be done, and to craft future objectives.

SUSTAINABLE VALUE

Since the UCT GSB became a PRME signatory in 2009, the School has made significant changes to the shape of its academic offerings in order to 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 – thus strengthening its alignment to the principles of PRME.

Associate Professor Ramaboa notes that “the crisis brought on by COVID-19 has certainly accelerated and created opportunities in the manner in which teaching is delivered in our programmes. The shift to online learning, while it has highlighted inequalities in our nation of the enabling educational infrastructure, will expand the flexibility and reach in our educational offerings for many years to come”.

Three clusters represent key domains of the UCT GSB research and teaching: Social Innovation and Sustainability; Emerging Markets, Finance, Investment and Trade; and Values-based Leadership. All three are doing well to align to the SDGs and the six principles championed by the PRME,

notes Barnabas. For instance, researchers working in social innovation and sustainability are particularly interested in the role that interorganisational, cross-sector and cross-scale relationships may play in developing and embedding solutions to socioeconomic problems.

UCT GSB researchers currently explore these questions through a variety of topics and contexts, including: healthcare; education; food security; climate change; impact investing; the sociology of finance; social entrepreneurship; supply chain innovation; and inclusive innovation.

This work aligns well with several SDGs, particularly numbers 1, 3, 4, 5, 7, 8, 9, 10, 11, 12, 13, 16 and 17, as listed in the box below.

RESPONSIBILITY, ETHICS, SUSTAINABILITY

Crucially, UCT GSB walks the talk by making sure its curricula line up with its ethos and values.

THE 17 SUSTAINABLE DEVELOPMENT GOALS

1. No poverty
2. Zero hunger
3. Good health and wellbeing
4. Quality education
5. Gender equality
6. Clean water and sanitation
7. Affordable and clean energy
8. Decent work and economic growth
9. Industry, innovation and infrastructure
10. Reduced inequalities
11. Sustainable cities and communities
12. Responsible consumption and production
13. Climate action
14. Life below water
15. Life on land
16. Peace, justice and strong institutions
17. Partnerships to achieve the goals

PRME: THE 6 PRINCIPLES

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:



Purpose

Develop the capabilities of students to be future generators of sustainable value for business.



Values

Incorporate these into our academic activities, curricula and organisational practices.



Method

Create educational frameworks, materials, processes and environments to enable effective learning experiences.



Research

Engage in conceptual and empirical research that advances our understanding about the role dynamics, and impact of corporations.



Partnership

Interact with managers of business corporations to extend our knowledge of their challenges.



Dialogue

Facilitate and support dialogue and debate stakeholders on critical issues related to global social responsibility and sustainability.

“The school’s alignment of its curricula with its core values was recognised through our full-time MBA programme ranking in the Corporate Knights Better World MBA Top 40 in 2019,” says Barnabas.

Students are benefiting profoundly from the School’s involvement in the PRME. In addition to developing managerial and leadership skills during their time at the UCT GSB, they are encouraged to emerge with a greater sense of self-awareness and an appreciation of context that will help them operate more effectively in times of change and complexity.

It is thus not surprising that in 2019, SDG-relevant content accounted for the vast majority of all UCT GSB student research and published articles and books.

The SIP report also outlines the school’s PRME objectives for at least the next two years as it aims to consolidate its strengths and fill the gaps. Many initiatives are in the pipeline, along with several research projects and some exciting additions to the curriculum.

The UCT GSB will also be working with the Copenhagen Business School on a PRME Champions project titled “Linking Curricula to the SDGs and University Strategy”.

Results from the initial phase of this project will be presented at the end of the 2020-2021 Champions cycle. Data collected will then be used to:

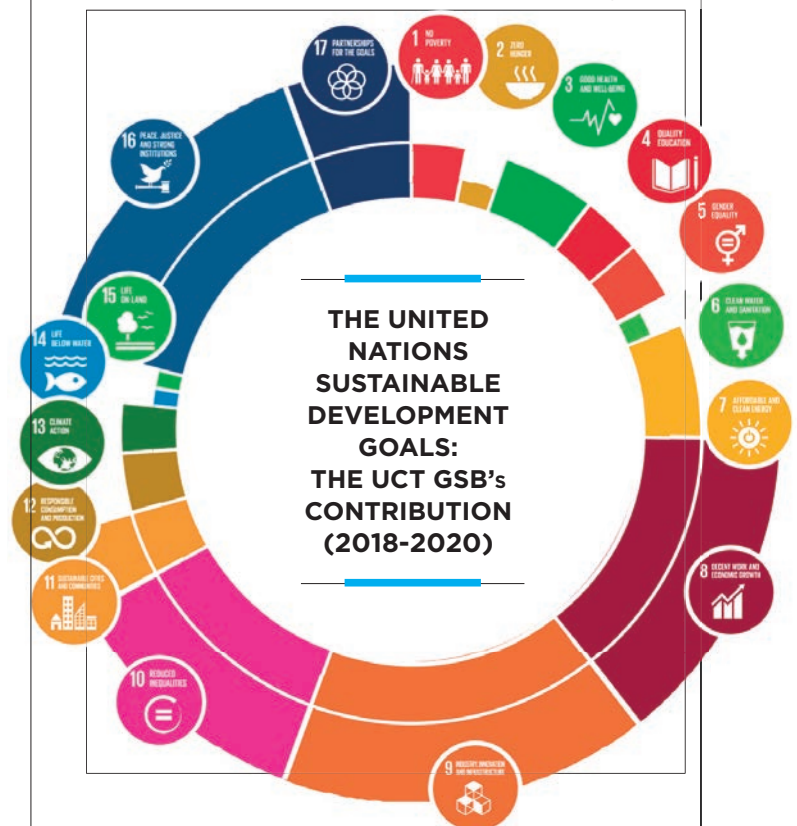
1. Highlight areas where the UCT GSB strategy and the SDGs align.
2. Highlight the responsibility, ethics and sustainability (RES) skills that UCT GSB students are gaining.
3. Work with faculty to provide resources for integration of RES into learning objectives across campus.

In addition, the UCT GSB faculty will continue to generate research that aligns with the school’s research slogan – Impact Knowledge – reinforcing the UCT GSB’s need to have an impact on knowledge and have knowledge with impact.

The former means that the school must influence local and global conversations and theories, while the latter emphasises that UCT GSB’s research, as well as its teaching, must address growing and complex economic, social and ecological problems.

“Students are benefiting profoundly from the school’s involvement in the PRME.”

Nerice Barnabas
UCT GSB International Relations Manager





THE RISE OF COMPASSION NETWORKS

The **UCT GSB MPhil Class of 2020** was one of the most intense, insightful and productive in the history of the course. An alumna, two students and a professor sit down to discuss the reasons why.



ASHLEY NEWELL

Newell graduated from the UCT GSB's MPhil Inclusive Innovation Programme in 2019. She is a co-founder of FoodFlow, an initiative born in response to COVID-19 arriving in South Africa, which connects small-scale farmers and producers to feed local communities during the crisis.



JENNY SODERBERGH

Soderbergh is a 2020 MPhil student. For the past nine months she has immersed herself in the compassion venturing that was happening in the face of COVID-19, and specifically the Community Action Networks that were springing up in Cape Town, and beyond.



THANYANI RAMARUMO

Ramarumo is a 2020 MPhil student. She is originally from Venda, and her research focuses on how small-scale farmers in the region responded to COVID-19. In 2020 she visited Limpopo to engage with these farmers.



PROFESSOR RALPH HAMANN

Hamann is Professor at the UCT Graduate School of Business. He works on business strategy and sustainability, collaborative governance, and social entrepreneurship and innovation.

RH: When the COVID-19 crisis emerged in March, I think what was really remarkable was initiatives like FoodFlow, the Community Action Networks (CANs), and other diverse initiatives in other parts of the country, really just coming out of nowhere with amazing speed and agility.

The other thing that was fascinating about it was that quite a few of our students were involved. So we had direct access, straight away.

From a research point of view, we wanted to better understand what was going on, but also, in some ways, to support a dialogue or conversation among those groups that could perhaps help share some insights.

Very quickly we created a group of about 10 people. We are four of those 10. Most of them are MPhil students, which makes a lot of sense because the MPhil focuses on inclusive innovation. So what we were studying in that programme was directly related to what we saw happening, and what some of us were involved in ourselves.

Some people might call it action research, or insider research so, also methodologically, it was quite interesting that we were participating in and studying these initiatives at the same time.

We published a couple of articles in the media and we've just completed an article for the *Stanford Social Innovation Review*, as well as a paper that's under review in a top-tier journal. Normally a paper of that sort takes about three or four years, and we've done that in eight months – partly because it was a group effort. We collected a lot of data, so it's been quite a busy time. But why don't we start from the beginning. Ashley, tell us about FoodFlow?

AN: FoodFlow got started at the beginning of March 2020. A friend of mine who is a small-scale farmer in Hout Bay lost all of her restaurant clients within a matter of days and recognised that a lot of other small-scale farmers, particularly those of less economic means, would be in the same position.

I was well networked in a number of local community organisations, so she had the idea of seeing if we could put harvest bags – produce that's grown by the local farmers – up for sponsorship, and we would redirect that into the



Left to right: Ashley Newell, Jenny Soderbergh and Thanyani Ramarumo chat with Prof. Ralph Hamann.

programmes that families rely on to provide nutrition, such as the after-school school feeding schemes.

We put up a website within the week lockdown was announced. We were really fortunate. It was a combination of this really clever, simple idea, and amazingly lucky timing. We were one of the first initiatives to get a little bit of media traction. There was a real awareness that the effects of lockdown were going to drastically affect people in very unequal ways, and a real desire to do something, the feeling of urgency.

Sponsoring a harvest bag had a double-ended impact: you're supporting small-scale producers, and at the same time addressing the urgent food crisis that was looming on the horizon.

We were really fortunate to be able to raise more than R1 million in our first month, which also put us in an interesting position of needing to scale rapidly. Our original goal was to support 150 families in our local community, based in two community organisations with which I had long-term relationships. But we started growing our network and working with a number of local organisations, and then also reaching out to other provinces.

We found there wasn't that same support in other provinces, so we started working with some farmers in the Eastern Cape, as well as in Limpopo and KZN. Within a matter of weeks, we were in four provinces and ended up supporting more than 400 small-scale farmers and fisheries during this time.

Something that's been really great about being a part of this research group is that it has given me additional support. People often talk about how lonely it can be as

an entrepreneur. Through this research group, I gained a support network.

Two of the researchers also became more directly involved. Thanyani as well as Mandy were able to reach out to the farmers in the other provinces, spending time with them, talking to them, hearing their stories and experiences. This really helped FoodFlow to be an inclusive organisation.

That's where we're at currently: thinking about future sustainability, rather than just relying on donations to continue making those purchases, but trying to think of a more market-based approach enabling that same connection between farmer and community and creating local food systems.

JS: It's interesting how well the timing aligns between your story, and the upswell of support in the CANs. From what we've heard from research with the CANs, it was that initial mid-March period where about 14 people came together from across Cape Town and said, "How can we enable this community-led response to COVID-19?"

Initially this had a public-health lens: enabling people to have access to accurate information and access to sanitation, and enabling people to social distance who weren't able to because of where they lived.

But what started as a public-health-focused initiative, really rapidly scaled into an initiative focused on compassion venturing. In other words, finding out what it is that our hyper-local communities need, be it food, access to education materials, access to sanitation materials, and how we, as a neighbourhood or community, can come together to enable people.

Helping people – that's the compassion part of the venturing. It is the entrepreneurial spirit harnessed for good, harnessed for helping your community.

The CANs rapidly scaled to over 150 organisations just in the Cape Town metro area, involving more than 15 000 volunteers. And they've been on an awe-inspiring journey. It hasn't always been easy.

They have experienced the hardships of being self-organising and non-hierarchical, which is messy and amazing, but also inherently difficult for other organisations and government to interact with.

They've also experienced the ups and downs of being solely volunteer-driven. There was this swell of support and outpouring of compassion, but that's only sustainable for so long. When lockdown started lifting around June or July, people had to go back to their jobs. They had to start making decisions: do I help with my community, or do I try to find work to provide for my family? We've seen them go

time might have come to wind down? We've just been really inspired by what the everyday person has achieved in the past nine months, largely without the support of government or large donor institutions.

This is very grassroots-level organising, and grassroots-level impact, but scaled across an entire metro area and then eventually across other parts of South Africa. It's been amazing.

TR: The organisation I was more in contact with, Ga-Mphahlele Homecoming, was started three years ago. Their focus was on schoolchildren, the learning processes, how they're doing academically, and then providing support. When lockdown was announced, they decided to change their focus to the emergence of hunger, because most of the kids that go to school get their meal at the school.

With the schools closing, the children were no longer getting their food from the school feeding scheme. So, Ga-



on a similar journey that FoodFlow is now on, which is figuring out what impact, if any, we want to have in the long term, and how we get there. What kind of models do we apply?

Do we partner more formally with other NPOs that are registered entities that can get larger amounts of funding for us? Do we register ourselves as an NPO and therefore access these larger pools of resources? Do we focus on supporting micro-entrepreneurial business models and enabling people who are bakers, seamstresses and cooks and farmers to have more market opportunities or to start their own businesses? Or do we just say: this was an amazing initiative and our

Mphahlele Homecoming decided to again shift focus from supporting the school learners academically to food parcels.

The founder started with her own money. She was still working. That's how they decided to move from supporting the education part of it, to developing the food parcels. They also reached out more broadly but found that nobody really wanted to assist them in Limpopo, so they decided to reach out through social media. That's how they came across FoodFlow. And that's how FoodFlow connected with farmers in Limpopo.

When I went to talk to the farmers, they were so happy to be linked to FoodFlow. They said it's like an angel came!

They appreciated the market created during that time. They were struggling, not knowing what to do with their produce, so that actually helped to sustain them.

AN: One of the most fascinating things about lockdown is, because everyone was forced to stay at home, and their only outward window to the world was online and through social media, many of us were starting to connect with people whom we normally wouldn't reach.

So, for example, the young woman who is the founder of Ga-Mphahlele Homecoming contacted me on Instagram, saying, "I usually run this education programme and we did a home survey and identified the most at-risk households in our village – child-headed households, and those with elderly grandparents living there. We're fundraising to get food out, but can you provide food?"

Obviously, our role with FoodFlow is to support small-scale farmers, so I said to her, not knowing anything about

TR: The impact we have there is better than we at first thought. We thought we had only three people, but when you get there, it's actually a lot more. Instead of just supplying what they have, these three farmers said, "What we don't have, we'll source from the other farmers." So, they partnered with them.

AN: That's one of the things that we're finding with the networks – all these connections that are being built during this time, and people maximising ways in which to support what's happening right now.

RH: Ashley, you finished your MPhil quite recently, whereas Thanyani and Jenny are right in the middle of theirs. I'd be curious to know how doing the MPhil has interacted with this work.

AN: Through the MPhil programme, I developed an



"Helping people – that's the compassion part of the venturing. Entrepreneurial spirit harnessed for good. harnessed for helping your community."

Jenny Soderbergh

Limpopo, "Are there local farmers in your area?" I gave her a short survey, and so she was able to go around her local community and identify farmers from whom FoodFlow could then purchase.

So, we started working with these three young farmers. They are very interesting entrepreneurs themselves, running a variety of agri-businesses out there, which was very cool to see.

It's this network of young people doing really great work in their local villages, and we wanted to support that. Thanyani was able to connect with them and go out and actually meet them.

understanding of the importance of engaging the various stakeholders, and to be open to continual iterations, even if you have a great idea.

I was running FoodFlow across four provinces from the couch at home. I couldn't go out and meet people, so there was a certain amount of trust that was required and creativity in how you connect with people.

For example, when I first met some of the farmers in Limpopo, they took me on a tour of their farms over WhatsApp, just to get a sense of what they were about, before just sending them money and trusting that they were delivering food into their community every week.



I think those elements of communication and being willing to listen to and understand different people's experiences are crucial – both on the producer side, but also in the communities.

With every lockdown level, things shifted. I remember in some of the interviews that we had in those early days, it was as if every week of FoodFlow was a whole new chapter, and then gradually there was a sense of normality and things had kind of settled.

The MPhil supported that process of being open to change, always listening, always innovating and iterating.

RH: Thanyani was actually doing her MPhil research work linked into FoodFlow. She was an embedded researcher of sorts. Why don't you tell us a bit more about that?

TR: Initially, I was clueless because I'm not from this background. My background is in engineering, so I had zero experience in social science. I have compassion, I need to be close to people, but I haven't really practised that. So, when I went there, when I met the people, the experience was totally different from what I expected.

I remember in one instance, this lady was shedding tears because of her experience. I was crying with her, because of the story she was sharing at the time.

The other farmers I encountered were saying, because of the lockdown, "Okay, there are no jobs any more: why don't we start farming?" So, there are two farmers who started just because there was no work.

RH: I think that was such an important, powerful point: a researcher bringing empathy into the process. That's a very big part of what the MPhil is trying to do.

One of the things that comes up for me, though, is that you were not just being empathetic in your research, you were actually becoming an activist.

From our research methodology point of view, on the one hand, I think we've gained so much access to rich data through our involvement. At the same time, it's sometimes tricky to stand back and objectively analyse what's going on.

In the academic analysis process there is this whittling down, sometimes simplifying quite brutally, right? But becoming engaged and involved in the way that we were, it can be quite tricky when you're also trying to step back and make a more theoretical argument in a journal that is quite demanding of academic methodological rigour.

JS: I was thinking about instances where what we've learnt in the MPhil directly applied to the work and the research I've been doing, and it has happened several times.

We did a full module on innovative finance when many of the CANs were thinking of how to become more sustainably financed. They can't rely on individual donations forever – those were quickly drying up.

We began to consider different revenue streams or different grants that we could pursue in partnership with other organisations.

There have been times in our course that we've talked about co-operatives and co-op models, and then I went to help facilitate a group of small-scale farmers in an urban area in Cape Town, and they said, "Well, we're thinking of becoming a co-operative."

I had just learnt about that, and so I could send them some resources. We had lectures on how communities organise themselves, and that is exactly what I've been experiencing in researching for the past nine months.

It does feel validating that people are having conversations in the academic world that do connect to the work we've been doing in terms of our research and experiences. I think I've come to the conclusion – especially after reading Professor Warren Nilsson's work [he is Director of the MPhil programme] – that a big question in social innovation is how you connect the micro-movements that happen every day to the macro forces that shape society, and take all that together to try to make a better world.

AN: I've been really fascinated, having [had] my MPhil experience, to see how the course has adapted.

It's been interesting to see how the university has seemed so agile, and for the staff to be able to put in the extra time to be so productive during this whole lockdown, right? You could've said, "The university is closed, classes are on hold, let's just ride this out." Instead, from day one, it was full force. This is an opportunity. This is a whole new number of events and things to study.

"From a research methodology point of view, we've gained so much access to rich data through our involvement."

Professor Ralph Hamann



Illustration from the FoodFlow Impact Report, by Lasche van Heerden.

RH: We had to be entrepreneurial. Normally, with an MPhil, you write your proposal in your first year, and then, in the second year, you go and collect data. You guys were collecting data in month four of your MPhil, right? You'd done one module, maybe two, and already you were charging ahead! It was exciting to have to display a little bit of the entrepreneurialism of the people we were studying. There was a little bit of a parallel there.

JS: Our group mirrored what was happening on the ground. CANs are very much driven by the philosophy of just act and then figure it out, and I think that was our research group's approach as well – act, gather the data, talk to the people, and then figure out how it fits together and do the analysis.

RH: Some people define entrepreneurship as a propensity to act before figuring out the details, before planning. I think, in some ways, we had to do a bit of that as well.

AN: That's one of the things the MPhil course is known for, right? As being in this interesting space between research and academia and activism, and being out there, in an entrepreneur space, being a doer. It's breaking some of the stereotypes of what it means to do academic work and what it means to be involved in the community. I think this year has been that – times a hundred!

THE FOOD OF LIFE

UCT GSB alumnus Ashley Newell co-founded FoodFlow, a food-redistribution solution that allowed communities to sustain themselves during lockdown.





FoodFlow purchased R216 000 worth of madumbes and sweet potatoes (yams) from the Amadiba farmers along the northern stretch of the Eastern Cape's Wild Coast, which were then distributed by Food for Life into communities along KwaZulu-Natal's South Coast. The 100+ Amadiba farmers span four villages and farm collectively through the Sigidi Development

Enterprise. Opposite: Owethu Gampe, one of the Amadiba farmers, is able to earn a livelihood to support her family through the sale of her produce. Before the pandemic hit, the Amadiba sold their produce to informal vendors in the greater Durban area. The lockdown came just as the harvest was set to start and resulted in produce starting to rot in the ground. By working with FoodFlow, the farmers were able to continue operations during the lockdown. With the reopening of the Durban produce markets, business is picking up and the community is hopeful for the future. Below: Alakhe Langa of Khayelitsha works for Abalimi Bezekhaya, connecting small-scale organic farmers across the Cape Flats to market opportunities, including selling to PEDl AgriHub and Umthunzi Farming Community. These cabbages were sold to PEDl and purchased by FoodFlow for distribution into Vrygrond.



Dora Dlamini of Amadiba farmers
in Sigidi village.



FoodFlow works with a number of small-scale producers and partners to secure livelihoods and distribute food to some of South Africa's most vulnerable communities:

PEDI AgriHub, phase two of an initiative with the City of Cape Town, trains emerging farmers to become fresh-produce suppliers. At present it serves a network of just under 50 urban farmers.

Muriwo Organics, started by Zimbabwean vegetable farmer Brandon Muriwo, is a farming company along the R304 in Cape Town that specialises in organic produce.

The Amadiba people are one of a few rural indigenous communities in South Africa that have never been uprooted from their land and continue to farm successfully in the traditional way. In partnership with the Sustaining the Wild Coast initiative, farmers across four villages are benefiting.

Below: Phila Nogavu of iKhaya le Themba distributes fresh snoek caught by small-scale fishers utilising the ABALOBI marketplace. Having purchased three tonnes of fish benefiting 80 fishers in six communities, FoodFlow was the largest non-commercial supporter of ABALOBI's small-scale fishers throughout lockdown.



Ashley Newell, co-founder of
FoodFlow, and Daniel Smith of
ABALOBI deliver produce from PEDI
AgriHub to a community kitchen in
Vrygrond, Muizenberg.



Noboniso Gloria Gungqiso
sanitises hands in the queue
before meal distribution at one
of Spaza Hub's community
kitchens.



Muriwo
Organics team
members (L to R)
Mary Chabata,
Brandon Mubaiwa
(standing) and
Norman Chabata.



Brandon Mubaiwa
of Muriwo Organics in
Stellenbosch, Western Cape
has provided more than 1 000
harvest bags to FoodFlow.





Mosa Hope Mapheto is a smallholder farmer in Limpopo who sells her vegetables to street vendors in her community. When these vendors were not permitted to operate during Level 5 lockdown, FoodFlow purchased her harvest to be distributed by a local community organisation, Ga-Mphahlele Homecoming to at-risk households.



The Spaza Hub team distribute all food donations weekly to their network of volunteer-run community kitchens across Vrygrond.



ALL RISE

The recently appointed director of the UCT Graduate School of Business,
Dr Catherine Duggan, talks about her formative years,
 her research, and her vision for the top business school in Africa.

If some people are born with a silver spoon in their mouths, then Catherine Duggan was born with a mortarboard on her head. For the daughter of an Associate Professor in Clinical Paediatrics (and Associate Dean of Medical Student Admissions) at the

University of Chicago, and a stay-at-home dad with a PhD in chemistry, a life of research and teaching seems inexorable. But academia wasn't her first career choice.

Duggan initially wanted to follow in the footsteps of her mother and become a medical doctor. However, soon after starting her undergraduate degree at Brown University she discovered that while chemistry was not a particular strength of hers, political science was.

She changed her focus to political science – and, in particular, to the intersection of politics and economic development in Africa – and never looked back. Africa was not a new area of interest. Her aunt, a paediatrician, had spent much of her career in Nigeria, Uganda, and Malawi. And as a young man her father had taught chemistry at a high school in Ghana before pursuing his PhD.

Duggan spent most of her childhood in Chicago, where her father served on the board of one of the main international student centres at the university, and her parents hosted a steady procession of African students and visitors at their home for dinners, social engagements, mentorship and support. Some of her fondest childhood memories involve surreptitiously sitting on the stairs in her pyjamas and listening to debates “about politics, the state of the continent, and the future of the world”.

“I was in awe of these discussions I was overhearing,” says Duggan, “which often ran late into the night. I loved the stories everyone told and the fun they had telling them – laughing and banging on the table for emphasis. Seeing that kind of passion, insight, and storytelling all coming together made a tremendous impression on me.”

Duggan had found – and is now living – her calling.

Although she worked at a law firm for two years after university, she was drawn to a career in research and teaching. Both sides of her family had seen the transformative value


of education. Her paternal grandmother, who had grown up poor in rural Ireland, left school in her very early teens to work as a cook in a wealthy house. Her maternal grandparents had left poverty and political instability in China to emigrate to the United States. Yet nearly all of the children in both families obtained postgraduate degrees, becoming doctors, teachers and professors. Duggan had been raised understanding the importance of education and feeling a responsibility to extend to others the opportunities her family had received.

Bringing together her interest in Africa and in teaching, Duggan enrolled in a PhD in political science at Stanford University. Like many political scientists studying African politics in the late '90s and early 2000s, her early research focused on conflict and civil war. But Duggan quickly realised that what really interested her was institutional development and economic prosperity. “I went from studying conflict to studying cooperation,” she says.

She began to study the history and development of credit markets, focusing on microfinance in Uganda with a view to generalising her insights to other emerging economies. She spent nearly two years living in Uganda, where even the necessities of daily life – renting a home, paying bills, managing utilities and relying on public transport – provided new insight into the implications of living in a country that lacked strong institutions.

She used her time in Uganda to do a wide variety of research, including studying piles of archival papers in disused basements, engaging with lending institutions and government agencies, and doing interviews with entrepreneurs in urban and rural markets – as well as with moneylenders operating outside the law. She crisscrossed the country by long-distance bus and taxi, staying in cheap hotels and, for several weeks, as the guest of a friend in a village with no water or electricity. “Fieldwork was utterly exhausting,” Duggan recalls, “but I learnt things that I could not have seen any other way”.

Her research demonstrated that institutions support borrowing and lending in ways that economists had tended to ignore. “Modern economics has focused on risks faced by lenders as a result of default,” she says, “but

A portrait of Dr. Catherine Duggan, a woman with dark hair, smiling and wearing a grey blazer over a white shirt and a pearl necklace. She has her arms crossed. The background is a blurred indoor setting with vertical elements like columns or a door frame.

*"At the UCT GSB
people learn to
think in ways
they couldn't
have previously."*

Dr Catherine Duggan

throughout history, borrowers have faced risks of theft and abuse at the hands of lenders that go well beyond high interest rates and onerous contract terms”.

Historically, institutions – including indigenous institutions in Africa and elsewhere – evolved to provide critical protections for borrowers. “But now economists and policymakers living in countries with strong institutions are so used to these protections that they don’t even see them,” she notes. “As a result, these policymakers sometimes make cut-and-paste recommendations or suggest approaches that miss half the picture.” This narrow view not only leaves vulnerable borrowers – including poor women taking microloans – at risk of abuse, but it can lead to problems even in highly sophisticated lending markets.

“Studying microfinance gave me unique insights into aspects of the subprime lending crisis in the US,” Duggan observes wryly. “I was astounded by how much American policymakers could have learnt about the roots of the foreclosure crisis in America by talking to microfinance borrowers in Uganda. That experience showed me how much the rest of the world could learn from the insights that African entrepreneurs, companies, and markets had to offer.”

The girl who sat on the stairs listening to stories had grown into a woman with a story of her own to tell.

After completing her doctorate, Duggan took up a professorship at Harvard Business School. The position attracted her for many reasons, but one of the main drawcards was working in a postgraduate environment, with influential professionals and senior executives.

“Business school students and executives are often literally taking classes one day and then walking back into work the following day and applying the things you’ve discussed,” says Duggan. “They also bring their own experience and viewpoints into the conversation in ways that make the classroom dialogue incredibly rich.”

This flow of learning and knowledge also feeds one of Duggan’s biggest academic passions: the case teaching method. In what will be a boon to both the UCT GSB’s Case Writing Centre as well as the school at large, Duggan is a talented, committed and experienced case writer, teacher, and proponent. She has written and developed cases – nearly all based on stints of fieldwork – set in countries across the continent, including South Africa, Nigeria, Uganda, Rwanda, Liberia, Guinea-Bissau, Zimbabwe, Kenya and Morocco.

“I fell in love with taking complex real-world problems and writing them in ways that require people to engage, bringing in their own ideas, opinions, and ways of looking at the world,” she says.

As a pedagogic tool, cases are intended to be rooted in specific business problems and scenarios while being widely applicable. However, Duggan points out, the vast majority of cases used by business schools around the world continue to

be written in the US and Europe, often from a comparatively narrow perspective. They are not only inadequate for understanding how to deal with the business environment in Africa and many other emerging regions, but often miss hidden complexities in even the most developed markets.

“Just as economists tended to miss the full picture with institutions and credit markets,” she says, “the pervasive focus on Western markets among business school cases means that students are often missing a bigger picture – a picture that would not only help them to thrive in fast-growing emerging markets, but allow them to see new opportunities and critical risks in even the most established ones”.

“The UCT GSB is really well situated to drive these kinds of cases forward,” she enthuses. “One of the things I’m really looking forward to is expanding the geographic scope of the case studies that we’re writing at the school, so we can really be a hub for cases in Africa and beyond.”

The UCT GSB’s history as a rigorous, research-driven school focused on understanding complex environments “means that our faculty and students

“The UCT GSB is able to provide a bridge across Africa and between Africa and the rest of the world.”

Dr Catherine Duggan

are already driving this kind of knowledge forward on a global stage,” while its history of case-based teaching and success in developing award-winning cases “means we can write cases that make everyone think harder – no matter where they are or where they want to do business”.

The value of this approach is evident in the success of UCT GSB alumni around the world, Duggan points out. “So many of our alumni have been successful because they were able to see risks and opportunities that no one else could – and many of them credit the school and their time in South Africa for helping them to gain that perspective. What they learnt here gives them an advantage anywhere.”

Duggan’s passion for Africa is heartfelt and inspiring, as is her commitment to the complex intersection of business, society, and the public sector. “I think that we, as the UCT GSB, are uniquely well positioned to understand how business works

in Africa and to tell the real story of business in Africa. The UCT GSB is able to provide a bridge between Africa and the rest of the world – and also across Africa itself,” she says.

One of the phrases that Duggan uses to reflect on the school’s positioning is “the future of business in Africa”. She thinks of the phrase in two ways, “by adding and removing a comma,” which, she half-jokes “is not the most exciting thing you can put on your website”. [Since you’re reading this here, let’s dive in! – Ed.]

The first iteration – the future of business, in Africa (with a comma) – asks “what will global business look like in the coming decades?” and involves “managing complex environments, thriving in increasingly diverse circumstances, and thinking about issues including how business can work with government and the community while dealing with climate change and creating long-term sustainable value”. With the comma, the phrase indicates that “we’re thinking about all of these issues that are central to the future of global business – and we’re doing it from Africa”.

The second iteration – the future of business in Africa (no comma) – looks more locally, at the future of a continent whose natural resources, growing population and environmental vulnerabilities seem poised to create some of the greatest opportunities and challenges for business leaders in the coming decades.

“Lastly, of course, we have to flip things around and ask what is the future of Africa in global business? And how do we make sure that we, on the continent, are writing that future?”

Here, again, is the intersection of theory, application, impact, and ambition: Duggan sees the UCT GSB at the heart of all of these questions, with both an urgent responsibility and opportunity to help shape what lies ahead for the continent.

One of the biggest challenges for global business schools, says Duggan, is to maintain a global outlook in a world that is shrinking under waves of nationalism and localisation – a trend that’s been accelerated by the COVID-19 pandemic.

“As a South African business school we absolutely have a responsibility to develop business leaders who will create sustainable and inclusive economic growth in South Africa and Africa,” she says. “However, if we only focus on that, then we lose the opportunity to be a bridge to the rest of the world. We risk narrowing our insights and restricting the degree to which the world is able to learn from what we know.

“The school can provide an analytical mirror,” she explains, “giving companies in Africa new insights about themselves, sharing knowledge and best practices across the continent, and demonstrating to the world that it should be looking to Africa for critical insights about leadership, innovation, and the future of business in an increasingly complex world”.

Duggan emphasises the importance of an engaged and always-learning UCT GSB community – from staff and administration, to students and delegates and alumni, to the businesses, government entities and social fabric of the continent – and the value of a knowledge-sharing culture that focuses on impact.

“The thing is: everyone at the UCT GSB sees the opportunities and challenges of the continent every day, and I think that’s what makes us mission-driven in a way that not all business schools are,” she says.

“I think every single member of our community feels that deep desire and commitment to create the kind of impact and change that we see the need for, as well as to show others the kind of inspiration, innovation, passion and sense of opportunity that we see every day in our hallways, offices and classrooms – and, this year, in our webinars, online discussions and virtual breakout rooms. I honestly can’t imagine a better place to be, and I’m excited for the future that we’re building – both at the UCT GSB and on the continent.”

DR CATHERINE DUGGAN ON ...

Learning

We can create a bridge between the innovations happening on the ground and the rigorous research and theoretical insights that drive improvement. That is exactly what a world-class business school like the UCT GSB is able to do, and these opportunities to listen, to learn, and to reshape the future are some of the most exciting things about being at a remarkable institution like the UCT GSB.

Alumni

One of our great opportunities, one of our historical challenges, and a major area of our focus at the moment is ensuring that we are supporting an active community of alumni.

We have extraordinary people around the world who feel really passionate about the UCT GSB and I want to make sure they can engage with the school – that we’re learning from them and that they always have opportunities to learn from what’s going on at the UCT GSB. Many of the alumni I’ve spoken to have described their degree as transformative.

At UCT GSB people learn to think in ways they couldn’t have previously imagined. That’s a competitive advantage, but – even more importantly – it allows our alumni to have a real and lasting impact, and so many of them have.



THE MANAGEMENT TRANSFORMER

Dr Rene Albertus is a senior lecturer with a specific interest in information systems and operations management and business process modelling. She holds a PhD in Information Systems Management and an MBA from Wits Business School.

YOUR GREATEST PROFESSIONAL SUCCESS?

Coming full circle. I started out as a police officer because that is all I could qualify as at the time. Thirty years later, I achieved my PhD!

WHY DID YOU CHOOSE TO JOIN UCT's GSB?

Because its vision, mission and values resonate with my philosophy of continuous learning, innovation and creativity. Being here will allow me to contribute to social innovation and economic inclusion to help build a better, more equitable South Africa. This will happen through transformative management education that helps future senior managers resolve the unemployment and socioeconomic challenges in South Africa.

WHAT IS YOUR PRIMARY GOAL FOR YOUR STUDENTS?

To provide them with the best practical learning experience to be innovators, and to prepare them mentally and psychologically for challenges in the workplace. This occurs through introducing new management education principles that empower professionals to eradicate greed, fraud and state capture, bridge the wealth and poverty gap, and address violence and bullying in the workplace.

DESCRIBE YOURSELF IN THREE WORDS.

Conscientious, inspirational and ethical. I always look for solutions to problems. Our world is facing existential challenges of social and economic unsustainability. This requires visionary leadership, to which I would like to contribute.

WHAT WORD OR PHRASE DO YOU USE MOST OFTEN?

To know me is to know my story, because my story defines who I am.

WHAT IS THE BEST PIECE OF ADVICE YOU'VE BEEN GIVEN - AND BY WHOM?

My PhD supervisor advised me to "be in the

moment and focus on today because tomorrow is undetermined".

WHO IS YOUR FAVOURITE FICTIONAL HERO, AND WHY?

Nancy Drew. I enjoy finding solutions to problems and solving mysteries.

WHAT IS YOUR IDEA OF HAPPINESS?

Happiness is where you find yourself. It is not in the next job, destination or person.

...AND MISERY?

Misery stems from disappointment. Sometimes you can control it, other times it controls you.

IF YOU COULD CHANGE ONE PERSONAL TRAIT, WHAT WOULD IT BE?

Nothing. My experiences – both good and bad – have shaped my reality. I will continue to work on my development to become a better version of myself.

IF YOU COULD CHANGE ONE THING ABOUT SOUTH AFRICA, WHAT WOULD IT BE?

It is such a complex country. I would like it to be the democracy we were promised in 1994.

IF YOU HAD TO BE AN ANIMAL, WHAT WOULD YOU CHOOSE TO BE AND WHY?

A lioness, because I am a stealthy, protective nurturer.

WHAT IS YOUR IDEAL WEEKEND?

Climbing the mountain and doing yoga.

Dr Albertus's research focuses on governance challenges of public and private organisations, corporate governance and ethics, accounting information systems (SAP ERP), academic citizenship, and the impact of neo-liberal economic programmes of globalisation and disruptive technologies on institutions and society.

A professional portrait of Dr. Rene Albertus, a woman with dark, wavy hair, wearing a black blazer over a white collared shirt. She is standing with her arms crossed against a light-colored, textured wall. The lighting is soft and even.

*"Being here at
UCT's GSB will
allow me to
contribute to
social innovation
and economic
inclusion."*

Dr Rene Albertus



ACADEMIC FREEDOM COMES FIRST

Dr Thanti Mthanti has joined the UCT GSB as a senior lecturer. He holds a PhD in Finance from Wits University, and is a Professional Risk Manager (PRM™) charter holder.

WHY DID YOU CHOOSE TO JOIN UCT's GSB?

It's the top-ranked business school in Africa. It was natural for me to come here after deciding to gain some independence as a scholar and move from my alma mater. Moreover, like all top business schools, UCT GSB offers academic freedom and the agency to pursue my research agenda. Under Professor [Nicholas] Biekpe's leadership [in his role as Programmes Director: Development Finance Programmes at the UCT GSB Development Finance Centre], the School has gained a reputation for its commitment to excellence in development finance and its collaboration with development finance institutions. As a finance scholar, that was very attractive to me.

WHAT IS YOUR PRIMARY GOAL FOR YOUR STUDENTS?

An important part of graduate education is to get students to appreciate the importance of context – that one size does not fit all. One of my key goals is to develop scholar-business leaders who use both theories and practice to question everything about the political economy and how it relates to business in Africa. In so doing, they will develop new businesses, products and services that address Africa's unique challenges.

DESCRIBE YOURSELF IN THREE WORDS.

Fun, passionate and generous.

WHAT WORD OR PHRASE DO YOU USE MOST OFTEN?

Give.

WHAT IS THE BEST PIECE OF ADVICE YOU'VE BEEN GIVEN – AND BY WHOM?

My dad always told me to follow my path.

WHO IS YOUR FAVORITE FICTIONAL HERO, AND WHY?

Spider-Man. I have three kids and my little boy Khaya, aged seven, loves him too!

WHAT IS YOUR IDEA OF HAPPINESS?

Being somewhere in Buenos Aires, enjoying steak and red wine while listening to jazz.

...AND MISERY?

Academia is a very nice profession! You get to do fun things, and I love research and teaching. However, I'm pretty sure most academics would agree that marking papers can become tedious.

WHAT HAS BEEN YOUR GREATEST SUCCESS?

Starting a peer-to-peer lending business. Unfortunately, it failed, but the journey was marvellous. I learnt a lot in those five years about how to collaborate, engage with senior business leaders, lead a team and, importantly, how to survive adversity.

IF YOU COULD CHANGE ONE THING ABOUT SOUTH AFRICA, WHAT WOULD IT BE?

Reduce the distributional conflict and the racism that sustains it. Otherwise, SA is a beautiful country!

"UCT's GSB has gained a reputation for its commitment to excellence in development finance."

Dr Thanti Mthanti

The PRM™ designation is a globally recognised, graduate-level mathematical finance and risk management credential endorsed by leading university programmes, such as Columbia University Business School, National University of Singapore, and the Technical University of Munich.





RISING



WOMEN AT THE FOREFRONT
OF A CHANGING WORLD



TEXT | JANINE STEPHEN

TOGETHER



The 21st UCT Graduate School of Business Women in Business Conference embodied the School's central vision: to equip exceptional leaders with the knowledge, skills and social intelligence needed to problem-solve in a diverse and challenging world – one in which women can excel.





lobally, an astonishingly small number of CEOs are women – just 4.4%. Dr Leila Fourie, CEO of the Johannesburg Stock Exchange, is an eloquent example among this rare group. “Gender inequality affects us all,” she told the 21st Women in Business Conference

(WIB) in August 2020, speaking to the largest number of attendees in the event’s history.

“When half of the population is unable to reach their full potential, the whole world is at an enormous disadvantage.”

It’s a well-established fact that companies and societies become more successful when their leadership reflects the diversity of stakeholders or citizens. As do educational institutions. The UCT GSB, long committed to an inclusive and sustainable future, has made significant progress in 2020 in terms of welcoming women into high-profile positions – most recently with the appointment of Director Dr Catherine Duggan, formerly of the Harvard Business School and the African Leadership University in Rwanda.

Gender representation on the School’s senior management team is now a whisker away from 50%, and the UCT executive team is majority women-led. As speaker after speaker at the WIB conference attested, having women at the helm of organisations sends out essential, multi-dimensional signals: you too can do this, you’re welcome here, we’ve been in your shoes.

The conference title, Rise, is thus apt. The annual event, organised entirely by MBA students, drew executives and directors from blue-chip companies, who were there to deliver frontline business insights. Conversations ignited like fireworks around systemic issues, such as the burden of care and family responsibilities many women shoulder, the need for equitable paternity care, equal pay, and ignorance of the physical challenges many women face, like menopause. Yet what many participants noted was how Rise wove together these strands of shared experience and powerful stories of personal development.

Key concepts such as “lifting others” pointed to a satisfying added benefit of the event: it’s a crucible for growth, where year-on-year, a new, women-led network is being formed. Every WIB event adds further alumni to the ranks, building a community of like-minded women and their male allies to rival any “old boys” club.

HARDWIRING GENDER PARITY AFTER COVID-19

Gender diversity and empowerment is even more vital in this new, post-COVID-19 world. “As we tackle a global crisis that has crippled global growth, it’s essential that all hands are on deck to build back better,” Dr Fourie told

“Gender inequality affects us all. When half of the world is unable to fulfil their true potential, then the whole world is at a tremendous disadvantage.”

Dr Leila Fourie
CEO: Johannesburg Stock Exchange

delegates. “If we neglect equal opportunity ... we won’t be future-fit. We won’t be resilient.”

Razor-sharp attention to core business is no longer enough. Future sustainable economic growth requires tackling the sticky social issues, such as realising the United Nations Sustainable Development Goals – for example, women need equal access to quality education, from preschool to business-school level, to accelerate progress. Social impact, of course, is something the UCT GSB puts at the top of its agenda, with its commitments to social responsiveness and Africa-based solutions. Input from the School’s alumni and the UCT GSB speakers underscored such values.

The COVID-19 pandemic, speakers said, exposed existing faultlines in society and placed even more pressure on the most vulnerable, including women. Gender parity is an unacceptable 100 years away at current rates of progress,



the World Economic Forum warns, and as Dr Fourie says, the gender pay parity gap remains, despite legislation. Post-COVID, “the economic recovery must leave no-one behind”, she says. Strong networks must be created and leveraged to see more women get a place at the table as economies reset, reimagine and recreate. “Prosperity begets prosperity. We prosper not when the table gets more crowded, but when the table gets bigger.”

THE RIPPLE EFFECT: GROWING CIRCLES

How to begin? More women must access those buzzy, high-growth, conspicuously well-paid economic sectors, like technology. Sadly, as Rajes Pillay, Head of Talent Acquisition and Brand at Discovery said, women are underrepresented in the area of future skills. Others concurred: STEM subjects (science, technology, engineering and maths) still attract more men.

A team from the United Nations Industrial Development Organisation: South Africa, including transport economist Ashanti Mogosetsi and energy expert Blanche Ting, pointed to the world’s growing need for inclusive, sustainable industrial development. Career opportunities in emerging green economies, including transport, will boom as the world transitions from fossil fuels.

Ting noted that, increasingly, solving the “social dimensions” thrown up by this energy transition to cleaner fuels and vehicles will be as important as the technological solutions. Interdisciplinary research in this area is blossoming as fast as excitement about hydrogen’s potential.

Experts agreed that attracting women into different fields – and leadership roles – requires an acknowledgement of women’s differing realities and experiences, then proactively designing curricula, policy and programmes to combat systemic and unconscious biases.

The UCT GSB, for example, has designed “women-specific” courses such as the Executive Women in Leadership course. The UCT GSB Solution Space, too, embodies this approach. “Women are not homogenous,” says the programme manager at the startup incubator, Shiela Yabo. They won’t sign up for new challenges unless spaces are accommodating and accessible.

Creating environments to thrive requires more than verbal commitment. Structured, formal leadership-development programmes, mentorship and sponsors can fast-track “building that leadership pipeline of women” in an organisation, Ntwani Shilubane, ABSA Head of Talent Management: Corporate and Investment Banking, explained. The overall ABSA population, she said in her presentation on Transformation Journeys, is 65% women, and the company’s empowering programmes develop

BEHIND THE SCENES AT THE WIB CONFERENCE

The Women in Business Conference has always been about inclusion, access and equality, but 2020’s iteration brought these values to the fore. For the first time, past MBA students who had worked in the background on previous conferences were asked to facilitate. “We wanted a showcase of women encouraging other women,” UCT GSB MBA candidate and chemical engineer Thielshad Karriem explains. Karriem herself is a modular student, completing her MBA over two years while looking after a young child and working at Astron Energy.

A number of men spoke too, to underscore that male allies matter, and that “female empowerment is not a female problem”.

The new format allowed for a more conversational tone, with both facilitators and speakers sharing personal stories, be it breastfeeding in an MBA class, or following colleagues into a male restroom so as not to be left out of a workplace discussion.

Having the event’s alumni participate helps to “keep the community tight-knit” and builds networks, says MC Shivani Ghai, an engineer and UCT GSB alumnus who now works for the Western Cape government’s Year Beyond programme. “It was very powerful for people to come back and share their experiences.” With Indian roots and a decade of US work experience, Ghai chose UCT’s GSB for the context and its attention to emerging-market economies.

WIB 2020 ticket prices were dropped in favour of a donation to maximise access.

confidence, urge innovation, and are designed to provide deep support to women rising through the ranks.

Other vital tools? Sponsors, mentors and networks. A sponsor “who uses their social and political capital to get you a seat at the table” can give a woman that vital step up the career ladder, says Ting. Also, as UCT GSB Director of Executive Education and Diversity and Inclusion Committee chair Kumeshnee West said, being successful is not about knowing everything oneself, but being able to draw on others.

AS YOU RISE, YOU RAISE OTHER WOMEN

An important message for leaders? “Soft” skills, from compassion and listening to the ability to read others, are anything but soft. As speakers noted, it is leaders such as Iceland’s Katrín Jakobsdóttir and New Zealand’s Jacinda Ardern who have shown that qualities of empathy and openness helped nations tackle the virus.

Suzanne Ackerman-Berman, who spent years on the shop floor before rising to Transformation Director at Pick n Pay, struck a chord when she told others that one’s vulnerability is an asset – it gives courage. Her frank, unfiltered address described how adversity teaches true purpose. And yes, she – and just about everyone – called for authentic leaders. As Bill George, who wrote *Authentic Leadership* back in 2003, more recently said to *Forbes*, authenticity isn’t a licence to “indulge your inner jerk”. It’s about deep integrity, flexibility, self-knowledge and restraint. But it’s also about story-telling. One’s own experiences matter.

The implications for the workspace? Women must be able to bring their authentic selves to work: in times of rapid change and uncertainty, different perspectives and stories only add to a company’s agility and resilience. “Your cultural perspective plays a huge role in how you see the world,” said Shilubane, citing her Tsonga roots and language abilities. “It’s not a disadvantage to have come from [a different background]. Don’t hide it or shy away. Use it to your advantage; it takes you forward.”

Dr Duggan, speaking for the first time as newly appointed UCT GSB Director, wove the strands of the conference’s conversations neatly together. Quoting Nigerian author Chimamanda Ngozi Adichie, she said: “Stories matter. Many stories matter.” Multiple tales of people’s inimitable experiences weave a genuine picture of complex, ever-changing realities – and allow for innovation and impactful change.

“Diversity creates success in business,” Dr Duggan said. “It makes groups smarter, and organisations better, more profitable and more effective. It allows them to have a bigger impact than they ever would have without it.”



LIFE ONLINE: VIRTUAL SPACE OPEN ACCESS

- The COVID-19 pandemic has accelerated change around education and working from home for those with the resources, ramping up digitisation of the workspace at incredible speed.
- Digital conferences and meetings can level the playing field in unexpected ways, WIB 2020 participants said, since screen participation is more egalitarian.
- The unofficial meeting spaces often seen as more hostile or inaccessible to women, such as pubs, bathrooms or sports activities, have suddenly been made irrelevant.
- Individuals in online workshops take less time to open up and start communicating key concerns than they do when face-to-face.
- Virtual meeting spaces allow many to “travel” and access growth opportunities that would otherwise have been unaffordable – or for those with family responsibilities, logistically impossible.
- Digital platforms also bring colleagues together, even if they’re spread over continents. Unilever Africa’s Vice President of Human Resources Mechell Chetty explained how an internal AI company platform, Flex Experience, now offers employees from anywhere in the global organisation the opportunity to work on innovative projects or assignments. It democratises and gives transparency to the way the company develops future talent.



EMPOWERMENT PERSONIFIED

TEXT | JANINE STEPHEN

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t's not enough for any institution to declare support for women – inclusion and empowerment have to be at the root of all policies, and top of every agenda. Women are essential to future economies; their perspectives and expertise must spearhead boardrooms and decision-making bodies. The value of diversity is woven into the UCT GSB's mission statement and values – and attracting more women to its MBA programmes is an imperative. The building blocks are in place, such as courses specifically designed to address the challenges women executives are likely to face. Also, strong, skilled women are taking up leadership positions to spur change from within. Here are four of them:



Dr Catherine Duggan

DR CATHERINE DUGGAN is the London-born, Chicago-raised Director of the UCT GSB, who hails from a family of immigrants, doctors and academics, and brings experience gathered in more than 20 African countries. A faculty position at Harvard Business School cemented Dr Duggan's love for business education. She helped to design and initiate the African Leadership University School

of Business in Rwanda, as its Vice Dean for Strategy and Research. She has a firm grasp of the diverse African business terrain and the multitude of challenges and opportunities students in the region encounter, in addition to a rapier-sharp focus on the potential of new technologies in business and development.

"The UCT GSB is uniquely placed to lead some of the most important, critical conversations about the future of business that are going on in Africa and around the world, including questions of diversity and inequality, environmental sustainability, innovation, the role of business and society, and leadership through crisis and uncertainty," says Dr Duggan.

In times of rapid change, what sets rising leaders apart, she believes, "are things like a broad perspective, critical thinking, being able to work in, manage and inspire excellent performance in diverse teams, analyse challenges and find innovative solutions, and to communicate effectively in different contexts. All of these require judgment, empathy, an awareness of situations, and the tools to be effective in a number of environments. Cultivating soft skills – ones that cannot be replicated by artificial intelligence – will be one of the best ways to thrive professionally."

Advice on leading the way: "If you're only taking the safest path, the one you're 'supposed' to take, then you won't be able to demonstrate the value of your unique viewpoint or your distinguishing value to your team."

**Siphokazi Mngxunyeni**

SIPHOKAZI MNGXUNYENI, a passionate advocate for deep and considered market research, is Manager of the UCT GSB's Raymond Ackerman Academy of Entrepreneurial Development (RAA). Having cut her teeth at multinationals Reckitt Benckiser and Procter & Gamble, she moved to the finance sector, working at Standard Bank as it attempted to make banking more accessible to communities. She holds an Executive MBA from the UCT GSB.

A key part of the RAA's approach is personal development, all the more important for the black and coloured women who Mngxunyeni believes are the future, yet many of whom have experienced economic and social hardship. Diversity, sexual orientation and, since 2019, gender-based violence are all part of the RAA's vital personal development module.

"We are consciously building strong, resilient and healthy women, because we believe if we have a bigger pool of empowered women with a positive mindset, who believe in themselves, chances are we'll see a turnaround in our communities as time goes by," says Mngxunyeni.

"With more women leaders, UCT's GSB has a brighter future. [Because of their experience of discrimination] I believe women are more committed to equality and creating an environment that is welcoming and understanding – and have a holistic understanding of the human life."

Advice on leading the way: "Young black women are not only fighting black and white patriarchy. By virtue of your race, you are easily undermined; you don't naturally matter. You have to make yourself matter. Nobody is going to do it for you, and you must make peace with that and consciously fight for your own recognition."

**Shiela Yabo**

SHIELA YABO is Programme Manager of Solution Space, UCT GSB's supportive ecosystem for new startups. She holds a Postgraduate Diploma in Management Practice from the UCT GSB, has worked in entrepreneurship on the continent and in Silicon Valley, and is a passionate advocate for mentorship. A key focus for her is designing programmes and systems that enable more women to study and become successful entrepreneurs.

"I can't stress how important having mentors and building networks is for growing women business leaders and allowing them to access spaces in which men traditionally dominate," says Yabo. "Also, men can be allies; a collaborative effort is needed to ensure opportunities are given to women. We don't want the whole pie, but half the pie belongs to us, and men can leverage their power to lift others."

Representation matters, says Yabo, and having women in leadership positions allows others to imagine themselves in similar roles. That said, educational institutions must design empathetic programmes that maximise women's participation by acknowledging the additional social responsibilities they often carry. "If you're going to support women, meet them where they are."

Advice on leading the way: "Bet on yourself. Own your spaces, show up as yourself, lead as yourself. That's the only way the world will accept you as a leader."

*"Bet on yourself.
Own your spaces.
show up as yourself.
lead as yourself."*

Shiela Yabo
Programme Manager:
UCT GSB Solution Space



Dr Solange Rosa

DR SOLANGE ROSA, Director of the globally ranked Bertha Centre for Social Innovation & Entrepreneurship at the UCT GSB, will drive the Centre's focus on advancing social innovation across business, government and civil society, at a time of great change.

Her transdisciplinary background encompasses 10 years as Chief Director of Policy and Strategy in the Western Cape government Premier's Department, as well as work for non-government organisations, philanthropy and international aid agencies. She is guided by the principles of inclusion, equity and participation.

"It's more important than ever for women to be at the forefront as leaders, because we need a broader, more inclusive perspective to properly address current socioeconomic challenges," says Dr Rosa. "A gendered lens is important when crafting innovative solutions, as well as implementing, trialling and experimenting with those solutions. An inspiring leader needs to have drive and ambition, but also the softer skills of emotional intelligence.

"At the Bertha Centre, we work in the area of social impact, and such skills are all the more important when you're trying to address and solve socioeconomic problems in society. You need to be able to empathise and to co-create solutions. Good leaders must remain grounded in community, be inclusive, and not discriminate."

Advice on leading the way: "Lead compassionately, and inclusively and keep talking to and connecting with the people you work with or those you serve in the social impact and social justice space. Keep yourself grounded and integrous."

"It's more important than ever for women to be at the forefront as leaders."

Dr Solange Rosa
Director: UCT GSB Bertha Centre

IN MEMORIAM: UYINENE MRWETYANA

UCT student Uyinene Mrwetyana's bright life was stolen on 24 August 2019 by a male post-office worker. Her murder profoundly affected the university community, which stood together to loudly condemn gender-based violence. On the first anniversary of her death, many returned to Clareinch Post Office to leave tokens of remembrance and pay their respects. Others joined a webinar initiated by the Uyinene Mrwetyana Foundation to discuss the ongoing tragedy of misogyny and violence South African women face. The murder was, for many, a turning point: a chance to reiterate never again, to ask the devastating question, #AmINext and to demand urgent change. Uyinene's death did much to raise consciousness about GBV, but she should never have had to make such a sacrifice. So much better if her story had simply been that on 24 August 2020, she was a 20-year-old second-year student, with a full life ahead of her. Instead, as a tribute to her read, "We must never forget your struggle. Rest in Power, Warrior Woman."



Uyinene Mrwetyana

PURPOSEFUL INNOVATION

Throughout 2020, the **UCT GSB's Bertha Centre** remained focused on its core work of social justice, innovation and social entrepreneurship. Its new director, Dr Solange Rosa, outlines six key areas of progress.

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n the context of unexpected and overwhelming change, the Bertha Centre for Social Innovation & Entrepreneurship played a more important role than ever in 2020.

Stripped of all that was normal – including, in many cases, a reliable monthly income – South Africans were forced to rearrange their plans and reassess their priorities in order to survive.

“The overall purpose of the Centre is to engage with socioeconomic challenges and find innovative ways of addressing them,” says Bertha Centre Director Dr Solange Rosa. “This year, we had to adjust a lot of what we did in order to be more responsive to the issues that arose out of COVID-19, but we still had many noteworthy highlights.”

YOUTH DEVELOPMENT INNOVATION

According to a survey conducted by the Lucha Lunako youth development lab in association with the Bertha Centre between May and June 2020, South Africa's young people are experiencing additional hardship as a result of COVID-19.

“We're seeing higher levels of unemployment, higher levels of dropout from school, a lack of access to income and a lack of access to data for the youth to engage and develop their skills,” says Dr Rosa. “In essence, the challenges that existed pre-COVID-19 have now been exacerbated.”

The survey builds on work carried out in early 2020, when the Bertha Centre co-hosted two youth development workshops with Lucha Lunako – one in Cape Town and one in Johannesburg. The goal was to encourage youth development organisations to work together more closely and collaboratively.

“Both workshops were very well attended,” says Dr Rosa. “Since then, we have also developed the Youth Development CoLab, a collaborative network of youth development organisations that we hope to grow over the coming year.”



Incoming cohort of Bertha Scholars for 2020 accepted to the MBA and MPhil in Inclusive Innovation at the University of Cape Town's Graduate School of Business.

FINANCIAL INNOVATION

In early 2020, the Bertha Centre's Innovative Finance team set up the first-of-its-kind Green Outcomes Fund – together with the World Bank, WWF-SA and Green Cape. This pioneering structure incentivises South African fund managers to increase investment in green SMEs, thereby giving small green businesses the finance they need to grow, scale and create dignified, permanent jobs.

This year, the same team also established the secretariat for Impact Investing South Africa, an organisation that will encourage and develop impact investing in South Africa.

“We want the private sector to put more investment into enterprises that have a social impact focus,” explains Dr Rosa. “Impact Investing South Africa will soon become an independent entity that will engage with the president's investment forum in a bid to increase impact investing.”

A portrait of Dr Solange Rosa, a woman with long brown hair, smiling. She is wearing a black top with a white polka-dot pattern. The background is a blurred outdoor setting with greenery and a building.

*"Our overall purpose is to
engage with socioeconomic
challenges and find
innovative solutions."*

Dr Solange Rosa
Director: UCT GSB Bertha Centre Director

"It's all about supporting [those] trying to create a healthier, more educated, more economically active society."

Dr Solange Rosa
Director: UCT GSB Bertha Centre

EDUCATIONAL INNOVATION

The ripple effect of George Floyd's death and the subsequent Black Lives Matter resurgence spread all the way into South African schools. To address the impact of racism on learners, the Bertha Centre conducted several webinars within the education space in 2020.

The first explored how diversity, inclusion and anti-racism efforts need to be upscaled in the school environment, and identified the actions needed to create a more inclusive education system. A second group of webinars investigated how to support educational organisations with financing alternatives, given the impact of the pandemic on NGOs and social enterprises.



Youth Development Workshop February 2020, organised by the Centre's Youth Development Initiative in collaboration with Lucha Lunako.

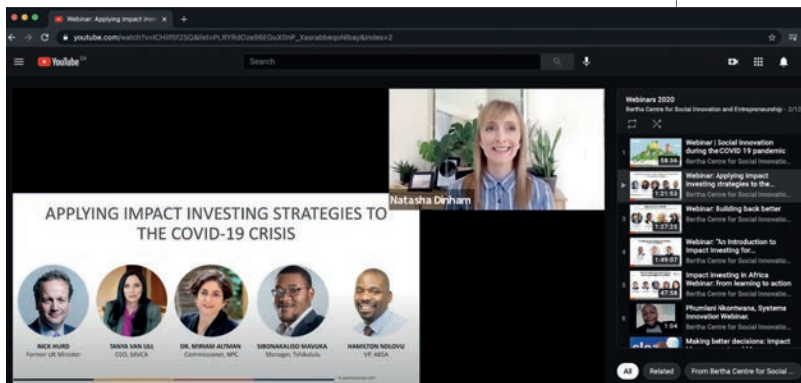
HEALTH SYSTEMS INNOVATION

Many people don't undergo simple or minor surgical procedures because they lack access to safe, affordable anaesthesia and surgical care, says Dr Rosa. "Our Health Systems Innovation portfolio is addressing this by developing an executive education course on Global Surgery, in

collaboration with Harvard Business School and the School of Health at UCT"

Set to convene in mid-2021, the course will be offered to surgical specialists and health practitioners who would like to receive training in surgery.

"The course is not solely focused on technical surgical skills," says Dr Rosa, "but rather around leadership development and innovation, and on how we can make this area of specialisation more accessible."



Webinar hosted by the Innovative Finance team, titled *Applying Impact Investing Strategies to the COVID-19 Crisis*, with Senior Project Manager Natasha Dinham.

SOCIAL JUSTICE SYSTEMS INNOVATION

Systems are inherently about interconnections – as the pandemic has shown us – and they are often resistant to change. In 2020, the Bertha Centre's Systems Justice portfolio focused on how to influence the stakeholders that make up a system in order to bring about social justice.

"We've done some capacity-building with the African Philanthropy Forum to deliver a systems-change programme, and we have a course coming up – which was supposed to be in 2020, but because we couldn't do it in person, we moved it to 2021," says Dr Rosa. "It's an executive education course at the Graduate School of Business, called Systems Change and Social Impact. We also ran an executive education course called Impact Investing, for which we had more than 100 online participants."

The 2020 Build Peace conference was also transformed into a virtual event, designed to build collaboration around the world in addressing social justice issues at this time.

Hosted in November 2020, the dynamic event attracted more than 400 participants and featured speakers, workshops and interactive sessions.



LEADERSHIP INNOVATION

Dr Rosa was appointed Director of the Bertha Centre in July 2020, ending the Centre's two-year-long search for a new director in a permanent capacity.

With a strong background in public policy and strategy, human rights law and social innovation, she spent the previous 10 years working for the government as Head of Policy and Strategy in the Premier's Department in the Western Cape government.

"Since July 2020, I have focused on three things: building a team, building an organisational culture that respects and

values diversity and inclusion, and preparing a strategic process for the organisation going forward for the next five years," says Dr Rosa. "I have also been working on the advocacy strategy for the Bertha Centre, highlighting the key policy changes that we as the Bertha Centre are calling for, and engaging in public discourse in order to bring about social change."

It's all about supporting the people and organisations who are trying to create a healthier, more educated, more economically active society, she says. "Our agenda is to help alter the socioeconomic trajectory of our society, by thinking about and doing things more creatively – and by applying that creative thought to concrete actions."

2020 AT A GLANCE

Green Outcomes Fund launched by the Innovative Finance Team

12 enterprises funded

Impact Investing 16 September-9 October

113 participants from 22 countries
40 speakers
36 hours of synchronous sessions
10-12 hours of asynchronous learning material produced

African Philanthropy Fund Systems Change Course

Seven core participants
Six organisations
More than 40 (organisational) participants
Based on an Africa-centric curriculum for building systems entrepreneurship led by the Social Systems Justice and Innovation portfolio.

Webinars

11 webinars produced by the Youth Development, Education, Social Systems Justice and Innovation and Innovative Finance portfolios.

Build Peace 2020 Conference

Co-organised with Build Up, a US-based non-profit. Was originally scheduled to be held in Cape Town in November. Due to COVID-19, the conference was reconfigured to take place online from 6 to 8 November, with participation from 400 delegates hailing from Nigeria to Northern Ireland and from Colombia to Zimbabwe.

COVID-19 Relief Fund for social enterprises

Targeted social enterprises that graduated from the Student Seed Fund but were struggling due to COVID-19. 5 successful applications for COVID-19 relief funds donated by UCT GSB alumni.

Student Seed Fund Window

59 applications (largest number to date) and 7 successful applications for funding totalling R470 000

Opinion pieces

15 opinion pieces published in 2020.



SPEAKING TRUTH TO POWER

The **UCT GSB's Power Futures Lab** has been working across Africa to accelerate investment in new power and to improve the performance of utilities. In South Africa it has been advising government on how to avoid load-shedding.

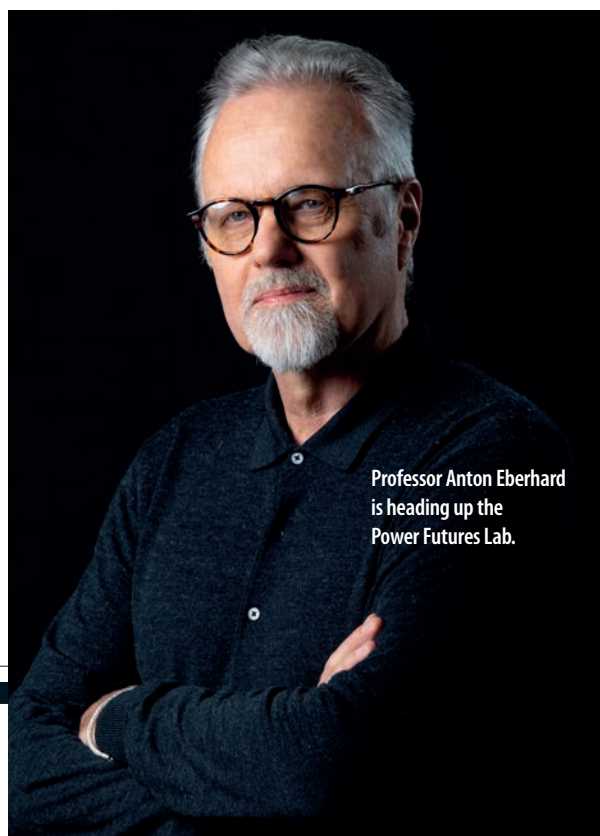
TEXT | DONALD PAUL

The South African Cabinet recently decided to shake off the dust and cobwebs and restart the Renewable Energy Independent Power Producer Procurement Programme (REI4P). The reasons for it languishing in darkness are numerous, but can probably be tied to the state capture network that is only now unravelling.

Established in 2010 to diversify electricity generation and address South Africa's crippling power shortages, the REI4P was a bold declaration by South Africa to confirm its commitment to renewable energy and to reducing its carbon emissions 42% below a "business-as-usual" scenario by 2025.

The programme was a success, according to a report co-authored by members of OneWorld Sustainable Investments and the Managing Infrastructure Investment Reform and Regulation in Africa (MIRA), a department at the Graduate School of Business at the University of Cape Town.

MIRA has since rebranded itself as the Power Futures Lab, a centre of excellence and expertise on Africa's power sector.



Professor Anton Eberhard
is heading up the
Power Futures Lab.

The Power Futures Lab is headed by Anton Eberhard, Professor Emeritus and Senior Scholar at the University of Cape Town and Director of the Power Futures Lab, who says his original reason for coming into this area was his interest in the link between technological innovation and economic development.

"In principle, MIRA traditionally focused on most of the large network infrastructures, such as telecoms, transport, rail, water and power. In practice, however, most of our work has been around electricity, and because of the issues of transition and innovation, we felt Power Futures Lab captures that in our work going forward," explains Professor Eberhard. Most of the Power Futures Lab's work in the rest of Africa focuses on two main areas, he says:

"First, how do we create the enabling environment to accelerate investment into these very difficult investment climates, because Africa generally is short of power? A lot of that is mainly at the grid-connected level, though we are also looking at off-grid and mini-grid options.

"Second, power utilities in most sub-Saharan African countries have been performing extremely badly. How do we create the governance and the regulatory incentives and the restructuring of these industries to incentivise improved performance?

"Peter Twesigye, who previously worked as a senior manager in the path-breaking Umeme power utility [in Cape Town], has now joined us and will be leading our work in this area."

This concern around utility performance led members of the research unit to assist with the parliamentary enquiry into state capture. "We were distressed by the way in which governance of the state-owned enterprises (SOEs) was repurposed to facilitate state capture and corruption, and wanted to shine a light on what had happened and create more transparency and reform going forward. As academics, our job at the Power Futures Lab is to make sense of complex phenomena, to connect the dots and to explain. So we produced a resource book for the committee to help them interrogate relevant people and issues."

That entire archive of the parliamentary inquiry into Eskom has since been forwarded to the Zondo Commission.

*"As academics, our job
at the Power Futures
Lab is to make sense of
complex phenomena, and
to build knowledge and
capabilities for a sustainable
energy future."*

Professor Anton Eberhard
Director: Power Futures Lab



THE POLITICAL ECONOMICS OF RENEWABLE ENERGY

Under REI4P, 91 of the 92 awarded projects – representing more than 6GW of capacity – had reached financial close as at the end of the first quarter of 2019. By early 2021, 80 of these projects, with a combined generation capacity of more than 5GW, had been connected to the grid.

Wikus Kruger has been leading the Power Futures Lab's work on renewable energy auctions. Undoubtedly, REI4P had significant positive economic and environmental impacts. The programme attracted private sector investments to the value of US\$14 271 billion, 20% of which was foreign investment. This equated to more investment in independent procurement programmes (IPPs) than the rest of sub-Saharan Africa managed to attract as a whole in the past two decades. Prices for renewable energy projects fell by more than 80% for solar PV, and more than 50% for wind, making these the least-cost options for new power generation capacity in the country.

The programme also made significant economic development contributions, with the creation of 32 000 job years for South African citizens by late 2020, and economic and enterprise development contributions in local communities of more than R18 billion by the end of June 2020.

Professor Eberhard says he has not come across any other government public-private procurement programme that had a more significant impact. While it was operative, REI4P brought investments worth more than R200 billion into 92 different projects around the country, many in less

Eskom's debt of close to half-a-trillion rand means it doesn't have the balance sheet to raise new finance for new power generation. Government doesn't have the fiscal space to invest directly in new power (and nor should it, given pressing social needs). South Africa is thus now reliant on private investment for new power generation. The president has recognised this challenge. He has applied an apt metaphor to the situation: "All of South Africa's energy eggs are in Eskom's basket, if they fall, the economy breaks. Our power sector needs more diversification." New power investments will be facilitated through the DMRE's (IPP) Office, but there also need to be parallel, distributed efforts to plug the power gap.

Renewable energy plus storage and possibly gas are the most competitive new power sources. These technologies can be developed incrementally, and can be geographically dispersed. This provides new opportunities, not only for the private sector, but also for local government.

Of course, historically, municipalities played a seminal role in power development in the late 19th century and the early part of the 20th century, but were progressively squeezed out because of the economies of scale that Eskom could achieve through larger coal and nuclear power stations.

But new, smaller power technologies are now more competitive, and local government can once again play a prominent role in assisting South Africa to move towards security of electricity supply, through procuring new power themselves, or from IPPs, or by facilitating embedded

"How do we create the governance and the regulatory incentives and the restructuring of these industries to incentivise improved performance?"

Professor Anton Eberhard
Director: Power Futures Lab

developed areas such as the Northern and Eastern Cape.

Unfortunately, government has not fully embraced the success of the REI4P, and despite the Department of Mineral Resources and Energy (DMRE) new Integrated Resource Plan, which identifies wind, solar and storage as the least-cost options to ensure electricity supply security, the department has yet to launch the fifth round of the REI4P, instead continuing to explore nuclear and coal options.

South Africa is short of power. That should now be obvious with the crippling periods of load-shedding experienced in 2007, 2008, 2014, 2015, 2018, 2019, 2020 and now again in 2021. Eskom alone cannot resolve this crisis. Its power stations are old – their average age is close to 40 years – and difficult and expensive to maintain. South Africa's Integrated Resource Plan envisages that 11 000MW of 50+-year-old plants will have to be decommissioned by 2030 and that more than 30 000MW of new capacity needs to be procured by 2030.

distributed energy generation within their areas of jurisdiction. These developments open up a new and potentially exciting era for municipalities, provided regulatory barriers are eased, procurement processes are well designed and adequate capabilities are built in local government.

A JUST ENERGY TRANSITION

Currently, more than 90% of Eskom's power comes from coal, making South Africa one of the most carbon-intensive energy systems in the world. Replacing this coal-based capacity with cost-competitive renewable energy plants – financed, built, owned and operated by the private sector – requires that Eskom be unbundled, separating generation (the power stations) from transmission (the high-voltage distribution of electricity around the country) and distribution (the low-voltage distribution of electricity to end-users). An independent, publicly-owned transmission

unit and system operator will be able to competitively contract power on a transparent, least-cost basis from both Eskom and IPPs. More than 100 countries have similarly unbundled their utilities.

Professor Eberhard says more attention should also be paid to ensuring a “just energy transition”. In areas such as Mpumalanga, many communities are suffering due to the shift away from coal mining and the decommissioning of coal-generated power stations. Installing solar and wind farms in these affected areas and re-skilling workers is essential to mitigate the impact of this inexorable transition.

More immediate steps are also necessary. The current regulatory environment is not conducive to innovative solutions that would bring in more competition and break up the existing inefficient monopoly. At the moment, the system is bogged down in red tape, making it almost impossible for companies to get generation licences and connection agreements. By increasing the current licensing exemption for small power plants to 10MW, government would free up an enormous number of renewable energy projects that are in the pipeline and could be brought online in a matter of months.

But while the economic reality of renewables seems obfuscated by outdated political economics, the UCT GSB Power Futures Lab remains undeterred. Professor Eberhard and his team are motivated by a higher purpose: the collective good, and a better way to achieve it.

Top: Workers inspect a turbine. Renewable energy plus storage is one of the most competitive new power sources available to South Africa.

Centre: Turbines seen at the Dassiesklip Wind Energy Facility Project outside Caledon. The wind farm is built on 350 hectares, with nine 3MW turbines with a total capacity of 27MW.

Below: The construction and completion of the Medupi power station in Lephalale has been plagued by technical issues and delays. Costs have also ballooned from R80 billion in 2007 to R234 billion in 2019.





RISING TO THE CHALLENGE

The **UCT GSB's Department of Executive Education** found the COVID-19 pandemic to be a catalyst for rapid digital acceleration.

“We had to be very agile,” says UCT GSB’s Director of Executive Education Kumeshnee West of her department’s response to the COVID-19 pandemic. “We moved incredibly fast, doing multiple things to pivot our faculty as quickly as possible to online learning. I had to quickly refocus my team on how to deliver remotely. The support of our partners and faculty was critical.”

Last year was a rollercoaster of staggered lockdowns and eased and then reimposed restrictions as infection numbers rose. But agile and innovative organisations did more than merely rise to these challenges – they used them as an opportunity for growth and improvement.

“The pandemic landed up accelerating our online development to such an extent that we implemented in six to eight months what we’d expected to do in two to three years,” says West. “There was no other way – we couldn’t be stagnant. We sat down together on 17 March last year, just after the National State of Disaster had been declared, and

worked out how to carry on. One of the first things we did was to offer clients webinars on running effective virtual meetings.

“We had to be responsive, learn as we went along, identify gaps, and see where we needed to partner with [education technology] edtech companies.” GetSmarter, an international company offering online education through various universities, including UCT, offered training on how to use tools for online delivery [like Zoom’s breakout rooms and polls].

“It’s all a new way of engaging with students. So there’s been a shift in the pedagogy as well as in the technical aspects of learning.

“We also designed a course with MasterStart, a collaborative online partner of UCT GSB, on developing women leaders, and learnt a great deal in the process. We ran it five times last year and currently it’s scheduled to run 19 times in 2021 – maybe even 26 times!

“Internally, we have the Centre for Innovation in Learning and Teaching, which was a critical aid; my team and faculty attended their workshops.”

CUSTOMISED SATISFACTION

All these efforts paid off. Nisreen Bulbulia, Managing Member at Citi Hopper bus tours in Cape Town, registered for the SME Management Development Programme. “I love that their sessions are extremely interactive, and we deal with everyday real-life scenarios and challenges that we face in our business as SMEs. I’m implementing my learnings every day in my business, improving on my current business processes and just being a better leader overall.”

Bulbulia found that, in many ways, online worked better for her and her fellow delegates. That’s because it gave them more time to be in their businesses while attending lectures.

“We implemented in six to eight months what we had expected to do in two to three years.”

Kumeshnee West
UCT GSB Director of Executive Education





"I am implementing my learnings every day in my business and just being a better leader overall."

Nisreen Bulbulia, programme delegate and MD: Citi Hopper

"We're all small business owners and are involved with the daily operations of our business. We don't necessarily have time to take half a day out of the office." The quality of learning was the same as doing a course in class, she adds.

But, says West, international clients had already started cancelling in February last year due to lockdowns in various countries. Many of the department's courses are experiential and, in a normal year, bring international visitors to Cape Town, where delegates can be immersed in the local culture and economy. It's one of the courses' most attractive features. But the hard lockdown from 27 March 2020 meant a lot of businesses did not allow staff to travel at all, which resulted in clients postponing courses.

"Fortunately we'd moved some courses online and quite serendipitously were due to launch a digital transformation course for businesses in April last year. So we had some foresight there! That course took place three times last year.

"Throughout 2020 there were cancellations and postponements, but one of the skills I learnt was to upskill your people to meet a crisis. At the same time, we had to stay very close to our clients to understand what they needed, discussing leadership and digital skills as well as customer-centricity. We had many conversations."

The good news is the Executive Education Department took some of its longest-standing clients with on its journey. Last year, the department had the 21st and 22nd cohorts come from a client that started with the UCT GSB in 2013.

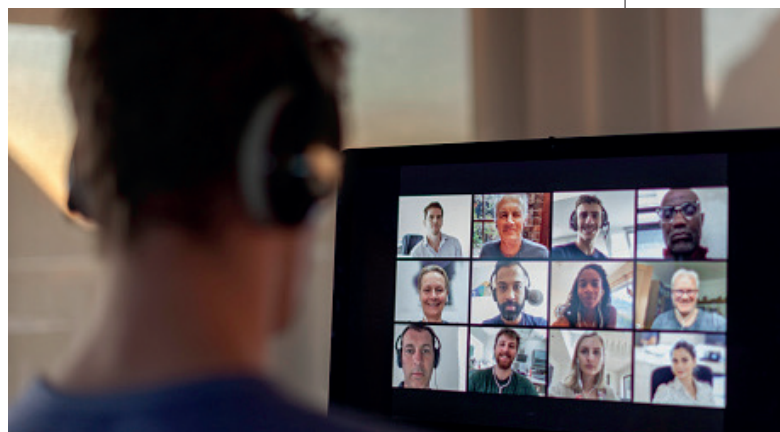
WIDENING NETWORKS

Another major attraction for executive education delegates has always been the opportunity to network. To recreate this in the digital space, the department sent care packages to each delegate, and hosted activities and virtual cocktail events.

For Bulbulia, these relationships are still paying off. All the delegates in her SME Management Development Programme were in the travel and tourism industry. "I'll also start doing business with a few transport service providers in smaller cities that were part of this course," she says.

"I'm very proud of what we achieved," says West. "Last year in October, when lockdown was relaxed for a while, we did have delegates coming in for their courses. But there's still uncertainty about face-to-face learning, so we need both. We're building blended programmes, in which we can provide face-to-face learning later in the year if it's preferred and safe to do so. It's a hybrid model."

Despite the challenges, the Executive Education Department has started the new year with renewed energy and new skills that have been tested and proven, and continues to provide excellent, high-impact programmes.



EXECUTIVE EDUCATION SHORT COURSES: THE 5 AREAS

- LIVE ONLINE COURSES:**
Digital Transformation Strategy; GMAT Prep Course; Systems Change & Social Impact; Values-Based Leadership.
- MANAGEMENT DEVELOPMENT:**
LeAD Campus Sustainable Leadership in Africa; Developing Women in Leadership; Negotiation Skills for Managers; Finance for Non-financial Managers.
- ORGANISATIONAL EFFECTIVENESS:**
Strategic Thinking and Effectiveness for Growth; Professional Coaching; Coaching for Development.
- SOCIAL INNOVATION AND SUSTAINABLE BUSINESS:**
Systems Change and Social Impact; Impact Investing in Africa.
- INDUSTRY-SPECIFIC:**
Finance, Contracts and Risk Mitigation for Private Power Investment in Africa; Managing Power Sector Reform and Regulation; Financial Modelling for Utility Tariff Setting; Property Development Programme; The Business of Wine.

• For more, go to www.gsb.uct.ac.za/course-menu#Management-dev



APPRECIATING ASSETS

A strong **alumni network** is the lifeblood of any educational organisation, and a reflection of both its applied academic achievements and its ethical values. The year 2020 brought out the very best of them all.

MESSAGE FROM KOSTA KONTOS, CHAIR OF THE ALUMNI BOARD

In the year 2050, on a prominently displayed bookshelf within the UCT GSB library will sit a complete archive of this magazine to date. And of all the UCT GSB's annual snapshots since the birth of this publication, it is this year's review that stands to attract more eyeballs than any other.

The reasons for 2020 being so momentous are that this was both the year the UCT GSB welcomed Dr Catherine Duggan as its next Director, and the year that saw our school's swift adoption of online learning in the wake of the COVID-19 pandemic.

As graduates of the UCT GSB, we are alumni for life, and one of our duties is to perpetually serve as constructive critics of our school's leadership and operations, in order to ensure the continued success of the UCT GSB brand, and further our global reputation in the long run.

Yes, as things stand, the UCT GSB is the leading business school in Africa – but we've experienced significant hardships over the past few years, and should not take our school's continued success for granted.

To that end, myself and 11 other alumni serve actively on what is called the Alumni Board, and after our first meeting with Dr Duggan, we were left convinced that our school is in game-changing hands.

Dr Duggan will insist you call her just Catherine – or Dr Catherine, if you urge the compromise – and flipping through these pages will leave you with little doubt of her calibre. Great change is afoot, and together we can cement the UCT GSB's position at the apex of African business schools.

Now in any discussion of 2020, it would be remiss of us if we did not devote some attention to the COVID-19 global pandemic – a contagion of unprecedented socioeconomic destruction that has delivered a most intense trial upon humanity.

My wife got infected, badly. She is a healthcare worker who, along with many of her colleagues, rotated through the repurposed COVID-19 wards at Chris Hani Baragwanath Hospital. Insofar as I was able to assess the suffering of one person – and vicariously through her, the suffering

of many others – my respect for our healthcare workers grew to heights that I'd previously not conceived. To every healthcare worker of 2020, you are my hero.

Our defence against this pandemic's exponential spread has demanded a collective sacrifice of staggering consequence. The ensuing lockdown's toll on our hospitals, our schools and our economy will be felt for years to come, and remembered for many more.

A silver lining did however emerge, as we finally proved what we'd long been sceptical of – that collaborating exclusively online can definitely work, and while it's not a perfect solution, it certainly has its perks. The UCT GSB is to be commended for the way in which it adapted to 2020's curveballs with aplomb, but the hard work is not over.

As our society inevitably evolves towards a harmonious balance between in-person and online collaboration, I call on all alumni to keep an actively engaged eye on our school, so that we may stay informed of its progress while contributing to its growth – be it through recommending high-quality candidates to the UCT GSB's programmes, facilitating access to our professional networks, providing mentorship and employment opportunities to recent graduates, and donating to the UCT GSB Foundation.

Our beloved alma mater has accomplished much in its first 50 years of existence, and we've only just begun.

*"Great change is afoot,
and together we can cement
the UCT GSB's position
at the apex of African
business schools."*

Kosta Kontos
Chair of the Alumni Board



PATRON SAINT

Belisa Rodrigues's creative consultancy business thrived during the pandemic, thanks to the purpose and values acquired during her time at the UCT GSB.

If there is one key lesson that Belisa Rodrigues has learnt from the COVID-19 pandemic, it's that "there is never the right time – the time is now". "Whatever you've been putting off, or think you're not ready for – you are ready," she insists.

"This lockdown taught me that I had the wherewithal to develop my business activities online, and has enabled me to have a new, fresh look at possible futures," Rodrigues says of the company she founded, Belle & Co., a niche consultancy firm.

Not only did COVID-19 change the world of work, education and social interaction, but it's also accelerated a move to digital, an area that Rodrigues has embraced.

Belle & Co., which focuses on supporting and developing entrepreneurs in the creative and cultural industries in Africa, managed to weather the storm by convincing its clients and customers that it could deliver the same quality services – creative entrepreneurial bootcamps, strategic retreats, and design-thinking courses – completely online.

"This would not have been possible had we not had very strong partnerships prior to COVID-19 that enabled us to receive free training on digital facilitation skills, time to access and test online platforms and strengthen our in-house digital skills. In a way, our quick pivot opened up completely new service offerings to a creative industry struggling to find its feet in a socially-distanced virtual world."

The idea to form Belle & Co. came during Rodrigues's final year of full-time MBA studies in 2008, when, she says, "I realised that I could marry my [new-found] business skills with my passion for the arts and my love for our continent."

Over the past 12 years she has visited 17 African countries, witnessing the conditions and complexities of artists and creative entrepreneurs struggling to uphold freedom of expression, and human and cultural rights, while sustaining livelihoods, moral courage and holding a mirror to society.

Such challenges are driving Rodrigues to do more for the creative sector, which in many areas is underfunded and possibly neglected.



She says her MBA (2008) was "hands down one of the best years of my life", mainly due to the high-challenge, high-support environment of the UCT GSB. "I'm grateful for being stretched to an extent that strengthened my confidence and resilience."

It's no wonder one of her key life lessons has come from a UCT GSB lecturer. "What has been a guide for me was something my Leadership lecturer, Prof Kurt April, said: 'Instead of deciding how much money you want to make or what position you want to have, the most important thing is to decide what kind of lifestyle you want to lead.'"

"I lead a simple, purposeful life. This has guided my key decisions and led me on an entrepreneurial journey rather than on one chasing the rungs of a corporate ladder. That is the most important gift I received from my MBA studies."

What advice would you give UCT GSB students?

One of the main ironies of my type of work is that I'm always striving to "work myself out of a job" – that's the point at which I know true impact has occurred! Similarly, the old adage rings true for the current UCT GSB students: "When the student is ready, the teacher will appear. When the student is truly ready, the teacher will disappear." May you all emerge from your MBA journey empowered, independent, and ready to take on new tasks in an increasingly complex and complicated world.

Your message to UCT GSB alumni?

The gift of "finding my voice" during my MBA year has motivated me to support the UCT GSB through volunteering on the UCT GSB Alumni Board and supporting the school through all the changes over the years.

I would encourage all alumni to do the same. If you can't donate money, donate your time and skills to be reinvested in others who are struggling to find their voice in the world.

CONNECTING THE DOTS

Being a UCT GSB alumnus has not only shaped **Baraka Msulwa's** career in financial technology, but also the ethics and philosophy that guide it.

A

fter graduating from the UCT GSB in 2015, Baraka Msulwa says working in the fintech and insurance technology space (insurtech) wasn't part of any predetermined plan, as much as it was the culmination of his diverse career exposure. "Connecting the dots in retrospect reveals that my journey into fintech began with the Master of Commerce in Development Finance at the UCT GSB. The programme opened up my world of possibilities, and ultimately catapulted me into a collection of work experiences."

This, Msulwa says, gave him the strategic acuity required to contribute to an insurtech startup focusing on providing sustainable, appropriate, affordable and accessible financial solutions to enable underserved and vulnerable people to manage their risk and wellbeing.

"Doing a development-orientated degree also reinforced that it is possible to do business [and make money] while doing good; these concepts are not mutually exclusive."

Msulwa, whose parents are from Tanzania, was born in Lesotho and grew up in South Africa. He says that after his postgraduate studies at the UCT GSB and a brief career stint in corporate banking in Tanzania, providing credit facilities to commodity traders and agribusinesses, he sought a career path with a clearer focus on economic impact and development.

He spent several years working for a non-profit think tank called Cenfri, which facilitated financial inclusion and financial sector development services in developing countries. He gained exposure to a myriad development consulting engagements, and conducted research to better understand the current and potential role of insurance for development.

Some of Msulwa's notable projects include diagnostic studies exploring the gaps and opportunities across several East and West African insurance markets, and advising an East African insurance regulator on implementation of a micro-insurance regulatory framework. "All these explorations reinforced the importance of insurance for development and set me on a trajectory towards the world of insurtech,"



he says.

Msulwa, now a strategic product manager at Inclusivity Solutions, spends much of his time researching customers' risk management needs, developing insurance product concepts, and crafting customer journeys that add value to their lives.

Msulwa is the first MComm alumnus to serve on the UCT GSB Alumni Board, and a year after taking up the position, he still firmly believes that representation matters. It is encouraging that the UCT GSB Alumni Board embraces and embodies diversity, not only in the academic programmes that are represented but also in its demographic composition, he adds.

"Representation is important because our voice has an influence inside and outside the walls of the UCT GSB, as our alumni continually take up positions of influence in industry and society at large."

What advice would you give UCT GSB students?

Learn to teach, and teach to learn. The academic programmes at the UCT GSB are world-class. However, it's easy to underestimate the learning that extends beyond the classroom. My advice is to step outside of your comfort zone to learn about your classmates, and learn from them, while sharing personal and professional experiences. This is what adds colour and perspective to what you learn in the classroom; and these are lessons and relationships that you carry with you far beyond graduation.

Your message to UCT GSB alumni?

Alumni voices have power! As an institution, we are only as strong as our alumni; and the UCT GSB brand that our alumni carry is only as strong as the institution continues to be. This symbiotic relationship between the institution and students does not (and should not) end when you graduate, so it is important for alumni, from all academic programmes across all years of study, to feel empowered by the weight they carry in driving change at the UCT GSB and beyond.

ENGAGED INQUIRY IN A COMPLEX WORLD

With a new Research Director, virtual PhD workshops and a record number of articles published in FT-listed journals, the **UCT GSB Research and PhD Office** rose to the challenge of 2020.

BY VEDANTHA SINGH (RESEARCH & PhD COORDINATOR) AND
ASSOCIATE PROFESSOR SEAN GOSSEL (UCT GSB RESEARCH DIRECTOR)

T

he past year was an eventful one for the UCT GSB Research and PhD Office – at the beginning of 2020, Professor Ralph Hamann handed over the reins as Research Director and PhD HoD to Associate Professor Sean Gossel.

Prof Hamann had held the position for nearly a decade, and made an enormous contribution to the UCT GSB's PhD programme by formalising the PhD Research Colloquium series and integrating the PhD programme into the wider UCT GSB research community. He was also instrumental in securing a number of global and local research collaborations and partnerships. *Danke Ralph!*

The new Research Director, Assoc Prof Gossel, has a remarkably broad set of interests and capabilities, which he has brought to the role in a year riddled with disruptions and new challenges.

The UCT GSB PhD programme continued on its mission to develop graduates and thought leaders who influence local and global conversations and theories by addressing real-world problems. Our students are involved in research tackling some of the grand challenges that we face globally and locally. This is in keeping with the UCT GSB's research mission: Engaged Inquiry in a Complex World.

During the year, we boasted five PhD graduates and 81 registered PhD students, 12 of whom were first-year students. In response to the disruptions and challenges of COVID-19, the PRCs migrated to an online format. They were well attended throughout the year, culminating in a virtual PhD Careers Workshop in October. This event, hosted in collaboration with the UCT GSB's Alumni Relations and Careers Services, allowed current students to engage with PhD alumni from around the world to discuss "life after the PhD".

In addition to the PhD programme, UCT GSB researchers published in excess of 40 peer-reviewed journal articles, most of them in accredited journals. Four articles – a record

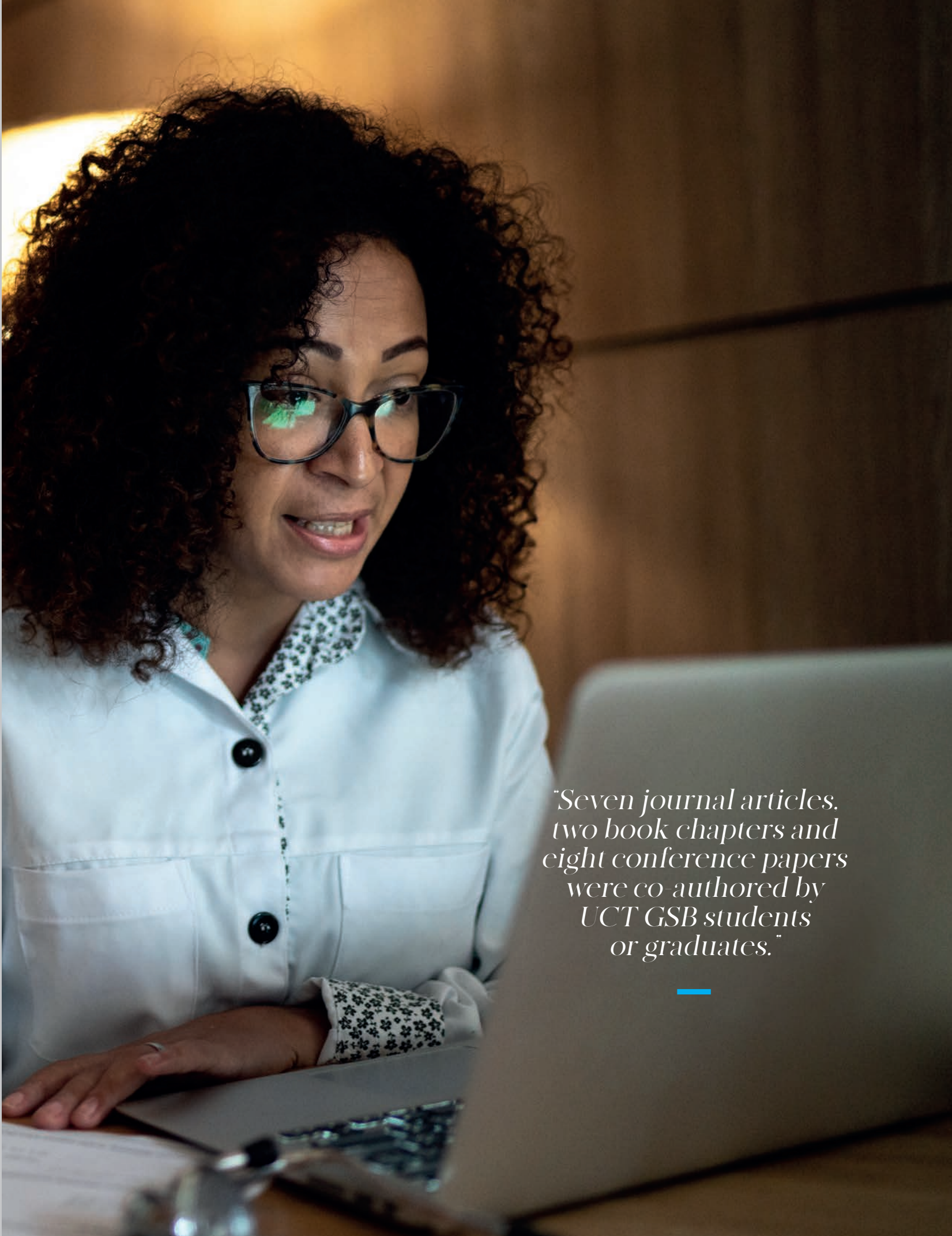
number for the school – were published in high-impact *Financial Times*-listed journals, such as *Journal of Business Ethics* and *Journal of Business Venturing*.

UCT GSB researchers also published two books and three chapters in accredited books. It's remarkable that seven journal articles, two book chapters and eight conference papers were co-authored by the UCT GSB's students or graduates.

We anticipate that this trend will extend into 2021 as we continue to find innovative ways to further the UCT GSB's research activities and reputation amid this "new normal".

CONGRATULATIONS TO OUR 2020 PhD GRADUATES

- **Jody Delichte**
(supervised by Ralph Hamann)
- **Codri van Niekerk**
(supervised by Kosheek Sewchurran)
- **Ying Zhou**
(supervised by Kurt April)
- **Farsan Madjdi**
(supervised by Camille Meyer)
- **Kristie Faccor**
(supervised by Ralph Hamann)



*"Seven journal articles,
two book chapters and
eight conference papers
were co-authored by
UCT GSB students
or graduates."*



WORD TO THE RISE

Despite the lockdown, in 2020 the UCT GSB still presented a number of popular talks by a diverse selection of local and international thought leaders. Here are some highlights.

1

"94.6% of businesses started never get sold. Yet, there are only two destinations for every business: sale or closure. Businesses close at an enormous cost to the owner, their family, staff, suppliers and customers. You've got to build to sell."

From: Sweat, Scale, Sell – Building Your Business into an Asset of Value

Date: 4 March 2020

Speakers: Pavlo Phitidis is the co-founder of Aurik Business Accelerator. He is an entrepreneur and investor with more than 25 years of direct experience in conceptualising and building businesses across four continents. He has been involved in the growth of hundreds of startups and small businesses.

Shiela Yabo is a manager at the UCT GSB's MTN Solution Space. She completed the Associate in Management Programme, and the Postgraduate Diploma in Management Practice (Business Administration), both with distinction, at UCT GSB. She has a passion for entrepreneurship development, youth development and business strategy, and has a wealth of experience in higher education and mentorship.

Summary:

The duo looked at issues that affect most business operations – family business dynamics, negotiations, and employing the right people – and offered ways of turning your business from a product-centric imposition on your customers to a customer-experience enterprise, building scale in order to turn it into a success.

2

"An atypical leader who can reflexively promote diversity can also contribute to the normalisation of atypicality, reshaping what is considered as typical within a social context on the basis of inclusiveness, openness, responsibility and accountability."

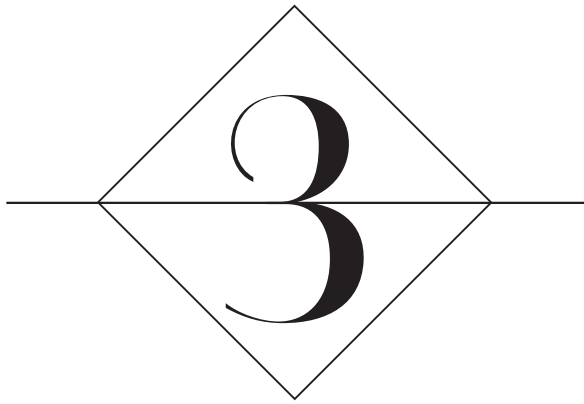
From: Atypical Leadership and Legitimacy of Equality and Diversity at Work

Date: 13 February 2020

Speakers: Dr Mustafa Özbilgin is Professor of Organisational Behaviour at Brunel Business School, London (UK). He also holds two international positions: Co-Chaire Management et Diversité at Université Paris Dauphine (France) and Visiting Professor of Management at Koç University, Istanbul (Turkey).

Summary:

An atypical leader is often celebrated as an individual who is likely to support workforce diversity in organisations. Yet the verity of the assumption that an atypical leader will invariably promote workforce diversity remains under-explored. Dr Özbilgin's research questions this assumption, and demonstrates the dualities of an atypical leader in legitimising and delegitimising workforce diversity.



"All Rise' is a call to invite each other to assume our important role and hear out the different sides of participants and claimants, and to seek to resolve the differences before us. It is also a call to civil accountability, for all of us to take a deep breath and see if we have been sufficiently accountable, or if we have chosen the easier path of rolling over."

From: All Rise: Deconstructing Lawfare and the Constitution

Date: 15 September 2020

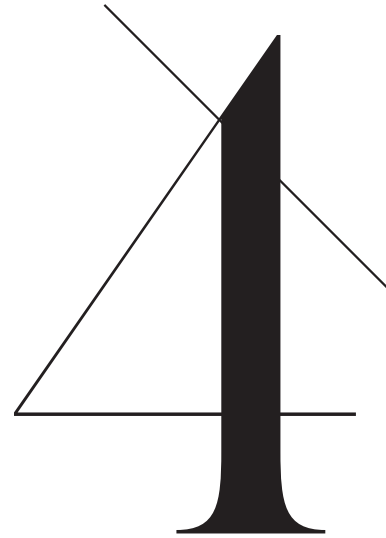
Speakers: *Dikgang Moseneke*, a South African judge and former Deputy Chief Justice of South Africa, in conversation with *Professor Hugh Corder*.

Dikgang Moseneke served time on Robben Island in the 1960s for political activism. On his release, he qualified as a lawyer, and co-chaired the committee that drafted most of the interim Constitution at the negotiations during 1993. After a stint in business, he served as a judge of the High Court and Constitutional Court. In 2018 he received the Order of Luthuli in Gold, the South African government's highest national honour, for his "exceptional contribution to the field of law and the administration of justice". Now retired, he is regularly invited to speak and teach at various institutions.

Professor Hugh Corder served as UCT's Dean of Law from 1999 to 2008, and as Acting Deputy Vice Chancellor of UCT in 2016 and 2017. He participated in the 1993 negotiations that led to the establishment of a constitutional democracy, through membership of the committee that drafted the first Bill of Rights.

Summary:

The conversation explored central themes in the book *All Rise: a Judicial Memoir*, including what is currently known as "lawfare" (the use of litigation to achieve a political end) to seek to affirm the values of the Constitution.



"Social values will moderate the relationship between transactional leaders and diversity practices, such that transactional leaders will have a more positive impact on diversity when their social values are high."

From: When the Spirit is Willing, but the Flesh is Weak: Moral Leadership and Economic Utility in Diversity Management

Date: 2 December 2020

Speakers: *Eddy Ng* is the James & Elizabeth Freeman Professor of Management at Bucknell University. His research focuses on managing diversity for organisational competitiveness, the changing nature of work and organisations, and managing across generations.

Summary:

Given the limited effectiveness of equal employment opportunity and affirmative action policies in promoting the marginalised, the onus to advance women and racialised groups may be dependent on organisational leadership.

Research has shown that CEOs are crucial in leading organisational diversity efforts. CEO motivation for managing diversity generally stems from instrumental reasons and perceived economic benefits. However, in the absence of utility maximisation, it is unclear if CEOs may be motivated to pursue diversity management in the organisations they lead. In this regard, CEOs may draw from their moral and ethical values, along with a personal desire to be associated with a programme of social importance. In this presentation, Ng explained the three motivation bases of CEO commitment, including instrumental, normative and affective bases, and how they affect organisational diversity outcomes.

2020: THE YEAR I STARTED GRADE 1

Claire Barnardo, Case Writing Centre Manager, ran an exclusive interview with her son Claudie, age 7. He reflects on his first year of primary school during a global pandemic, and how he survived lockdown and home schooling.

CLAUDIE, WHAT WAS IT LIKE STARTING GRADE 1?

It was nice until COVID-19 hit, and totally disrupted all the playing and all the fun. It's this new virus that disrupts your life and destroys the fun in everything.

THAT SOUNDS QUITE DIFFICULT.

It was very difficult for the teachers and the kids. We weren't allowed to play on the jungle gyms. You were only allowed to sit on your silly dots and you couldn't move off them all break. It was very harsh.

SO YOU SAY THAT COVID-19 IS A VIRUS. HOW DO YOU PROTECT YOURSELF AGAINST IT?

We had to wear masks and some of the teachers wore even more silly things called visors. It protects you from sneezing and getting it. The problem with the mask is it doesn't cover your eyes so it could get in your eyes.

DOES THE VIRUS TRAVEL THROUGH YOUR MOUTH?

Mouth, nose and eyes. Its favourite part is the nose.

WHAT WAS LOCKDOWN LEVEL 5?

School was totally out. We had to home school and my mom had to do everything the teachers would've done. Luckily, my mom disguised herself as Ms Honey and pretended to be another teacher.

DOESN'T YOUR MOM WORK?

Yes.

SO HOW DID SHE WORK AND TEACH?

I have no idea!

WHAT DID YOU ENJOY MORE DURING LOCKDOWN?

I was at home more and less at school. And I'm sure my mom enjoyed not making lunchboxes! The worst part was I couldn't play with my friends. But I did enjoy my new Xbox and so did my mom.

WHAT DID YOU NOT LIKE AT THE TIME?

I had to stay at home and couldn't see my cousins, or my family.

YOUR BIRTHDAY WAS DURING LOCKDOWN, HOW DID THAT AFFECT YOU?

It totally made my birthday boring. Shops were closed, no gifts being bought. Even my granny tried to sneak into the shops. I felt horrible.

HOW DID YOU COPE WITH HOME SCHOOLING?

You just have to listen to your mom and it goes fine. Sometimes I didn't listen.

WHAT CHANGED WHEN YOU WENT BACK TO SCHOOL?

Sitting on dots and not playing on the grass. I went every second day, with half the class. Nobody recognised each other with the masks.

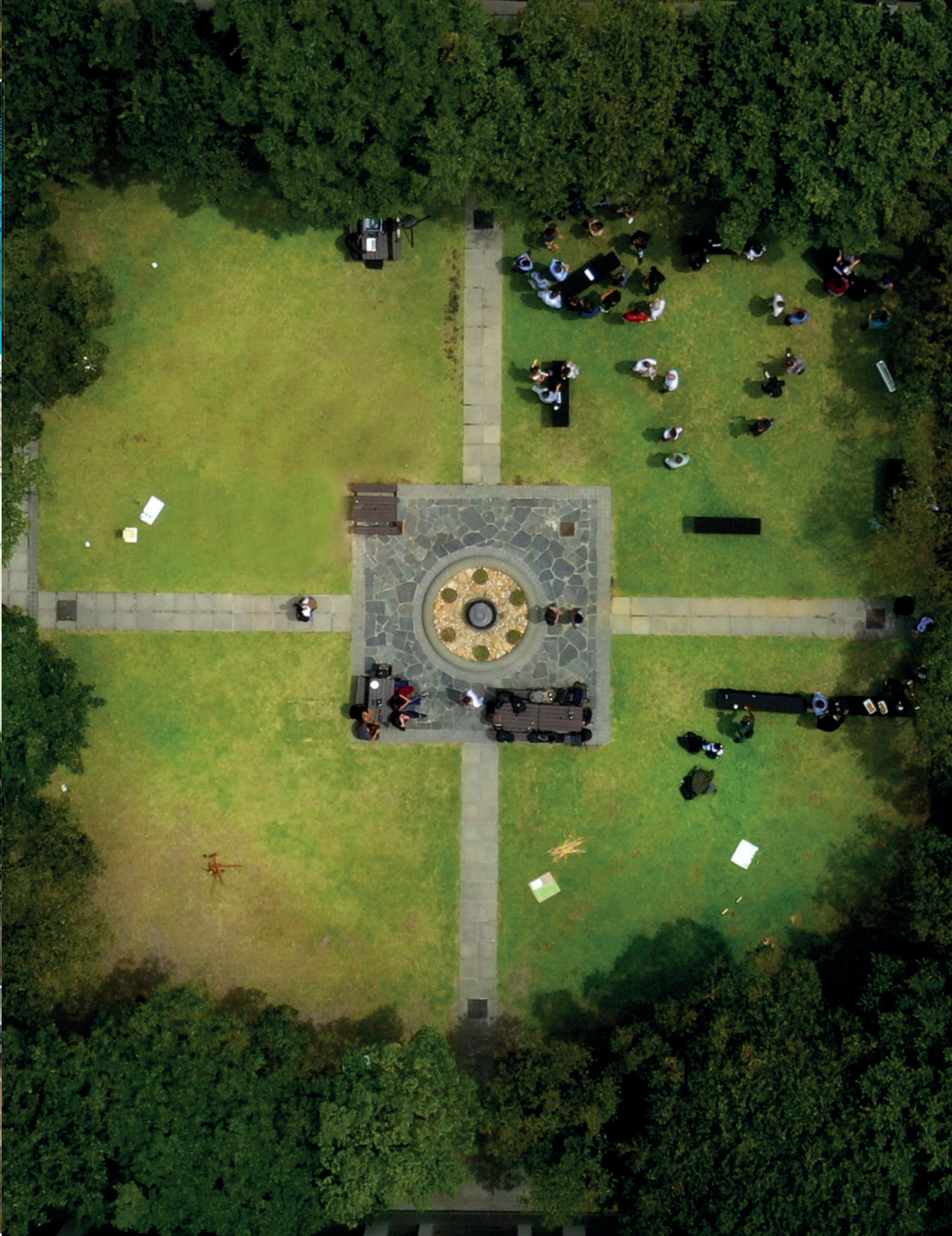
WHAT'S THE MAIN THING YOU LEARNT IN 2020?

I guess it's the thought that you can change everything about how you do things. If you can do anything new to help you in life, it works. Oh, and I nearly forgot: definitely keep your mask on over your mouth and over your nose!

"Lockdown totally made my birthday boring. Shops were closed, no gifts being bought. I felt horrible."

Claudie is now in Grade 2 ... and sitting on dots at school until further notice.





“



**RISE IN YOUR MIND,
IN YOUR HEART,
IN YOUR SOUL
AND YOU WILL RISE
IN YOUR WORLD.**

MATSHONA DHLIWAYO



”



Graduate School
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UNIVERSITY OF CAPE TOWN