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Leadership



The background of the slide features a photograph of several hippopotamuses resting in a body of water. The water is a vibrant blue, and the hippos' heads and backs are visible above the surface. The background is a lush, green, out-of-focus landscape. A white, flowing line graphic starts from the bottom left, curves upwards and to the right, and then downwards again, partially enclosing the central text area.

The Business & Sustainability Programme Africa

Day 4

19 March 2025
Naivasha, Kenya



4.1 Morning Syndicate Groups / Reflections – Organisational Focus

Susan Njoroge

CISL Fellow | Managing Director, Responsible Business Consulting
| Programme Director of BSP Africa



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Morning Syndicate Groups

Organisational Focus



4.2 Orientation: Roadmap and Reflections

Susan Njoroge

CISL Fellow | Managing Director, Responsible Business Consulting
| Programme Director of BSP Africa

Housekeeping

- Please put aside your devices – phones, laptops, tablets, etc.
- **ON THIS FINAL DAY** - Journals/notebooks – ideas, reflections, write away
- **Evaluations Day 3, and all others ☺** - its in the whatsapp group
- **Check out** – at break if not done yet

Learning Journey

- **Crystallizing intention**

Day 4 - Agenda

Timings	Agenda
08.15 – 09.00	4.1 Morning syndicate groups – organisational focus
09.00 – 09.15	4.2 Orientation: roadmap and reflections
09.15 – 10.15	4.3 Leadership for a sustainable future
10.15 – 10.45	Refreshment break
10.45 – 11.40	4.4 From incremental to transformational – systems-level leadership in practice
11.40 – 12.50	4.5 Changing the Narrative
12.50 – 13.30	Lunch
13.30 – 14.30	4.6 Afternoon syndicate – reflection and next steps and commitment action
14.30 – 15.00	4.7 Next steps and closing circle

Buses leave at 3.30 sharp!



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The background of the slide features a photograph of several hippopotamuses (hippos) resting in a body of water. The hippos are partially submerged, with their heads and backs visible above the surface. The water is a vibrant blue, and the background consists of dense, green, out-of-focus vegetation. A white, flowing line graphic starts from the bottom left, curves upwards and to the right, and then descends towards the bottom right, partially covering the blue background area.

The Business & Sustainability Programme Africa

Day 4

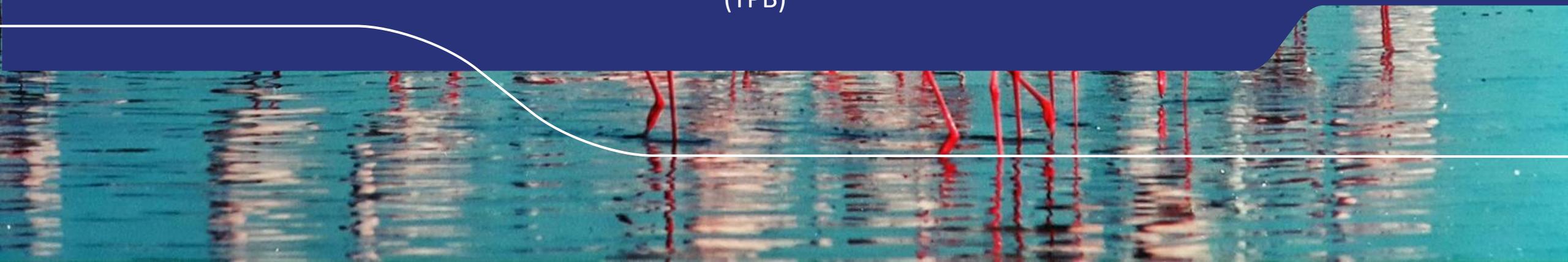
19 March 2025
Naivasha, Kenya



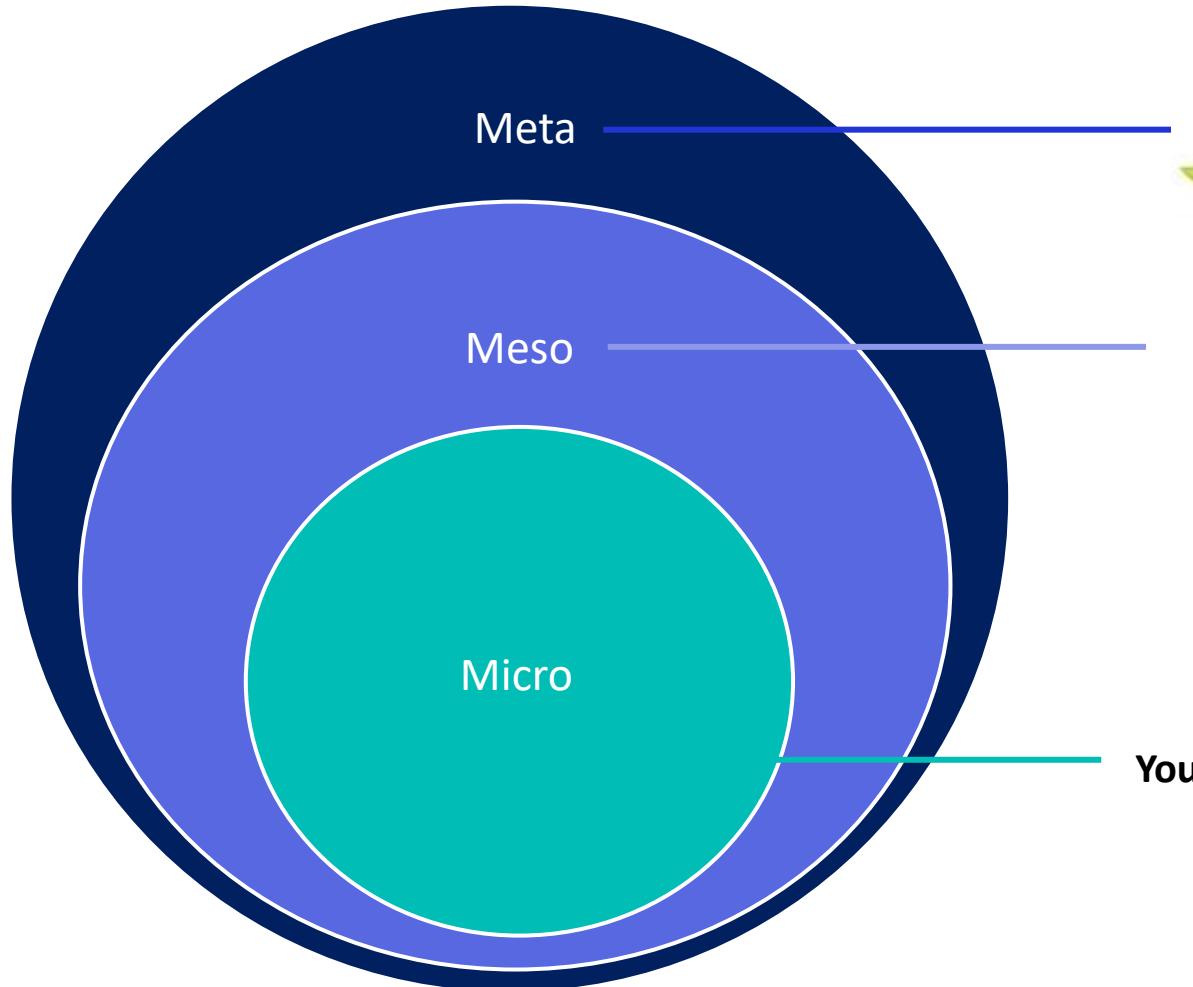
4.3 Leadership for a sustainable future

Pat Dwyer

Senior Associate, CISL and Founder of The Purpose Business
(TPB)

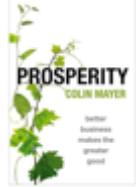


Situating purpose



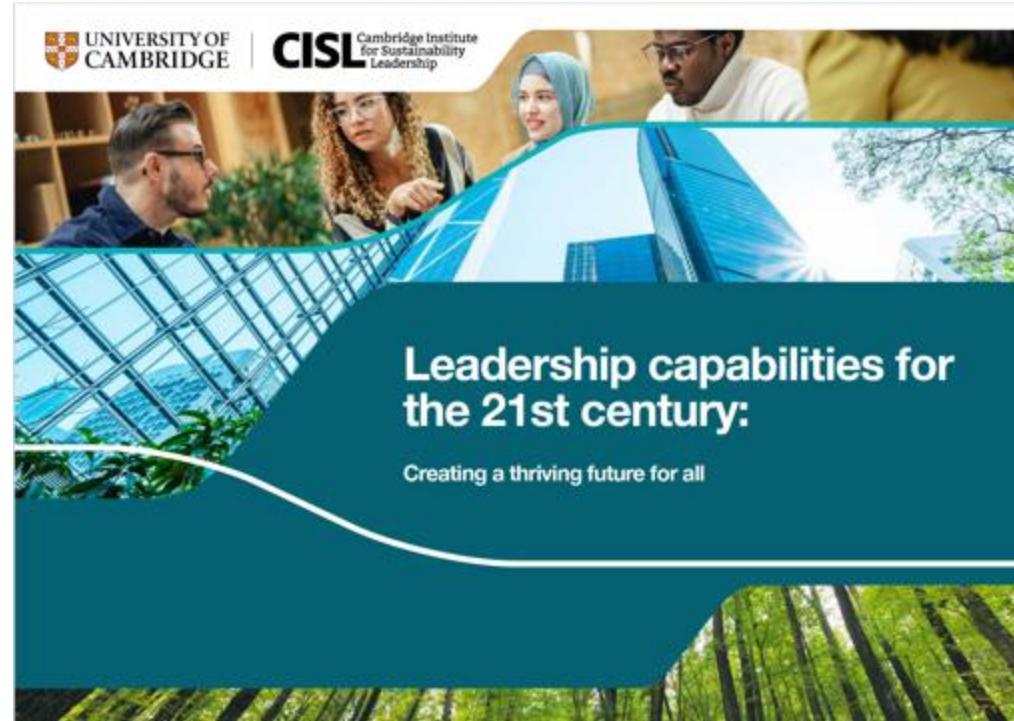
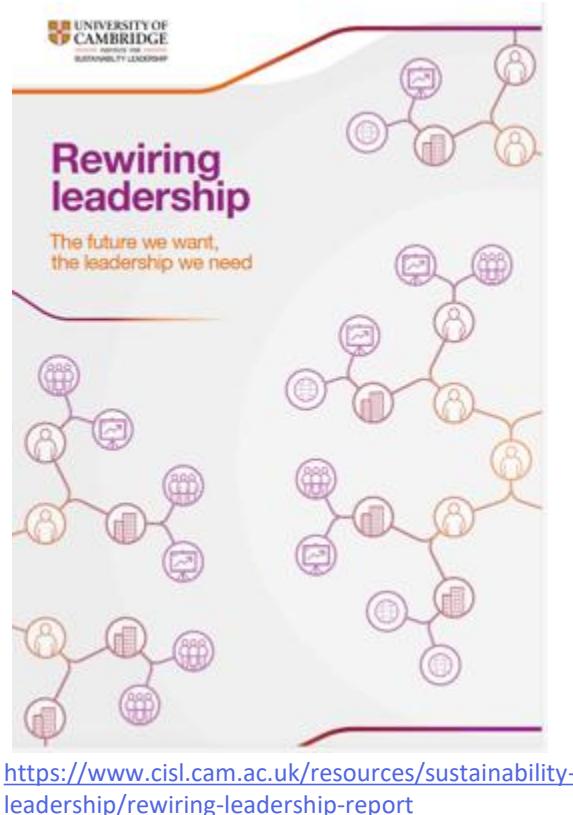
An organisation's reason to exist that is a **unique, optimal strategic contribution** to the long-term wellbeing of all people and planet.

"Producing profitable solutions to problems of people and planet. Never to profit from creating the problems in the first place."



Colin Mayer, CBE, Professor of Management Studies at Oxford, Former Dean of the Business School at Oxford

Drawing on our research



Leadership for a sustainable future

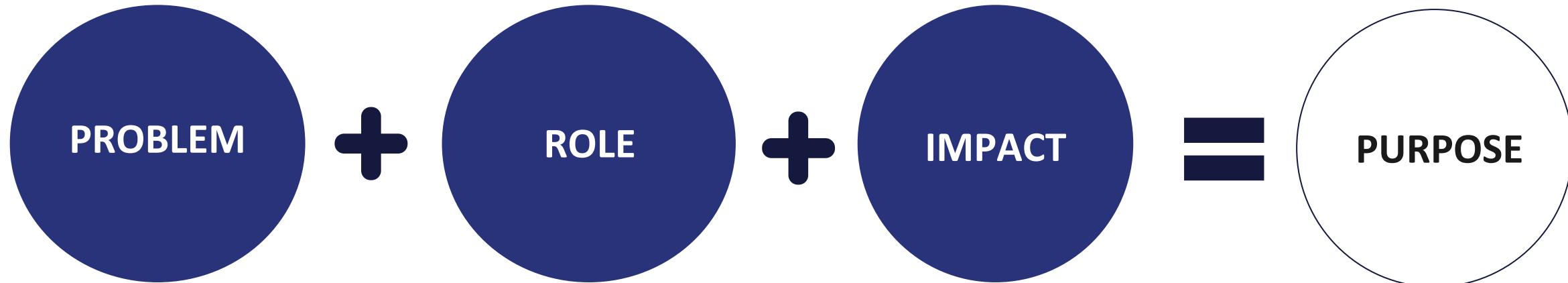


2 Introducing the framework



Figure 2: The Leadership Capabilities Framework (detailed version)

Recap: The ingredients of Purpose



What is your
unique problem to
solve?

What is the primary
role you play in
making an impact?

What distinct
impact do you
make in people's
lives?



Individual purpose = leadership

L'ORÉAL
PARIS



Leadership for a sustainable future



2 Introducing the framework



Figure 2: The Leadership Capabilities Framework (detailed version)



Leadership for a sustainable future



Principles

The following four principles reflect an understanding of leadership as a dynamic, collective and creative process, with the associated mindsets and practices being applied at every level, individual and collective.



Connected

Leadership that navigates the complexity and connectedness of life and nurtures the relationships that underpin the systems on which we all depend.



Creative

Leadership that experiments and innovates with curiosity, optimism and purpose.



Collaborative

Leadership that is inclusive and works in alliance with others across boundaries to achieve collective change.

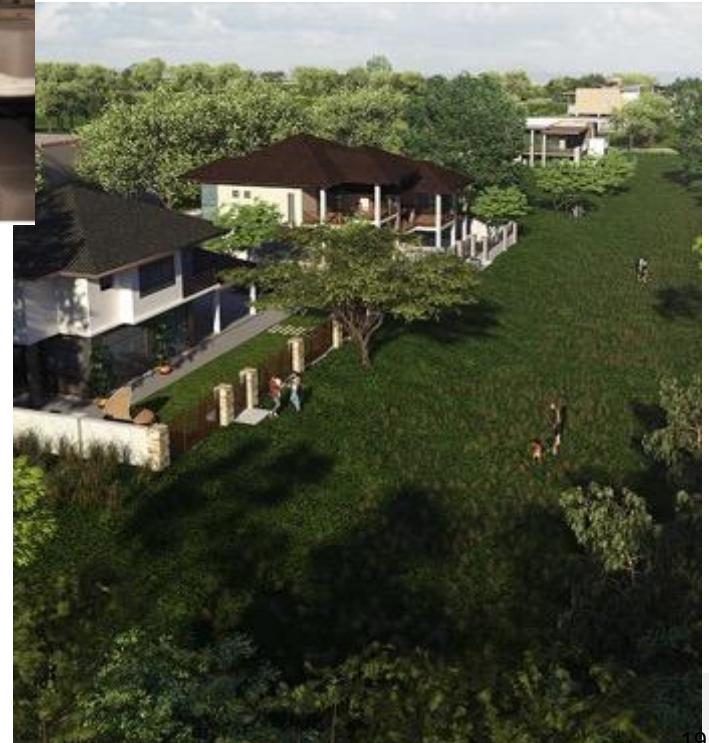
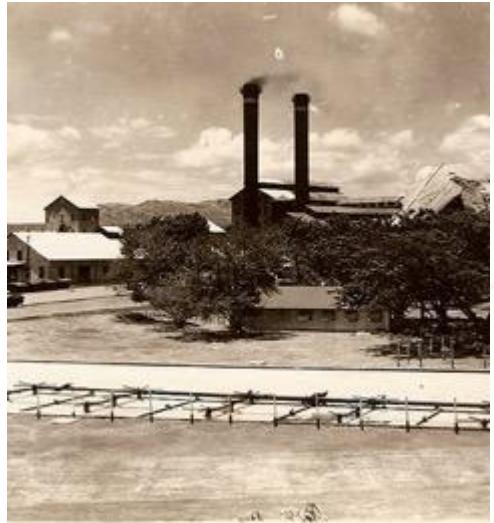


Courageous

Leadership that knows the values that it stands for and nurtures the courage, integrity and resilience to pursue societal good.

Connected

Leadership that navigates the complexity and connectedness of life and nurtures the relationships that underpin the systems on which we all depend.





Collaborative

Leadership that is inclusive and works in alliance with others across boundaries to achieve collective change.





Creative

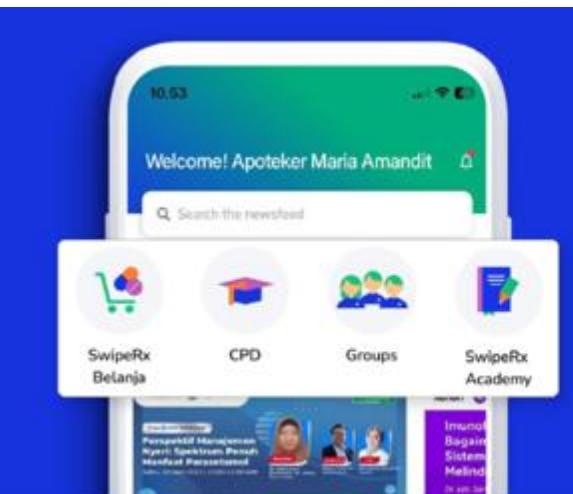
Leadership that experiments and innovates with curiosity, optimism and purpose.



99
I have long believed that pharmacies can dramatically impact the health of the communities they serve. Our goal is to unlock this potential through technology accelerating their public health impact. Every day we work hard to help empower pharmacies to better manage their pharmacies and better serve their patients. Every day we put pharmacies at the center of care.



Farouk Meralli



Through SwipeRx, more than 130,000 pharmacy professional and students in Indonesia can access reliable, pharmacy-relevant news, accredited continuing professional development (CPD) courses, e-procurement and a digital community of practice with thousands of peers and experts. As of mid-2023, more than one-fourth of all retail pharmacies in Indonesia procure medicine and other supplies through SwipeRx. SwipeRx is an official media partner of the General Directorate of Public Health of the Indonesian Ministry of Health.

<https://www.swiperx.com/en>



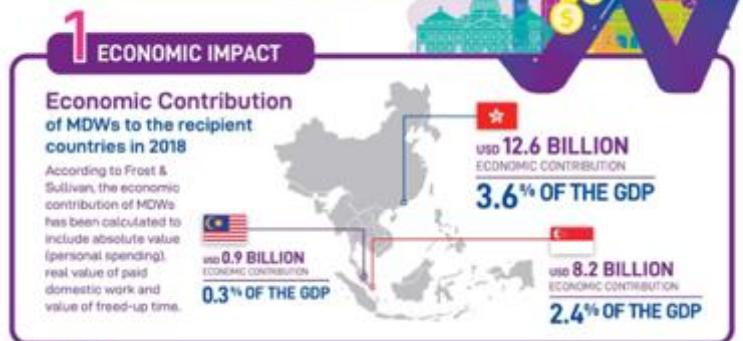
Courageous



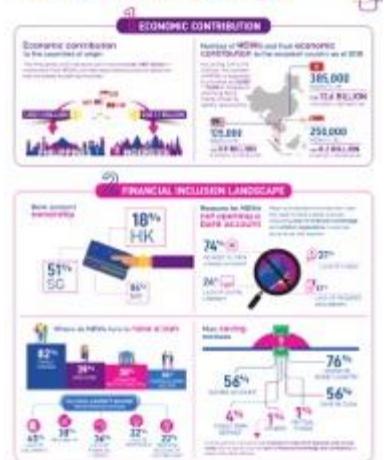
Leadership that knows the values that it stands for and nurtures the courage, integrity and resilience to pursue societal good.

The Value of Care: Key Contributions of Migrant Domestic Workers to Economic Growth and Family Well-being in Asia

This International Women's Day, we celebrate female Migrant Domestic Workers (MDWs) and their contributions to Hong Kong's economic growth and family well-being. We also take a closer look at how financial education and inclusion can bring significant impact and facilitate more empowering experiences of migration.



EXECUTIVE SUMMARY



2-min reflection

Thinking of your own leadership experience:

- Which principle/s reflect your style?
- Where could you do better?



Connected

Leadership that navigates the complexity and connectedness of life and nurtures the relationships that underpin the systems on which we all depend.



Creative

Leadership that experiments and innovates with curiosity, optimism and purpose.



Collaborative

Leadership that is inclusive and works in alliance with others across boundaries to achieve collective change.



Courageous

Leadership that knows the values that it stands for and nurtures the courage, integrity and resilience to pursue societal good.



- 1. Which principle/s reflect your style?**
- 2. Where could you do better at?**



gatewaypeople.com



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Thank you

www.thepurposebusiness.com

www.cisl.cam.ac.uk

| [@cisl_Cambridge](https://twitter.com/cisl_Cambridge)

the
purpose
business



Pat Dwyer
Founder and Director



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Refreshment Break

Organisational Focus



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4.4 From Incremental to Transformational – Systems-Level Leadership in Practice

Pat Dwyer | Malcolm Gray | Stef Raubenheimer | Richard
Calland



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Panel Discussion

From Incremental to Transformational – Systems-Level Leadership
in Practice



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4.5 Changing the Narrative

Prof Levi Obonyo – Daystar University
Christine Mungai – Baraza Media Lab

The Disinformation on Africa

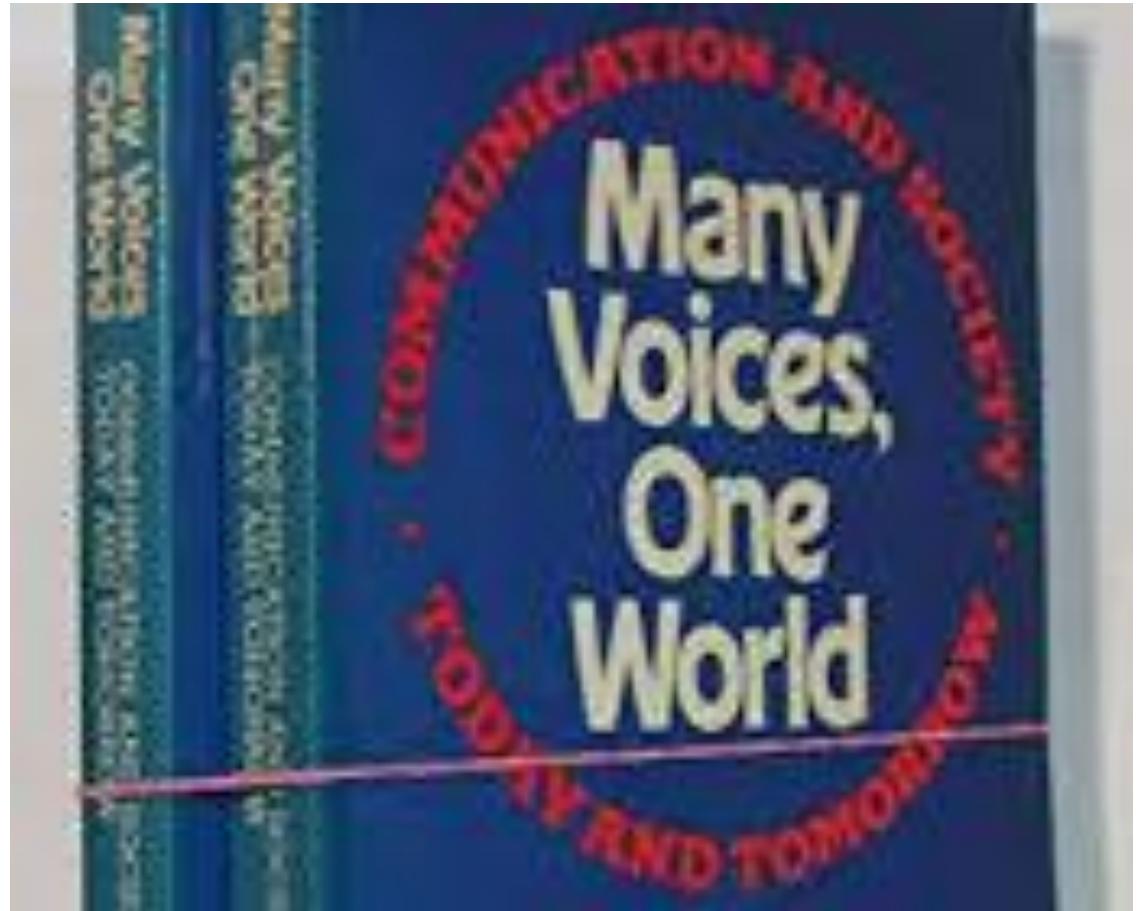


Questioning World Order

- The information flow has not favoured Africa
- The NWICO Project
- Major news agencies based in the North: AP, Reuters, AFP, UPI, TASS
- Colonial narratives: books, films, soft cultural transmission – the arts
- Parachute journalism, Western correspondents
- News framing designed to perpetuate stereotypes: dark continent, poverty, burden on the world, crisis,

The Response

- UNESCO led the McBride Commission – the debate to change the narrative
- New information flow
 - PANA
 - URTNA
 - Gemini News
 - Film Exchange Program



Africa's Apathy

- The Africa Challenge
- AU did not pick the ball
- Bills not paid – subscriptions lapsed
- African leaders used media for propaganda
- Limited inter-Africa information exchange
- Western campaign against the initiative: Cripple UNESCO



Absent AP, UPI, Reuters, AFP, TASS



CNN

Today – back to the default

CNN:

- Inside Africa
- Connecting Africa
- African Voices
- Marketplace Africa
- African Start up





BBC

Newsday

Sport Today

Africa Eye

Amka na BBC

Dira ya Dunia

African languages: Kiswahili, Afaan
Oromo, Tigrinya, Amharic, Somalia



In Comes Social Media



Telegram

Countries of Media Origin

USA (9)

Uk (1)

Germany
(1)

China (1)

Japan (1)



Who owns the media?



NETFLIX

Disney

COMCAST



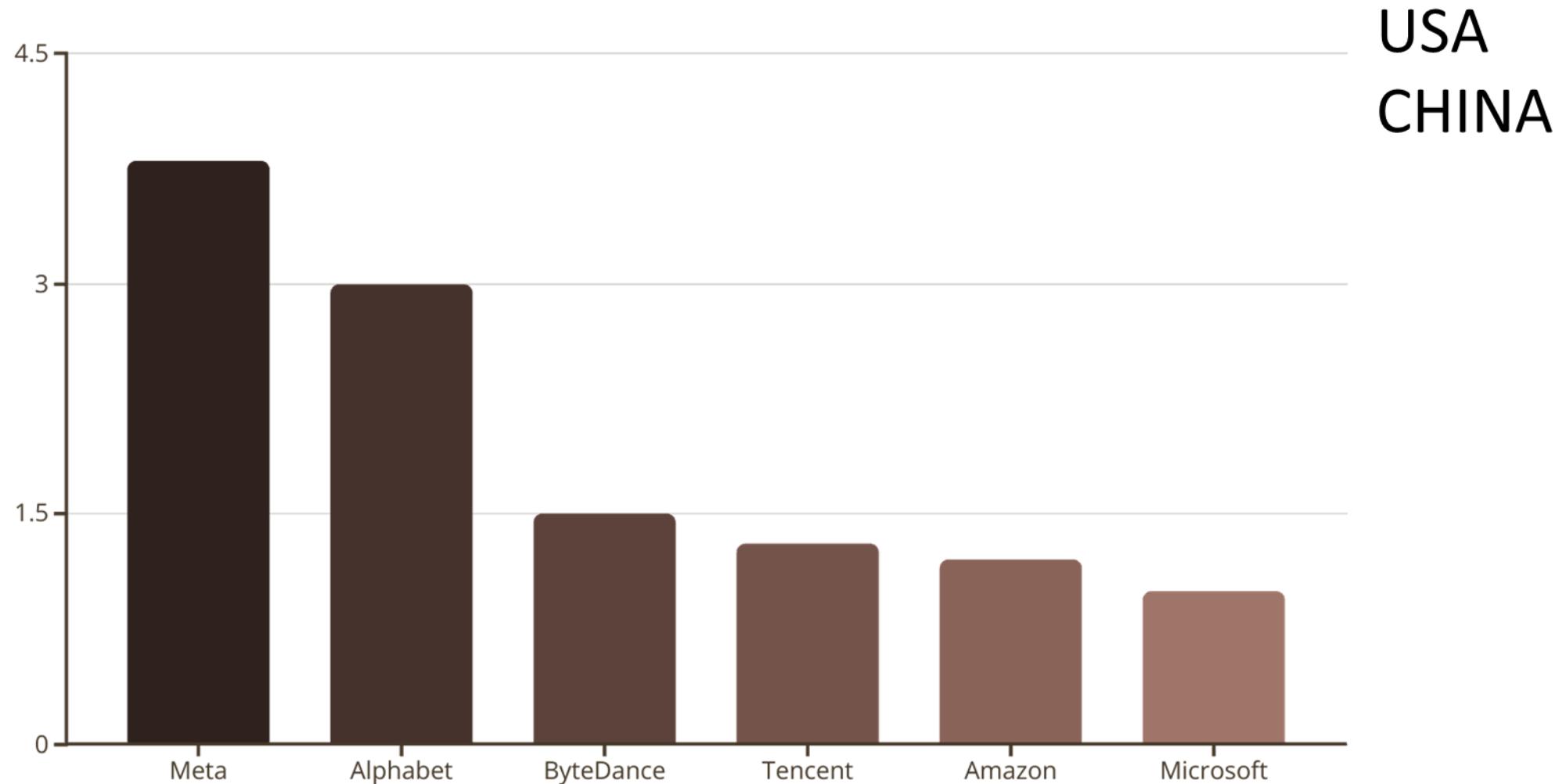
AT&T

SONY

**Thomson
Reuters**

Newscorp
Warner Bros
Bertelsmann
Viacom

Platform Ownership Concentration



Algorithmic Bias

1

Biased Training Data

AI systems trained primarily on Western data sources and contexts.

2

Limited Representation

African languages, accents, and faces less accurately recognized.

3

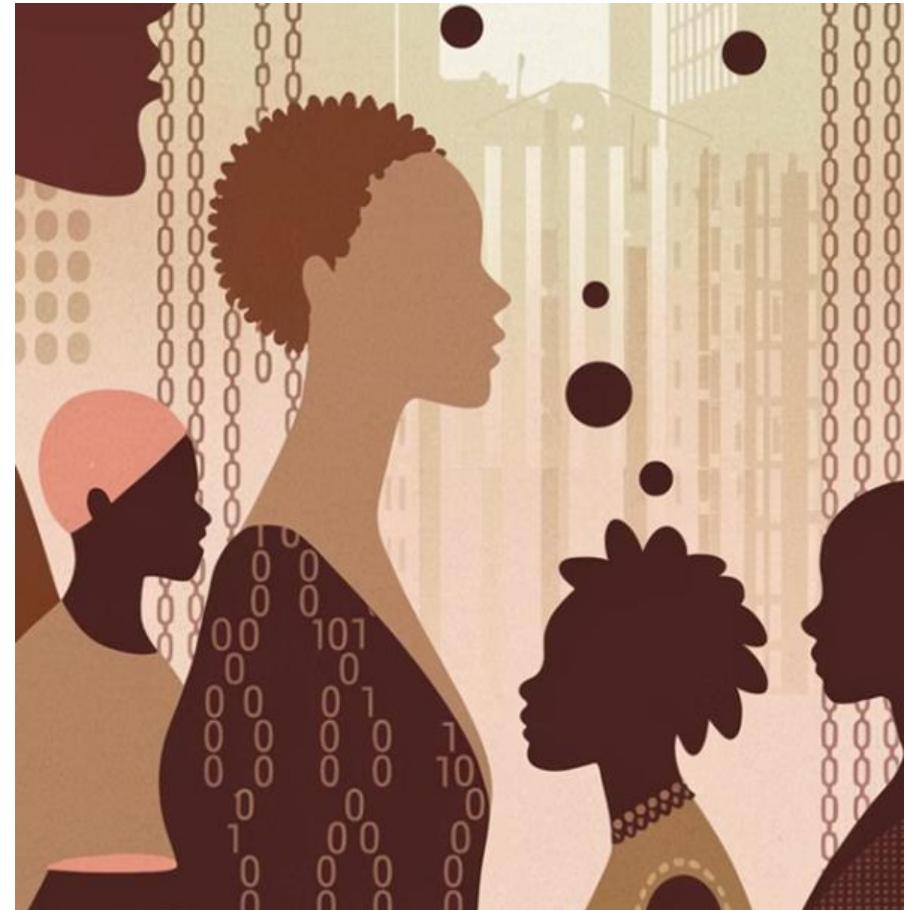
Reinforced Stereotypes

Recommendation systems amplify existing stereotypical content about Africa.

4

Economic Consequences

Reduced visibility for African businesses and content creators.



Information Colonialism

1

Content Creation

Stories about Africa primarily written by non-Africans

2

Editorial Control

Decision-making power concentrated in Western newsrooms

3

Distribution Networks

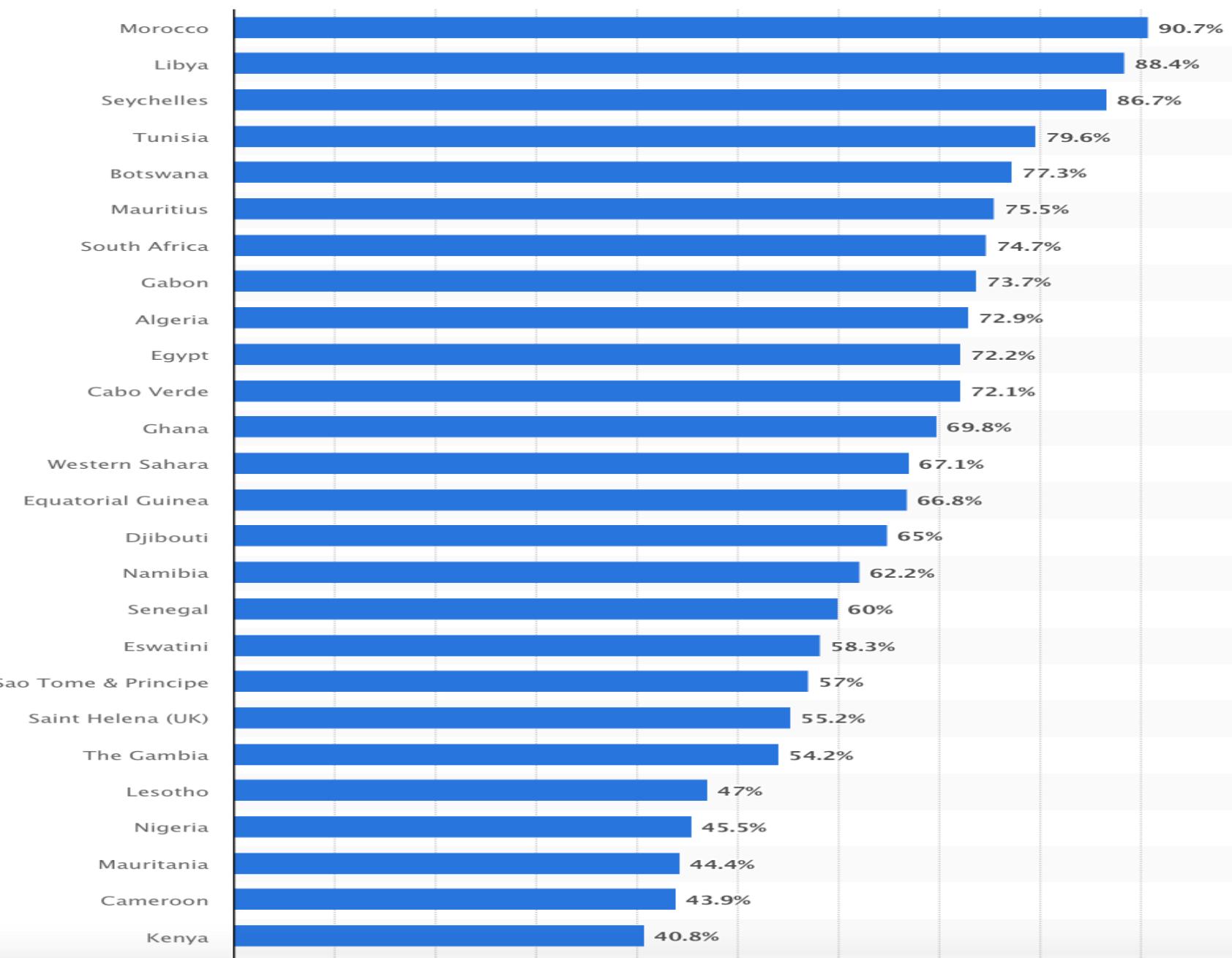
Access to global audiences controlled by Western platforms

4

Profit Extraction

Revenue from African content flows primarily to Western companies

Share of internet users in Africa as of January 2024, by country



OVERVIEW OF SOCIAL MEDIA USE

HEADLINES FOR SOCIAL MEDIA ADOPTION AND USE (NOTE: USER IDENTITIES MAY NOT REPRESENT UNIQUE INDIVIDUALS)



NUMBER OF SOCIAL MEDIA USER IDENTITIES



**5.24
BILLION**

QUARTER-ON-QUARTER CHANGE IN SOCIAL MEDIA USER IDENTITIES



+0.5%
+24 MILLION

KEPIOS

YEAR-ON-YEAR CHANGE IN SOCIAL MEDIA USER IDENTITIES



+4.1%
+206 MILLION

Meltwater

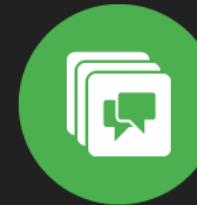
AVERAGE DAILY TIME SPENT USING SOCIAL MEDIA



2H 21M
YOY: -1.3% (-2 MINS)

GWI

AVERAGE NUMBER OF SOCIAL PLATFORMS USED EACH MONTH



6.8
YOY: +2.3% (+0.2)

SOCIAL MEDIA USER IDENTITIES vs. TOTAL POPULATION



63.9%

SOCIAL MEDIA USER IDENTITIES AGED 18+ vs. POPULATION AGED 18+



86.6%

KEPIOS

SOCIAL MEDIA USER IDENTITIES vs. INDIVIDUALS USING THE INTERNET



94.2%

Meltwater

FEMALE SOCIAL MEDIA USER IDENTITIES vs. TOTAL SOCIAL MEDIA USER IDENTITIES



we
are
social

45.4%

MALE SOCIAL MEDIA USER IDENTITIES vs. TOTAL SOCIAL MEDIA USER IDENTITIES

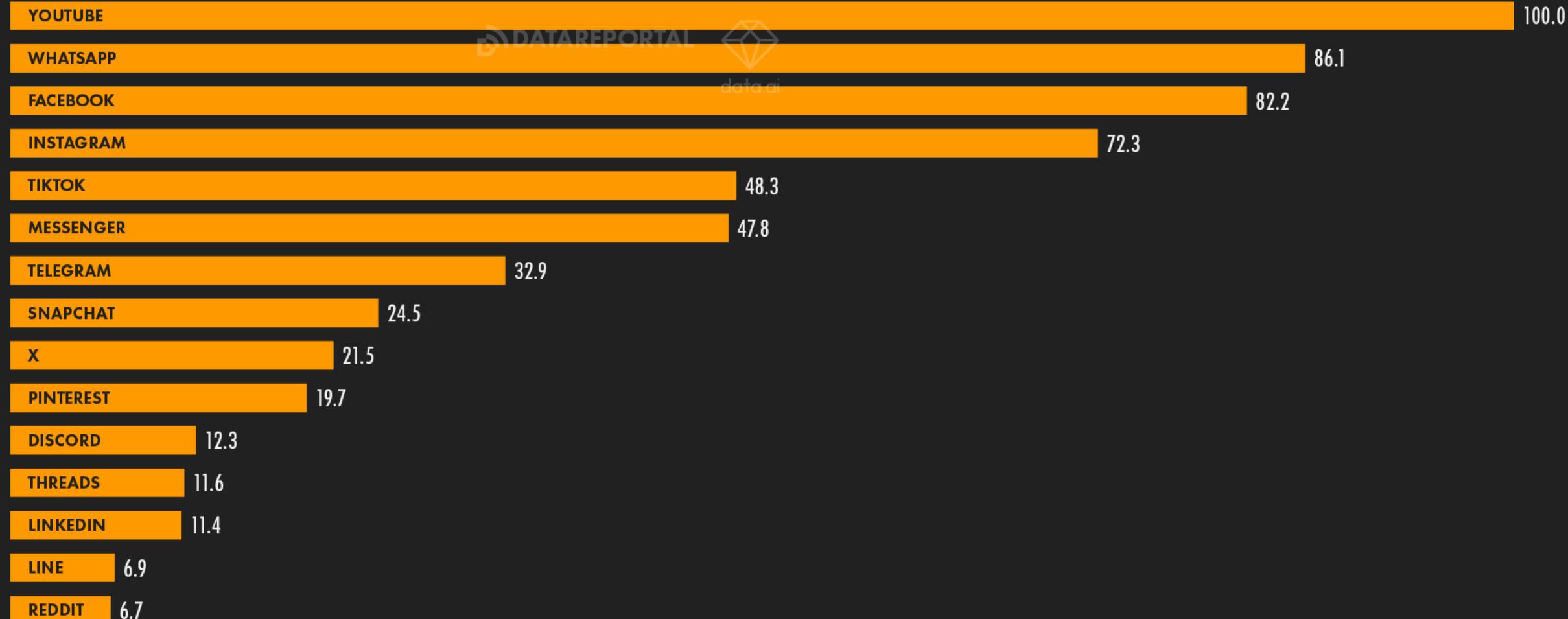


54.6%

SOURCES: KEPIOS ANALYSIS; COMPANY ADVERTISING RESOURCES; CNNIC; BETA RESEARCH CENTER; OCDH; U.N.; GWI (Q3 2024). **NOTE:** AVERAGE NUMBER OF PLATFORMS INCLUDES DATA FOR YOUTUBE. **ADVISORY:** SOCIAL MEDIA USER IDENTITIES MAY NOT REPRESENT UNIQUE INDIVIDUALS. COMPARISONS WITH POPULATION AND INTERNET USERS MAY EXCEED 100% DUE TO DUPLICATE AND FAKE ACCOUNTS, USER AGE MISSTATEMENTS, DIFFERENT REPORTING PERIODS, AND DIFFERENCES BETWEEN CENSUS COUNTS AND RESIDENT POPULATIONS. **COMPARABILITY:** SOURCE AND METHODOLOGY CHANGES; BASE REVISIONS. SEE [NOTES ON DATA](#).

SOCIAL MEDIA APPS: ACTIVE USER INDEX

INDEX OF THE NUMBER OF SMARTPHONE HANDSETS USING EACH PLATFORM'S MOBILE APP IN NOVEMBER 2024



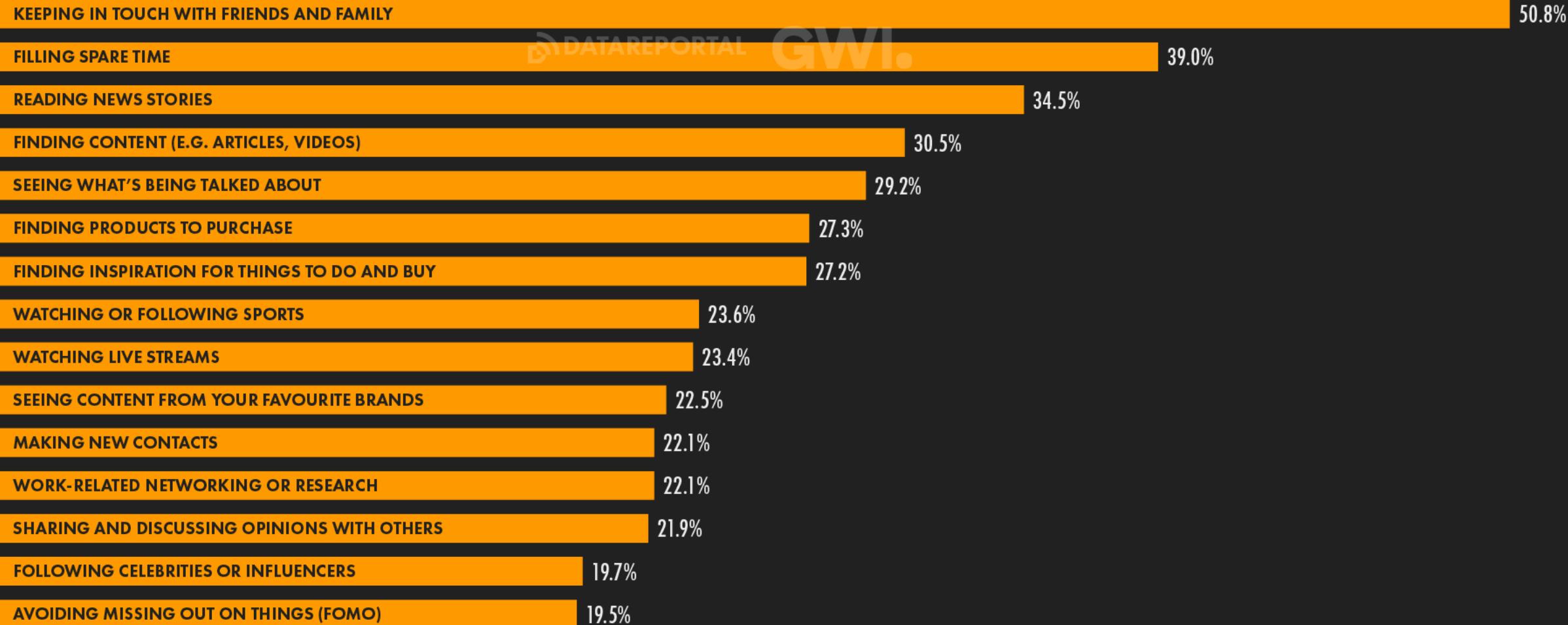
SOURCE: DATA.AI (A SENSOR TOWER COMPANY). **NOTES:** BASED ON A SELECTION OF APPS ONLY. DATA IS NOT AVAILABLE FOR APPLE IMESSAGE. FIGURES BASED ON MONTHLY AVERAGE NUMBER OF IPHONE AND ANDROID PHONE HANDSETS ON WHICH EACH PLATFORM'S MOBILE APP WAS OPENED IN NOVEMBER 2024. VALUES ARE AN INDEX OF EACH PLATFORM'S AVERAGE MONTHLY ACTIVE USERS FOR THE STATED PERIOD COMPARED WITH USERS OF THE TOP APP DURING THE SAME PERIOD. DOES NOT INCLUDE DATA FOR CHINA. **COMPARABILITY:** VALUES ARE BASED ON SMARTPHONE HANDSETS, NOT UNIQUE INDIVIDUALS OR ACTIVE USER ACCOUNTS. NOTE THAT SOME INDIVIDUALS MAY USE MULTIPLE HANDSETS, WHILE SOME HANDSETS MAY ACCESS MULTIPLE USER ACCOUNTS.

MAIN REASONS FOR USING SOCIAL MEDIA

PRIMARY REASONS WHY SOCIAL MEDIA USERS AGED 16+ USE SOCIAL MEDIA PLATFORMS

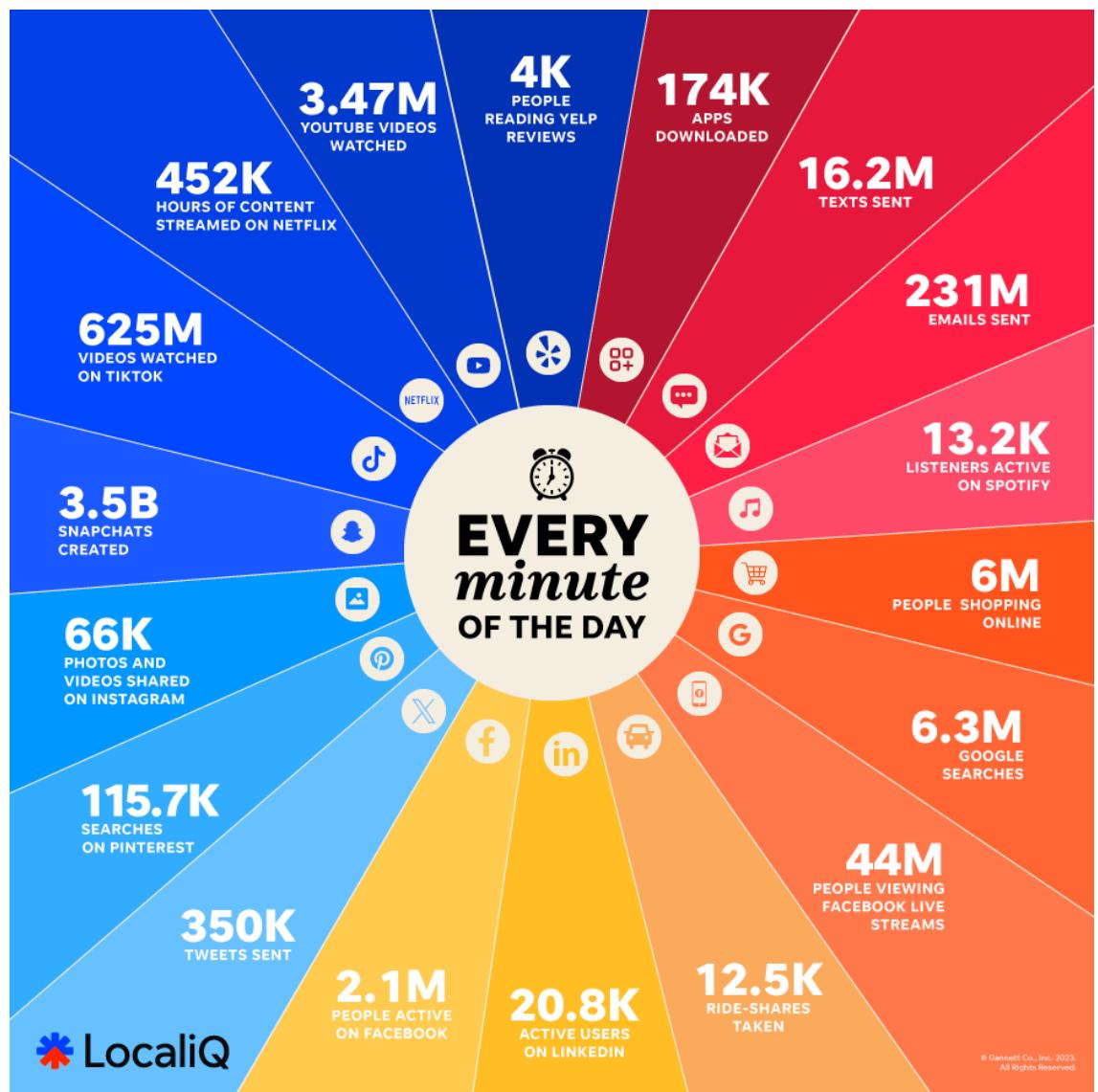


GLOBAL OVERVIEW

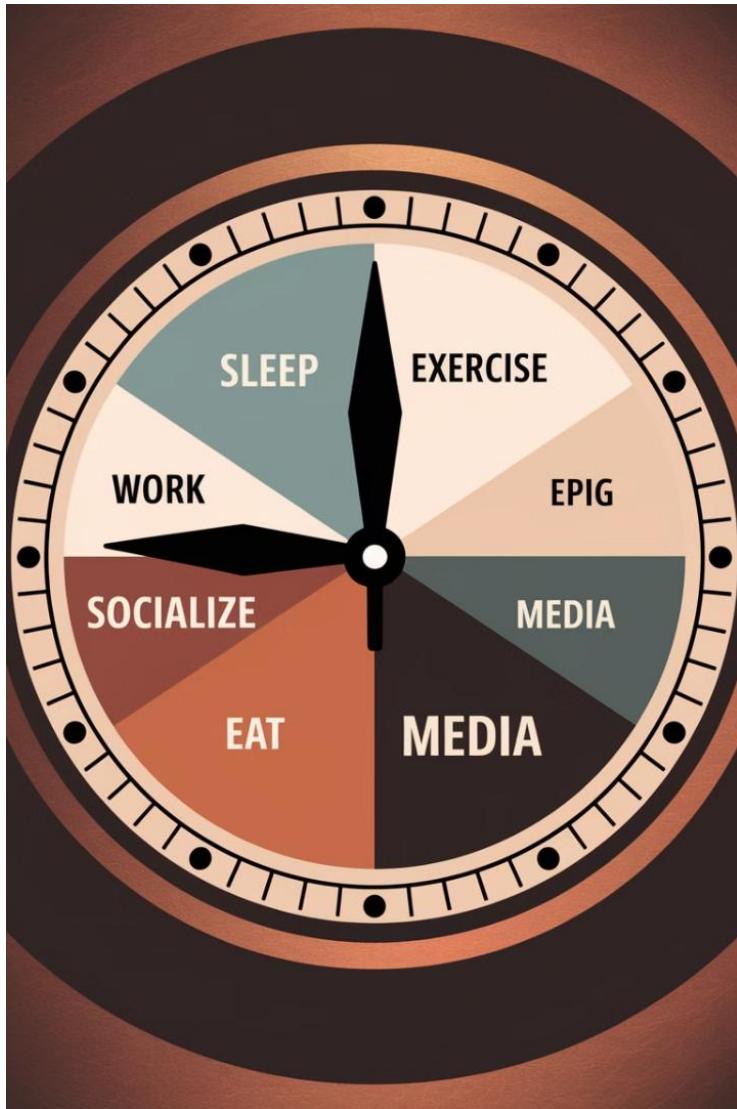


SOURCE: GWI (Q3 2024). NOTE: FIGURES REPRESENT THE SHARE OF INTERNET USERS AGED 16+ WHO REPORT USING AT LEAST ONE SOCIAL MEDIA PLATFORM OR MESSENGER SERVICE IN THE PAST MONTH.
COMPARABILITY: CHANGES IN AUDIENCE COMPOSITION AND SURVEY METHODOLOGY. SEE [NOTES ON DATA](#).

Every Minute Online



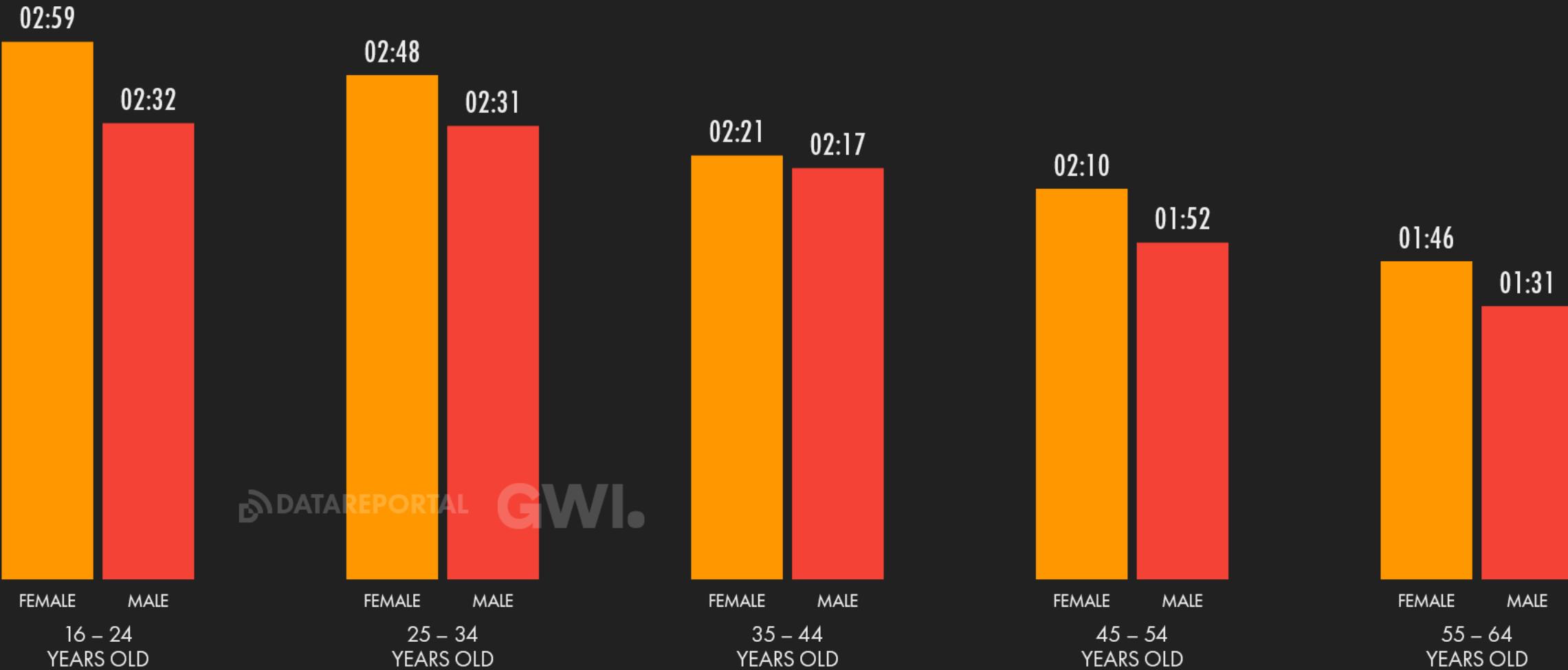
How We Spend Our Time



Activity	Hours per year	Hours per day	Percentage
Media	3,400	9.3	38.8
Sleeping	2,900	7.9	33.1
Working	2,000	5.5	22.8
Other	460	1.3	5.3
Total	8,760	24	100

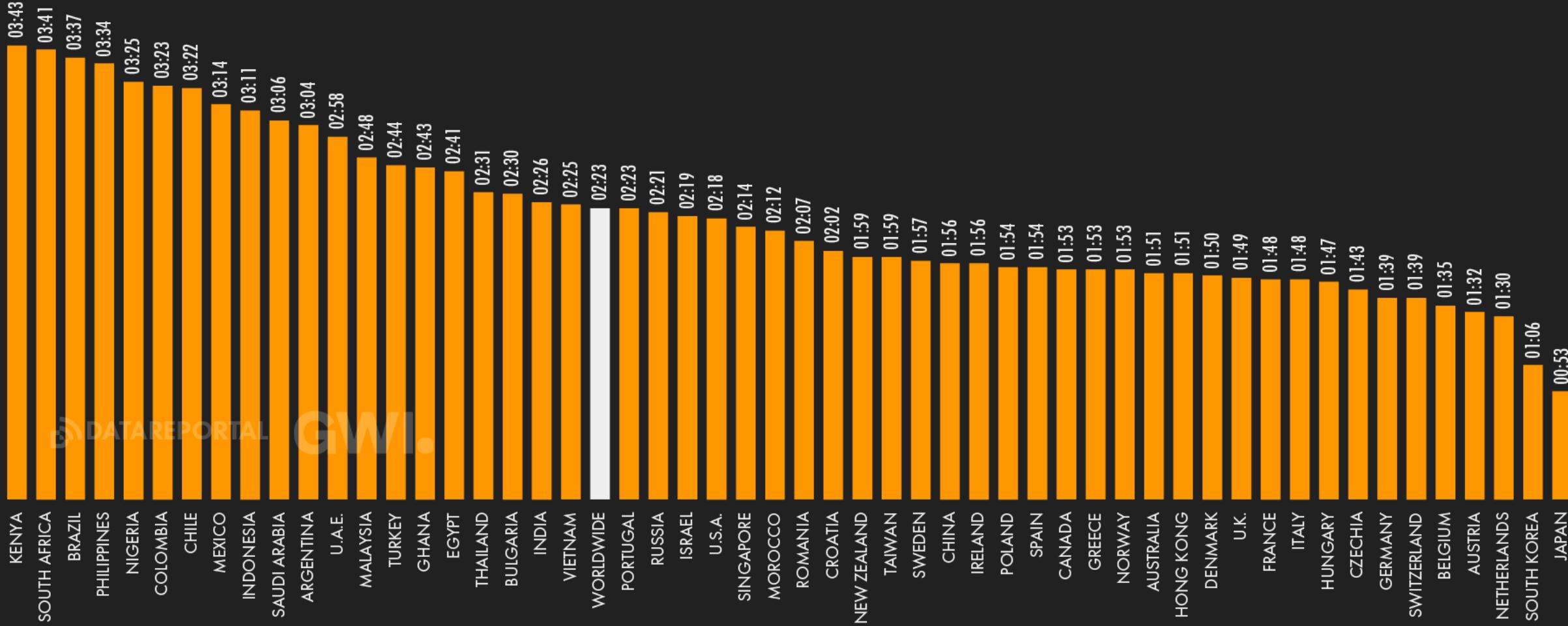
DAILY TIME SPENT USING SOCIAL MEDIA

AVERAGE AMOUNT OF TIME (IN HOURS AND MINUTES) THAT INTERNET USERS AGED 16 TO 64 SPEND USING SOCIAL MEDIA EACH DAY



DAILY TIME SPENT USING SOCIAL MEDIA

AVERAGE AMOUNT OF TIME (IN HOURS AND MINUTES) THAT INTERNET USERS AGED 16 TO 64 SPEND USING SOCIAL MEDIA EACH DAY

SOURCE: GWI (Q3 2023). FIGURES REPRESENT THE FINDINGS OF A BROAD SURVEY OF INTERNET USERS AGED 16 TO 64. SEE GWI.COM. COMPARABILITY: METHODOLOGY CHANGES. SEE NOTES ON DATA.

Global Information Consumption

Data Creation

Each day produces 2.5 quintillion bytes of data globally.

Filtering & Selection

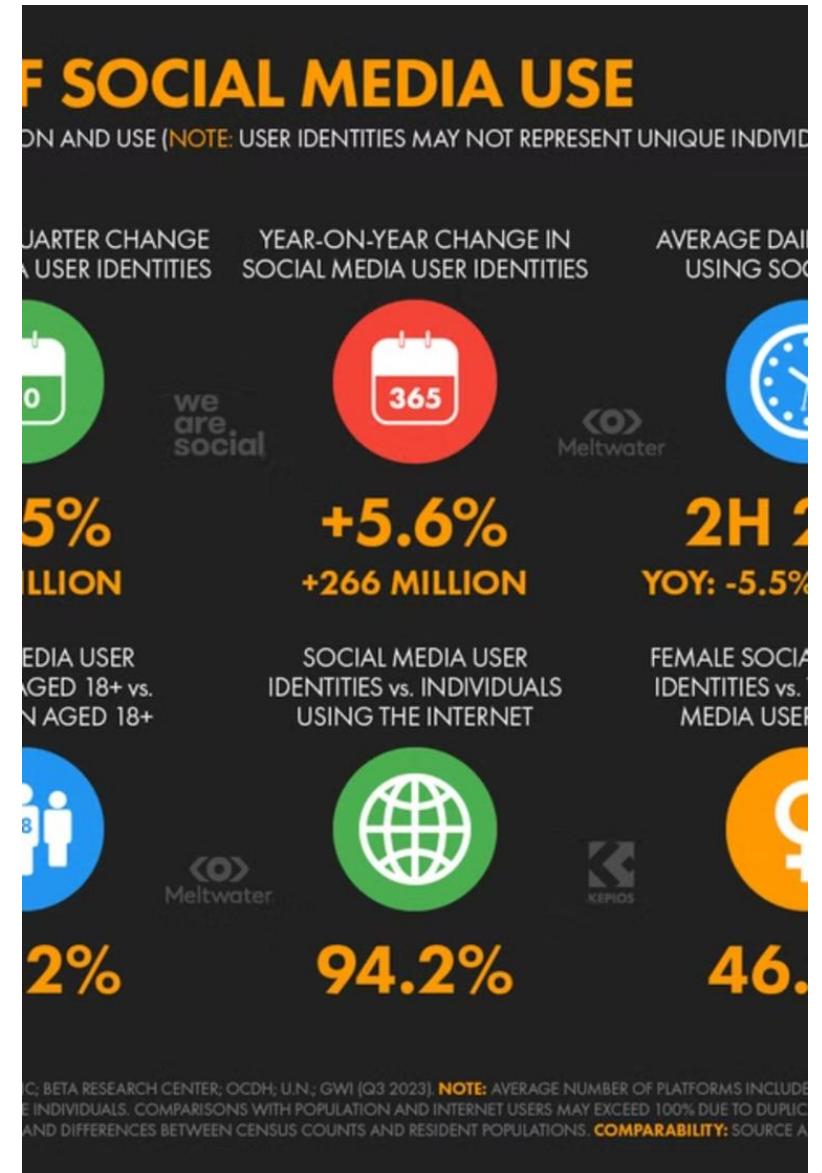
Algorithms determine which content reaches audiences.

Consumption Patterns

Most users see only a tiny fraction of available information.

Knowledge Formation

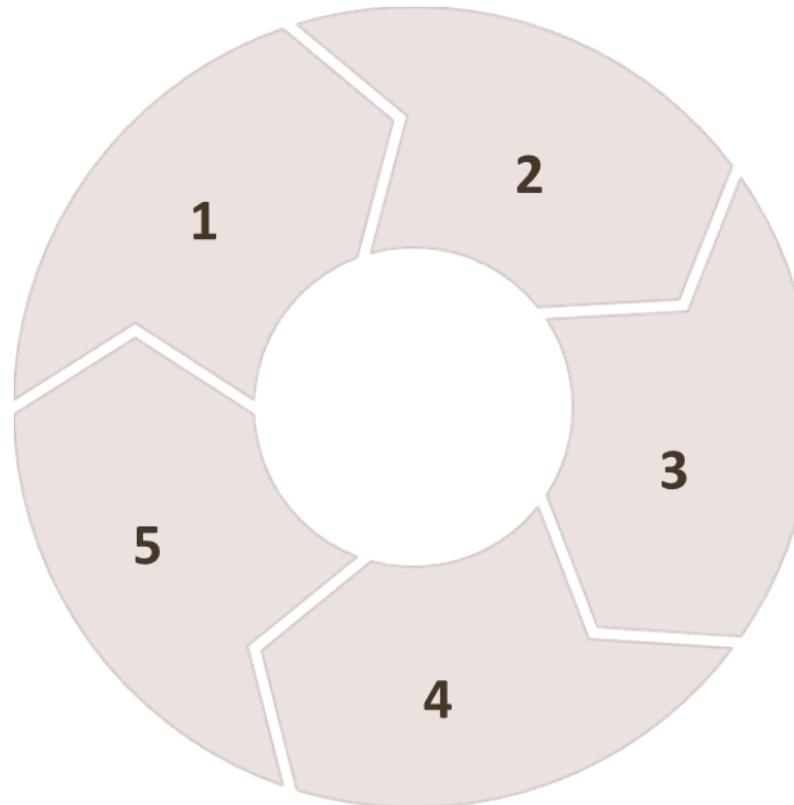
Our worldview shapes and is shaped by this filtered content.



Information Divide Impact

Limited Representation
African perspectives
underrepresented in global discourse

Self-Perception
Africans internalize negative
narratives about their continent



Foreign Investment

Negative coverage discourages
economic partnerships

Tourism Perception

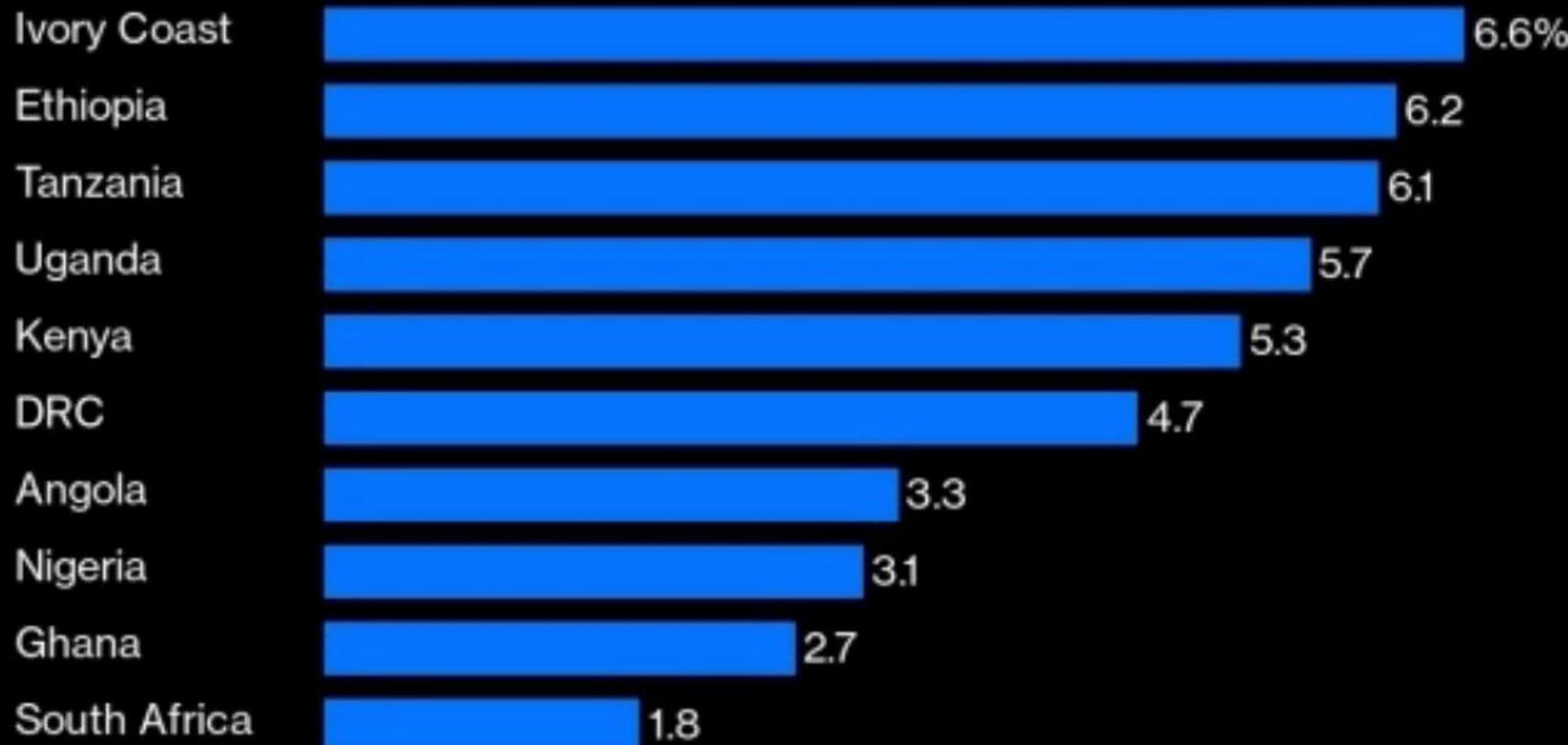
Stereotypes reduce visitor interest
in diverse destinations

Political Relations

Biased media shapes international
diplomatic approaches

Africa's Economic Growth Prospects are Brightening

Country GDP 2024 growth forecasts



Source: International Monetary Fund

Bloomberg

Other Prospects

Mobile revolution

Tech hubs – Lagos,
Nairobi, Cape Town

Rising startups

Cultural influence –
music, Nollywood,
Fashion

Youth population

Urban growth

Treatment of
refugees

Stock markets

Expansion of the
middle class

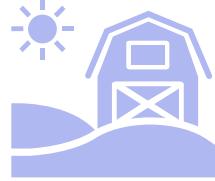
Natural Resources



Mineral Wealth: rare earth+



Forest resources – second largest



Agriculture



Energy potential

Future



Africa Continental
Free Trade Area



Open skies



Smooth governance
transitions



Sports – football
African players in
Europe, USA



SA - hosting the
world cup



Returns from the
diaspora



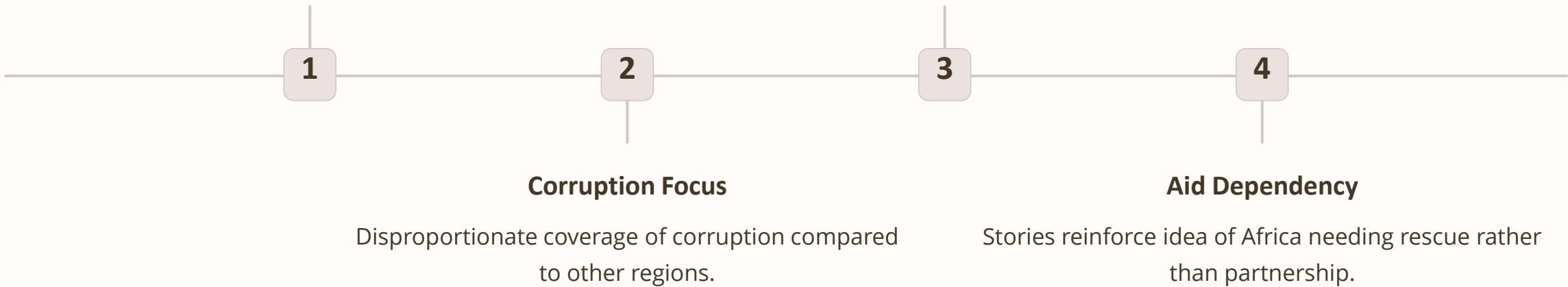
Persistent Stereotypes

Instability Narrative

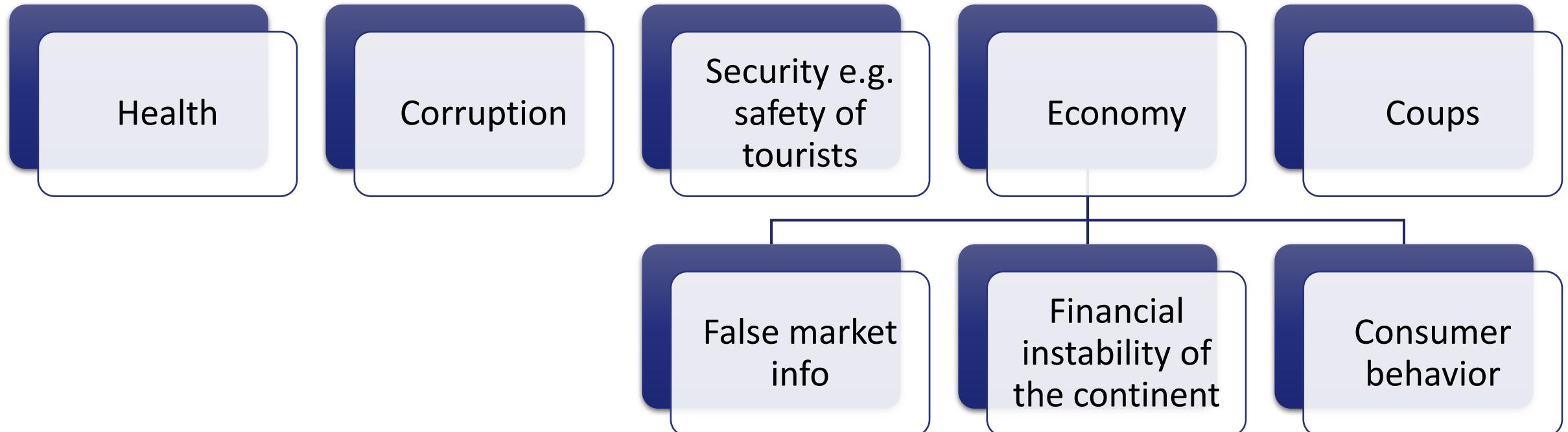
Media overemphasizes political unrest while ignoring stable democracies.

Governance Critiques

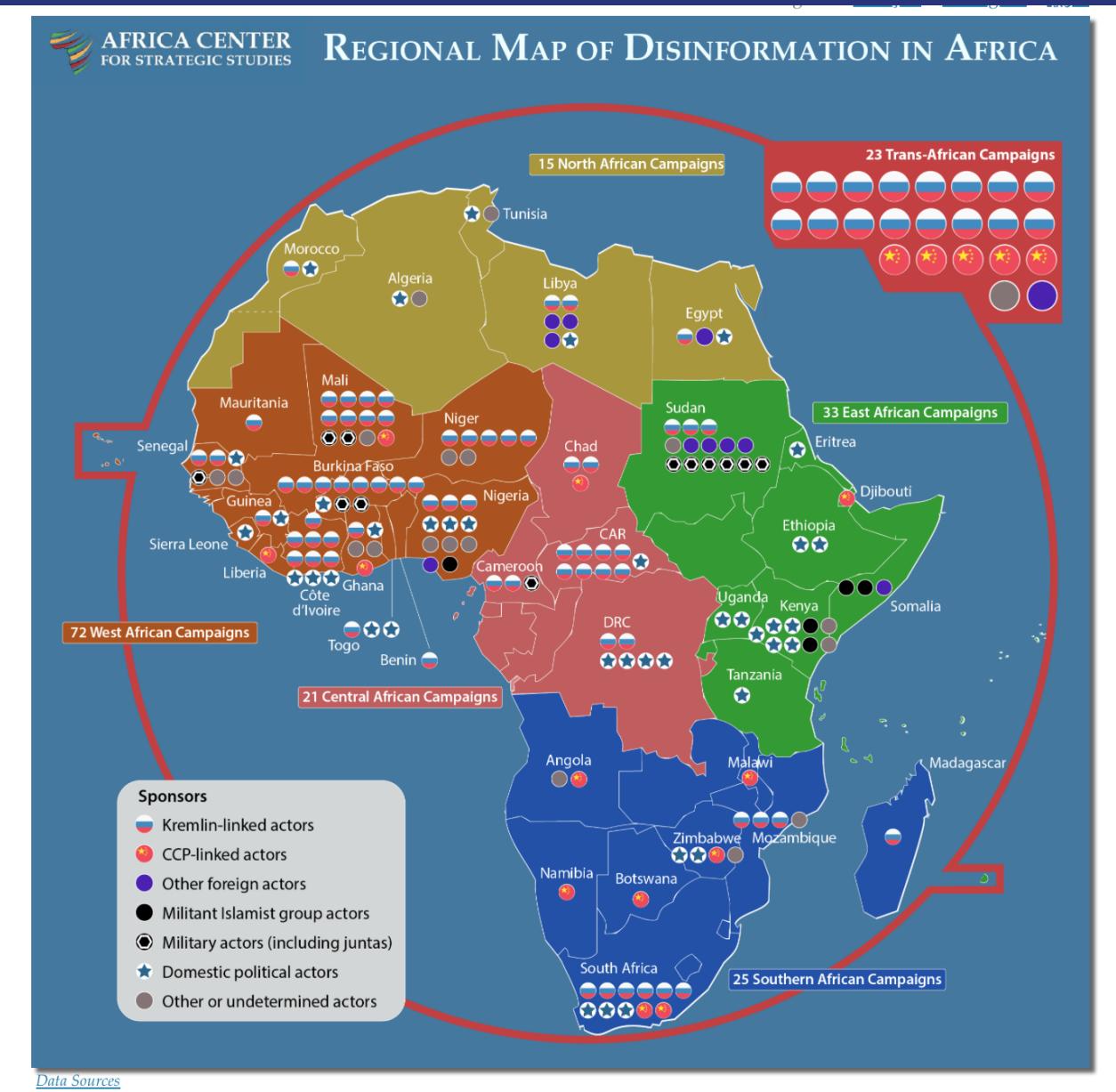
African governance portrayed as inherently flawed without historical context.



Areas of Disinformation



Disinformation Map





What Business Must Do

Cost of Disinformation

- Trust erosion
- Reputation damage
- Crisis management
- Market volatility

Dealing with Disinformation

- Regulation
- Corporate response: detection, assessment, response, prevention



What Business Must Do

Tech solutions

- Fact-Checking
- Blockchain verification
- advanced analytics

Media Literacy Initiatives

- Corporate sponsored programs
- Working with Universities
- Community engagement
- Influencing curriculum



What Must Business Do?

Role of Journalism

- Independent Media Support
- Fact-checking
- Trust building

Role of Government

- Information sharing
- Collaborative work with industry
- Policy development



Case Study: M-Pesa

Innovation Origin

Developed in Kenya as mobile payment solution for the unbanked.

Rapid Adoption

Grew to serve over 30 million users across multiple African countries.

Global Recognition

Eventually acknowledged as revolutionary fintech innovation.

Media Narrative Lag

Initial coverage minimal; Western "discovery" came years after widespread use.



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Panel Discussion

Changing the Narrative



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Lunch Break



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4.6 Afternoon Syndicate – Reflections, Next Steps and Commitment Actions

Susan Njoroge

CISL Fellow | Managing Director, Responsible Business Consulting
| Programme Director of BSP Africa



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Afternoon Syndicate Groups

Reflections, Next Steps and Commitment Actions



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4.7 Next Steps and Closing Circles

Susan Njoroge

CISL Fellow | Managing Director, Responsible Business Consulting
| Programme Director of BSP Africa



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