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Leadership



# The Business & Sustainability Programme Africa

## Day 4

19 March 2025  
Naivasha, Kenya





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## 4.1 Morning Syndicate Groups / Reflections – Organisational Focus

**Susan Njoroge**

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





# Morning Syndicate Groups

Organisational Focus





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## 4.2 Orientation: Roadmap and Reflections

**Susan Njoroge**

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

- **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**

- **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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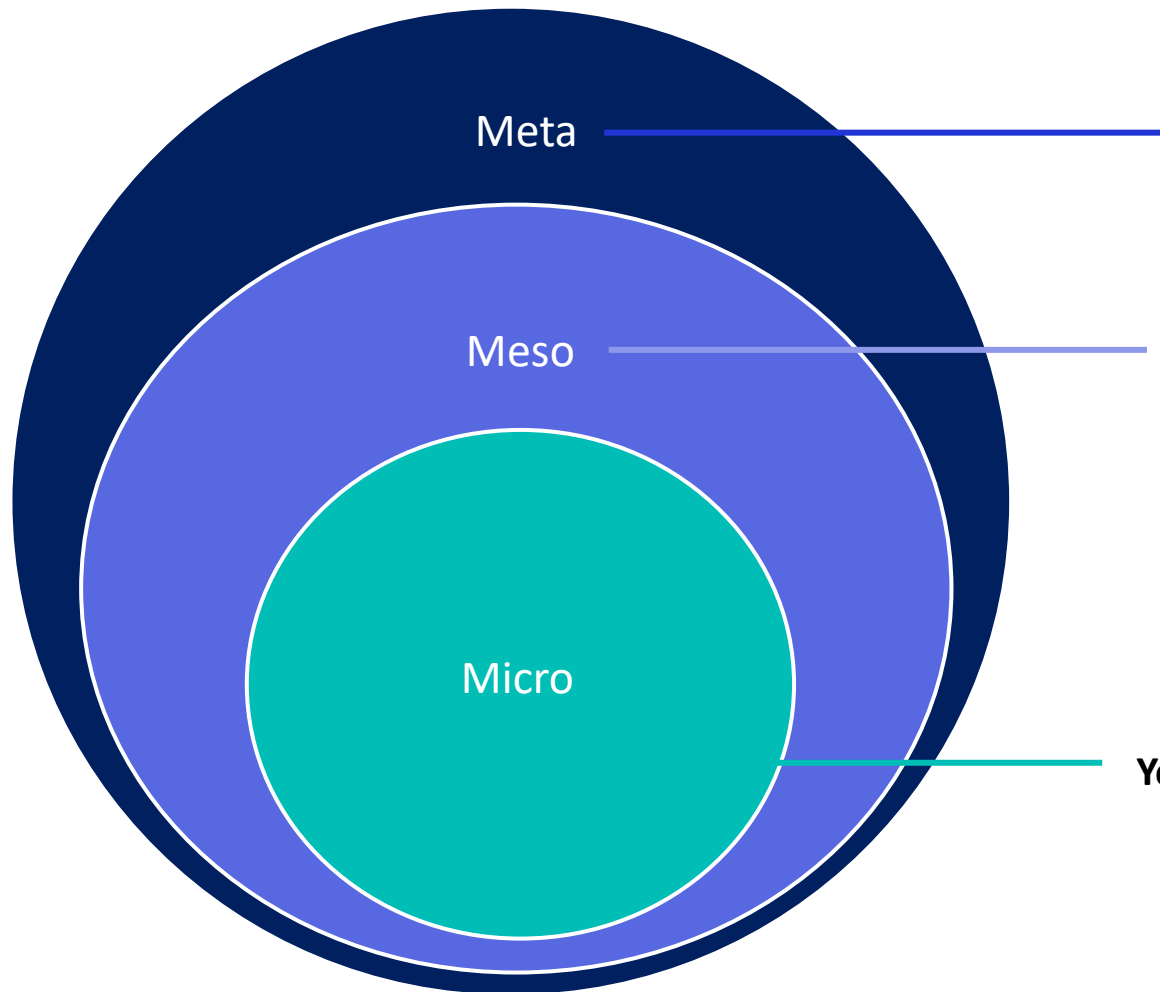
## 4.3 Leadership for a sustainable future

**Pat Dwyer**

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







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."**

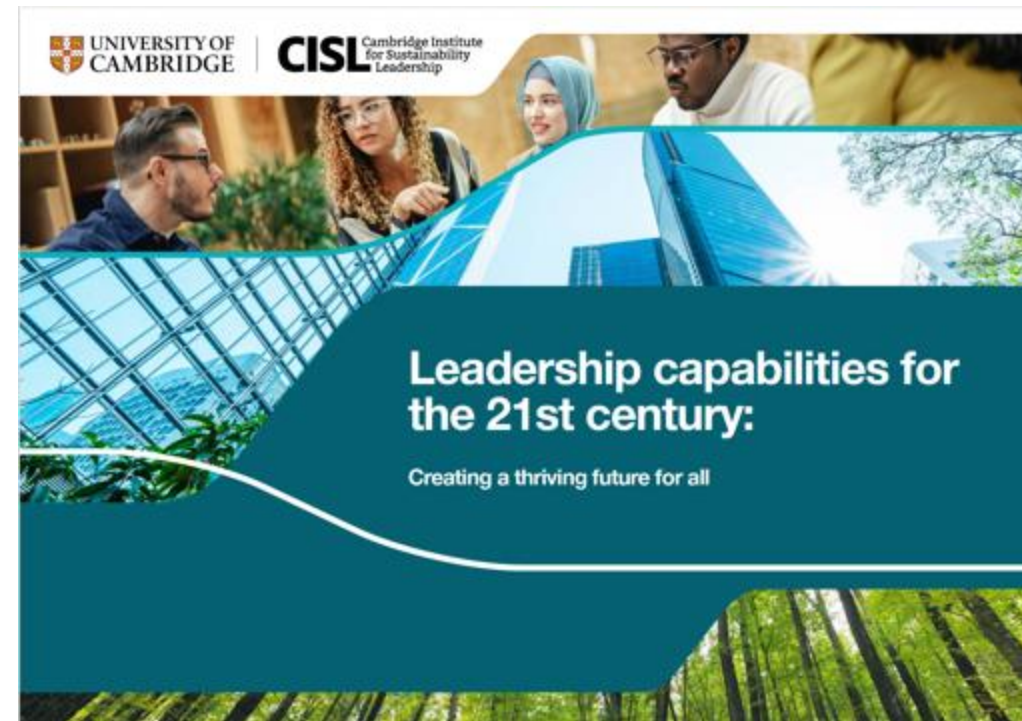


*Colin Mayer, CBE, Professor of Management Studies at Oxford, Former Dean of the Business School at Oxford*

# Drawing on our research



<https://www.cisl.cam.ac.uk/resources/sustainability-leadership/rewiring-leadership-report>



<https://www.cisl.cam.ac.uk/news-and-resources/publications/leadership-capabilities-21st-century>  
[https://www.cisl.cam.ac.uk/files/leadership\\_capabilities\\_supporting\\_report.pdf](https://www.cisl.cam.ac.uk/files/leadership_capabilities_supporting_report.pdf)



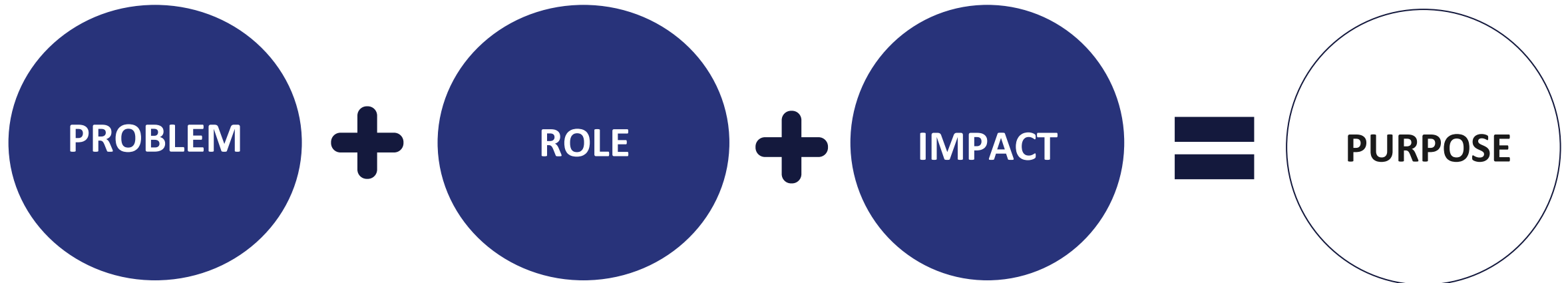
## 2

## 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?

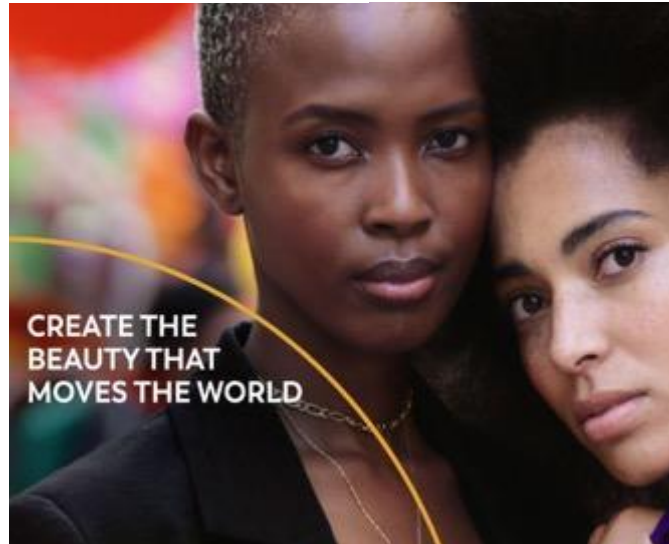
What distinct impact do you make in people's lives?



# Individual purpose = leadership



L'ORÉAL  
PARIS



## 2

## Introducing the framework



Figure 2: The Leadership Capabilities Framework (detailed version)



## 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

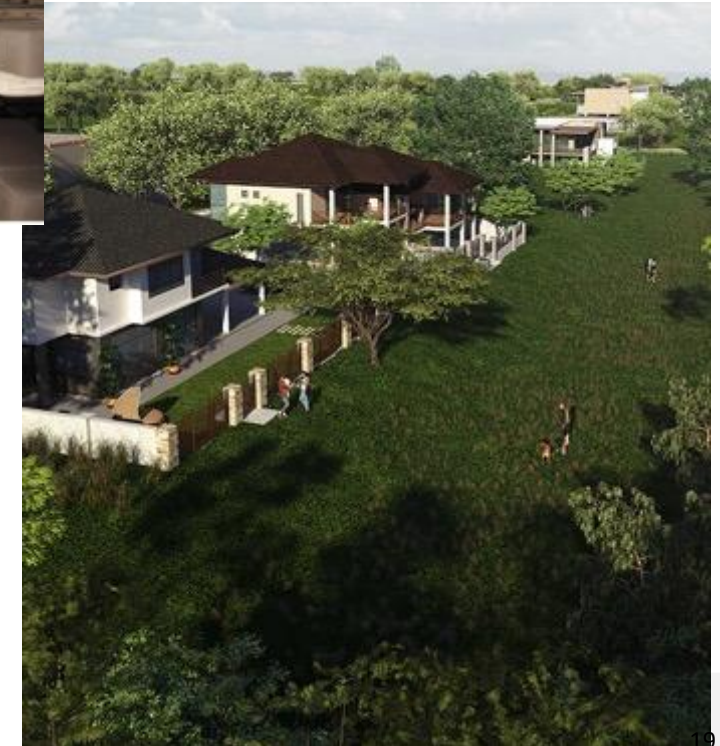
Leadership that knows the values that it stands for and nurtures the courage, integrity and resilience to pursue societal good.





## 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.




*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.





# 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.

### 1 ECONOMIC IMPACT

#### Economic Contribution of MDWs to the recipient countries in 2018

According to Frost & Sullivan, the economic contribution of MDWs has been calculated to include absolute value (personal spending), real value of paid domestic work and value of freed-up time.



### 2 REAL VALUE OF PAID DOMESTIC WORK

Economic contribution of migrant domestic workers to Hong Kong

Activities	Number of hrs spent by MDWs per activity	Real cost of the activities (USD per hr)	Yearly Real Value of Paid Domestic Work done by MDWs (USD)
Cleaning	2,60	47	36,780.20
Cooking	1,72	80	41,457.60
Washing/ironing	1,54	47	21,784.38
Shopping	1,11	60	20,044.60
Childcare	3,85	40	46,354.00
Elderly care	1,27	42	36,053.34
Pet care	0,21	40	2,528.40
<b>Total</b>	<b>12,29</b>		<b>184,978.52</b>
<b>Number of MDWs</b>			<b>349,006</b>
<b>Total Real Value of Paid Domestic Work per year</b>			<b>71,213,650,200</b>

### 3 INCREASED FEMALE LABOUR FORCE PARTICIPATION

MDWs allow many women to participate in the workforce, thus indirectly contributing to the recipient country's GDP



Labour force participation rate for married women at prime working age of 25-54 with children:



### 4 VALUE OF CHILDCARE AND ELDERLY CARE

According to the projections from Labour Department of Hong Kong, out of 460,000 MDWs the country would need by 2030, 180,000 would be needed for taking care of the elderly



MDWs' cost to Hong Kong and Singapore households for childcare is at least three times cheaper than other alternatives such as childcare centres, kindergarten and private tutors.

### 5 FINANCIAL INCLUSION

While majority of MDWs contribute a significant amount to the economy, it's interesting to note that only 18% of MDWs in Hong Kong have a bank account.

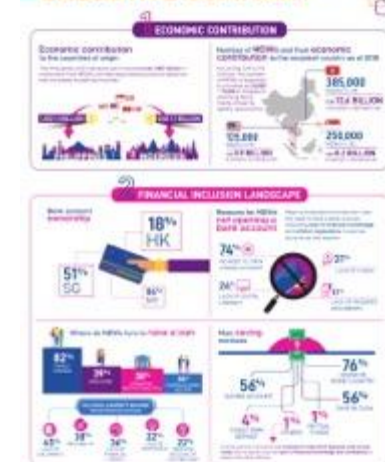
Bank account ownership of MDWs in the recipient countries



High level of indebtedness among MDWs



## EXECUTIVE SUMMARY



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](http://www.thepurposebusiness.com)

[www.cisl.cam.ac.uk](http://www.cisl.cam.ac.uk)

| @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



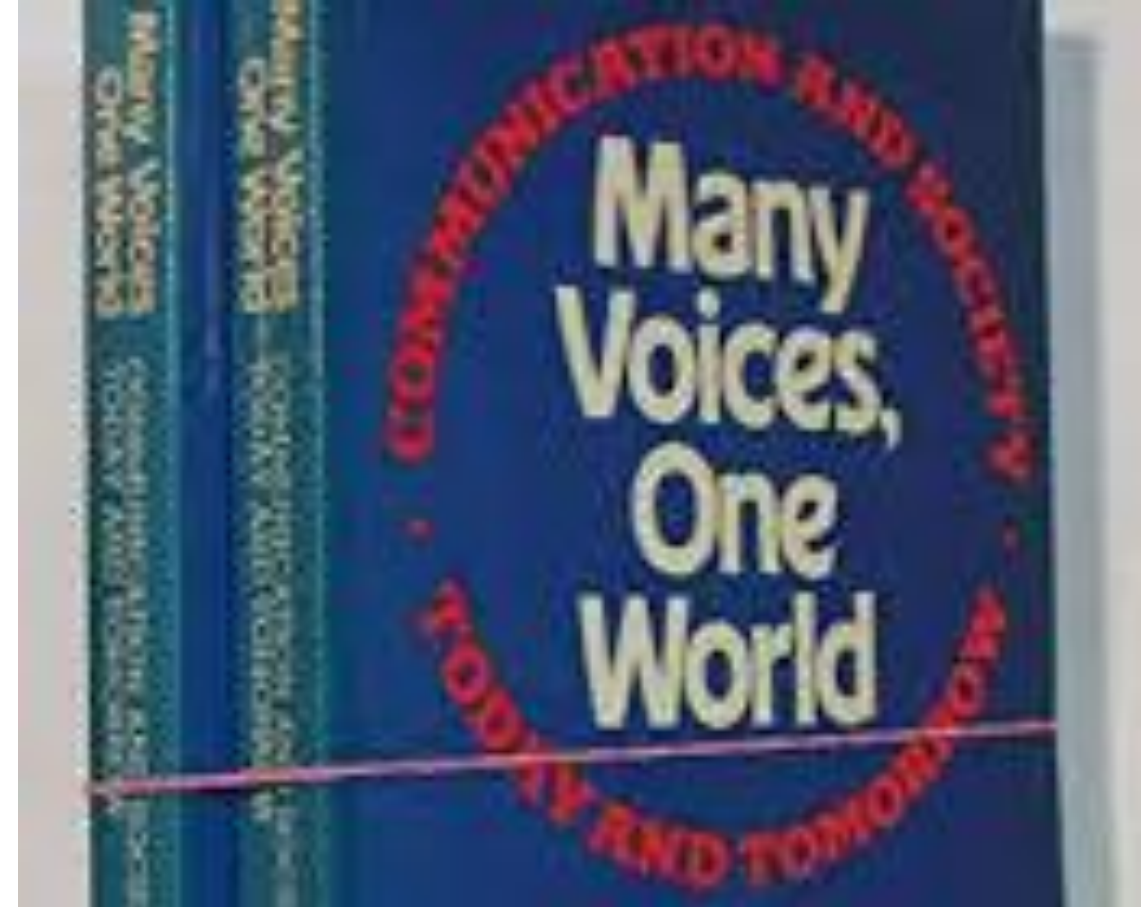


## Questioning World Order

- 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,



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



- 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



Today – back to the default

CNN:

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



Newsday

Sport Today

Africa Eye

Amka na BBC

Dira ya Dunia

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

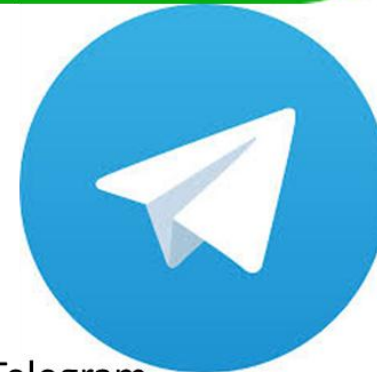
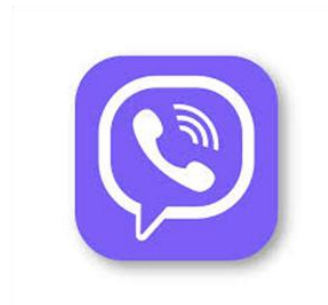




# In Comes Social Media



Messenger



Telegram

# Countries of Media Origin

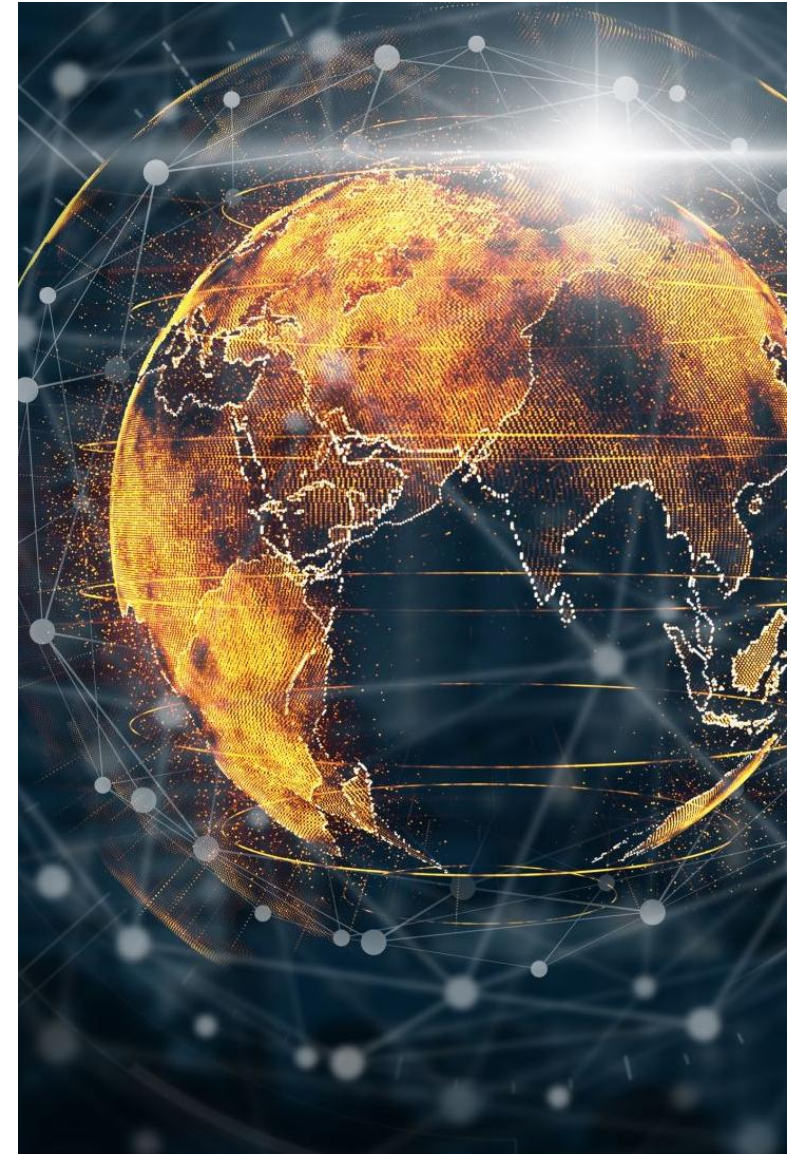
USA (9)

Uk (1)

Germany  
(1)

China (1)

Japan (1)





# Who owns the media?



NETFLIX

Disney



COMCAST



AT&T



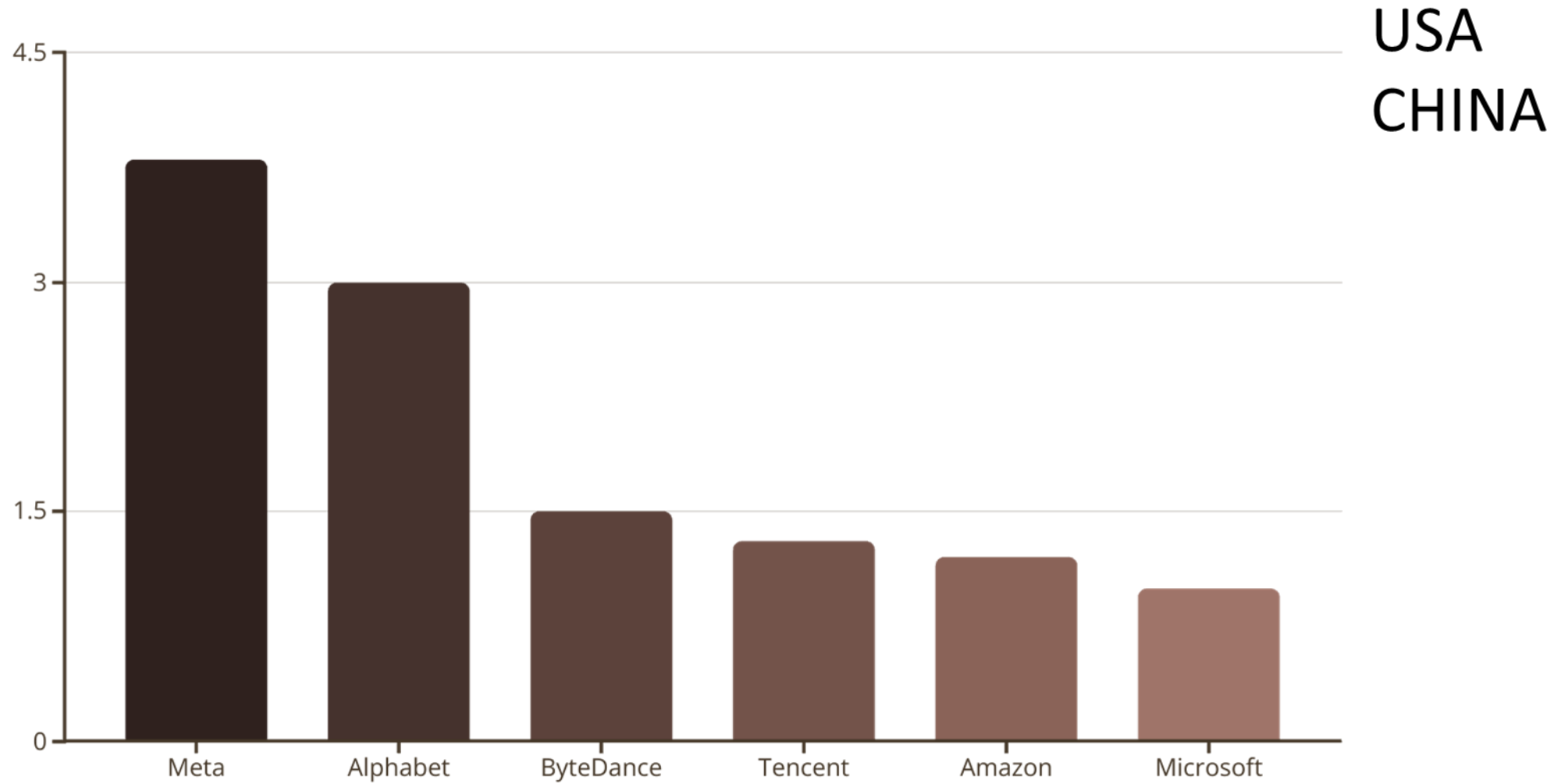
SONY



Thomson  
Reuters

Newscorp  
Warner Bros  
Bertelsman  
Viacom

# Platform Ownership Concentration





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

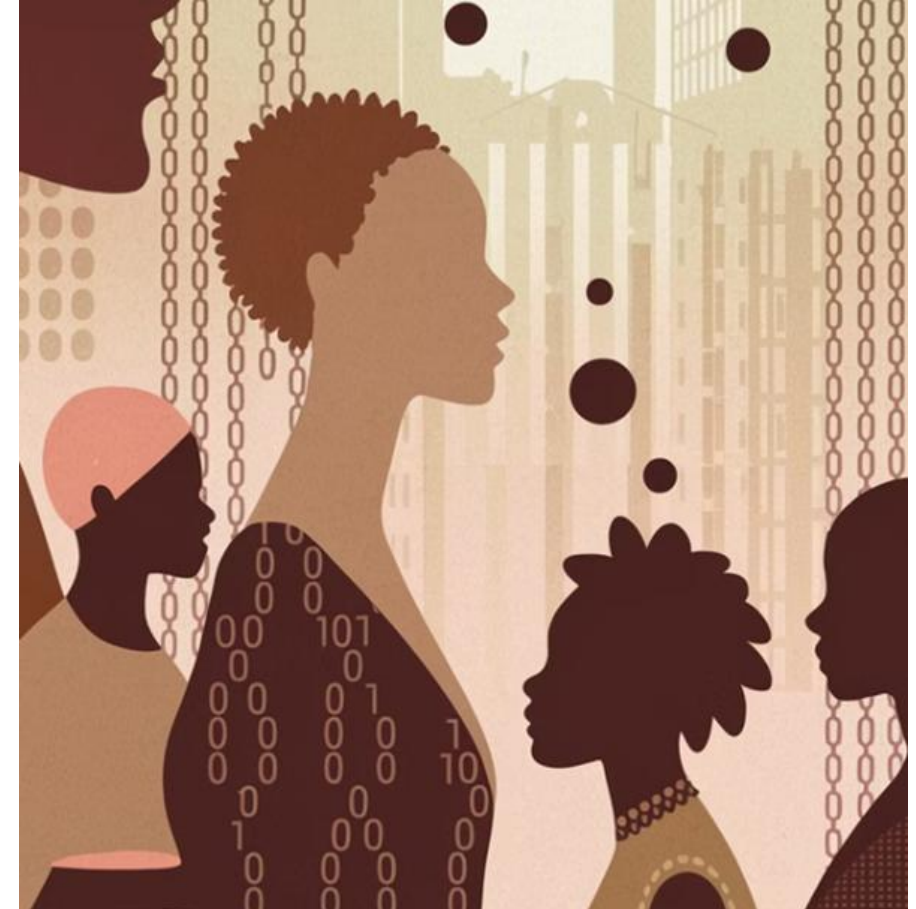
## Reinforced Stereotypes

Recommendation systems amplify existing stereotypical content about Africa.

4

## Economic Consequences

Reduced visibility for African businesses and content creators.



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

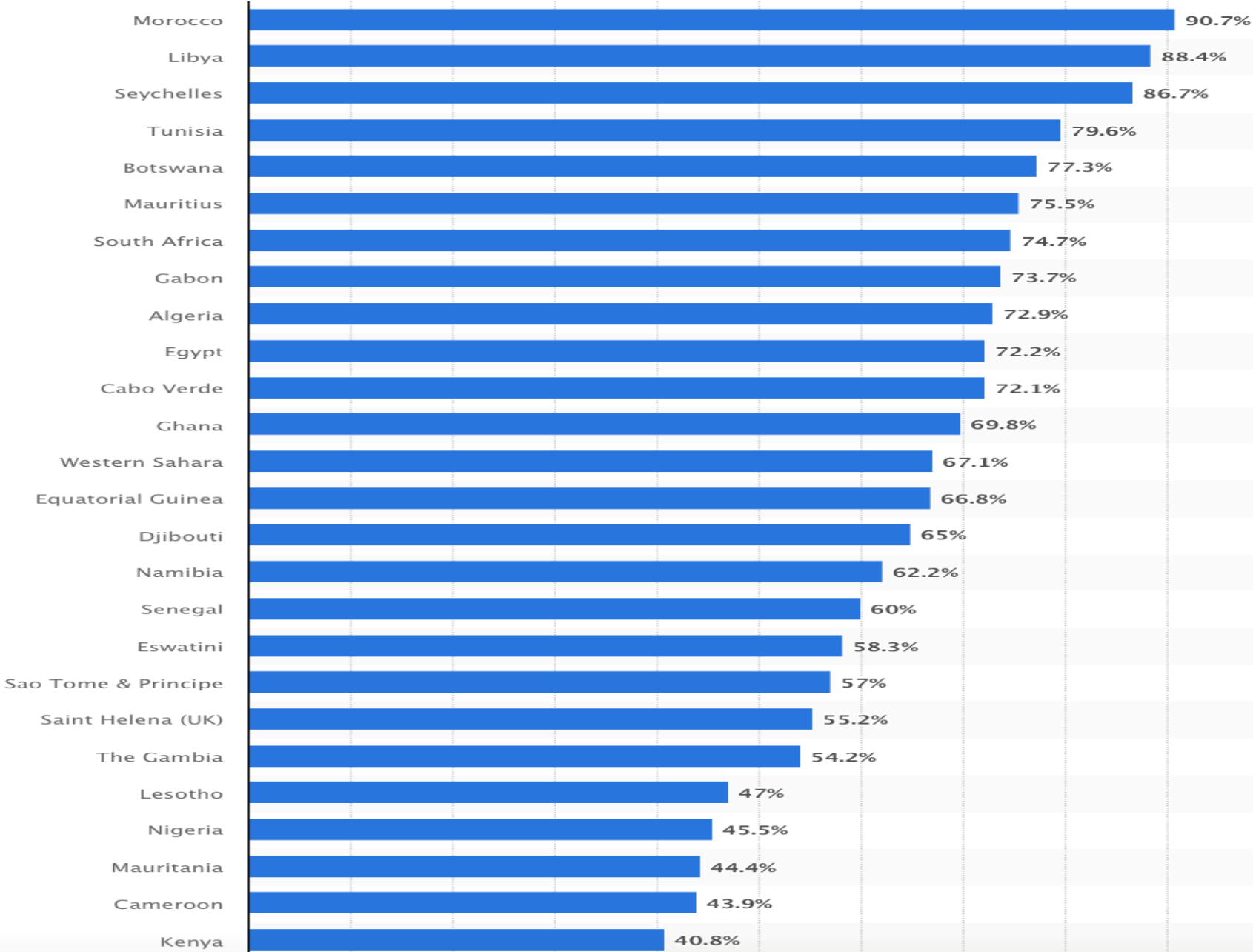
4

## Profit Extraction

Revenue from African content flows primarily to Western companies



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



FEB  
2025

# 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

YEAR-ON-YEAR CHANGE IN  
SOCIAL MEDIA USER IDENTITIES



+4.1%  
+206 MILLION

AVERAGE DAILY TIME SPENT  
USING SOCIAL MEDIA



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

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%

SOCIAL MEDIA USER  
IDENTITIES vs. INDIVIDUALS  
USING THE INTERNET



94.2%

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



45.4%

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



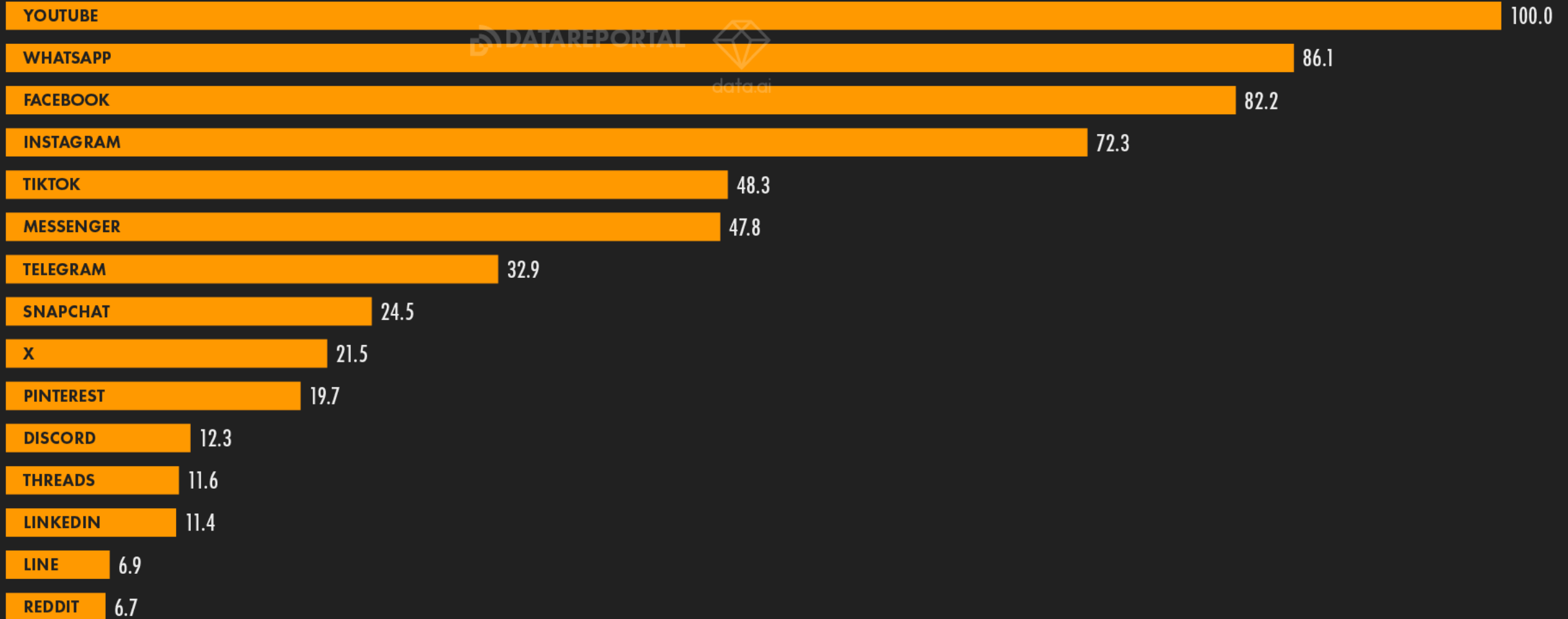
54.6%

**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](#).

FEB  
2025

# SOCIAL MEDIA APPS: ACTIVE USER INDEX

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

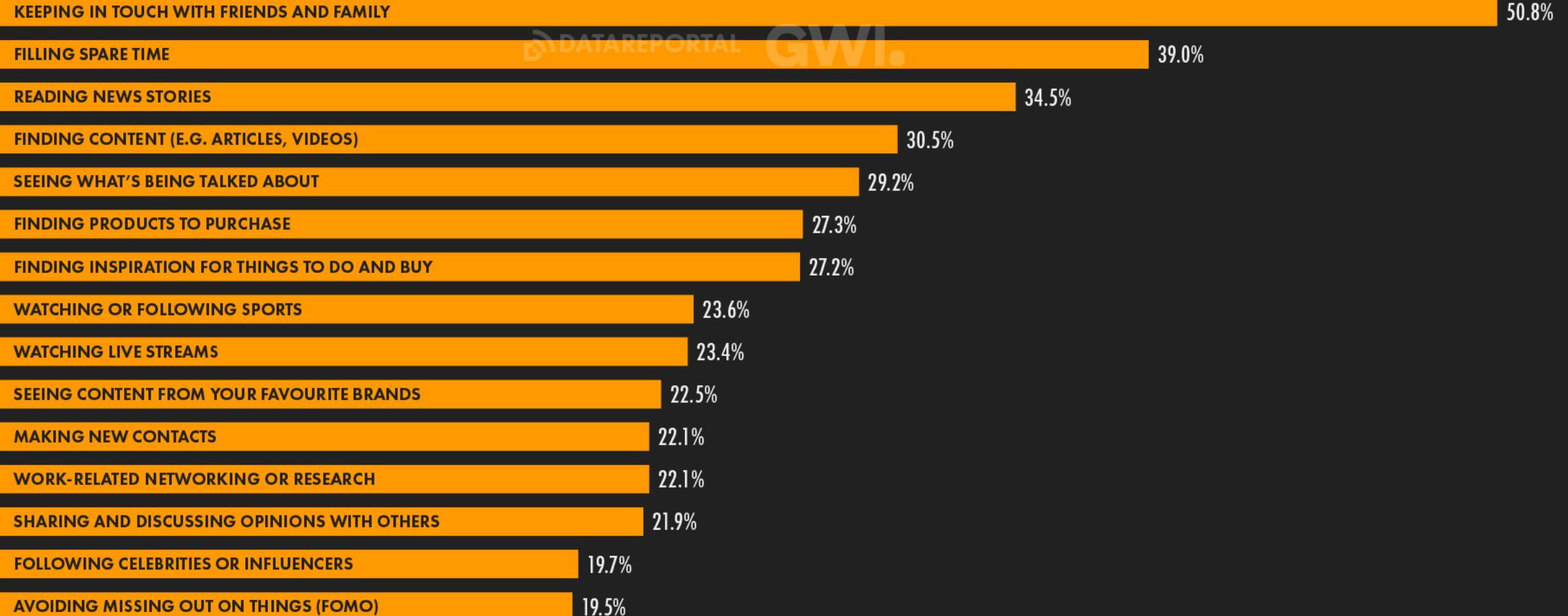




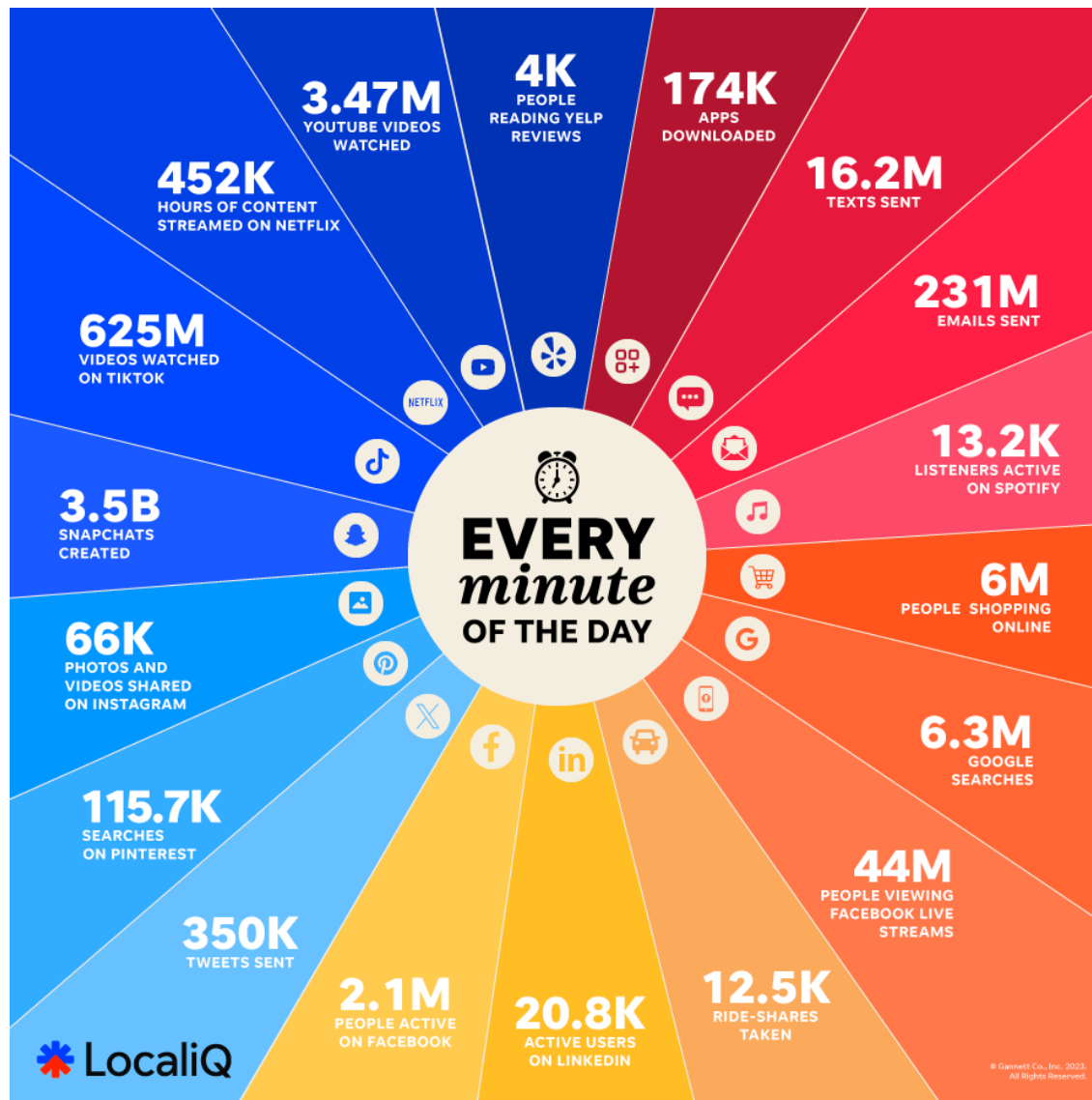
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2025

# MAIN REASONS FOR USING SOCIAL MEDIA

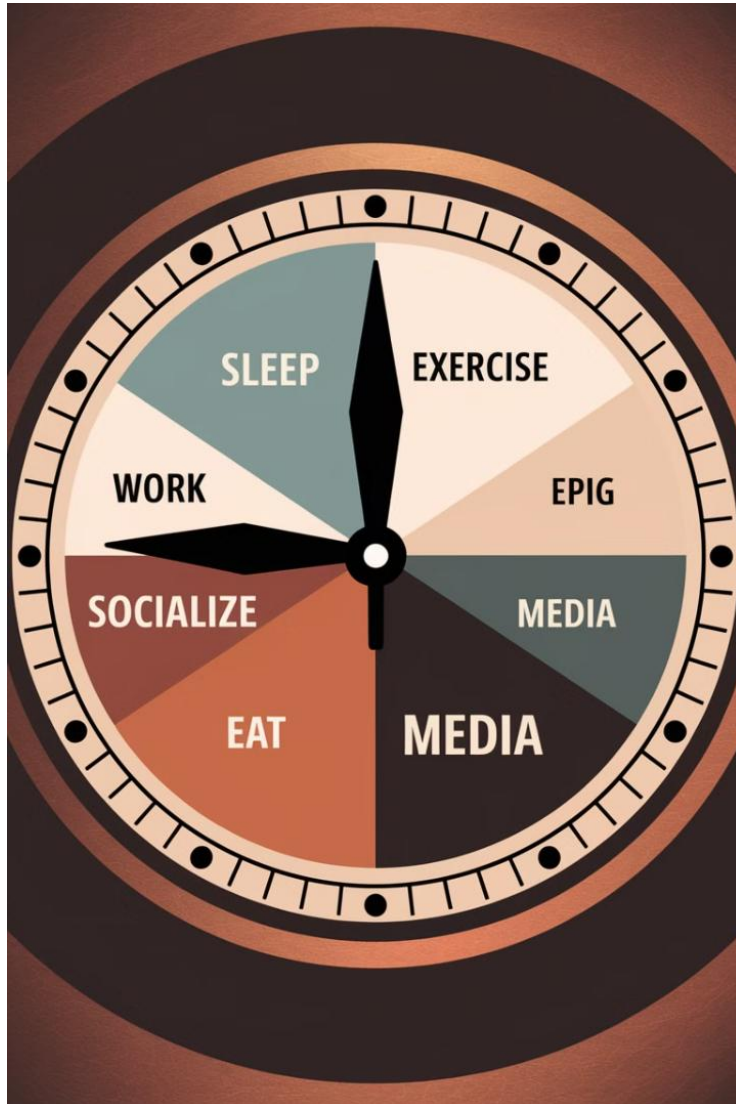
PRIMARY REASONS WHY SOCIAL MEDIA USERS AGED 16+ USE SOCIAL MEDIA PLATFORMS



# Every Minute Online



# How We Spend Our Time



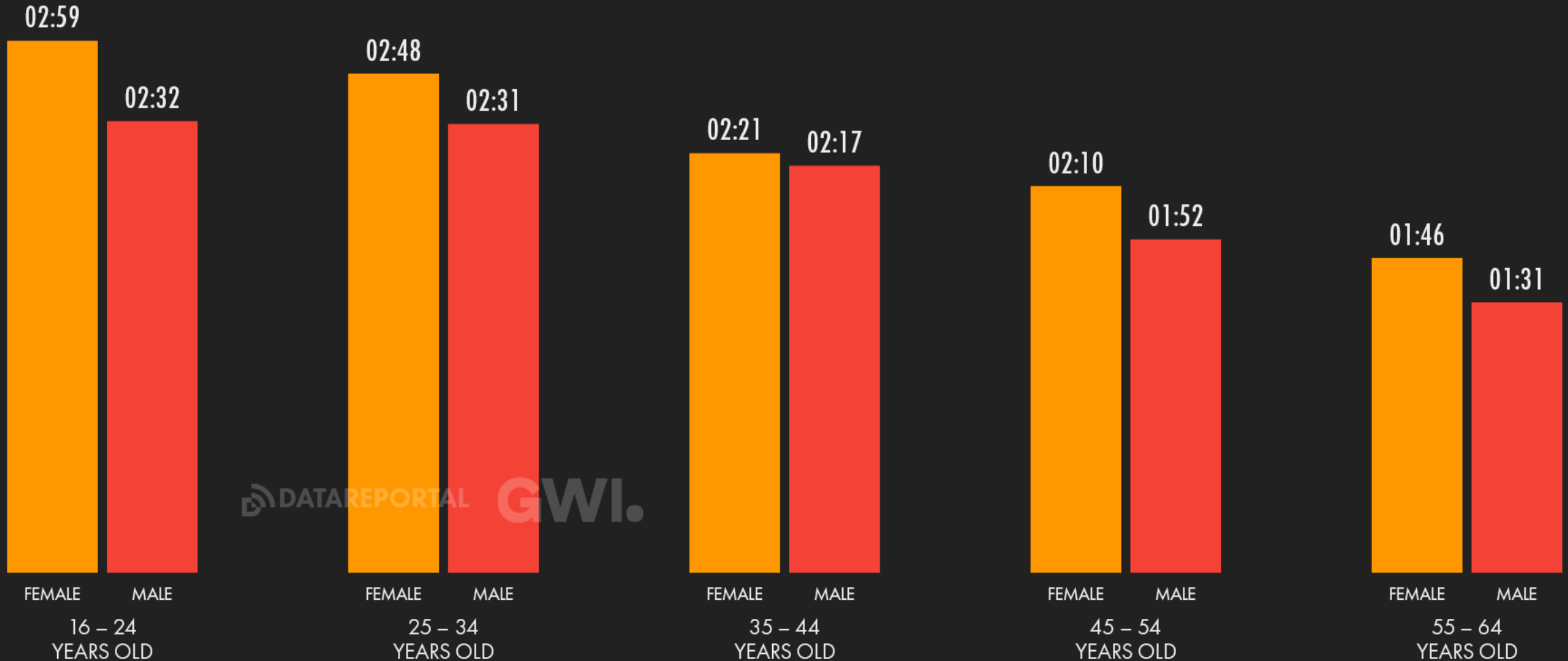
Activity	Hours per year	Hours per day	Percentage
Media	3,400	9.3	38.8
Sleeping	2,900	7.9	33.1
Working	2,000	5.5	22.8
Other	460	1.3	5.3
Total	8,760	24	100



JAN  
2024

# 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

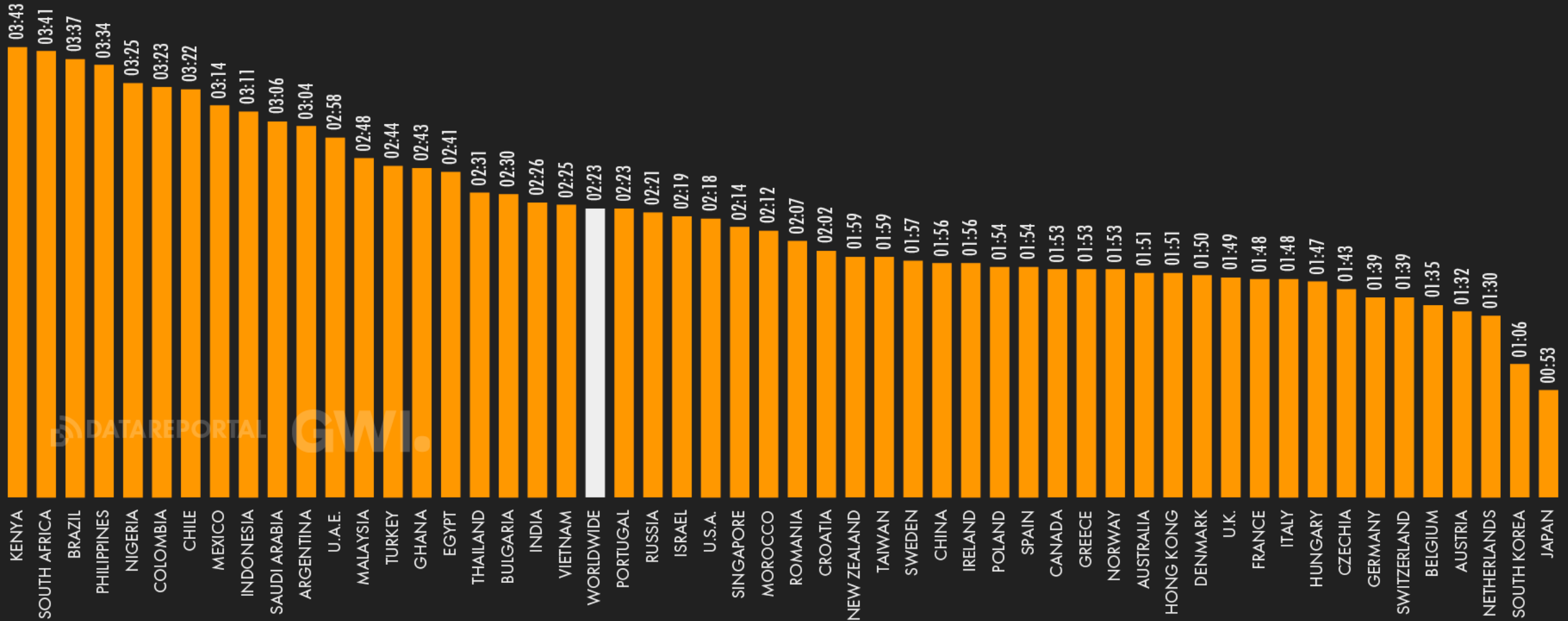


DATA REPORTAL GWI.

JAN  
2024

# 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



## Data Creation

Each day produces 2.5 quintillion bytes of data globally.

## Filtering & Selection

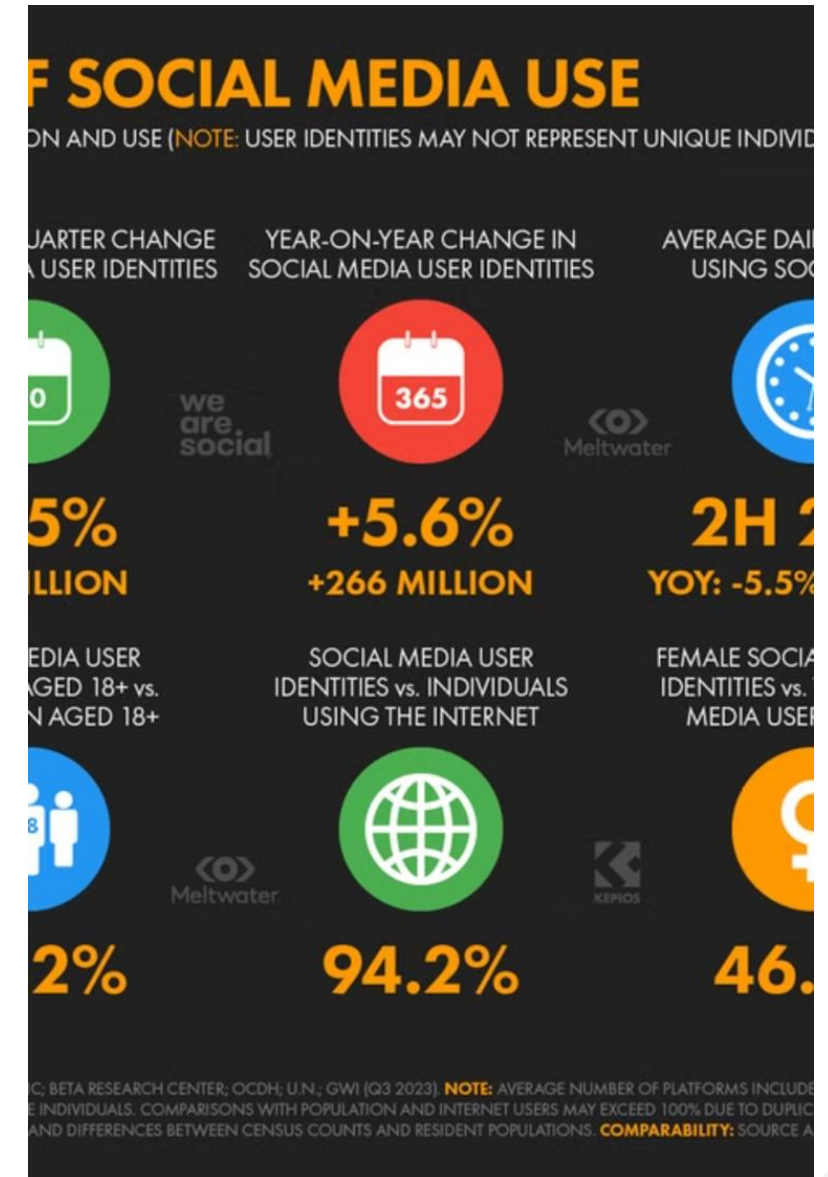
Algorithms determine which content reaches audiences.

## Consumption Patterns

Most users see only a tiny fraction of available information.

## Knowledge Formation

Our worldview shapes and is shaped by this filtered content.



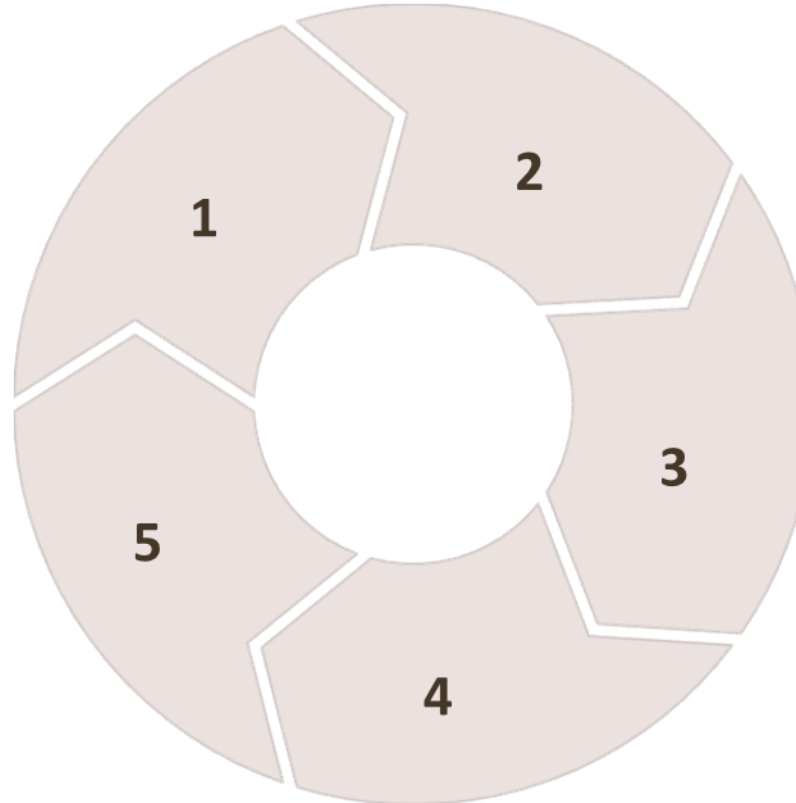


## Limited Representation

African perspectives underrepresented in global discourse

## Self-Perception

Africans internalize negative narratives about their continent



## Foreign Investment

Negative coverage discourages economic partnerships

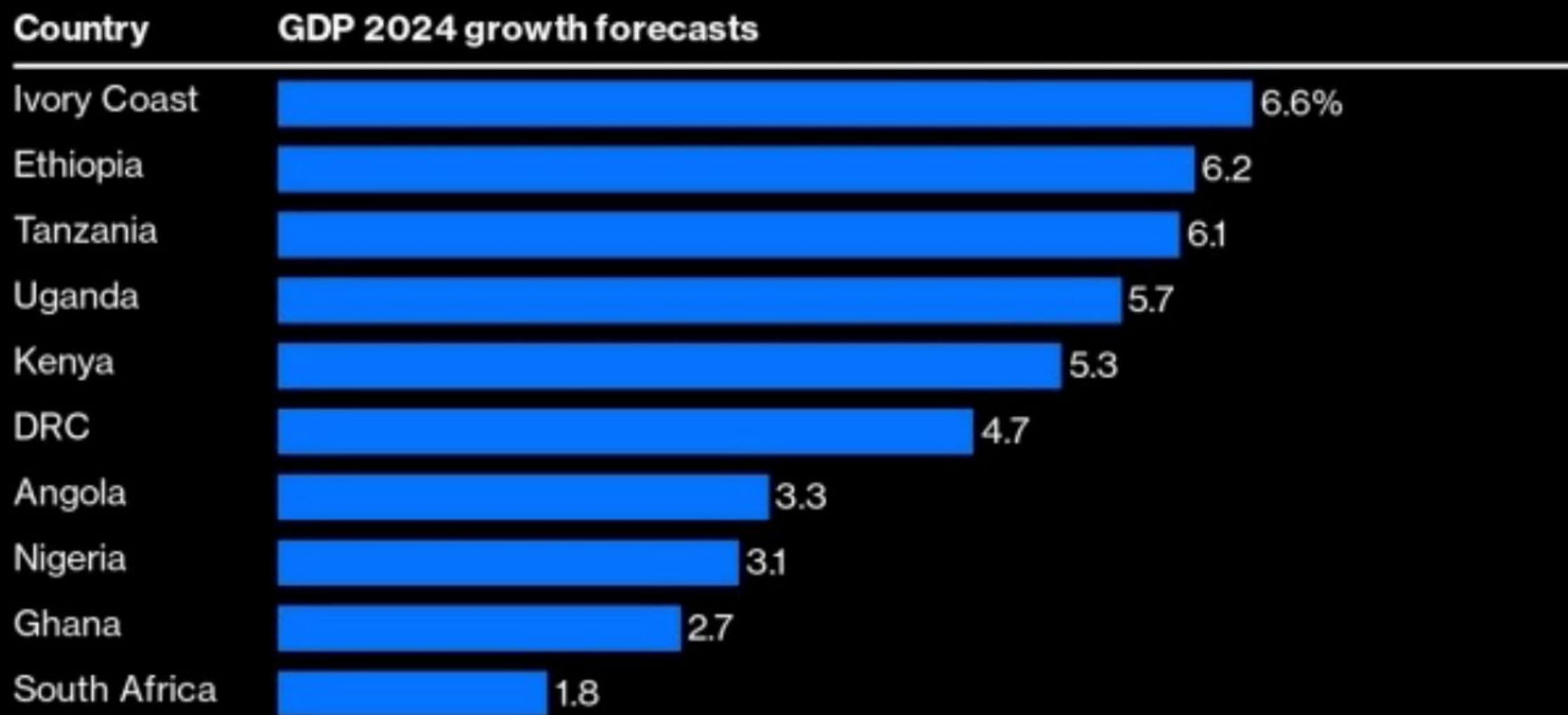
## Tourism Perception

Stereotypes reduce visitor interest in diverse destinations

## Political Relations

Biased media shapes international diplomatic approaches

## Africa's Economic Growth Prospects are Brightening



Source: International Monetary Fund

**Bloomberg**

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

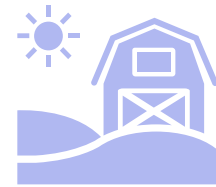




Mineral Wealth: rare earth+



Forest resources – second largest



Agriculture



Energy potential



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.

1

## Governance Critiques

African governance portrayed as inherently flawed without historical context.

3

## Corruption Focus

Disproportionate coverage of corruption compared to other regions.

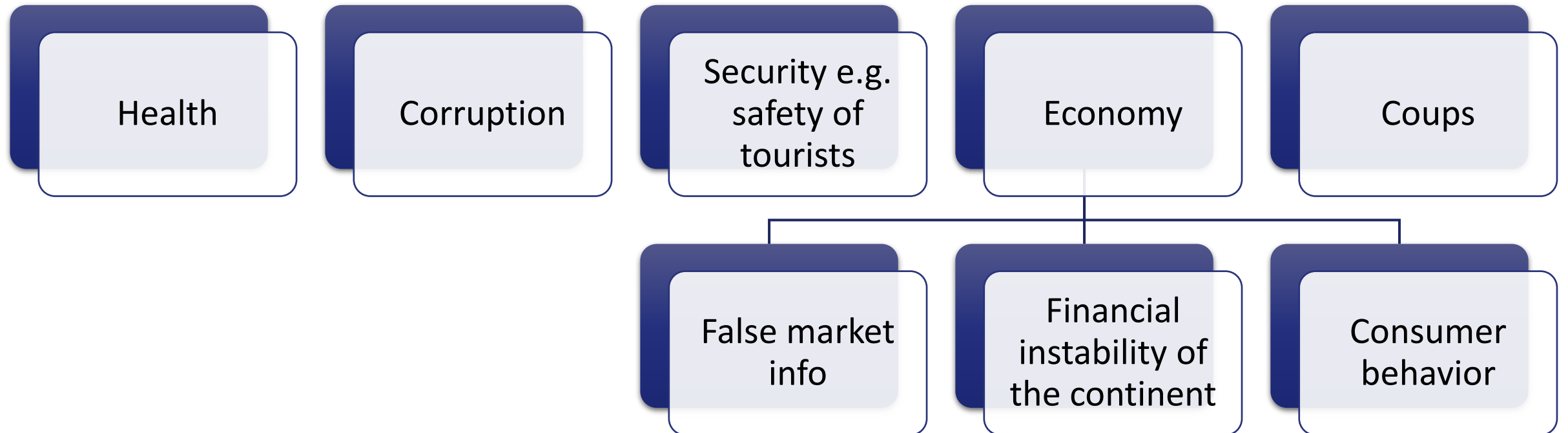
2

## Aid Dependency

Stories reinforce idea of Africa needing rescue rather than partnership.

4





# 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



## Tech solutions

- Fact-Checking
- Blockchain verification
- advanced analytics

## Media Literacy Initiatives

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

## 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.





# 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





# 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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