

2024 Sharing Information on Progress **(SIP) Report**

University of Cape Town Graduate
School of Business

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About the Principles for Responsible Management Education (PRME)

The Principles for Responsible Management Education (PRME) is a United Nations-supported initiative founded in 2007 that aims to raise the profile of sustainability in their classrooms through Seven Principles focused on serving society and safeguarding our planet.

PRME engages business and management schools to ensure they provide future leaders with the skills needed to balance economic and sustainability goals, while drawing attention to the Sustainable Development Goals (SDGs) and aligning academic institutions with the work of the UN Global Compact. Driven by its mission to transform management education, PRME equips today's business students with the understanding and ability to deliver change tomorrow. As a voluntary initiative with over 800 signatories worldwide, PRME has become the largest organized relationship between the United Nations and management-related higher education institutions.



“The PRME initiative was launched to nurture responsible leaders of the future. Never has this task been more important. Bold leadership and innovative thinking are needed to achieve the Sustainable Development Goals (SDGs).”

Antonio Guterres

Secretary-General (2017 - Present)

United Nations

”

Principles of PRME



Purpose

We advance responsible management education to foster inclusive prosperity in a world of thriving ecosystems.



Values

We place organizational responsibility and accountability to society and the planet at the core of what we do.



Teach

We transform our learning environments by integrating responsible management concepts and practices into our curriculum and pedagogy.



Research

We study people, organizations, institutions, and the state of the world to inspire responsible management and education practice.



Partner

We engage people from business, government, civil society, and academia to advance responsible and accountable management education and practice.



Practice

We adopt responsible and accountable management principles in our own governance and operations.



Share

We share our successes and failures with each other to enable our collective learning and best live our common values and purpose.

The Sustainable Development Goals (SDGs)

In September 2015, all 193 Member States of the United Nations adopted a plan for achieving a better future for all – laying out a path over the next 15 years to end extreme poverty, fight inequality and injustice, and protect our planet. At the heart of Agenda 2030 are 17 Sustainable Development Goals (SDGs) and 169 related targets that address the most important economic, social, environmental and governance challenges of our time. The SDGs clearly define the world we want – applying to all nations and leaving no one behind. Successful implementation of the SDGs will require all players to champion this agenda; the role of higher education is critical to this.





Purpose

We advance responsible management education to foster inclusive prosperity in a world of thriving ecosystems.

Letter of Commitment

University of Cape Town Graduate School of Business demonstrates its commitment to PRME's Principles through the following letter from senior leadership.

LETTER OF CONTINUED COMMITMENT

As the Director (Dean) of the University of Cape Town Graduate School of Business (UCT GSB), it is my pleasure to reaffirm the School and University's continued commitment to the Principles for Responsible Management Education (PRME). We are committed to driving positive societal change in South Africa, to being the leading authority on understanding business across the African continent, and to being a global pacesetter in understanding complex environments in Africa and around the world.



Africa, with the youngest population in the world, stands at the cusp of leading the world in new ideas, new innovations, and new markets. Yet in the face of uncertainty, complexity, and change, business leaders on the continent must be more flexible than ever before, better at identifying new risks and new opportunities, more aware of our responsibilities and capacity for impact, and more able to inspire others to be their best. As Africa and African companies move to the forefront of global markets and conversations, we have an opportunity to build an exciting and inclusive future for generations to come.

At the UCT GSB, we are proud to be working at the centre of these questions of sustainable development. With this Sharing Information on Progress (SIP) report, the School celebrates 14 years as a PRME member. I am happy to say that with each PRME cycle the UCT GSB has deepened its commitment to the SDGs, its support for PRME, and its engagement with the PRME community—including as a PRME Champion. In this most recent PRME cycle we have made ambitious changes to our MBA curriculum, launched two new programs, increased the proportion of our faculty and student research that is relevant to the SDGs, and made substantial headway in enhancing gender equity in our classrooms.

As a *distinctly African* business school, our activities are also deeply informed by, and embedded in, our local community. In Cape Town we have a campus on the Waterfront as well as a teaching facility in Philippi, a historically marginalised community. Our students regularly engage with South African organizations ranging from micro entrepreneurs to multinational corporations, and our award-winning Case-Writing Centre is developing innovative new cases on African companies--nearly all of which incorporate insights on one or more of the SDGs.

At the UCT GSB we are shaping the leaders who will shape a future built around inclusive and sustainable growth—and we believe Africa will be at the heart of our shared global future.

At the UCT GSB, we recognize the enormous opportunities and substantial challenges associated with Africa's demographic dividend and increasingly significant position on the global stage, and we are actively and urgently working to help ensure that Africa's future--and, therefore, the future of the world--is an inclusive and sustainable one filled with new ideas, new hope, and new opportunities.

A handwritten signature in black ink, appearing to read 'Catherine S.M. Duggan'.

Catherine S.M. Duggan, Director (Dean)

Institutional Mission, Vision, and Strategy

The following outlines University of Cape Town Graduate School of Business's institutional mission, vision, and strategic approach to responsible management education.

Mission, Vision, Strategy or Purpose

UCT GSB Strategic Goals 2023-2027



Relevant Stakeholders

UCT GSB Staff and Students

Purpose

Business Education

UCT GSB Strategic Goals 2023_2027

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Values

We place organizational responsibility and accountability to society and the planet at the core of what we do.

RME Leadership Accountability

At University of Cape Town Graduate School of Business, accountability for responsible management education is structured as follows:

Yes, but the role is formalized elsewhere within the PRME signatory's organization (e.g., center/institute leader, faculty/staff member), but not in senior leadership team

Organizational Structure for RME

The following organizational entities at University of Cape Town Graduate School of Business are responsible for RME:

- ❖ Research-Focused Entity
- ❖ Teaching-Focused Entity
- ❖ Community Engagement Entity



Teach

We transform our learning environments by integrating responsible management concepts and practices into our curriculum and pedagogy.

RME Elements in Degree Programs

University of Cape Town Graduate School of Business integrates responsible management education into its degree programs through 4 different approaches:

RME is in the signatory's educational vision, so that it drives the signatory's business model and all educational efforts, courses, programs, degrees, and non-degrees

Program-Level RME Integration

Course-Level RME Learning Goals

UCT GSB Courses with RME-related content in course-level learning goals

RME-related content is integrated across a significant portion of UCT GSB courses.

Values-based leadership and social innovation are strongly integrated across all UCT GSB courses, while topics on sustainability feature in many of the GSB's academic offerings.

Chapters

UCT GSB Courses with RME-related content in course-level learning objectives

MBA (Full-time and Modular)

- ◦ Leadership Inside Out: This course seeks to use the established disciplines of narrative inquiry and storytelling to help emerging leaders to make conscious choices about their own growth, to gain congruency between their espoused values and lived actions, and to start living purposeful professional- and personal lives.
- ◦ Politics and Economics in Context: This course explores sustainable economic development in emerging and developed markets with a focus on the interplay between politics and political systems, social issues including inequality, citizenship, migration and diversity, economic development and increased efficiency, and challenges including corruption and conflict. Each class during the course looks at a different country (including Nigeria, the Democratic Republic of Congo, South Africa, Zimbabwe, India, China, Chile, Greece, the UK and the US) and explicitly considers several of the following issues: Aboriginal (indigenous) economic development, climate risk, colonization/imperialism, consumption and consumer protection, diversity, democracy, development, efficiency, emerging economies, employment equity, ethnic relations, fair trade, foreign aid, governance, human development, human rights, immigration/migration, living wage, minority rights, natural resources, poverty, race, refugees, social cohesion, sustainable development/economic growth and tax fairness.

- Strategy, Society and the Environment: The purpose of the course is to equip students with critical thinking skills and conceptual understanding to grapple with sustainable development (i.e., social-ecological) challenges and opportunities. We use “double materiality” as a conceptual platform for this, i.e., a focus on both the risks and opportunities emanating from an organization’s context, as well as the impacts (intended, unintended, negative, or positive) that the organization may have on its context. Specific attention is given to themes such as shared value and context-embedded strategy making, company-community relations, climate change and biodiversity loss, cross-sector collaboration, and others, and numerous sessions involve discussion with senior strategy or sustainability managers. Much of the conceptual material and also many of the speakers are linked to the Embedding Project, an award-winning initiative linking research and practice on business sustainability.
- Doing Business in Africa: This course provides students with an applied view of the opportunities and risks of doing business in Africa through direct engagements with local SMMEs and government officials, as well as case studies (including cases on Palm Oil in Liberia, Sustainable Development and Institutions in Guinea-Bissau, Post-Conflict Development in Rwanda, Democracy in Senegal, Corruption in Kenya, Microfinance in Uganda and others). All sessions are focused on issues associated with sustainability and impact, including: bio-diversity, bio-diversity loss and conservation, codes of ethics, colonialism/imperialism, corruption and corruption reduction, economic inequity, ecotourism, emerging economies, ethics/morals, genocide, globalization, governance, impact investing, land remediation, local economies, microfinance, minorities, non-timber forest resources, sustainable forest management, sustainable tourism and the triple bottom line.
- Diversity, Equity and Inclusion: This course seeks to explore the global call for deeper understanding and engagement with SDG issues related to diversity, equity, and inclusion (DEI) on a: macro-level (globe/society/environment), meso-level (organizational) and micro-level (personal/individual and interpersonal/intergroup/team). The objectives of the sessions will be to critically reflect on the fundamental assumptions about our humanity, dignity, the nature of personal and societal power, our privileges or the lack thereof, social and economic justice, and the impact of our conditioning and ways of working in relation to others as well as with ourselves.
- Social Innovation and Entrepreneurship: This entire course is dedicated to sustainable development topics. It analyses how diverse actors can contribute to developing and implementing new practices and processes that address complex societal challenges such as poverty, inequality, the effects of climate

change, and biodiversity loss. The course examines ways to bring about systemic change that tackles the root causes of these issues, emphasizing the importance of co-creation and community engagement. By putting these elements center stage, the course empowers students to understand and facilitate collaborative efforts towards sustainable development and social change.

- *Purposeful People Management:* The course deals with the individual, the group, and the organization as well as inputs, processes and outcomes at these three levels. Students will have the ability to assess critically how organizational behaviour and people management contributes to long-term organizational effectiveness and sustainability through the development of integrated knowledge, conceptual frameworks, and tools for dealing with strategic organizational behaviour and people management issues.
- *Responsible Research for Management:* This course prepares students to conduct empirical research and design interventions that address complex sustainability issues and drive regenerative business practices. The course is guided by an overarching theme, “*Embedding sustainability and driving social impact in Africa,*” and integrates four key components that underpins research for sustainability: systems thinking, the pragmatic use of qualitative and quantitative research methods, the design of practical interventions, and effective business communication. To increase the practical relevance of the course, sustainability research experts come to present case studies and discuss how they use research to drive impact in practice.

Executive MBA

- ◦ *Managing for Societal Value:* In this course, students broaden their focus to take in the wider socio-economic context in which business and other institutions operate. It is designed to instill an appreciation that an organization is only as viable as the socio-economic system of which it is a part.

MCom in Development Finance

- ◦ *Responsible Investment:* This course aims to explore alternative and critical ways of thinking about economic growth and developmental finance in Africa by unpacking the multi-layered field of Sustainable Responsible Investment.
- *International Finance for Development:* This course provides an in-depth analysis of international financial markets, institutions and instruments, and their use by governments and corporations – with specific focus on using these markets and institutions to achieve sustainable economic development.

- *Innovative Finance*: This course aims to give students an overview of innovative finance in the African setting by examining the evolving roles of stakeholders in developing and applying new financial vehicles and structures to allocate capital in a way that includes the measurement of social and environmental impact.

CEMS Master in Management specializing in International Management

- ◦ *Global Strategy*: Responsible citizenship underpins every aspect of this course as it stresses the intersection between international business and development and the contribution that MNEs need to make towards the achievement of the SDGs. The course emphasizes that international business is not conducted in a socio-economic and political vacuum and that as future business leaders, students need to recognize how business impacts these dynamics and how to do so in a positive manner.
- *Global Citizenship*: The course is centered on addressing the global-local nexus of environmental issues, including climate change and biodiversity loss, and inequality, and how these create contextual challenges and opportunities for managers. A strategic framework and guidelines developed by our Embedding Project create parameters for these discussions.
- *Topics in Social Innovation*: The course focuses on responsible leadership by examining the social and environmental responsibilities of businesses and governments. This course provides students with the opportunity to critically examine various facets of social innovations and practically explore how to apply social innovation concepts in real-world contexts.

PGDip in Development Finance

- ◦ *Environmental Finance and Sustainability Investments*: This course explores the concept of sustainable development and how the financial industry can contribute to its realization in practice. Students learn about global initiatives and frameworks that guide business sustainability approaches and support the disclosure of “material” information that investors and a broad range of other stakeholders can understand, compare, and take action on. Students also explore the different strategies and tools available to financial institutions to integrate environmental, social and governance (ESG) risks and opportunities into their investment decision-making processes. In addition, some sessions deep-dive into specific issues, such as climate change and human rights, and discuss evolving expectations as well as relevant instruments available to drive change.
- *Banking and Finance in Emerging Markets*: This course is designed to contribute to the understanding of the financial systems in emerging economies and equip students with the foundational understanding of development finance, building on the concept of financial intermediation.

PG Dip in Management Practice

- Values-based Leadership: This course focuses on personal development, transformational leadership, and organizational values.

Examples of learning materials (cases) used in courses with course-level RME learning goals

Abstracts from cases prescribed as learning materials for UCT GSB courses with course-level RME learning goals

Department

UCT Graduate School of Business

Learning Object Subject

Responsible Business Management | Leadership

Educational Level

Masters

Learning Outcome

Students will use critical thinking skills to identify and narrow an issue, develop and evaluate alternative approaches and recommend a solution to the challenge. Students will develop communication, listening, analysis and leadership skills.

Interactivity Type

Case method

Learning Object Description

UCT GSB faculty and award-winning Case Writing Centre are producing some of the world's best teaching cases about social impact and African businesses, which are used in our own classrooms and at business schools across the country, the continent, and the world. Locally relevant cases are critical pedagogical tools, as the challenges facing large and small businesses in emerging markets are often more complex and difficult to navigate than the decision points facing protagonists in more traditional cases set in more developed countries. The UCT GSB CWC is helping to fill the need for Africa-focused cases. Nearly all of the CWC's cases are relevant to the SDGs—reflecting the realities of the business environment in Africa. The following are abstracts from cases prescribed as learning materials for various courses offered at UCT GSB.

UCT GSB Learning Object_RME related Case
Abstracts

[View document](#) [Download document](#)

Guest Speakers and Showcase Events

Examples of guest speakers and showcase events

MPhil in Inclusive Innovation Guest Speaker: Simon Cohen, "The power of WHY for social change"

Date

February, 2023 - February, 2023

Location

UCT GSB Breakwater Campus, Cape Town

Speakers

Simon Cohen

[Supporting Links](#)

This event was held in partnership with the Bertha Center and the UCT GSB MPhil in Inclusive Innovation Programme. Mr Cohen's talk 'The power of our why for social change' focused on the Revelator Pitch, and the power and potential of heart-felt introductions that reveal our purpose. It was followed by a panel discussion with a Bertha Center scholar and members of UCT GSB staff. The Revelator Pitch is something Mr Cohen designed in his capacity as a member of Faculty for the Amani Institute, in his course on Marketing and Open Leadership and is grounded in our 'why', building on human connection and catalysing social change.

MPhil Speaker Event_The power of our WHY
for social change

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Research

We study people, organizations, institutions, and the state of the world to inspire responsible management and education practice.

RME Elements in Research

University of Cape Town Graduate School of Business incorporates responsible management education into its research endeavors through 5 different methods:

Research Awards Program

Regular Research Seminars

UCT GSB Weekly Research Seminar

UCT GSB Deputy Director: Faculty & Research, Prof. Ralph Hamann hosts a weekly research seminar series where the presenters focus their presentations and the discussion on SDGs and business responsibility.

UCT GSB Deputy Director: Faculty & Research, Prof. Ralph Hamann hosts a weekly research seminar series where the presenters focus their presentations and the discussion on SDGs and business responsibility. Examples of topics from 2023 include:

- Babar Dharani, UCT GSB Allan Gray Centre for Values-based Leadership, spoke about diversity and inclusion in companies.
- Annika Surmeier UCT GSB Programme Director: CEMS MIM, spoke on the theme, "African universities as enablers of social innovation and sustainable development"
- David Littlewood, University of Sheffield, presented on "A social enterprise place': Assessing the state, impact and potential of Sheffield's social enterprise sector"
- Davide Moro, Politecnico di Torino, spoke on "Supporting social entrepreneurship: from microcredit to incubators; from developed to developing countries"
- Harry Barkema, London School of Economics spoke on "Social Innovation in Poverty Contexts: An Emerging Research Agenda"

Examples of responsibility-related regular research seminars

August is annually celebrated as Women's Month in South Africa. To commemorate Women's Month in 2023, UCT GSB Deputy Director: Faculty & Research, Prof. Ralph Hamann hosted a mini-symposium to share and reflect on: How UCT GSB researchers are doing research and/or driving change on gender issues and women's rights.

Date

August, 2023 - August, 2023

Location

UCT GSB Breakwater Campus, Cape Town

Speakers

Eleana Velentza; Sarika Mahadeo; Candice Watson; Wendy Mbatha, Ella Scheepers

August is annually celebrated as Women's Month in South Africa. To commemorate Women's Month in 2023, UCT GSB Deputy Director: Faculty & Research, Prof. Ralph Hamann hosted a mini-symposium to share and reflect on: How UCT GSB researchers are doing research and/or driving change on gender issues and women's rights.

UCT GSB Women's Month Research Mini-symposium

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Dedicated Research Funding

Research Conferences

Examples of responsibility-related conferences

Date

October, 2023 - October, 2023

Location

UCT GSB Breakwater Campus, Cape Town

Speakers

Dr Catherine Duggan, Director (Dean) of the University of Cape Town Graduate School of Business; Stacey-Anne Scholtz, Chief Executive of Buying at Ackerman's; Felicia Msiza, Former CEO of the Raubex Group; Eglá Ntumba, Venture Capital Investor at Newtown Partners; Shivani Ghai, Corporate Partnerships Manager for the Andreas and Sue Struengmann Foundation; Simmy Sachar, Chief Marketing Officer for Liquid Thought; Dr Babar Dharani, Senior Lecturer at the Allan Gray Centre for Values-Based Leadership at UCT GSB

The student-led UCT GSB 24th annual Women in Business Conference took place on Friday, 27 October 2023 under the theme "Shattering the Glass Ceiling: Claiming the Summit". The conference explored how the glass ceiling casts a distorted vision for those at the top, preventing women from moving up the corporate ladder. "To shatter the glass ceiling, we must focus on what lies beyond it. The glass ceiling is just perception. Perception shifts if you look at something from a different direction." During the conference, the GSB celebrate the accomplishments of women who have transcended boundaries imposed by society in the past and explore how women can navigate business without limitations. The overarching objective of the conference is to raise funds for deserving yet financially excluded women and the next generation of change-makers to study at the GSB. With a focus on inclusivity and creating a platform for women in business to share their stories, we understand that it is only through

collaboration and exchange that real impact can be made. The 24th Annual Women in Business Conference raised R36100.00 (approximately US\$ 2034 towards scholarships for deserving female students.

UCT GSB Women In Business
Conference_2023

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Examples of responsibility-related conferences

The Global Development Finance Conference, UCT GSB, 21-22 November 2023

Date

November, 2023 - November, 2023

Location

UCT GSB Breakwater Campus, Cape Town

Speakers

Scientific Committee of the Conference: Prof Nicholas Biekpe (Conference Chairman, University of Cape Town & Africagrowth Institute, South Africa); Dr Anthony Coleman (Afreximbank); Dr Zwelakhe Tshandu (Development Bank of Southern Africa); Prof Kwaku Opong (University of Glasgow, UK); Prof Kalu Ojah (Wits Business School, S. Africa); Prof Isaac Otchere (Carleton University, Canada); Dr Odongo Kodongo (Wits Business School, South Africa); Dr Sephooko Motelle (IFC World Bank Group, USA); Prof Smile Dube (California State University, USA); Dr Anne Kamau (Central Bank of Kenya); Prof Danny Cassimon (University of Antwerp); Dr Kenneth Mwenda (World Bank); Prof Andy Mullineux (University of Birmingham, UK); Dr Sawsan Halbouni (University of Sharjah, UAE); Prof Sundaram Janakiramanan (SIM University, Singapore); Prof Ayi Ayayi (Universite du Quebec, Canada); Dr Adeleke Salami (African Development Bank)

[Supporting Links](#)

The Global Development Finance Conference took place on 21-22 November 2023 at UCT GSB under the theme of “Innovative research in sustainable finance” Organised by the Chartered Institute of Development Finance and the Africagrowth Institute, in partnership with major development finance institutions, other financial institutions, academic institutions and governments, the two-day conference discussed issues around sustainable finance practices and research. As development finance and other financial institutions struggle to meet borrowing and lending demands, the situation provides an opportunity for commercial and investment banks to join forces with DFIs to provide blended and other innovative financial tools to address the wider needs of borrowers and lenders around the world. In 2023, the conference examined innovative applications of financial technologies and research to

strengthen the global networks which power finance for development. The conference included sessions for Development Finance Institutions and other financial institutions to discuss the important sustainable finance issues. In addition, it will offer the opportunity for academics and postgraduate students to discuss their research work in the development finance field.

Required Research Reporting

Summary of responsibility-related research by UCT GSB faculty

The UCT GSB research slogan—*Impact Knowledge*—reiterates its commitment to research in the areas associated with its developmental mission, such as economic development, social challenges, and sustainability.

The UCT GSB research slogan—*Impact Knowledge*—reiterates its commitment to research that supports its developmental mission. This new slogan expresses dual goals, that: (1) the School strives to have an impact on knowledge by influencing critical scholarly conversations and shifting global practices within South Africa, Africa, and around the world; and (2) the School's research and teaching must have real-world impact.

Research conducted by UCT GSB faculty falls into the GSB's four core research areas: emerging market finance, investment, and trade; social innovation and sustainability; values-based leadership; and managing in complex environments.

Nearly all of the research outputs contributed by the UCT GSB faculty have been relevant to at least one SDG, with SDGs 7 (renewable energy), 8 (good jobs and economic growth), 9 (innovation and infrastructure) and 16 (peace and justice) particularly well represented, closely reflecting the GSB's strategy and core research areas.

Chapters

Selection of responsibility-related publications by UCT GSB faculty (2023)

- Hamann, R., Rennkamp, B., Kruger, W., & Musango, J. K. (2023). Corruption Undermines Justice in Clean Energy Transitions. *Environment: Science and Policy for Sustainable Development*, 65(4), 5–9. <https://doi.org/10.1080/00139157.2023.2205345>

ABSTRACT: Mitigating climate change is one of the biggest challenges of our time, made more difficult by the need for a fair and inclusive transition to renewable energy. The nature of this challenge has changed with declining prices and enhanced accessibility of renewable energy technologies.¹ Producing power with solar photovoltaic and wind modular technologies has become less expensive than fossil fuel or new nuclear energy plants.^{2–4} The difficulties of the transition are now predominantly social, political, and administrative.

Technological changes provoke distributional conflicts—costs and benefits are distributed unevenly across different groups of political actors, demographics, and geographies.^{5,6} The “just energy transition” has turned into a central reference point for labor unions and other political actors, seeking to ensure that workers employed in the fossil fuel industries are not left jobless, and that the impacts of closing (or scaling down) coal mines and power stations on the surrounding communities are mitigated.^{7,8} Broadly, this means avoiding energy transitions perpetuating or worsening existing inequities,⁹ as impacts of technological change have far-reaching implications for economic and social development.^{10–14} The just energy transition is especially important and challenging in countries like South Africa, where rates of unemployment, poverty, and social inequality are high and where energy supply depends largely on fossil fuels. The unequal distribution of losses and benefits from technological innovation in the energy sector necessitates a strong role for the state in reducing the transition risks for businesses and society more broadly. The governance of justice in renewable energy transitions includes implementing Coal mines and power stations pollute Mpumalanga, a highland province of South Africa.

- **Peter, C., & Meyer, C.** (2023). Organizing for the Smart African City: Leveraging the urban commons for exerting the right to the city. *Organization Studies*, 44(10), 1725-1746. <https://doi.org/10.1177/01708406221089609>

ABSTRACT: To accommodate the need for community engagement and place-based approaches in smart city agendas in Africa, we build on the literature on smart cities, southern urbanism and the urban commons to develop a conceptual framework for urban commoning in Africa. We argue that commoning, as an organizing process, establishes institutions for urban commons that account for different urban dwellers’ needs, perspectives and knowledges thereby strengthening inclusion and producing knowledge-intensive smart city development. We explain how the proposed conceptual framework is particularly suited to the African context, as it can mitigate the formal-informal divide and enable marginalized citizens to meaningfully express their right to the city. By enabling citizens’ voice in planning and distributing urban resources, commoning helps redefine local bureaucracies, rendering them more open and inclusive while limiting the enclosure and marketization of cities, which is often a source of contestation in the development of smart cities.

- **Parker, H., Bhatti, W. A., Chwialkowska, A., & Marais, T.** (2023). Factors influencing green purchases: An emerging market perspective. *Sustainable Development*, 31(2), 865–876. <https://doi.org/10.1002/sd.2426>

ABSTRACT: Educators, marketers, and policymakers need to understand what factors influence the consumers' purchase of green products to encourage green product buying. Thus, this study examines the antecedents to green purchases. An online survey provides quantitative input for a SmartPLS analysis. The study draws on the theory of consumption values to investigate how emotional and social values affect green purchasing decisions. The role of knowledge-seeking in developing these values is investigated and found to be

significantly positive. The relationships between emotional value, social value, and green purchase behavior are found to be mediated by environmental concerns. This study contributes to the discussion around consumption values by showing that environmental concern has a stronger relationship with green purchases than emotional and social value. It is through the environmental concern that emotional and social values influence green purchases. Our findings suggest that marketers should leverage the consumers' knowledge-seeking and environmental concern in their advertising campaigns by emphasizing a specific green product novelty and highlighting the casual connection between green buying and their effect on the environment.

- Mofokeng, M., **Alhassan, A. L.**, & Zeka, B. (2023). Public–private partnerships and economic growth: a sectoral analysis from developing countries. *International Journal of Construction Management*, 24(10), 1029–1037. <https://doi.org/10.1080/15623599.2023.2217374>

ABSTRACT: Governments, particularly in developing countries, are continuously faced with the challenge of expanding infrastructure to keep up with population growth and rapid urbanisation. This challenge arises from the fact that public resources are strained as governments face high budget deficits and rising debt-to-GDP ratios. At the same time, development institutions alone have not succeeded in narrowing this financing gap. The constraints placed on the budgetary requirements of governments have shifted attention to public and private partnerships in financing infrastructure projects, which are at the heart of service delivery in developing countries. Whilst the use of Public–Private Partnership (PPPs) is a growing trend in developing countries, there is limited empirical studies that have assessed the impact of PPP investments on economic growth. This article, therefore, extends the limitations in the literature by investigating the effect of PPP sectoral investments on economic growth among 35 developing countries from 1997 to 2018 within the neoclassical growth framework. Using the system GMM estimation technique, we find aggregate PPP investment and energy investment to positively contribute to economic growth, which highlights the multiplier effect of energy in stimulating economic growth in developing economies. The policy implications of the findings are discussed.



Partner

We engage people from business, government, civil society, and academia to advance responsible and accountable management education and practice.

Partnership Approaches for RME

University of Cape Town Graduate School of Business partners with external stakeholders to advance responsible management education through 3 different approaches:

External Community Dialogue

Africa Impact Summit 2023

In 2023 the UCT GSB, through its Bertha Centre for Social Innovation & Entrepreneurship, co-sponsored the inaugural Africa Impact Summit with the National Advisory Boards (NABs) for Impact Investing of South Africa, Ghana, Nigeria and Zambia, as well as the Global Steering Group for Impact Investment (GSG). The hybrid event, with the theme Unleashing African potential through impact investing, was the first of its kind on the African continent, which has increasingly become a focus for impact investing.

Date

July, 2023 - July, 2023

Location

Cape Town

Speakers

Elias Masilela: Impact Investing SA; Dr Catherine Duggan: UCT GSB; Dr Solange Rosa: Bertha Centre for Social Innovation and Entrepreneurship; Fergus Turner: Bertha Centre for Social Innovation and Entrepreneurship; Shaun Minnie: Cape Winelands District Municipality; Naadiya Moosajee: WomHub; Sandy Lowitt: TIPS; Rt. Hon. Nick Hurd: Global Steering Group for Impact Investment; Abel Sakhau: Sanlam; Amma Lartey: Impact Investing Ghana; Etemore Glover: Impact Investors Foundation Nigeria; Dr Austin Mwape: Zambia National Advisory Board; Bhavanesh Parbhoo: Industrial Development Corporation; Chris Ahlfeldt: Blue Horizon Energy Consulting Services; Sylvain Merlen: UNDP Egypt; Bridgit Evans: SAB Foundation; Alasdair Charnock: African Development Bank; Dr Amit Achameesing: National Advisory Board Taskforce Mauritius; Vuyiswa Ncontsa: African Venture Philanthropy Association; Richard Perez: Hasso Plattner d-school Afrika at UCT; Sewu-Steve Tawia: Jaza Rift Ventures/Asime Ventures; Professor Rika Preiser: Stellenbosch University and UNESCO; Dr Mamphela Ramphele: Club of Rome and Reimagine SA; Andrew Canter: Futuregrowth Asset Management; Amabelle Nwakanma: Leap Africa; Aunnie Pattorn Power: ImPact and University of Oxford; Kunle Apampe: Capricorn Investment Group; Tshilidzi Matlala: E-Squared Investments; Dr Frank Aswani: African Venture Philanthropy Alliance; Reana Rossouw: Investment Impact Index; Dian Damskey: Operating Principles for Impact Management

[Supporting Links](#)

The Africa Impact Summit took place on 13 and 14 July 2023 in Cape Town, South Africa. The Summit serves as a platform for dialogue between leaders and experts from various sectors - policy, early-stage businesses and enterprises, fund managers, institutional investors, development finance institutions, international organizations - influencing impact investing across the continent. This event convened delegates, from across Africa and around the world, and showcased pipeline opportunities and market-building efforts. It also reflected on the challenges the continent faces. The Summit aims to be the leading forum for impact investing thought leadership and deal-making in Africa.

Africa Impact Summit 2023

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The Republic of Korea's Efforts for a Just Energy Transition (JET) and its Implications for African Countries

Date

September, 2023 - September, 2023

Location

UCT GSB Breakwater Campus, Cape Town

Speakers

the Hon. Pravin Gordhan, Minister of Public Enterprises of the Republic of South Africa; H.E. Mr. Chulljoo Park, Ambassador of the Republic of Korea to the Republic of South Africa; Professor Inbok Rhee, Associate Professor at the Korea Development Institute School of Public Policy and Management; and Mr Jak Koseff, Head, Regulatory, Policy, Stakeholder and Communications Programme Manager, SASOL South Africa

[Supporting Links](#)

In 2023, the UCT GSB co-hosted a conference titled The Republic of Korea's Efforts for a Just Energy Transition (JET) and its Implications for African Countries in conjunction with the Embassy of the Republic of Korea, the Korea-Africa Foundation and the African Centre for Constructive Resolution of Disputes (ACCORD). The hybrid event brought nearly 100 delegates to the UCT GSB campus with others joining online from Asia and across the African continent to engage on topics including The South Korean JET experience and lessons for Africa, as well as Opportunities and Challenges of JET in Africa versus in Developed Countries.

Description of partnering activities that involve dialoguing

UCT GSB and its specialized centres play a critical role in promoting dialogue on key issues impacting Africa, particularly in its four core research areas: emerging market finance, investment, and trade; social innovation and sustainability; values-based leadership; and managing in complex environments.

Through conferences, workshops and seminars, the UCT GSB serves as a platform for facilitating bilateral and multilateral conversations between diverse stakeholders, including academia, industry, governments, and civil society, encouraging the exchange of ideas and best practices in understanding complex environments in Africa and elsewhere.

Knowledge Translation and Dissemination

Responsibility-related op-ed by UCT GSB faculty

Author

Abdul Latif AlHassan

Published Date

August, 2023

Degree Of Recognition

International

Media Name

The Conversation

Media Type

Digital Publication

Duration

2 pages

[Supporting Links](#)

Description of partnering activities that involve informing

UCT GSB faculty translate and disseminate research to a broader audience through the regular publication of op-eds in public media and articles in practitioner-facing magazines.

UCT GSB faculty translate and disseminate research to a broader audience through the regular publication of op-eds in mass media and articles in practitioner-facing magazines. These thought pieces centre on the GSB's four core research areas: emerging market finance,

investment, and trade; social innovation and sustainability; values-based leadership; and managing in complex environments. GSB academics bring a rigorous, evidence-based perspective that challenges prevailing narratives, introduces new ideas, and promotes informed debate on current economic and business issues. This expert commentary helps to elevate the quality of public discussion, encouraging a more nuanced and thoughtful consideration of the challenges and opportunities in the business landscape in South Africa, Africa and abroad.

Chapters

Responsibility-related op-eds published by UCT GSB faculty in 2023

- **Anton Eberhard**, of the Power Futures Lab, published two recent op-eds which provide some context to the current power cuts and which highlight the importance of structural reforms in enabling a more sustainable power sector.
 - [Moving Eskom to Mantashe's ministry would be a serious mistake](#)
 - [Ministers have let Ramaphosa down on unbundling of Eskom](#)
- **Ralph Hamann**, Alecia Sewlal, Neeveditah Pariag-Maraye, and Jenny Soderbergh, together with three others, published an op-ed in *The Conversation* titled [COVID hit companies hard. Why some kept their sustainability commitments, and others didn't](#)
- **Babar Dharani** published an op-ed on the Old Mutual Resource Hub titled [Why all CEOs have a clear personal purpose](#).
- **Wikus Kruger** co-authored a piece for the *Business Day*, "[Stop debating and start acting – renewables are the way out of the energy crisis](#)"
- **Camaren Peter** published an op-ed titled [Climate change: A crisis and an opportunity for Africa](#) in the *Daily Maverick* on 25 September 2023 and was featured in an interview in the *Business Day* on the topic on [Transforming the role of business in society through values-based leadership](#) on 12th September 2023.

Collaborative Problem Solving

UCT GSB Power Futures Lab facilitates Africa Electricity Peer Review & Learning

Date

April, 2023 - April, 2023

Location

Ghana

Speakers

Peter Twesigye, Anton Eberhard, Naa Adjekai Adjei and Wikus Kruger (Power Futures Lab at UCT GSB); Dr. Ishmael Ackah (Public Utilities Regulatory Commission, Ghana); Ing. Ziria Tibalwa Waako, (Electricity Regulatory Authority, Uganda; Mr. Daniel Kiptoo Bargoria (Energy and Petroleum Regulatory Authority, Kenya); Mr. Nhlanhla Gumede, (Member of the National Energy Regulator of South Africa); Mr. Pinehas Mutota, (General Manager, Economic Regulation; Electricity Control Board of Namibia)

[Supporting Links](#)

Ghana's Economic Regulator, the Public Utilities Regulatory Commission (PURC) in partnership with UCT GSB Power Futures Lab the EU's GET.Transform programme hosted the African Electricity Regulatory Peer Review and Learning Network (PRLN) from April 17-21, 2023. The 5 five-day programme, saw the participation of Chief Executive Officers (CEOs) of Electricity Regulatory Institutions from Ghana, Kenya, Namibia, Uganda, and South Africa. The objectives of the PRLN is to enhance leadership and management capability among African electricity regulators leading to increased credibility, transparency, and robustness of regulatory decisions. It is also geared towards enhancing the overall investments and development outcomes through improved performances of the continent's electricity industry.

Description of partnering activities that involve problem-solving

Power Futures Lab at UCT GSB helps leaders, managers and professionals in infrastructure sectors around the world – and in particular in Africa - that are facing new and complex challenges as rapid innovation in technologies and energy markets disrupt established ways of operating and thinking.

In 2023 the UCT GSB Power Futures Lab team contributed to finding solutions to Africa's energy challenges through a number of projects.

- Peter Twesigye, Anton Eberhard, Naa Adjekai Adjei and Wikus Kruger facilitated the "African Electricity Regulators Peer Review and Learning Network" Programme in Ghana. This initiative sees the CEOs of regulatory agencies in Ghana, Uganda, Kenya, South Africa and Namibia review each other's regulatory systems, processes and outcomes to improve regulatory performance. The review and learning process is facilitated by Power Futures Lab, in partnership with the EU's GET.Transform programme.
- Wikus Kruger also briefed a high-level delegation from Norway, including Minister of International Development Anne Beathe Tvinneim, and high-level representatives from the ministry, embassy and NorFund, on energy-sector developments in Sub-Saharan Africa.
- Anton Eberhard addressed the World Bank's Africa energy team on the political-economy underlying South Africa's power failures and the future electricity outlook.



Practice

We adopt responsible and accountable management principles in our own governance and operations.

RME Policy Implementation

University of Cape Town Graduate School of Business has implemented 3 policies to support its commitment to responsible management education:

Buildings/real estate

Employee equity, diversity, inclusion

Student equity, diversity, inclusion

Student Equity, Diversity & Inclusion at UCT

The University of Cape Town (UCT) greatly emphasizes transformation, inclusion, and diversity within its student body. These values are central to UCT's mission of fostering a vibrant and dynamic academic community that reflects the broader society of South Africa and the African continent.

As part of its commitment to social justice, UCT has undertaken numerous initiatives to ensure that all students, regardless of their background, have equal access to the opportunities and resources that the university provides.

Transformation at UCT goes beyond simply increasing the representation of historically marginalized groups; it involves creating an environment where all students can thrive. This includes addressing systemic barriers to education that have historically excluded many from higher learning, particularly those from disadvantaged communities.

Initiatives for student equity, diversity and inclusion at UCT include:

- Recognition of Prior Learning Policy,
- Transformation Strategy,
- Disciplinary policy on anti-racism, racial discrimination and racial harassment,
- Disability policy,
- Inclusivity policy for sexual orientation,
- Sexual misconduct policy: sexual offences and sexual harassment,
- The Office for Inclusivity and Change with dedicated resources for disability services; cultural change, prevention and education; and sexual assault, sexual harassment and client management.

Policies on student equity, diversity, inclusion

As part of its commitment to social justice, UCT has undertaken numerous initiatives to ensure that all students, regardless of their background, have equal access to the opportunities and resources that the university provides.

Scope

UCT Applicants

Enforcement Date

January, 2004

Revision Date

August, 2016

Number Of Pages

11

Publisher

University of Cape Town

Media

Policy

UCT
Policy_Recognition_Prior_Learning_2016

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Institutional Aspiration Targets

University of Cape Town Graduate School of Business has set aspiration targets in 5 different areas:

- ❖ Building and Real Estate Targets
- ❖ GHG Emission Targets
- ❖ Employee EDI Targets
- ❖ Water Conservation Targets
- ❖ Internal Transportation Targets



Share

We share our successes and failures with each other to enable our collective learning and best live our common values and purpose.

Performance Disclosure and Transparency

Regarding transparency in RME performance disclosure, University of Cape Town Graduate School of Business operates with the following approach:

Limited Transparency Disclosure

SIGNATORY

University of Cape Town Graduate School of Business



Address

Portwood Road, Cape Town, 8002
South Africa



Website

<https://www.gsb.uct.ac.za>