

ALBERT LUTHULI LEADERSHIP INSTITUTE

REFLECT

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YUNIBESITHI YA PRETORIA



ALBERT
LUTHULI
LEADERSHIP
INSTITUTE

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Vision

Reimagine Leadership

PROFESSOR DERICK DE JONGH



MESSAGE FROM THE DIRECTOR

As we come to the close of another impactful year at the Albert Luthuli Leadership Institute, I find myself reflecting on the incredible journey we've undertaken together. This year has been a testament to our unwavering commitment to fostering principled leadership, nurturing innovation, and advancing positive change in our communities.

Throughout the year, our programs and initiatives have reached new heights, touching the lives of individuals from diverse backgrounds and empowering them to become catalysts for meaningful transformation. From our leadership development workshops, to lectures purposed for impact, partnerships and collaborations that equip and build and events that empower.

I want to express my heartfelt gratitude to our supporters, partners, staff, and the remarkable individuals who work in the institute. Your dedication, enthusiasm, and tireless efforts have been instrumental in our achievements this year. As we look ahead to the upcoming year, let us renew our commitment to the principles of integrity, empathy, and courage in leadership. As we reimagine leadership let us continue to collaborate, innovate, and push boundaries as we strive for a more just and equitable society. If you would like to get involved in any of our programs mentioned above, do let us know.

Warm Regards

Derick de Jongh

MESSAGE FROM THE EDITOR

Appropriately named after the revered first African Nobel Laureate, Chief Albert Luthuli, this institution stands as a beacon of inspiration, carrying forward his legacy of reimagining leadership towards social, environmental, and economic justice

Within these pages, we explore the Institute's pivotal role in cultivating future leaders, advancing theory through evidence-based research, emphasizing ethical decision-making, and empowering individuals to navigate complex global challenges.

The Albert Luthuli Leadership Institute serves as a testament to the enduring power of principled, responsible and reimagined leadership in shaping a more equitable and compassionate world. As we delve into its profound influence, we invite you to embark on a journey celebrating the spirit of leadership, advocacy, and the enduring legacy of Chief Albert Luthuli.

Here is what we have done in 2023. Please let us know if and how you would like to be involved.

Elma Akob





Who?

ARE
WE



ABOUT US

The Albert Luthuli Leadership Institute (ALLI) builds on the legacy of the Albert Luthuli Centre for Responsible Leadership. Established in 2011 in the Faculty of Economic Management Sciences, the Centre focused on understanding responsibility in the context of a sustainable future.

The Albert Luthuli Leadership Institute was formally established in November 2020 with the vision

“Reimagine Leadership.” Institute has a broad mandate, including inter- and trans-disciplinary research, spanning boundaries between academic disciplines and faculty borders. Its research, teaching and engagement uses novel and emerging approaches to leadership to address pressing social, environmental and economic challenges.

PROGRAMMES

We contribute to leadership that prioritises social and environmental justice by advancing theory through evidence-based research. Our postgraduate degree programmes are grounded in transformative pedagogy and breed a generation of leaders who demonstrate integrity, transparency, and accountability in all their actions.

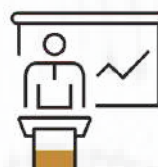
Our 4 programmes

- Masters in Responsible Leadership
- Masters in Development Practice
- Masters in Critical Accounting
- PhD (Leadership)

Our 3 focus areas



Leadership
IN DEVELOPMENT



Leadership
IN CONTEXT



Leadership
IN ACCOUNTABILITY

ALLI ADVISORY BOARD



Prof Flavia Senkubuge

Prof Flavia Senkubuge is a South African physician, professor of public health medicine, an advocate of global public health and the immediate past President of the Colleges of Medicine of South Africa. At age 39, she was the college's youngest ever president and the first Black woman to hold the position. She is also the Acting Vice-Principal for Student Life at the University of Pretoria.



Prof Barend Erasmus

Prof Barend Erasmus is the Dean of Faculty of Natural and Agricultural Sciences (NAS) at the University of Pretoria with more than 10 years of experience in higher education leadership, research, teaching, and community engagement. He previously held the positions of Exxaro Chair in Global Change and Sustainability, and was the Director of the Global Change Institute at the University of Witwatersrand.



Dr Heide Hackmann

Dr Heide Hackmann is the Director of Future Africa and Strategic Advisor on Transdisciplinarity and Global Knowledge Networks at the University of Pretoria. She was the inaugural CEO of the International Science Council from 2018 to 2022, having previously been the Executive Director of the International Council for Science (ICSU) since March 2015. Before joining ICSU, Heide served eight years as Executive Director of the International Social Science Council (ISSC).



Prof Gerald Ouma

Prof Gerald Ouma is the Director of Institutional Planning at the University of Pretoria. He has done work for the Department of Higher Education and Training, Council on Higher Education, Universities South Africa and the African Research Universities Alliance amongst others. He is also a member of University South Africa's Funding Strategy Group and serves on the Board of the Partnership for African Social and Governance Research and the Council of Advisors of the Global Centre for Policy and Strategy.



Prof Margaret Chitiga-Mabugu

Prof Margaret Chitiga-Mabugu is the Dean of the Faculty of Economic and Management Sciences at the University of Pretoria. Before she joined the University of Pretoria, she was the Executive Director of Economic Performance and Development at the Human Sciences Research Council. She is a member of the Stockholm Environment Institute Science Advisory Council as well as a member of the Academy of Science of South Africa. She is co-chair of the International Technical Group of the Climate Action for Jobs Initiative and is also a member and scientific advisor of the Partnership for Economic Policy network.



Dr Ebere Okereke

Our newest Advisory Board Member is Dr Okereke, a public health physician with extensive experience in public health policy, strategy and programme development and implementation. She specialises in global health security, health system strengthening, and leadership development. In her capacity as Senior Public Health Adviser to the director of Africa CDC, she contributed to the development of Africa CDC's strategic plan, co-lead the development of the Partnerships for African Vaccines Manufacturing and contributed to the creation of the Kofi Annan Global Health Leadership Programme.

Ebere is the CEO of the Africa Public Health Foundation, an independent charitable foundation established to build partnerships and generate philanthropic support for African public health priorities. Ebere is currently employed as a senior technical adviser at the Tony Blair Institute for Global Change.

EVENTS

SDSN South Africa Newsletter (February 2023)

In February, the Sustainable Development Solutions Network (SDSN) South Africa launched their first newsletter. This quarterly newsletter disseminates information regarding projects and opportunities for collaboration in order to keep stakeholders abreast of what is happening in SDSN South Africa. "We are also eager to share news about the activities of our member institutions that address the Sustainable Development Goals (SDGs) and/or the Paris Climate Agreement," former Network Manager Dr Yolande Steenkamp said.



Leapfrogging to sustainable supply chains

The Sustainable Development Solutions Network (SDSN) South Africa hosted an event to mark the end of the collaborative project "Leapfrogging to Sustainable Supply Chains" between SDSN and CHEP SA as well as the Department of Business Management and the Department of Educational Psychology at the University of Pretoria. The project was aimed at implementing sustainable industry as well as sustainable patterns of production and consumption. The event included a panel discussion

which served as a closing reflection on the effectiveness of the University's Partnerships with the private sector for sustainable development through focused education that integrates community engagement, research and teaching and learning.

Leadership in sustainable business practices is a huge component in moving the needle towards achieving the SDGs and efforts will continue at university-level through partnerships as well as multi and transdisciplinary research.

ALLI Youth participate at the **WTTC Summit 2022** in Riyadh, Saudi Arabia

Three young individuals from ALLI had the privilege to represent South Africa at the World Travel & Tourism Council (WTTC) Summit in Riyadh, Saudi Arabia. Under the theme “Travel for a Better Future” the event in Riyadh focused on the value of the sector, not only to the global economy, but to the planet and communities around the world.

The inclusion of youth representatives at the WTTC Summit in Riyadh, Saudi Arabia holds paramount significance in fostering a holistic and forward-looking approach to global issues in the travel and tourism sector. The active

participation of young individuals brings fresh perspectives, innovative ideas, and a dynamic energy that is essential for addressing contemporary challenges and shaping the future of the industry. By providing a platform for the youth to engage in discussions and contribute their insights, the summit not only acknowledges their potential as future leaders but also ensures a more comprehensive and sustainable approach to decision-making. Empowering the youth in such international forums not only amplifies the diversity of voices but also reinforces a commitment to intergenerational collaboration.



EMPOWERING WOMEN LEADERS



**PROFESSOR
FLAVIA SENKUBUGE**



**MS SUMARIE
GREYBE**



**MS LALELA
MSWANE**



**PROFESSOR
STELLA ANYANGWE**



**DR HEIDE
HACKMANN**



**MS NOZIPHO
DLAMINI**

Empowering Women Leaders Annual Event

We hosted ALLI's first Empowering Women Leaders Event a platform for networking, knowledge sharing, fostering the growth and influence of women leaders in the fields of technology, academia, health, and business. The aim was to bring together women leaders from diverse disciplines, to inspire, equip, and support them in advancing their careers, and to provide tools to assist them to break the barriers in their respective fields.

With over 100 women in attendance, the demand for events of this nature is evident. We were able to mobilise a powerful network of women leaders who will shape a more inclusive, equitable, and impactful future for all. included a panel discussion. Our Keynote speaker Prof Stella Anyangwe, took us through her life journey as a WHO Country and

Regional representative. As a Global Health expert and a leading Medical doctor, she discussed the difficulty of work life balance and what it means to be a hyper achieving woman in her field and its effects holistically.

Miss South Africa 2021, Lalela Mswane and Dr Heide Hackmann, who is the director of Future Africa shared their own personal anecdotes about their journey in academia, the life experiences they didn't anticipate and how it helped them in where they find themselves today.

Summarie Greybe, Nozipho Dlamini and Professor Flavia Senkubuge gave us an insightful perspective on their careers in STEM and how through and unlikely circumstances they managed to rise to the top of their fields and solidify their places as competent professionals.



Prof Richard Bolden visits ALLI

The Albert Luthuli Leadership Institute (ALLI) Platform for Health hosted Professor Richard Bolden with the purpose of strengthening collaboration and research outputs between the Albert Luthuli Leadership Institute, University of Pretoria, and the Bristol Leadership and Change Centre, University of West England. He delivered an enlightening lecture on "The Paradoxes of Multi-Level Leadership: Insights from an Integrated Care System" where he described how through qualitative inquiry, a theme of paradoxes within an integrated care system emerged. Such as the paradox of identity, the paradox of purpose, the paradox of

place, and the paradox of change. Professor Richard Bolden's experience of systems leadership as well as complexity and change within the healthcare sector is especially apt in the light of the signed Memorandum of Agreement between the World Health Organisation and the University of Pretoria to build capacity for training healthcare professionals within not only the local but also global context. Prof Richard Bolden has officially been appointed as Visiting Prof in the ALLI with effect 1 January 2024 for a period of 3 years and we look forward to working hand in hand with him.





Mr Ben van de Merwe

ALLI Trains Mastercard Foundation Scholars

For the fifth year, the Albert Luthuli presented its Transformative Leadership Programme for Mastercard Foundation Scholars. After attending this program presented by ALLI's Mr Ben van de Merwe, here is what a few students had to say:

Completing Level 1 and Level 2 of the Leadership training offered by the ALLI has been both a challenge and an incredible transformative experience.

Each segment followed an inquiry-led approach to critical reflection as we interrogated our own views and biases. It was incredibly frustrating at first, yet eye-opening as we progressed and we came to perceive how the particular insidious influences that shape us as individuals frame our perception of the world, ourselves and what responsible leadership means in the socio-political and economic context of today. During the level 2 training we explored neuroscience-based behavioural and communication models, how each person's self-perception shapes group dynamics and how responsible leadership demands that you are able to reflect and soberly interpret behavioural cues and manage group dynamics.

“

EXPERIENCES OF RESILIENCE AND TRIUMPH SHAPE OUR CHARACTER

”

We had group exercises that created a safe space for vulnerability, as we closed by sharing our personal experiences of resilience and triumph against adversity and how this shapes our characters and aspirations today.

This drove the point home that behind every impactful leader is a story that propels them to drive change, beyond selfish ambition. For me, the leadership training was a masterfully crafted journey that allowed us to have honest, transformative conversations despite our differences, prompting us to frame our aspirations as responsible leaders who understand the problems of our world and are driven by ubuntu.

As a multidisciplinary human rights scholar, I walk away with an understanding of the complexity of the world's problems and the profound value of interdisciplinary, intercultural collaboration in the creation of sustainable solutions to our society's problems.



Emihle Majikija



Josiah Muriuki

Reflecting on the Level 1 and Level 2 of the Leadership training offered to us, I learnt many practical lessons that I have incorporated in my day to day life and in my leadership. I'd like to talk about two of them: Firstly, the in depth knowledge and understanding of my worldview, how it is formed, how it affects my actions and my decision making has helped me to be more sensitive when dealing with people especially as a leader and I am happy many have commended.

Secondly, I learnt that leadership is social and relational and that for people to follow you, they must trust you and also trust that you will lead them in the right direction.

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LEADERSHIP IS SOCIAL AND RELATIONAL

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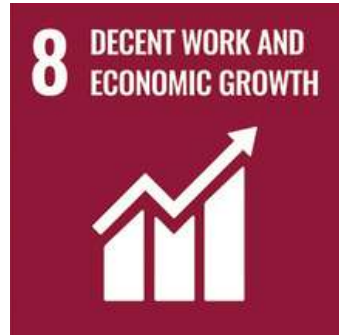
As a leader I learnt better ways to relate with all the people that I lead and make sure that they buy into the vision and believe in my leadership. As a Chairperson of the MasterCard Foundation Scholars Program at University of Pretoria 2023-2024, I am committed to serving and ensuring Fairness amongst all the scholars at all times.

Thank you to the Albert Luthuli Leadership institute for such a powerful and impactful training conducted by Ben.





South African SDG Hub



Intelligent Search Feature to Transform SDG Research

The South African Sustainable Development Goals (SDG) Hub launched a feature to transform the way in which policymakers access essential research. With a new cutting-edge feature called Intelligent Search, finding the information needed to inform policy decisions has become significantly easier.

The SDG Hub is a metaplatform that aggregates the best and most relevant research on the Sustainable Development Goals (SDGs) from South African and selected non-South African universities. This digital platform holds more than 150 000 research articles sourced and classified through machine learning. Thus, it became difficult and time consuming to find exactly what you were looking for, from the sheer quantity of articles available, until now. “It is literally an

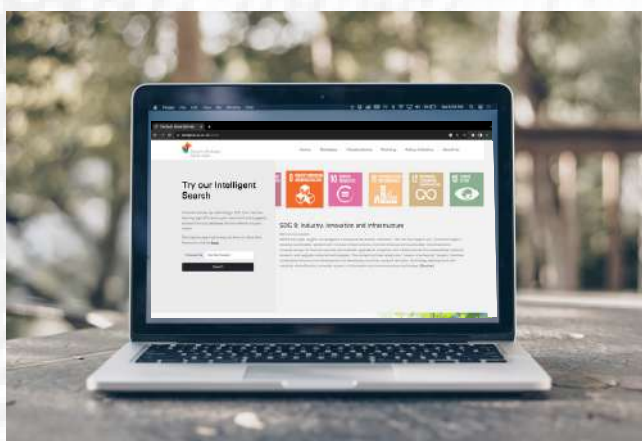
intelligent search. You upload any PDF file, and the machine will read it and recommend all the articles that are relevant to it.” Prof Fourie, who is also the programme lead for the Master's in Development Practice at the ALLI and founder of the hub, explained. “We realised that many of our users are writing policies or reviewing legislation. We thought that instead of them having to decide on the most relevant keywords, they could send us the PDF they are working on so that our machine-learning algorithm can scan it and suggest relevant articles.”

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It gives them access to research at no cost, and it is to the benefit of both researchers and users of their research

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Reassuringly, any PDF that users provide is not saved and does not remain on the platform's servers. The system is set up in such a way that the information is not visible to anybody except the user, and only on their computer.



Prof Fourie and the hub's team of data scientists are upbeat about this new tech tool as they believe it will attract more users to the hub.

"We want as many people as possible to use the site – NGOs, individuals, anybody," Prof Fourie said. "It gives them access to research at no cost, and it is to the benefit of both researchers and users of their research."

"The South African SDG Hub hosts only peer-reviewed articles previously stored in the repositories of South Africa's public universities, as well as a

select group of international universities such as the Massachusetts Institute of Technology (MIT), University of Sydney, Hong Kong University of Science and Technology, and the University of Cambridge.

The platform began as a low-tech WordPress site in 2017, and has grown to become more than just a bigger and more high-tech site. The tool went live on Monday, 13 February 2023, and can be accessed at the SA SDG Hub website. For more information, email us at sdg@up.ac.za



Prof Willem Fourie attended the annual Bill & Melinda Gates Foundation #GoalKeepers event



Here is what he had to say, “ After listening to world leaders, award-winning artists and many people making a massive difference in their communities, I returned to South Africa with three takeaways.

1. Development, as embodied by the #SDGs, is about concrete improvements to people's lives. While discussions on policies are important, their true measure lies in real-world improvements.

2. Solid #science is a crucial tool for improving lives. When executed effectively, values such as excellence and innovation become potent drivers of progress.

3. Without the #hope that a better world is possible and #compassion for those who need help the most, development and science lose much of their transformative potential.



SUSTAINABLE DEVELOPMENT SOLUTIONS NETWORK SOUTH AFRICA





Mr Kamagano Sethono

What you need to know about Sustainable Development Solutions Network South Africa

The UN Sustainable Development Solutions Network (SDSN) has been operating since 2012 under the auspices of the UN Secretary-General. It mobilises global scientific and technological knowledge on the challenges of sustainable development, including the design and implementation of the SDGs.

To mobilise these knowledge centres for practical problem solving on sustainable development, SDSN built a network of National and Regional SDSNs. These networks coordinate SDSN's 1000s of member institutions - universities, research centres, think tanks, and civil society organisations.

Our network is hosted by the University of Pretoria - focusing on the mobilising SDG implementation in South Africa.

Sustainable Development Solutions Network (SDSN) South Africa exists to accelerate the achievement of the country's National Development Plan, Agenda 2063 and the UN 2030 Agenda.

SDSN South African was launched in

March 2022, as the first SDSN National network in Southern Africa. As part of our mandate, We mobilise South African scientific and technological expertise:

- For policy analysis and advice to government
- To create innovative solutions to developmental challenges
- To promote education for sustainable development

SDSN South Africa is a community of universities, research centers, and other knowledge institutions to translate the latest expertise in sustainable development into action. We maintain strong links with SDSN networks in Africa and globally.

Our current work-streams include:

- Sustainable Oceans
- Sustainable Supply Chains
- Sustainable Food Systems
- Education for Sustainable Development Leadership for Sustainable Development Culture for Sustainable Development.

For more information about us, email us at southafrica@unsdsn.org

Former SDSN SA Network Manager's interview at Newzroom Afrika



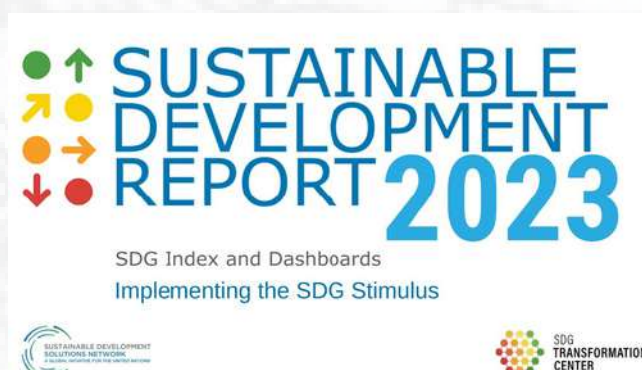
On Monday the 20th March, the annual World happiness report was released to a South Africa that was in the midst of a national shutdown initiated by the Economic Freedom Fighters. The report ranked South Africa as the 3rd happiest country on the African continent and 85th happiest country in the world out of 137 countries. This report was released by the Sustainable Development Solutions Network along with the Center for Sustainable Development (Columbia University) and a few universities using the Gallup Survey

platform for data collection. The report provides a comprehensive assessment of global well-being based on various factors such as income, social support, life expectancy, freedom to make life choices, generosity, and perceptions of corruption.

Dr Yolande Steenkamp, former Network manager of SDSN South Africa, sat down with Hugo Ribatika at Newzroom Afrika, to discuss the implication of this report, its purpose, and impact on both leaders, and the national populace.



Sustainable Development Report 2023

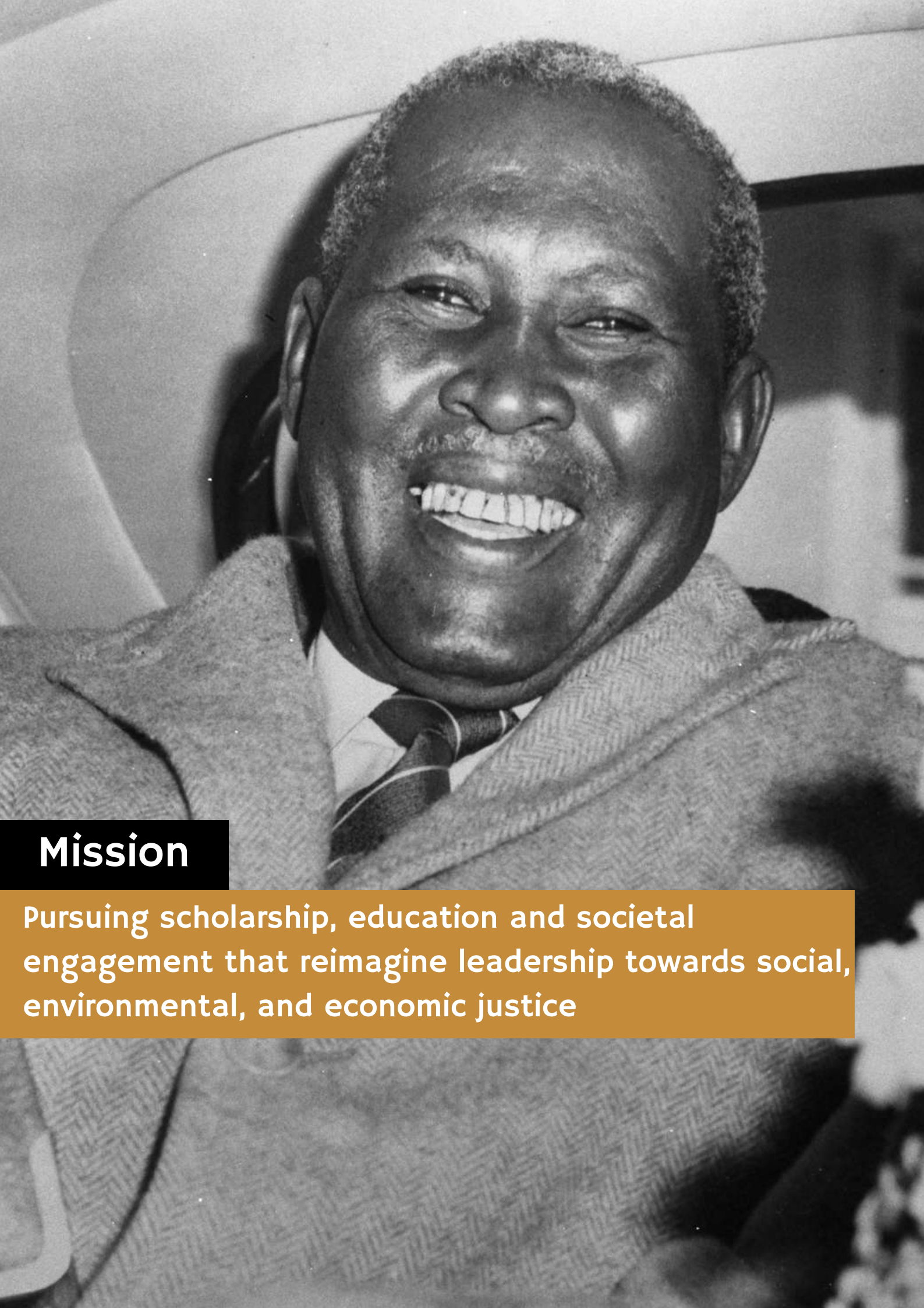


The Sustainable Development Report (SDR) reviews progress made each year on the Sustainable Development Goals since their adoption by the 193 UN Member States in 2015. At the halfway mark to 2030, the Sustainable Development Report 2023 takes stock of progress made and discusses priorities to restore and accelerate SDG progress.

Published on the eve of the 2023 Paris Summit for a New Global Financial Pact, last year's edition focused specifically on the need to scale up development finance and to reform the global financial architecture to support the SDGs. "This report underscores that Africa has a significant journey ahead to attain the SDGs. Your collaboration with SDSN SA will contribute to realising these goals for South Africa." In this report, South Africa

stands as a key participant in this global endeavor. The report underscores both achievements and challenges in South Africa's pursuit of sustainability. With a commitment to addressing issues such as poverty, inequality, and environmental concerns, South Africa has made notable strides in specific SDG indicators.

However, the report also highlights areas that warrant attention, emphasising the need for continued efforts to ensure a comprehensive and inclusive approach to sustainable development. As South Africa navigates the complexities of balancing economic growth with environmental and social responsibility, the 2023 report provides valuable insights for ongoing policy discussions and collaborative initiatives on the path towards a more sustainable future.



Mission

Pursuing scholarship, education and societal engagement that reimagine leadership towards social, environmental, and economic justice

New PROGRAMMES



Prof Tanya van Wyk

Women Leadership Programme at the University of Pretoria - An important commitment to gender parity in leadership

“We are the leaders we have been waiting for”.

This title of a recent publication by Julie Owen about women’s leadership aptly captures the increasing recognition of the potential of women as leaders globally. It also expresses something of the urgency of working towards gender parity in leadership. The University of Pretoria’s Executive Committee has recently acknowledged this and has given the green light to create a Women Leadership Programme at UP, to be launched in 2024. The UP Women’s Leadership Programme (WLP) will be hosted by the prestigious Albert Luthuli Leadership Institute (ALLI), in partnership with the Gordon Institute

of Business Science (GIBS). Prof Tanya van Wyk, associate professor at the Faculty of Theology and Religion, has been working behind the scenes with a number of stakeholders at UP, including ALLI, GIBS and UP’s Transformation Office, to build a foundation for the launch of this programme in 2024.

Prof Van Wyk is currently in the process of completing a MPhil in Responsible Leadership at ALLI, with a focus on the role of auto-ethnography in the formation of women-leaders. She is passionate about gender equity and has been focusing her research on the UN’s SDG 5 (gender equality), feminist theological ethics and gender inclusive epistemologies for a number of years.



**Dr Tumeka Matshoba-
Ramuedzisi**

Unveiling the **MPhil in Critical Accounting:** Navigating the Intersection of Accounting, Ethics, and Social Responsibility

Introducing the MPhil with Specialising in Critical Accounting Program. This newly launched program offers a unique and intellectually stimulating journey into the world of accounting with a specific focus on its public interest responsibility. If you are passionate about exploring the societal implications of accounting practices and aspire to be a transformative force in the field, this program is tailor-made for you.

Through this degree, you will have the opportunity to problematise and challenge conventional accounting norms, fostering a deeper understanding of the role accountants

play in shaping organisations and society at large.

By critically examining the ethical, social, and economic dimensions of accounting, you will be equipped with the tools to question the status quo and advocate for responsible accounting practices.

Our interdisciplinary approach to research and learning will empower you to become a socially conscious accounting professional. You will develop a keen awareness of the power dynamics at play within financial systems and gain insights into how accounting practices can either reinforce or challenge existing inequalities.

As a student in this program, you will be encouraged to think creatively and independently, exploring innovative solutions to address pressing social and environmental challenges. Your research and coursework will contribute to advancing the field of critical accounting and will have the potential to shape policies and practices that promote transparency, accountability, and sustainability. By choosing the MPhil in Critical Accounting, you will be joining a

vibrant community of scholars and practitioners committed to making a positive impact on society. This degree will not only provide you with a deep understanding of accounting's societal significance but also empower you to become an agent of change, advocating for the public interest and promoting responsible leadership in the accounting profession.

To find out more about the Eligibility Criteria please visit our website.



STAFF News



Dr Antoinette van der Merwe

We are proud to announce that we have onboarded two **phenomenal Post-Doctoral Fellows** to add to the rich research at the ALLI. We asked them about the work they do and how it relates to the Albert Luthuli Leadership Institute and this is what they had to say.

As a postdoctoral fellow at the Albert Luthuli Leadership Institute, I am excited to be part of an interdisciplinary team that links research with policy in various proactive and comprehensive ways. As researchers we must always link our work back to the practice and ask how our research can be implemented to improve the lives of all South Africans. I believe that the best solutions are found in a bottom-up approach: when working extremely closely with communities, we can really understand what people need in their daily lives. The institute then gives me, and other researchers, the opportunity to communicate these findings to our leaders and policymakers. Supporting and advising our leaders on sound research, is one of the most important tools we have to reach our goals, such as the Sustainable Development Goals. Many children in South Africa face serious hardships that

can be detrimental for their development, such as high levels of food insecurity, lack of service delivery, and sexual, physical and emotional abuse. The risk factors are greatest for the approximately two-thirds of South African children growing up in poverty, with many of these disadvantages most evident later in life. Recent research has shown the first five years of a child's life are the most important phase to form the necessary skills that are needed in life because a young child's brain is more malleable and forms more cognitive connections than an adult brain. Many programs, policies and initiatives therefore focus on children in their early development phase. Studies that have evaluated these programs found that a crucial element of a successful program is that it also builds strong relationships between parents and children.

This means that programs are more likely to have longer term positive impacts when the program sufficiently improves parental behaviour. Despite the importance of supporting parents during their children's early years of development, many programs in early childhood development focus on the child specifically and do not incorporate the parents in a significant way.

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**We want good things
for our children so if
we just fold our hands
nothing good will come
up for them**

”

In this project, in collaboration with ETH Zurich in Switzerland, the SDG Hub is in the process of estimating the impact of an early childhood development program in low-income communities that incorporates parents into the program in a meaningful way. The program, called the CHICS program, which was developed by the NOVA Institute, a research and implementation institute that originated from the University of Pretoria, has three parts: (1) teacher training, (2) improved curriculum, and (3) a support group for caregivers, and educators to meet and address issues their children might face. The program has been developed in close collaboration with low-income daycare centres and community leaders for the past 12 years, and upscaling is currently planned in various low-income daycare centres in Pretoria.

Researchers from the SDG Hub and the ETH Zurich are estimating the impact of the program by hosting multiple focus groups in Limpopo and Mamelodi, and conducting phone surveys with more than 260 parents. Preliminary findings have indicated that the program has a positive impact on parents' knowledge of how to care for their children and openness to receive information, it creates a network or support structure between parents, it improves the relations between parents and teachers and parents report an increased level of agency and life satisfaction.

Agency means that parents feel more empowered to take action to improve the life of their children. During one of the focus groups, a parent said of the support groups: “Mainly we talk about things that involve children, about what we can do to make their lives better, the things that affect our lives, e.g., water, waste removal, how we can be together and do things together... We want good things for our children so if we just fold our hands nothing good will come up for them.”

The program could be an effective way to unite caregivers to address issues that need a collaboration between parents and daycare centers to improve the wellbeing of children in their care. The SDG Hub will continue involvement in the project, to estimate its impact on young children and parents in low-income communities.

For more information on the CHICS program, visit nova.org.za/chics



Dr Camille Castelyn

Advancing Health Leadership in Africa: A Reflection on the **Albert Luthuli Leadership Platform for Health's** Mission and Impact in the Wake of Global Challenges

I feel especially thankful to have joined the Albert Luthuli Leadership Institute (ALLI) team as a postdoc in the past few months. I have an interesting career path that led me to be a post-doctoral fellow at ALLI. I am a proud alumnus of the University of Pretoria and hold a PhD in Health Ethics, a Master of Divinity, and a Bachelor of Theology, all from the University of Pretoria.

Additionally, I have a Certificate of Professional Achievement in Bioethics from Columbia University, New York; a certificate of completion in Foundations for Humane Technology from the Centre for Humane Technology; a certificate in Interdisciplinary Ageing, Public Health, and Palliative Care from University Rochester; and I have completed the Metamasters in Phenomenology and Values-Based Clinical Care, Philosophy, and Clinical Ethics.

At the institute, I head up the Albert Luthuli Leadership Platform for Health (ALLP-Health) as part of the execution of a pivotal Memorandum of Agreement between the Health Sciences Faculty, the Economic Management and Sciences at the University of Pretoria, and the World Health Organisation Regional Office for Africa. The vision of the ALLP-Health is to create a health leadership platform that will advance health leadership capacity in Africa and improve the current and future state of health leadership in Africa. Recently, the importance of leadership in healthcare was affirmed by the United Nations in the Political Declaration on Pandemic Prevention, Preparedness, and Response, which was adopted on September 23, 2023. The mission of the ALLP-Health is grounded in three pillars: teaching and learning, research and advocacy, and engagement in the broader field of public health in Africa.

Upon reflection of my past three months at ALLI working on healthcare and leadership, I think of the song by the late Tina Turner (1939–2023), "We Don't Need Another Hero." She sings, "There's gotta be something better out there. Ooh, love and compassion. Their day is coming... and I wonder when are we ever going to change." and "We don't need another hero. We don't need to know the way home. All we want is life beyond the Thunderdome." Tina Turner is referring to the Mad Max scene in which the world has come to an end and people yearn for freedom beyond a deserted dystopian future. Having lived through the COVID-19 pandemic and being an avid reader of science fiction, I feel that a dystopian future does not seem too far off sometimes. In a recent Women in Global Health newsletter, COVID-19 was described as a test for society. I wondered what kind of a test be, who is determining whether we passed the test, and, more

importantly how we would measure if we had passed the test or not. Some would say that globally, there was a major leadership failure in failing to prepare for a pandemic. This is evidenced by the number of deaths the pandemic brought about and the number of setbacks in preventative medicine, drug adherence, and routine screening for diseases such as TB and HIV. Others working in the trenches during the pandemic might say that during this time, healthcare professionals embodied exemplary leadership and resilience. Healthcare systems and public health challenges are complex and require a holistic approach. We have a choice to prioritise the insights gained from the past few years and each take up responsibility and build the capacity we would like to see in South Africa. My hope is that the ALLP-Health will embody this, and I look forward to seeing what we can achieve as a team in the coming years.



MEET THE NEW ALLI

Members



Nhlanhla Jamie Simelane

SA SDG Hub

Job Title

Front-End Web Developer

Job Role

I work on developing new web pages for the SA SDG Hub website, as well as debugging and testing existing web pages. I also work on preparing for interviews with users of the website in order to ascertain user needs, as well as interacting with institutes to develop and improve our data harvesting protocols.

Fun Fact

I have thalassophobia (I'm terrified of the ocean), but I'm moving to Cape Town, so that's weird. I'm also currently doing my masters in IT, specialising in Big Data Science. It's strange because I did my undergrad in Medical Science, then my honours in Bioinformatics, and now I'm in IT and Data Science, so it's been quite the transition.



Ruvimbo Musiriya

SA SDG Hub

Job Title

Operations Manager

Job Role

I coordinate the Master's in Development Practice degree activities and assessments. I also assist with coordinating the PhD in Leadership.

Fun Fact

I really enjoy baking and photography. I love doing things that require me to be creative.



Zama Moyo

SA SDG Hub

Job Title

Project Associate for the Policy Support Initiative

Job Role

Project management and admin support

Fun Fact

Most people say I'm contrarian in my thinking but I disagree

**Kamagano Sethono****SDSN SA****Job Title**

Assistant Network Manager

Job Role

Project management and admin support

Fun Fact

I love creative art, media and graphic designing

**Richard Kelsch****SA SDG Hub****Job Title**

Digital Ambassador

Job Role

I Strengthen the user base of the SDG Hub

Fun Fact

I was responsible for quality assurance in a chocolate factory and ate way too much chocolate during that time

ALLI *Volunteers*

**Karabo Masola****Lieze Boëttger**

ALLI BIDS *Farewell*



Last year, we said goodbye to two staff members. We wish them well in their future endeavours, as they uphold responsible leadership and the values of the ALLI everywhere they go.



Dr Yolande Steenkamp

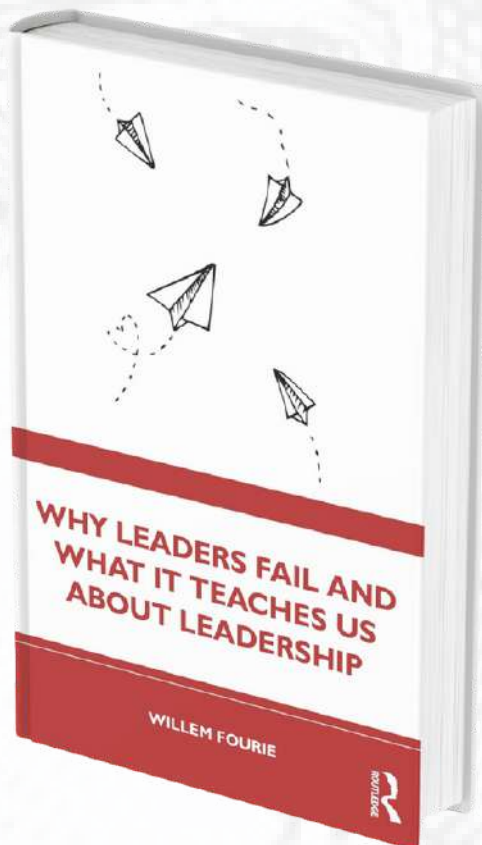
**Former Network Manager
at SDSN South Africa**



Theresa Kroesen

**Former GIZ support for
the SA SDG HUB**

STAFF *Achievements*



Willem wrote a book!

In *Why Leaders Fail and What it Teaches Us About Leadership* Willem Fourie helps us make sense of leaders' failures.

Whereas some leadership failures can be rectified, others lead to the failure of teams, organisations or institutions. Willem Fourie helps us understand why our expectation of leadership infallibility is misguided. He explores five factors that cause leaders to fail:

- Ignorance of personal weaknesses
- Overconfidence in their influence over others
- Destructive in-group bias

- Bad fit in their organisation
- Misjudged risk

Why Leaders Fail provides readers with the tools to understand and respond to leader failure, distilled into seven lessons for post-heroic leaders. It was released by Routledge in 2023.



Ms Elma Akob

Elma Akob recognised amongst the **Top 10 Outstanding Young Persons Globally**

Junior Chambers International (JCI) is represented in countries Worldwide and recognises individuals making a significant positive impact in their communities whether through business, academic pursuits or social impact. Elma was recognised for the work she does empowering Africans with the skills of public speaking and communication competences, encouraging them to embrace their natural accents and use it to tell their authentic stories. Elma was one of two recipients from the African continent who were listed as the Top 10.

This past year Elma also received a Gauteng Women of Wonder Award, a South African Unsung Heroes, a Gauteng Legislature Women in Business Award and has been invited by the Mayor of the Washington County to host the International Women's Day event in Washington DC next year in March. We continue to be in awe of Elma's achievements and are proud to have her on the ALLI team as the Head of Communications and Marketing.

STAFF *Articles*



Prof Willem Fourie

Prof Willem Fourie who is the Masters in Development Practise program director, and founder of the SA SDG Hub, published a thought-provoking article in the *Global Focus Business Magazine*

Here is an increasing awareness in business schools and beyond that we need to take the 17 Sustainable Development Goals (SDGs) seriously. But how to truly integrate these goals into what we teach and research remains up for discussion. Willem Fourie rethinks the heroic bias in leadership.

As somebody who is involved in both the worlds of SDGs and leadership scholarship, I am beginning to understand how the SDGs can help us change the way we teach leadership. Simply put, the SDGs require us to rethink the heroic bias in how we teach and research leadership.

Most people in business schools are well aware of the heroic bias in leadership studies: the often untested assumption that good leaders are exceptional and charismatic individuals with a higher level of agency than other people.

This heroic bias is, of course, not surprising. The earliest reflective work on leadership, such as the books by Thomas Carlyle and the controversial Francis Galton, explicitly depicted leaders as being qualitatively different from their followers.

The heroic bias, or at least an emphasis on individual leaders who have the exceptional capability to inspire followers by selling a great vision, continues to permeate many of our approaches to leadership. Even transformational leadership theory, probably the most-researched contemporary leadership theory, paints leaders in individualistic and heroic terms.

The SDGs, and the 2030 Agenda for Sustainable Development in which they are embedded, challenge such conventional approaches to leadership in at least the following ways:

- The agenda explicitly foregrounds the notion of partnership – between citizens and their governments, between the state and non-state actors, between developing and developed countries and even between current and future generations. Heroic leaders are known to struggle to form mutually accountable and equal partnerships.
- The complexity that underlies the SDGs as a system of goals makes it impossible for one leader to make authoritative judgements. No one individual has the knowledge required to understand the complexity of synergies and trade-offs inherent to the SDGs.
- The level of ambition of the SDGs not only makes collaboration across sectoral and disciplinary boundaries essential but also requires potentially game-changing innovation. This type of innovation is premised on decidedly non-heroic leadership behaviours, such as distributing influence among team members and transitory and task-specific forms of leadership.
- More practically, the lack of global progress on the SDGs requires leaders to admit to their own mistakes and to try to do better. This type of honesty and vulnerability does not characterise heroic leaders.

What needs to change? In my recent book on why leaders fail, I identify a couple of lessons that can be fruitfully applied to how we think about the leadership needed to achieve the SDGs. My overarching argument is that the complexity and urgency of contemporary challenges require post-heroic leaders.

Post-heroic leaders accept their fallibility. Leaders who accept their fallibility do not sell unrealistic and unachievable visions to their followers. Rather, they acknowledge the scope of the challenge and activate their followers' agency. This realism is urgently needed when we talk about the SDGs. No country is on track to achieve these goals, and we need a serious step change if we want to have a shot at achieving them.

Post-heroic leaders embrace their boundedness. At the most fundamental level they are bounded by the culture of their organisation and the expectations of their followers. They are also bounded by their particular skillset and personality. Such leaders realise the importance of forging productive partnerships even with competing groups and organisations in their environment. In many respects the notion of boundedness is the motivation for the focus on partnership embedded in the SDGs.

The latest research on post-heroic leadership shows that post-heroic leaders benefit from making space for dissent. One of the major weaknesses of how the SDGs are approached in business schools and beyond is that they seem to be beyond criticism. If we are serious about the SDGs, we need to have honest conversations about their limitations and the trade-offs of specific targets. Only then will we be able to reflect on how to mitigate such trade-offs.

Post-heroic leaders, and certainly the type of leaders we need to achieve the SDGs, practise courage. Courage is not, as one might think, a heroic leadership trait. When reflecting on Aristotle's foundational definition of courage, this virtue is 'bracketed' by the extremes of excessive confidence and excessive fear or lack of confidence.

Heroic leaders tend to exhibit excessive confidence, which makes them more prone than others to surround themselves by acolytes and engage in risky behaviour. Practising courage, however, means that a leader has the ability to gauge what is called for in a particular situation, and is willing to take on the potential risk of failure.

Other post-heroic traits, capabilities and behaviours can be highlighted, as I also discuss in my book. The overarching point is that the SDGs offer us an opportunity to question and update many of the popular assumptions of what constitutes 'good' leadership. In a complex world characterised by rising tensions and ever-more serious challenges, overly simplistic approaches to leadership – such as the notion that we merely need exceptional and charismatic individuals – are not good enough.



THANK YOU TO ALL OUR PARTNERS, CLIENTS AND CONTRIBUTORS

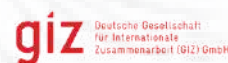


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POWERING POSSIBILITY



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