

# REIMAGINE LEADERSHIP



ANNUAL REPORT 2021

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# 1. ENTITY DETAIL

**Reporting Year:**

2021

**Name of Entity:**

The Albert Luthuli Leadership Institute (including the South African SDG Hub and SDG Policy Initiative)

**Head of Entity:**

Prof Derick de Jongh

**Role Description:**

Director ALLI

**Entity Type:**

Institute

**Year of Establishment:**

July 2011 - Institute from 2020

**Founding Documents:**

Constitution: ALLI

**Faculty:**

Economic and Management Sciences

**Department:**

Business Management



## 2. STAFF DETAIL

### Abbreviations used in this table:

UP-FT (full-time dedicated to entity - staff)

UP-PT (partial involvement in entity - staff)

Non-UP (non-UP staff)

B: Black

C: Coloured

I: Indian

W: White

H: Head

A: Established Academic

E: Early Career Researcher

S: Support Staff

Y2: NRF Rating Category

Title	Name	Surname	EMPLID (if UP)	Race (B/W/C/ I/O)	Gender	Commit (UP-FT, UP- PT, Non-UP)	Faculty	Department	Role (H/A/E/S)	NRF Rating (if applicable)	Advisory Board (Y/N)
Prof	Derick	De Jongh	04388909	W	M	UP-FT	EMS	Business Management	H		Y
Prof	Willem	Fourie	04497849	W	M	UP-FT	EMS	Business Management	A	Y2	N
Mr	Ben	van der Merwe	04409191	W	M	UP-FT	EMS	Business Management	E		N
Dr	Pieter	Conradie	94336947	W	M	UP-FT	EMS	Business Management	E		N
Mrs	Carto	Abrams- Swarts	88667678	C	F	UP-FT	EMS	Business Management	S		Y
Dr	Yolande	Steenkamp	21191353	W	F	UP-FT	EMS	Business Management	E		
Dr	Dominique	Mystris	05005664	W	F	UP-FT	EMS	Business Management	E		
Ms	Samantha	Rabie	04651112	C	F	UP-FT	EMS	Business Management	S		

Mr Ben van der Merwe



Ms Carto Abrams-Swartz



Prof Derick de Jongh



Dr Pieter Conradie



Dr Yolande Steenkamp



Dr Dominique Mystris



Prof Willem Fourie



Ms Samantha Rabie





**South African  
SDG Hub**

**SOUTH AFRICAN  
SDG HUB TECHNOLOGY  
SUPPORT TEAM**

**Dr Jurgens de Lange**



**Mr Hamish Craze**



**Mr Graeme Ford**



**Mr Christopher Marais**



**Mr Hannes Strydom**



**Mr Isak van der Walt**



# 3. POSTGRADUATE STUDENTS AND POSTDOCTORAL FELLOWS

## Abbreviations used in this table:

DBM (Department of Business Management  
ZU (Zeppelin University, Germany)  
DSI (Department of Science and Innovation)  
O/S (Outstanding)  
B: Black

C: Coloured  
I: Indian  
W: White  
unk: Unknown

H: Head  
A: Established Academic  
E: Early Career Researcher  
S: Support Staff

Title	Name	Surname	EMPLID (if UP)	Race (B/W/C/ I/O)	Gender	Career (Postdoc, PhD, Master's, Hons)	Fully or partially sponsored and source of funds	Status this year if student (New/Still registered or Graduated this year)
<b>PHD in Leadership</b>								
Ms	Clare	Lalor	n/a	W	F	PhD	NRF funding (partially funded)	Graduated
Mr	Daryl	Govender	n/a	I	M	PhD	None	Graduated
Ms	Tumeka	Matshoba	n/a	B	F	PhD	UP funding (partially)	Graduated
Mr	Kiruben	Naicker	n/a	I	M	PhD	UP funding (partially)	Graduated
Mr	Ben	Van der Merwe	04409191	W	M	PhD	UP Personnel	4
Mr	Johnstone	Makhubu	n/a	B	M	PhD	None	3
Ms	Joan	De Klerk	19396326	C	F	PhD	None	3

Title	Name	Surname	EMPLID (if UP)	Race (B/W/C/ I/O)	Gender	Career (Postdoc, PhD, Master's, Hons)	Fully or partially sponsored and source of funds	Status this year if student (New/Still registered or Graduated this year)
<i>PHD in Leadership (continued)</i>								
Mr	Dominic	Fischer	n/a	W	M	PhD	ZU	Graduated
Ms	Heidi	October	n/a	C	F	PhD	None	2
Mr	Mike	Ramukumba	n/a	B	M	PhD	None	3
Mr	William	Mapena	n/a	B	M	PhD	None	2
Dr	Yolande	Steenkamp	n/a	W	F	Postdoc	DBM	n/a
Dr	Dominique	Mystris	n/a	W	F	Postdoc	DSI (full)	n/a
Dr	Vandudzai	Mbanda	n/a	O	F	Postdoc	DSI (full)	n/a
Mr	Ngobani	Makoke	18285857	B	M	PhD	None	3
Mr	Dumisani	Moyo	19242639	B	M	PhD	None	2
Mr	Stanley	Ntakumba	27423850	B	M	PhD	None	3

#### Master in Development Practice

Mr	Abdul	Ayob	21762172	I	M	MDP	None mentioned	Graduated
Ms	Thiruvani	Chetty	22094882	I	F	MDP	None mentioned	Graduated
Ms	Marietjie	Coertzen	20757817	W	F	MDP	None mentioned	Graduated
Ms	Jasmine	Darkey	28085028	B	F	MDP	None mentioned	Graduated
Mr	Mbulelo	Khonjwayo	12348644	B	M	MDP	None mentioned	Graduated



Title	Name	Surname	EMPLID (if UP)	Race (B/W/C/ I/O)	Gender	Career (Postdoc, PhD, Master's, Hons)	Fully or partially sponsored and source of funds	Status this year if student (New/Still registered or Graduated this year)
<i>Master in Development Practice (continued)</i>								
Ms	Getrude	Mabeza	21741302	unk	F	MDP	None mentioned	Graduated
Ms	Nombuso	Madonda	21760111	B	F	MDP	None mentioned	Registered to finish MDP degree in 2022
Mr	Nito	Matavel	20713348	unk	M	MDP	None mentioned	Graduated
Ms	Lerato	Matholeni	20744715	B	F	MDP	None mentioned	Graduated
Ms	Kamogelo	Mokhine	21791024	B	F	MDP	None mentioned	Graduated
Ms	Mmabatho	Moropa	29274533	B	F	MDP	None mentioned	Graduated
Ms	Nomonde	Mxhalisa	21612057	B	F	MDP	None mentioned	Graduated
Ms	Dzudzanani	Nesamari	04657472	B	F	MDP	None mentioned	Graduated
Ms	Mamonyama	Ntoyi	21791555	B	F	MDP	None mentioned	Graduated
Ms	Zenobia	Sayed	21755923	I	F	MDP	None mentioned	Graduated
Ms	Nokuthula	Vilakazi	25354192	B	F	MDP	None mentioned	Graduated
Mr	Ahmed	Yahya	21733997	unk	M	MDP	None mentioned	Graduated
<b>Master in Responsible Leadership</b>								
Mr	Unoshamisa	Chiradza	14176565	B	M	MRL	None mentioned	Graduated
Ms	Precious	Makgabo	4462905	B	F	MRL	None mentioned	Graduated
Ms	Nkateko	Makhubele	20741830	B	F	MRL	None mentioned	Graduated

Title	Name	Surname	EMPLID (if UP)	Race (B/W/C/ I/O)	Gender	Career (Postdoc, PhD, Master's, Hons)	Fully or partially sponsored and source of funds	Status this year if student (New/Still registered or Graduated this year)
<i>Master in Responsible Leadership (continued)</i>								
Ms	Benevolence	Moeng	21755991	B	F	MRL	None mentioned	Graduated
Ms	Ntombi	Mokgalagadi	99305250	B	F	MRL	None mentioned	Graduated
Ms	Vuyelwa	Mokoele	22042947	B	F	MRL	None mentioned	Graduated
Ms	Tryphinah	Mokoka	28274688	B	F	MRL	None mentioned	Graduated
Ms	Dankie	Mokwena	20753773	B	F	MRL	None mentioned	Graduated
Ms	Sarah	Ravhudzulo	21758124	B	F	MRL	None mentioned	Graduated
Mr	Tebogo	Sono	04593660	B	M	MRL	None mentioned	Graduated
Ms	Rashmi	Thomas	21547522	I	F	MRL	None mentioned	Graduated
Mr	Keneilwe	Thue	01297910	B	F	MRL	None mentioned	Graduated
Ms	S'mangaliso	Vilakazi	27545092	B	M	MRL	None mentioned	Graduated

# 4. RESEARCH OUTPUTS: 2021



We contribute to leadership that prioritises social and environmental justice by advancing theory through evidence-based research.



## Journal Articles

**Mabille, M., and Steenkamp, Y.**

Does meaning matter? Nietzsche, Jung and implications for global leadership.

**Fourie, W., and Mystris, D.**

Leader influence beyond the individual leader. Group-level and member-level factors that affect leader Influence.

**Steenkamp, Y. & de Jongh, D.**

Hospitality as a pivotal value in leadership: A transdisciplinary engagement with the case of Chief Albert Luthuli. HTS Theologies Studies/Theological Studies 77(4), a6774. <https://doi.org/10.4102/hts.v77i4.6774>

**Thakati, A., de Jongh, D. & Langeni P.**

What is in a King? Unveiling the pragmatic micro-perceived value attributes of a fulfilling corporate governance code for responsible sustainable development. Journal of Global Responsibility.

## Book Chapters

**Erasmus, K., and Steenkamp, Y.**

Elements of Responsible Leadership in Driving Climate Action (SDG 13).

**Fourie, W., and Runyowa, N.**

Responsible leadership and the implementation of SDG 7: The case of the UNDP Botswana Biogas project.

**Steenkamp, Y., and van Eck, W.**

Leadership capacities contributing to the success of a multi-stakeholder partnership in Eswatini.

**De Beer, J., and Fourie, W.**

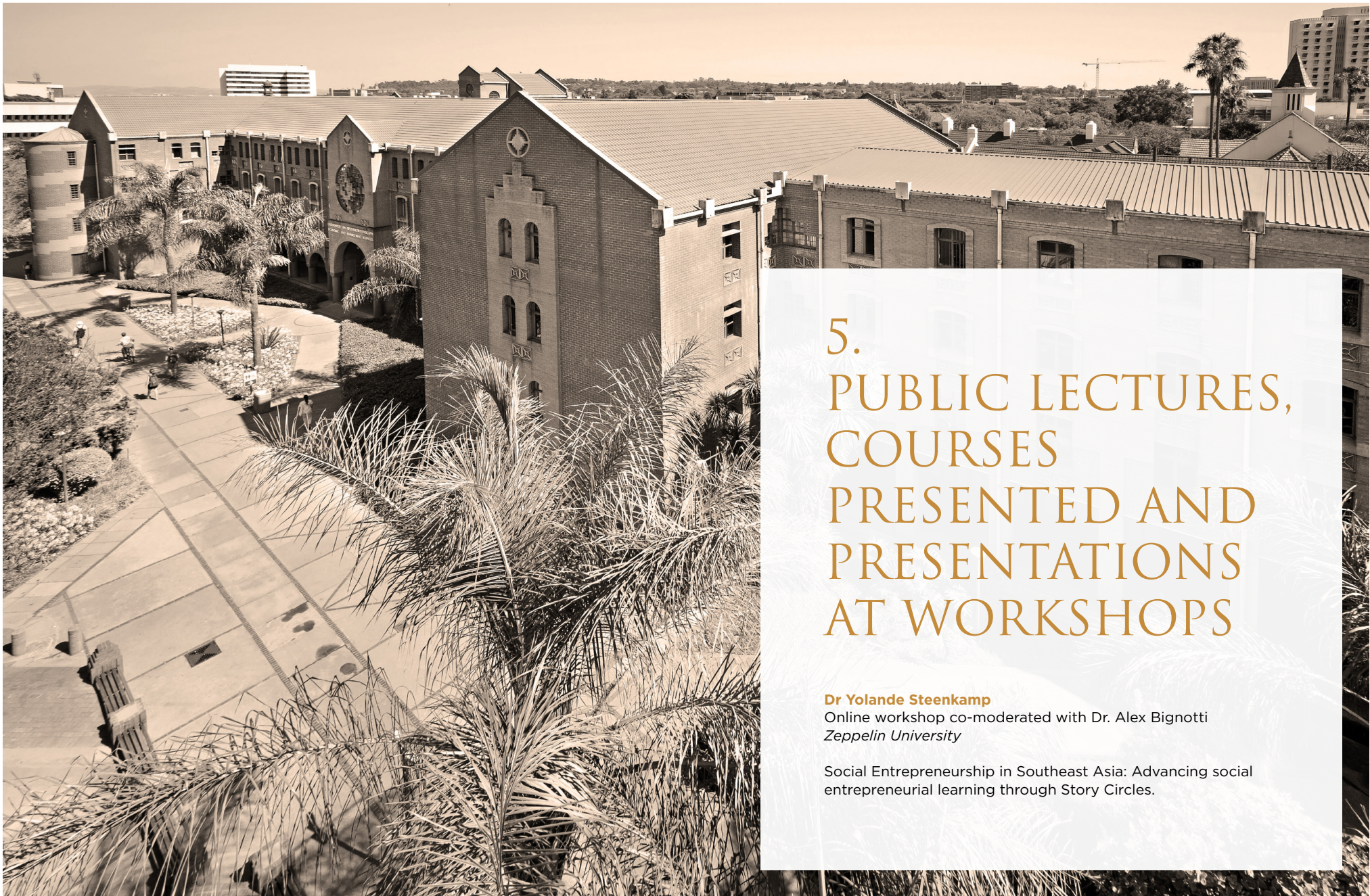
The role of leadership capacities in the response of the South African National Statistics system to the sustainable development goals.

**Mirvis, P., Steenkamp, Y., and de Jongh, D.**

Responsible leadership in context: Four frames and two nations. In N. M. Pless and T. Maak (Eds.) Responsible Leadership. New York, London: Routledge.

**Steenkamp, Y., Fischer, D., Müßgens, J. & de Jongh, D.**

Relational Leadership in Higher Education Multi-Sector Partnerships (MSPs) addressing the SDGs. Josef Wieland Festschrift, Springer.



## 5. PUBLIC LECTURES, COURSES PRESENTED AND PRESENTATIONS AT WORKSHOPS

**Dr Yolande Steenkamp**

Online workshop co-moderated with Dr. Alex Bignotti  
*Zeppelin University*

Social Entrepreneurship in Southeast Asia: Advancing social entrepreneurial learning through Story Circles.

# 6. RESEARCH COLLABORATION



Evidence forms the bedrock of scholarly pursuit and ALLI's approach support this wholeheartedly.



## 6.1. COLLABORATIVE RESEARCH PROJECT: THE ALLI AT UP, SOUTH AFRICA AND ZEPPELIN UNIVERSITY, GERMANY

### Topic:

Relational Leadership for the SDGs: Implications for a Developed and a Developing Economy

### Description:

The ALLI collaborates with the Leadership Excellence Institute Zeppelin (LEIZ) at Zeppelin University in Southern Germany on several projects.

The first is a joint research project entitled "*Relational Leadership and the SDGs: Implications for a Developed and a Developing Economy*" which investigates leadership in multi-sector partnerships that aim to address the SDGs. With four inter-institutional visits (2019-2020) and a panel discussion by the research team at the Academy of Management Specialised Conference on Responsible Leadership in Slovenia (2019), the two partner universities made significant progress on the conceptualisation of the project. The initial phase of the research was completed and published (Springer book chapter) in 2021:

Steenkamp, Y., Fischer, D., Müßgens, J. & De Jongh, D. (2021). Relational Leadership in higher education multi-sector partnerships (MSPs) addressing the SDGs. In *Kooperation, Governance, Wertschöpfung: Perspektiven aus eine Relationale Ökonomie*. Edited by Baumann Montecinos, J., Fischer, D. & Heck, A.E.H. Marburg: Metropolis Verlag, pp. 263-290.

ALLI also participates in the Relational Economics project of Prof. Wieland, which is an interdisciplinary collaboration aimed at rethinking the foundations of economic theory. A conference presentation that sprang from this collaboration (2019) has been accepted for publication in 2022, along with a manifesto on Relational Economics in an edited volume. The ALLI has also been involved in the Transcultural Caravan project since 2018. Each year, LEIZ organises a Transcultural Leadership Summit (TLS) and a Transcultural Winter School and the ALLI has participated in both. During the 2021 TLS, Dr Yolande Steenkamp and Dr Alex Bignotti presented a workshop on storytelling in social entrepreneurship online to an international audience.

In November 2021, the ALLI joined the Transcultural Caravan Network, consisting of a number of partner universities from Europe, the Americas, and Africa. Following from these engagements, the ALLI and LEIZ is discussing the possibility of hosting a future Transcultural Leadership Summit at the Future Africa Campus of the University of Pretoria. Apart from this, Dr Steenkamp (together with MPhil in Responsible Leadership student Ms Benevolence Moeng and MPhil in Development Practice Student Dr Nokuthula Vilakazi) presented on Ubuntu at the working group on transcultural leadership organised by the LEIZ. Finally, LEIZ and the ALLI collaborate on student exchange, and have signed a Memorandum of Understanding in this regard. In 2019, two of our top-performing Masters students visited Zeppelin University on a semester scholarship arranged by the LEIZ and the International Office at Zeppelin University. A similar exchange was set to take place in 2021, with two students selected from each of our Master's programmes at the ALLI, however due to COVID-19 restrictions these students were not able to travel to Germany, but instead has collaborated with ZU online.

## 6.2. MASTER'S IN DEVELOPMENT PRACTICE

The ALLI is responsible for the Master's in Development Practice (MDP), Africa's multidisciplinary postgraduate qualification that focuses on the implementation of the SDGs. This degree is presented in collaboration with the Global Association of Master's in Development Practice and is its only South African member. The establishment of the Global Association of Master's in Development Practice was one of the core recommendations of the International Commission on Education for Sustainable Development Practice funded by the John D. and Catherine T. MacArthur Foundation. The yearlong commission was co-chaired by John W. McArthur, former CEO and Executive Director of Millennium Promise, and Jeffrey D. Sachs, Director of the Earth Institute at Columbia University, and comprised 20 eminent sustainable development experts and practitioners. The Secretariat was initially hosted by the Earth Institute at Columbia University. Its current host is the United Nations Sustainable Development Solutions Network (SDSN).

## 6.3. MASTER'S IN RESPONSIBLE LEADERSHIP

As part of the completion of the MRL degree, students are required to perform a research project and write a research article. Given the fact that the MRL is a one-year masters degree, the research project is designed to enable students to complete a research project within a single year.

Prior to 2021 students completed a content analysis of a variety of integrated reports. The purpose of this project was to look for evidence of Responsible Leadership within the integrated reports of selected organisations. This project was successful in assisting students to complete their research within the required time, but there was a sense that the notions of social and environmental justice was underexplored in this project. To rectify this shortcoming, an auto ethnographic approach was introduced in 2021. The purpose of this one year project was for students to investigate themselves as they attempted to make the world a better place by addressing a social / environmental justice issue of some sort.

As part of this research approach, students measured their insights against transformational learning theory. Over the last two years it has transpired that students have been having transformational experiences through the autoethnographic approach. More specifically, by making explicit, and interrogating certain implicit assumptions about the world, students are given the framework to explore ways in which they can be leaders toward social and environmental justice in a complex world.



# 7. ALLI FINANCIAL REPORT

FACULTY OF ECONOMIC AND MANAGEMENT SCIENCES



UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA

Albert Luthuli Leadership Institute

## INCOME AND EXPENDITURE STATEMENT FOR THE PERIOD 1 JANUARY 2021 TO 31 DECEMBER 2021

	A0R835	A1B406	A1B286	A1B287	A1C756	A1D772	A1D790	A1D988	A0Z413	A0Z706	E0T599	OU 10039
	ALLI	South African SDG Hub - DST Funding	Master's in Development Practice	Research Collaboration: Zeppelin and University of Pretoria	GIZ Sustainable Development Goals	Sustainable Development Solutions Network	SA SDG Policy Support Initiative	GIZ Sustainable Development Goals Hub Policy Project	ALLI Development Fund	Ubuntu Box: Luthuli Centre	ALLI Operational funds	ALLI Total
	ZAR	ZAR	ZAR	ZAR	ZAR	ZAR	ZAR	ZAR	ZAR	ZAR	ZAR	ZAR
Income	8 315	701	1 160 714	144 849	769 624	930 000	204 506	380 377	175 610	479	75 000	3 850 174
Expenditure	33 548	530	960 545	75 211	1 108 145	-	198 837	21 431	450 123	-	66 610	2 914 978
Salaries	15 628	-	306 593	14 413	967 831	-	198 837	-	104 126	-	-	1 607 428
Operational expenditure	17 920	530	653 951	60 798	140 314	-	-	21 431	248 096	-	66 610	1 209 650
Capital expenditure	-	-	-	-	-	-	-	-	97 901	-	-	97 901
<b>Surplus/ (deficit) for the period</b>	<b>(25 233)</b>	<b>171</b>	<b>200 170</b>	<b>69 638</b>	<b>(338 520)</b>	<b>930 000</b>	<b>5 669</b>	<b>358 946</b>	<b>(274 513)</b>	<b>479</b>	<b>8 390</b>	<b>935 196</b>
<b>Surplus/ (deficit) from previous period</b>	<b>51 865</b>	<b>12 686</b>	<b>313 392</b>	<b>34 122</b>	<b>358 800</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>580 166</b>	<b>8 556</b>	<b>-</b>	<b>1 359 586</b>
<b>Surplus/ (deficit) as at 31 December 2020</b>	<b>26 632</b>	<b>12 857</b>	<b>513 561</b>	<b>103 759</b>	<b>20 280</b>	<b>930 000</b>	<b>5 669</b>	<b>358 946</b>	<b>305 653</b>	<b>9 035</b>	<b>8 390</b>	<b>2 294 782</b>

This income and expenditure statement reflects the financial position of the Centre according to the records of the University of Pretoria.

*Anla*

Deputy Director: Finance

16/03/2022

Date

# 8. COMMENTS

## 8.1. ALLI: PURPOSE AND IDENTITY

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.

Since its inception, the Centre has delivered 100+ Master's students, 7 doctoral students and has produced numerous peer-reviewed publications.

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

**VISION**  
Reimagine Leadership

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

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

### VALUE PROPOSITION



**IMPACT** - through evidence-based research and transformative learning opportunities.



**CRITIQUE** - through critical management, critical leadership, and critical development theory.



**ENRICH** - through exploring the rich heritage of African philosophies and traditions and its impact for leadership.



**TRANSCENDING BOUNDARIES** - through inter- and transdisciplinary approaches to research, teaching and learning.



**TRANSFORM** - through transformative and contemplative pedagogy.



**EQUIP** - through certificate courses that enable the private and public sectors to contribute to social and environmental justice and collaborate to achieve sustainable development.



The three focus areas of ALLI are:



## Leadership IN CONTEXT

Leadership is often described as a critical ingredient of a solution, or cause of, the challenges faced by society. For better or worse, business schools and faculty in the northern hemisphere have primarily shaped the development of leadership theory. This highlights the need to interrogate existing and develop new leadership theory reflective of and responsive to the African context's challenges.

This focus area integrates the principles of responsible leadership into undergraduate programs and the Masters in Responsible Leadership. Research focuses on re-interpreting leadership from a critical management perspective and on leadership as a vital ingredient in creating graduates and contexts conducive to social innovation addressing local challenges.



## Leadership IN DEVELOPMENT

Focussing on the leadership capabilities needed to implement complex agendas such as the United Nations' Sustainable Development Goals (SDGs).

### This is done through the following initiatives:

- **South African SDG Hub:** The Hub enables leaders in the public sector to access SDG-relevant research through an accessible online platform and with the help of a machine-learning-enabled classification tool.
- **South African SDG Policy Support Initiative:** In partnership with the GIZ (German Development Agency) and The Presidency of South Africa, the Initiative strengthens the relationship between experts at South Africa's public universities and policy makers.
- **Master's in Development Practice (MDP):** The MDP is Africa's premier multidisciplinary postgraduate qualification that focuses on the leadership capabilities needed for the implementation of the SDGs. The MDP is a member of the Global Association of Master's in Development Practice.
- **SDSN South Africa Network:** The ALLI hosts the South African network of the Sustainable Development Solutions Network. This network creates synergy in implementing SDG-targets on the national level by advancing collaboration and communication between South African institutions of higher learning and government entities to inform policy making by evidence-based research.



## Leadership IN ACCOUNTABILITY

Recognising that accountability contributes to social and environmental justice, this focus area reimagines the leadership role of the accounting profession in advancing accountability in society. Our teaching, research and advocacy are aligned in this area to provide alternative narratives towards meeting the "public interest" by the accounting profession.

Teaching in this focus area will take the form of an MPhil in Critical Accounting, to be launched in 2023. This Masters programme will be designed to provide an opportunity for accountants to critically reflect on the leadership role that the accounting profession has, and should be playing in the future.

In terms of research, the main focus is on understanding firstly the current, and secondly the espoused public interest responsibility of the accounting profession. By taking a responsible leadership lens, this study will provide a multi-stakeholder perspective into the potential of the accounting professional to advance public accountability. The ultimate aim is to provide evidence-based findings to the accounting profession to rethink its public interest responsibilities.



### Some numbers

**70+** Masters in Responsible Leadership graduates

**30+** Masters in Development Practice graduates

**7** PhD (Leadership) graduates

### International leadership conferences

Hosted five International Leadership Conferences

Hosted the first International Leadership Association's Africa Conference

### Examples of local and international collaborations

- Long term collaboration with Zeppelin University in research and teaching around the themes of relational leadership to address the SDGs and transcultural leadership, supplemented by international student and faculty exchange
- The ALLI collaborates with the Sustainable Development Solutions Network (SDSN) in a number of ways. This includes hosting the South African network of the SDSN.
- We have a long-standing relationship with the IRBA. We volunteer our services to the audit regulator in the sustainability standard setting environment.
- We have partnered with the MasterCard Scholarship Foundation to provide leadership training focusing on change agency and social innovation for social impact for University of Pretoria undergraduate and postgraduate students.
- We are working with the Turnaround Management Association of South Africa to develop and roll out professional ethics training and capacity development to support the business rescue profession.
- We collaborated with the USAID to roll out responsible and civic leadership training for over 1 000 participants from across the SADC countries as part of the Young African Leadership Initiative (YALI) programme.
- We collaborated with the Tshwane Leadership and Management Academy to develop capacity in 100+ city officials to integrate the SDG and the National Development Plan into local government policy planning and implementation.
- We partner with the GIZ (German Development Agency) and The Presidency of South Africa on the South African SDG Policy Support Initiative. Members of our team lead authored South Africa's first SDG report coordinated by Statistics South Africa
- We collaborate with SAICA to roll out responsible leadership training across all the Thuthuka scholarship programmes at South African Universities.

**zeppelin university**

Hochschule zwischen  
Wirtschaft, Kultur und Politik



## 8.2 REFLECTING ON THE LAUNCH OF ALLI: MAY 2021

In 2011 the Centre was established at UP in the Faculty of Economic and Management Sciences. The aim was to critically think about Leadership in the context of large scale, complex problems the world continues to face daily. With the emergence of the COVID-19 pandemic, global leaders were faced with unprecedented challenges. ALLI remained acutely aware of global leadership challenges with the aim to integrate contemporary issues into our daily activities.

For ALLI, understanding leadership was always grounded in the context on a sustainable future. Over 10 years, the Centre was positioned as a platform for critical scholarly reflections on leadership, which resulted in impactful research and transformative learning experiences. Initially the vision of the Albert Luthuli Centre for Responsible Leadership was “Leaders for Good”, suggesting both leaders for time to come and leadership in the interest of the common good. The emphasis was on understanding responsibility in the context of a sustainable future. However, leadership is often isolated from the outcome of leadership, in other words, “leadership for what?” Responsibility to society and the environment then became the central theme in all our academic endeavours. Our mission “developing the next generation leaders in support of social and environmental justice” became our driving agenda throughout our teaching, research and community engagement activities. We were able to answer the question “Leadership for what” by focusing on leadership in support of social and environmental justice.

Towards the end of 2019, almost reaching our 10-year mark, the natural next step was to critically consider our impact to date and more specifically reflect on the way forward. As a team, it was agreed that the Centre needs to significantly increase its impact, pursue a dedicated trans-disciplinary agenda and place stronger emphasis on transformative learning pedagogy. Over 10 years we succeeded in staying focused on our main purpose with key building blocks of social and environmental justice. The next frontier became

clear and that was to upscale our impact and unlock inherent value. The Albert Luthuli Leadership Institute was formally established in November 2020 and launched in May 2021. This repositioning was necessary to ensure renewed thrust, enthusiasm, and commitment to the purpose of our initial foundational arguments and conceptual pathways. The main difference between a Centre and an institute is where Centre is mandated by a refined and limited scope and impact whereby an Institute’s mandate is much broader including inter- and trans-disciplinary research, spanning boundaries between academic disciplines and faculty boarders.

The vision of ALLI is “Reimagine Leadership”. This vision is in support of the larger University of Pretoria’s reimagining UP strategy. ALLI’s vision serves as a normative position in so far as the kind of leadership the world needs but also serves to build on our intellectual pursuit of advancing the theory and practice of leadership. The mission of the institute remains the same which is to “Develop the next generation leaders in support of social and environmental justice”. We believe that the challenges of social and environmental justice are today more relevant than ever before. Our unwavering commitment to this mission is seen in our three focus areas that emerged from our continued focused approach in our research and education activities over the past 10 years.

2021 commemorated 60 years of Chief Albert John Luthuli being the first African to receive the Nobel Peace Prize in 1961. The case of Chief Albert Luthuli brings to the fore a set of complex questions about the role and influence of individual leaders in complex and protracted struggles, and more broadly about the kinds of leadership best suited to promoting large-scale systems change. On 20 November 2021 we celebrated Chief Luthuli through the arts at Javett Art at UP.

### 8.3. OVERALL WELLBEING

The reporting period was both exciting and taxing at the same time. ALLI no doubt succeeded to continue with its core activities during the reporting year. Due to COVID-19 restrictions, the disconnect however between ALLI staff and its key stakeholders, most notably fellow ALLI team members, its students, and collaborators, were evident. It was noticeable that we were all in some way caught in survival mode. ALLI nonetheless maintained serving our key stakeholders with commitment and pride.

### 8.4. HIGHLIGHTS AND CHALLENGES

The ALLI continues to improve its research and teaching output and is playing an important role in disseminating high-quality research to decision makers.



#### Teaching

- **18 Master's in Development Practice** students graduated in 2021;
- **14 Master's in Responsible Leadership** students graduated in 2021;
- **12 PhDs in Leadership** are registered and making good progress. Two PhD students (Dr T Matshoba-Ramuedzisi and Dr D Govender) graduated in April 2021;
- Pieter Conradie continued to present a module in the Honours Business Management Programme. The name of the module was Strategic Finance but it contained a strong element of sustainable development and the finance necessary to enable it;
- The ALLI remained being involved in providing Responsible Leadership curriculum content in Accounting 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> year curricula in the Department of Business Management;
- Due to COVID-19, SDG no impact lectures were presented in 2021;
- Ben van der Merwe presented a new undergrad module on Responsible Management (OBS 214) for 300-second year students in 2021.



#### Community impact

- **The South African SDG Hub:**
  - Hosts 100 000+ SDG-relevant peer-reviewed research
  - Hosts 200+ South African SDG innovations
  - Harvested 11 institutional repositories
  - Developed a machine-learning-based SDG classification tool trained on approx. 110 000 data points and trained using 400+ machine-learning models
- The ALLI through Pieter Conradie's role is involved in professional advice at SAICA and the Independent Regulatory Board for Auditors (IRBA) as a member of the Sustainability Standing Committee as well as the Assurance Concept Task Force. As part of this work, the IRBA released an assurance standard that could have a fundamental impact into the way that sustainability reporting and assurance is conducted in South Africa.



#### Research

- Encouraging numbers of peer-reviewed outputs (both journal articles and book chapters) from the ALLI staff.

Despite its achievements, the ALLI continues to experience constraints with regard to human and financial resources. This is a particularly pressing need for its large number of postgraduate students, in particular those enrolled in the doctoral programme. Due to human capacity constraints, some of its staff members are finding it challenging to complete their own PhDs. With regard to its research pipeline, the ALLI is finding it challenging to secure adequate funds for postdoctoral researchers who are generally extremely research intensive and productive.

# 9. FUTURE PLANS

## 9.1. TRANSDISCIPLINARY RESEARCH PROJECTS

ALLI is in the process of developing two large-scale inter-faculty research projects with the aim to fit transdisciplinary requirements. These projects are being conceptualised and will in most likelihood be launched in 2022.

### Leadership for a Sustainable Future

The Albert Luthuli Leadership Institute (ALLI) at the University of Pretoria (UP) is exploring collaborative research with UP's Faculty of Natural and Agricultural Sciences (NAS) on the topic of leadership for a sustainable future. The focus of the collaboration will be to explore a more nuanced and practice-based understanding of leadership as well as on the leadership capabilities needed to address the compound existential challenges presented by anthropogenic climate change, and its effect on accelerating biodiversity loss, natural disasters, degradation, socio-economic challenges, and conflict.

A fresh and critical take on leadership is needed to shift the boundaries towards leadership for a sustainable future. The notions of adaptive responses, common need, the collective dynamic, and long-term societal well-being provides an entry point to include common good resources. In recent years, the environmentally focused framework of ecosystem services has matured to include a variety of different worldviews and reporting frameworks as a means of bringing true cost accounting into decision-making. There are now several biodiversity, water, carbon and climate-related financial reporting frameworks that do so with a degree of impact, with some even finding application in standard investment fund decisions. As these decision-making frameworks still emphasise the managerial intent in dealing with large-scale global challenges, conducting yet another piece of research on how to improve managerial action seems rather pedestrian and superfluous. The challenge for which there still seems to be little evidenced-

based solutions concerns the role of leadership in bringing about systemic change to address the existential crisis. The research leverage point should be around leadership and more specifically, around how we need to think about leadership for a sustainable future. As much as it is difficult to predict the exact nature and outcome of such systemic changes, it is argued that with a more nuanced and critical understanding of the role of leadership, systemic changes would be possible, and a sustainable future enacted. The sharp edge of research should therefore gravitate more towards leadership and less so to management. There is no shortage of managerial solutions to ongoing global challenges, which clearly point towards levels of research saturation in the managerial disciplines. Yet, simply conducting research on leadership without first reaching agreement on "how" we need to think about leadership also seems inappropriate.

### Leadership for Health in Africa

The health, economic and political profile of Africa is of crucial importance to present and future developments, both within the context of the African environment as well as and from a global perspective. However, despite the recent notable improvements in the population health outcomes in the sub-Saharan Africa, there remains considerable health challenges facing the people in the region. This is where leadership becomes important since neither partnerships nor collaborative action is possible without leadership. The development of sustainable solutions requires approaches that enable effective collaborations of multi-disciplinary non-state actors that will foster innovative and sustainable improvements for the health and productivity of the African populace.

Key to achieving sustainable health developments for Africa lies leadership and more specifically how we need to think about leadership in the first instance but also a critical reflection on the leadership competencies needed to achieve these goals. The Global Health Afrique is an Africa-led, independent and apolitical public health 'think & do tank' dedicated to the optimisation of African assets





Total number of repos harvested

38

Number articles' metadata included

104,556

ML accuracy

85%

for 12 of the SDGs

to develop and implement relevant and sustainable health improvements in the region. Through the Global Health Afrique, the premier Leadership in Health Initiative will be established to harness the depth of knowledge on leadership in Africa for Africa. This initiative will advance leadership theory and practice focussing on the unique challenges of the region. The focus will be on providing leadership solutions for Africa by Africa notwithstanding global leadership best practices, theory, and experiences.

The platform and resultant Leadership for Africa Initiative will be a collaborative initiative between ALLI and the UP Faculty of Health Sciences. The aim is to maximise Africa's intellectual, social and economic assets via a network of robust and transparent collaborations driven by two arms and three pillars that inherently tally the WHO's Building blocks for Health Systems Strengthening. The two arms are Research and Innovation as well as Humanitarianism while the three pillars are Policy & Implementation, Leadership & Governance and lastly Capacity Building. It will serve as a nexus of ideas and transdisciplinary research and actions to improve leadership for health in Africa that can influence global health policy, from an African perspective in pursuit of making Africa a healthier, prosperous and peaceful region. It is paramount to emphasise the importance of evidence-based approach to leadership for a health improvement in Africa. Without research-informed curricula and evidence-based policy formulation, the risk of relevance given the unique challenges of the African continent will increase let alone regional "buy-in" into these solutions. Therefore, the approach will be for Africa by Africa.

## 9.2. THE SOUTH AFRICAN SDG HUB

The South African 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. The focus is on using machine learning to make research more accessible to policy makers.

## 9.3. THE SOUTH AFRICAN SDG POLICY SUPPORT INITIATIVE

The South African SDG Policy Support Initiative, hosted by the Hub acts as a co-ordinating mechanism to bring experts from academia together with the Presidency of South Africa to support evidence-informed policymaking. This partnership seeks to unlock the policy impact of the expertise at South Africa's 26 public universities, enabling the South African government to use the expertise at its universities to source innovative and policy-relevant input.

# 10. FOUNDING DOCUMENTS: CONSTITUTION GOVERNING THE ENTITY

## ALBERT LUTHULI LEADERSHIP INSTITUTE (ALLI)

### Paragraph 1

#### DEFINITION OF TERMS

- 1.1. University
- 1.2. Council
- 1.3. Institute/ALLI
- 1.4. External Stakeholder Advisory Board
- 1.5. Advisory Committee (ADCOM)
- 1.6. Management Committee (MANCOM)
- 1.7. Director

University of Pretoria  
Council of the University  
Albert Luthuli Leadership Institute  
As outlined in Paragraph 6  
As outlined in Paragraph 7  
As outlined in Paragraph 8  
Director of ALLI

### Paragraph 2

#### VISION

*Reimagine Leadership*

### Paragraph 3

#### MISSION

Pursuing scholarship, education and societal engagement that reimagine leadership towards social, environmental, and economic justice. We contribute to leadership that prioritises social and environmental justice by advancing theory through evidence-based research. Our postgraduate programmes and short courses are grounded in transformative pedagogy and breed a generation of leaders who demonstrate integrity, transparency, and accountability in all their actions.

### Paragraph 4

#### FOCUS AREAS

- 4.1. **Leadership in Context:** Leadership is often described as a critical ingredient of a solution, or cause of, the challenges faced by society. For better or worse, business schools and faculty in the northern hemisphere

have primarily shaped the development of leadership theory. This highlights the need to interrogate existing and develop new leadership theory reflective of and responsive to the African context's challenges.

This focus area integrates the principles of responsible leadership into undergraduate programs and the Masters in Responsible Leadership. Research focuses on re-interpreting leadership from a critical management perspective and on leadership as a vital ingredient in creating graduates and contexts conducive to social innovation addressing local challenges.

- 4.2. **Leadership in Development:** Focusing on the leadership capabilities needed to implement complex agendas such as the United Nations' Sustainable Development Goals (SDGs). This is done through the following initiatives:
  - **South African SDG Hub:** The Hub enables leaders in the public sector to access SDG-relevant research through an accessible online platform and with the help of a machine-learning-enabled classification tool.

- **South African SDG Policy Support Initiative:** In partnership with the GIZ (German Development Agency) and The Presidency of South Africa, the Initiative strengthens the relationship between experts at South Africa's public universities and policy makers.
- **Master's in Development Practice (MDP):** The MDP is Africa's premier multidisciplinary postgraduate qualification that focuses on the leadership capabilities needed for the implementation of the SDGs. The MDP is a member of the *Global Association of Master's in Development Practice*.
- **SDSN South Africa Network:** The ALLI hosts the South African network of the Sustainable Development Solutions Network. This network creates synergy in implementing SDG-targets on the national level by advancing collaboration and communication between South African institutions of higher learning and government entities to inform policy making by evidence-based research.

- 4.3. **Leadership in Accountability:** Recognising that accountability contributes to social and environmental justice, this focus area reimagines the leadership role of

the accounting profession in advancing accountability in society. Our teaching, research and advocacy are aligned in this area to provide alternative narratives towards meeting the “public interest” by the accounting profession.

In terms of research, the main focus is on understanding firstly the current, and secondly the espoused public interest responsibility of the accounting profession. By taking a responsible leadership lens, this study will provide a multi-stakeholder perspective into the potential of the accounting professional to advance public accountability. The ultimate aim is to provide evidence-based findings to the accounting profession to rethink its public interest responsibilities.

#### Paragraph 5 VALUE PROPOSITION

- 5.1. Impact - through evidence-based research and transformative learning opportunities;
- 5.2. Transcending boundaries - through inter- and transdisciplinary approaches to research, teaching and learning;
- 5.3. Critique - through critical management, critical leadership, and critical development theory
- 5.4. Transform - through transformative and contemplative pedagogy;
- 5.5. Enrich - through exploring the rich heritage of African philosophies and traditions and its impact for leadership;
- 5.6. Equip - through certificate courses that enable the private and public sectors to contribute to social and environmental justice and collaborate to achieve sustainable development.

#### Paragraph 6 LINKAGE WITHIN THE UNIVERSITY STRUCTURE

- 6.1. ALLI will function autonomously as an entity in the Faculty of Economic and Management Sciences (EMS), interacting with and forming an integrative part of the activities of all UP faculties involved in the broader field of Leadership and Sustainable Development Goals (SDGs).
- 6.2. For all academic and administrative matters the Director of ALLI will report to the Dean of EMS.

- 6.3. The team of researchers who heads up the 3 research streams of ALLI will make up the Management Committee (MANCOM) and will promote the objectives of ALLI. The work of the MANCOM will also be guided by an Advisory Committee (ADCOM) comprised of key University personnel and an External Stakeholder Advisory Board which will include members of the ADCOM, leading international researchers and high-profile members of the industries, government agencies and non-governmental organisations (NGOs) linked to ALLI.

#### Paragraph 7 EXTERNAL STAKEHOLDER ADVISORY BOARD (ADVISORY BOARD)

- 7.1. Constitution  
The **External Stakeholder Advisory Board** will provide general advice and linkage between the University and its partners in Private Enterprise, Industry, Educational Institutions (national and international), Statutory Councils and NGOs. It is intended that the External Advisory Board should meet at least once each year and that it should be comprised of the following:
  - 7.1.1. The Vice-Principal (Research and Postgraduate Education) of the University who will also serve as Chair;
  - 7.1.2. The Deans of faculties that engage with ALLI on a regular basis;
  - 7.1.3. The Director of Future Africa @UP;
  - 7.1.4. The Director of the Department of Research and Innovation Support;
  - 7.1.5. Leaders from Organisations that have developed partnerships with the University or from institutions with a vested interest in the long-term objectives of ALLI;
  - 7.1.6. Researchers linked to leading international higher education institutions and/or research organisations that regularly engage with research groups in ALLI. Arrangements to cover costs are to be agreed with relevant ALLI research groups or UP before invitation to the Advisory Board. Such members will serve up to a three-year term on the committee;
  - 7.1.7. The Director of ALLI.

#### Paragraph 8 UP ADVISORY COMMITTEE (ADCOM)

- 8.1. Constitution  
The Advisory Committee (ADCOM) will not have a fixed term and will meet at least twice each year. The primary function of ADCOM will be to advise the Director and MANCOM of ALLI and provide linkage to a broad range of Departments, Institutes and Centres in the University. It will be comprised of:
  - 8.1.1. The Deputy Deans for Research and Postgraduate Education of the faculties that engage with ALLI on a regular basis;
  - 8.1.2. Heads and/or other relevant representatives (i.e. internal division heads overseeing research and postgraduate matters) of departments linked to ALLI;
  - 8.1.3. Chairs, or Directors of Institutes and Centres that engage with ALLI on a regular basis;
  - 8.1.4. The Director of ALLI who will also serve as Chair;
  - 8.1.5. Members of the ALLI MANCOM as observers and participants in discussions.

#### Paragraph 9 MANAGEMENT COMMITTEE (MANCOM)

- 9.1. Constitution  
The ALLI MANCOM will be comprised of all academic researchers in the research streams of ALLI. The group will take responsibility for leading the day-to-day management of the programmes and facilities of FABI. They will also undertake to promote the interests and long-term prospects of FABI through outstanding research and fostering an environment of scientific exploration and learning. The MANCOM will include:
  - 9.1.1. The Director of the Institute who will also serve as the chair;
  - 9.1.2. Leaders of research programmes and researchers linked to ALLI. New members are approved by current members MANCOM through consensus;
  - 9.1.3. One representative of the student community in ALLI. The representative is elected annually by the ALLI student community;
  - 9.1.4. One representative of the postdoctoral community in ALLI. The representative is elected annually by the ALLI postdoctoral community;
  - 9.1.5. The MANCOM will ideally meet at least four times a year;



- 9.3. Minutes of meetings will be taken and these will be maintained as a record of progress.

**Paragraph 10**

**RESEARCH PUBLICATIONS AND INTELLECTUAL PROPERTY**

- 10.1. The University of Pretoria will hold the rights to authorship of all research publications produced by ALLI unless otherwise decided.
- 10.2. All publications from ALLI research programmes will carry the ALLI affiliation together with the host department of the ALLI researchers and students involved.
- 10.3. All participating parties at the outset of any project will decide upon the rights to intellectual property from research conducted with the support of industrial partners subject to the UP intellectual property policy and the SA Intellectual Property from Publicly Funded Research Act.

**Paragraph 11**

**CHANGES TO AND INTERPRETATION OF THE CONSTITUTION**

- 11.1. Changes to this Constitution can be made only with the approval of the Senate of the University.
- 11.2. The interpretation of this Constitution lies with the Management Committee and the Advisory Committee and is supported by the University Council.



# 11.

## ADVISORY BOARD MEMBERS OF THE INSTITUTE

The Advisory Committee (ADCOM) members are in process of being appointed. It was decided to first appoint internal UP ADCOM members and then in time carefully select external ADCOM members based on very specific criteria such as:

1. Sponsorship potential
2. Formal partnership agreement
3. Strategic influence
4. Sector representation

The internal members of the ADCOM was appointed towards the end of 2021. They are:

1. Prof Gerald Ouma: Senior Director Institutional Planning Monitoring and Evaluation
2. Prof Barend Erasmus: Dean of the Faculty of Natural and Agricultural Sciences
3. Prof Flavia Sengkubuge: Deputy Dean of the Faculty of Health Sciences
4. Prof Margaret Chitiga-Mabugu: Dean of the Faculty of Economic and Management Sciences



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**The life of Chief Albert Luthuli through the arts**



**The Launch of the Albert Luthuli Leadership Institute**



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