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Management and Leadership for a Sustainable Africa, Volume 2

Roles, Responsibilities, and Prospects

Edited by
Kemi Ogunyemi · Oreva Atanya · Vanessa Burgal

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Almost every continent has solid representation in the field of leadership studies except for Africa, despite its rapid growth. A groundbreaking series, Palgrave Studies in African Leadership fills a gap in the production of knowledge and scholarly publishing on Africa and provides a much needed outlet for the works of scholars interested in African leadership studies around the world. Where many studies of leadership in Africa focus solely on one country or region, this series looks to address leadership in each of the different regions and countries of the continent. This comes at a time when business and academic discourse have begun to focus on the emerging markets across Africa. The wide-ranging scholarly perspectives offered in this series allow for greater understanding of the foundation of African leadership and its implications for the future. Topics and contributors will come from various backgrounds to fully explore African leadership and the implications for business, including scholars from business and management, history, political science, gender studies, sociology, religious studies, and African studies. The series will analyze a variety of topics including African political leadership, women's leadership, religious leadership, servant leadership, specific regions, specific countries, specific gender categories, specific business entities in Africa, and more.

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Editors

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This volume is dedicated to all who keep on collaborating for sustainability in Africa and for Africa.

We say to you:

Do not relent in your efforts.

"Be a mountain or lean on one."

—Somali proverb

Foreword

The issues are complex. The need is essential. The responsibilities cut across all sectors and all aspects of the human condition. The time to act is now. Sustainable development is the greatest challenge the global community faces, and this book, Management and Leadership for a Sustainable Africa, helps advance our understanding of how to achieve a sustainable future not only in Africa but in other countries as well.

The chapters that follow embody four central themes:

1. The Sustainable Development Goals (SDGs) are concrete expressions of what a sustainable future looks like.
2. Sustainable development and the SDGs require partnership and collaboration.
3. Public and private leadership are essential in all these endeavors. Collaboration rather than contention is needed to create a sustainable future that we all want.
4. Africa is a laboratory for innovation and creativity that provides examples to spark the imagination of others by illustrating what is doable and transformative in terms of sustainable development.

Not only are the SDGs the most tangible expression to date of what sustainable development entails but also the SDGs illustrated just how complex sustainable development truly is. The SDGs are a whole-of-society call to action, and therefore require governments, civil society organizations, international non-governmental agencies, multi-national enterprises, micro-, small- and medium-sized businesses, entrepreneurs as well as educators and students to work together toward achieving these goals. Many of these entities are subjects of the chapters that follow, and all of them are implicit in each chapter as well.

Just as sustainable development and the SDGs require a whole-of-society approach, Management and Leadership for a Sustainable Africa takes a whole-of-Africa, geographical approach in its presentation. We can find chapters that discuss and provide solutions from North Africa, West Africa, Southern Africa and East Africa. In addition, there are chapters that discuss "universal" issues, such as green supply chains, poverty, and the importance of social entrepreneurship that are relevant to all 54 countries on the continent. This gives the book not only a relevancy that transcends national borders but highlights the diversity of sustainability efforts that cascade across the continent.

But nothing happens in any organization or in any sphere of social engagement without leadership. Leadership is what turns words into action. Leadership is what transformas organizations. Leadership changes a go-it-alone mentality into a do-it-together responsibility. As all the chapters that follow illustrate, sustainable development will best be achieved through leadership that values partnership (SDG #17).

Additionally, Management and Leadership for a Sustainable Africa is an endorsement of responsible leadership in every organization (private and public). Responsible leadership is closely allied with sustainability because a responsible leader considers and acts in accordance with the needs of global and local stakeholders around four main societal issues: ethics, diversity, sustainability and citizenship. Responsible leadership is thus the lynch pin between "microlevel" issues of leadership (e.g., motivation, team building, developing and articulating a strategic vision, etc.) and more "macro" level issues, such as responsible citizenship, stakeholder engagement and being an ethical organization. Too often lip service is given to public–private partnerships, but all chapter authors reflect on the issues their chapter raises for both private and public leadership. Sustainable development is truly a "both/and" responsibility and not an "either/or" dichotomy.

By including reflective insights into leadership at each chapter's end, Management and Leadership for a Sustainable Africa is a book that speaks to practicing managers and leaders in all organizations—as well as students and educators. In this sense, Management and Leadership for a Sustainable Africa is provocative: Its aim is to provoke thinking, imagination and collaboration. Given that, this book is an essential read for academicians, students, researchers, and investors committed to sustainability and anyone else interested in the topic

I brought two complementary perspectives to the entire book: One as a professor of international business and marketing, whose interests are in responsible management education, and the other as co-chair of the Working Group on Poverty, A Challenge to Management Education, which is a special interest group of the Principles of Management Education (PRME).

In my role as educator, two chapters stood out: Chapter 9: The importance of more minor actors: individuals and families and Chapter 14: On the Path to a Sustainable Africa: The Role of Communalism and Collaborative Enterprises. Chapter 9 is a reminder that family is an often-overlooked consideration from both a teaching and a research perspective. Chapter 9 places the family squarely within the domain of sustainable development and challenges us all to consider the multiple linkages family has for a sustainable future. Chapter 13 is an excellent discussion of how indigenous values, as captured through Ubuntu, not only bring uniquely African perspectives to sustainability but also how the overarching goals of sustainable development (i.e., to create a just, fair and humane world for all) resonate with deeply held African values.

In my role as co-chair of the PRME Anti-Poverty Working Group, Chapter 15: Case Studies Reflecting New Sustainability Trends in Africa, was especially compelling. Many chapters indeed noted the endemic nature of poverty in Africa. These are important. Chapter 14 though, described specific opportunities for engaging the poor in multiple trends that can lift them out of poverty. Inherent in Chapter 14 is not only the rationale for why poverty alleviation is SDG #1 but also why the SDGs, in their totality, are an integrated, inter-dependent effort to create prosperity for all – but it all starts with SDG #1.

In its totality, Management and Leadership for a Sustainable Africa is a richly textured book that is a must read for academicians and practitioners interested in sustainability and in the promise that sustainable development can bring for creating a future world in which all living beings can prosper and flourish. With its focus on Africa, it is also an essential book to read for anyone who is African by birth or who is African by heart.

Happy reading!

Professor Emeritus, John & Jeanne Rowe Distinguished Chair; Co-Chair, Working Group, Poverty as a Challenge to Management Education; Principles of Responsible Management

Al Rosenbloom
International Business
and Marketing
Dominican University
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CHAPTER 1

Leadership for Sustainable Development in Africa: Roles and Responsibilities

Kemi Ogunyemi

Introduction: The Actors in Africa

Sustainable development is a concept that has been subjected to different interpretations based on the perspectives and beliefs of different people individually and in their demographic groups. Politicians seem to think of it as community projects; business owners use it to negotiate greater profits; environmentalists view it as the means to effectively utilize natural resources and many people see it as a concept to help meet their needs and eliminate poverty (Dartey-Baah, 2014). The different definitions and understandings of the sustainable development also influence the way these sectors and people might react towards any improvement or actions that needs to be taken regarding it. The word sustainability itself comes from the Latin 'sustinere', which means 'to support, bear or hold up' and it deals with the capacity of our environment to sustain or carry the weight of human existence now and into the future of the unborn human

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generations. The African continent, considered as one of the developing continents because of the number of developing countries that it is home to, has many factors that threaten its very existence. One of these is the issue of climate change which has a global dimension and is very much an issue in Africa. For this and other reasons, sustainable development is an important topic globally as well as for Africa, since it emphasizes the need to deliberately consider environmental, economic and social questions as countries strive for growth and development.

If we take sustainable development as that development which optimizes the interrelationships between the society, the environment and the economy for present and future generations, it becomes important that such interrelationships and those who are charged with the responsibility of managing these three sectors ensure a balance in order to truly benefit everyone in the society (Mckeown, 2002). The first point of achieving this is through effective leadership, yet others also have a role to play. The question being answered in this book is what those roles are for driving sustainability in Africa, and who has the responsibility to improve the current quality of her people's lives while protecting her ecosystems and preserving her natural resources for future generations. Such roles today in driving sustainability have assumed a more ethical dimension than ever before. They include the country leaders (governments) individuals and corporate organizations operating within the continent who must share the responsibility of preserving the environment.

The issues in Africa have been further exacerbated by a lack of adequate awareness of, inadequate publicity about, and poor funding for sustainability initiatives. To drive sustainability therefore, it is imperative that systems and processes are developed that integrate social, economic and environmental objectives to meet with the present needs of Africans without endangering future needs. As already noted, this should be the responsibility of governments, corporate organizations and individuals. Therefore, in this first chapter of the second volume of the book 'Management and Leadership for a Sustainable Africa', the first segments deal with a general discussion of some responsibilities and then roles for sustainable development, the second segment introduces the chapters that make up the book, contributed by both practitioners and academics, and the last segment concludes with some recommendations.

Whose Responsibility Is It?

Before talking about roles, the first step is to establish who has the responsibility for driving sustainability in Africa. The responsibility for driving sustainability in Africa belongs to every individual living within the space of African countries, to every corporate organization that operates within the region, to specific government agencies that are tasked with providing focus, guidance and policies, and also to advocacy groups, and non-governmental organizations. In addition, international organizations and agencies outside the region also have a responsibility, since what happens in Africa also affects other parts of the globe. In short, the responsibility for sustainability in Africa is everyone's.

The responsibilities comprise the various means within each one's capacity, of propagating sustainable practices: caring for the planet, promoting societal impact, encouraging sustainable business, striving deliberately to reduce energy consumption, ensuring emission reduction, fostering health habits, supporting and championing the green revolution, encouraging reuse and recycling, etc. Generally, the responsibilities can be placed under the following pillars: those that drive economic sufficiency, e.g., encouraging entrepreneurship, those that counter environmental degradation, e.g., stepping away from petro-economy reliance, those that boost human capital, e.g., nurturing communities and combating unemployment. Moving on to reflect on the roles of those who have the responsibility, the first group put forward here is the leadership cadre—African governments and their role in leading their peoples towards sustainability.

The Role of Leadership for Sustainable Development Outcomes in Africa

The leadership problems in Africa have been associated with various factors. A World Bank report in 1989 attributed underdevelopment in Africa to governance gaps resulting from the fact that leadership offices in Africa have so often been hijacked through coups d'etat, invasion or through unfair elections (Alemazung, 2011; Arthur, 2000). This power-grab approach to leadership has led to depreciation of the African economy, causing unemployment, poor healthcare, deteriorating educational standards and by extension low quality of life, since the leaders responsibe for protecting the continent and its people have frequently pursued personal gain instead (Nasir, 2010; Dartey-Baah, 2014).

Some scholars have also argued that the problem of leadership in Africa emanates from the cultural experiences and practices of Africans (Leonard, 1987; Jackson, 2004; Bolden & Kirk, 2009), claiming that the relationship between the people and their leaders is often a master-servant one (Kuada, 1994) where thoughts, creativity and independence are restricted in spite of some African countries' claims to be democratic. Leaders are seen as superior and therefore are seldom questioned regarding their inadequacies and, when questioned, rarely take responsibility because of that perceived superiority over others. Rather than place due importance on optimizing the potentials of the people, profit and planet for the common good of all, Africans leaders have power-grabbed so much that the continent's potential is still mostly ignored and untapped (Alemazung, 2011).

There is a need for good leaders who can manage the resources of every African country in a way that promotes sustainable development. A good leader is expected to be visionary in that s/he should be able to have foresight and manage resources and tasks with efficiency, while motivating people in ways that bring out their potential and encourage the utilization of such potential for the common good of the whole country. Effective leadership in Africa should be one where leaders think beyond personal enrichment to more strategic outcomes that would develop the country and properly manage its resources for the good of all (Perren & Burgoyne, 2001; Dartey-Baah, 2014). In other words, for effective leadership in Africa to ensure sustainable development, it should be tending towards a transformational leadership style where the goal is the growth of all.

In a study that Sharma et al. (2009) conducted in Malaysia to examine the antecedents of sustainable development, they found that effective leaders contributed to the development of their villages in troubled times by seeing that the needs of the people were met and the social and communal challenges overcome. Specifically, this referred to the ability of the leader to be visionary in detecting the problems of his/her people in time, and to devise strategic ways to overcome them and to enhance the social and economic quality of lives. When this is the case, it is then not difficult to get the buy-in of the people to work towards environmental quality, thinking of the good of present and future generations.

Since 2015, many nations globally agreed to set seventeen (17) sustainable development goals (SDGs) as priorities for sustainable development across their different continents. This constitutes an additional impetus for African leaders to actively take on the responsibility to ensure the implementation of these goals across the continent (Jaiyesimi, 2016). For example, the African Union (AU) and the African Development Bank (ADB) have observed that the greatest challenge to sustainable development in Africa is unemployment. This would mean that leaders in Africa need to find a way to ensure that Africa's labour markets are able to fully accommodate the growing numbers of youth who are obtaining the skills that can develop the continent economically and socially (Hollander et al., 2018). Apart from advancing the achievement of SDGs, governments also need to be strategic and 'market-oriented' in their pursuit of innovation (through technology and the right policy frameworks) (Bell et al., 2002). Sustainable development requires change, and an inert government cannot move its people to embrace change. Leaders in Africa need to act collectively on this important issue, they could come up with and implement a sustainability index for the countries in Africa and periodically reward those with the best indices.

The government's role includes ensuring that corporate entities obey the rules of the society and that their activities do not have indiscriminately harmful effects on their environment. In Nigeria, the enactment of the Petroleum Industry Act has mandated all Joint Venture and Production Sharing Contract companies to set up Host Community Trust Boards to ensure economic empowerment and structural development projects are erected in the areas where their operations take place. This could amount to up to 3% of the companies' (settlors') operating expenditure of their preceding year. This is a huge step that could contribute to ensuring that communities benefit from the exploitation of the natural resources found in their land. The judiciary has the responsibility to ensure that entities that are found irresponsible with regard to their economic, social and governance duties are sanctioned appropriately according to the laws.

The Role of International Non-Governmental Organizations (NGOs) and Multinational Corporations (MNCs)

NGOs and MNCs that are large independent entities have a responsibility to society to play a role in the pursuit of sustainable development. Many of them are bigger than some governments and, even where they have had to collaborate with the government, they have mostly been able to maintain autonomy. As independent entities, MNCs and NGOs are able to engage as advocates for human rights and community development (Hall-Jones, 2006). Nevertheless, the primary focus of MNCs' contribution to sustainable development should remain that of providing public goods and social services that promote fulfillment of the SDGs—with the resources at their disposal and the economic power that they wield, MNCs are expected to continue to fulfill their commercial obligations for which they are constitutionally, fundamentally and internationally recognized (Amodu, 2020). In order to do this responsibly, they must also manage their processes to minimize waste and any other negative impact to people and the planet. It is a good sign that, as they have grown more conscious of the need for sustainable development over the years, more NGOs and MNCs are deliberately including plans for achieving it in their policies and management strategies as well as in their everyday operational practices, and reporting these to stakeholders, clients and the public (Hall-Jones, 2006).

If the concept of sustainability refers to meeting the needs of people now without jeopardizing the ability of people in the future to meet their needs, then only sustainable systems create genuine and real value. Keeping profits and ensuring continuity in perpetuity are the primary goals of any business. For an organization to succeed, its management must implement practices and strategies that contribute to the goal of remaining a going concern. Yet, truly sustainable businesses consider not only their long-term economic viability but also their environmental and societal impact over time. Good governance helps them to achieve all three goals and this is why Economic, Societal and Governance (ESG) considerations must be integrated into strategic planning, measured with the right metrics, and disclosed to relevant stakeholders in a timely manner. Businesses operating in and from Africa must develop processes, structures to meet the expectations of green practice while also achieving their strategic goals. The responsibilities to be shouldered by their leaders therefore includes minimizing the foreseeable negative impacts of business activities and offsetting those that are unavoidable; promoting positive impacts by respecting human rights, fostering inclusive and gender-sensitive work environments; and collaborating within and across sectors to work for development in Africa.

In particular, oil and gas companies are involved in high-risk activities since it entails exploration, production and processing of highly flammable materials and the deployment of heavy, expensive, and complicated machinery. The industry is one of the most complex globally. Activities, especially with regard to respective host and affected communities, typically result in severe environmental degradation, community unrest and public criticism. The need to meet health, safety and environment requirements as well as sustainability reporting and management as part of risk management helps to keep oil and gas companies in check. In some countries, they are also required to make governance (ESG) disclosures. This concern for sustainability-oriented practices helps to ensure the transparency and accountability of oil and gas companies to their shareholders and stakeholders. Additionally, the sustainability reporting requirement provides a robust framework for the company to describe and manage economic, social and environmental issues.

The Role of Other Corporate Entities, Including SMEs

For emphasis, the private sector should be a major force to the SDGs and their implementation in Africa. Corporate entities are expected to ensure they put in place internal policies and implement corporate social responsibility initiatives that would ensure sustainability of the environment, people, and corporate governance as well as respect sustainability laws and regulations. Organizations should assess sustainability practices and benchmark against their peers, business partners and competitors as well as match their metrics with reporting standards, initiatives and investor requests. They should develop frameworks according to the sustainability maturity of the organization, apply methodical approaches as defined by the selected framework and explore respective reporting requirements and guidance. They can also engage with stakeholders to uncover available internal data to guide their management approach.

The Role of Non-Governmental Organizations (NGOs)

NGOs whose work is specifically tied to the sustainability drive should champion the cause, and enlighten the populace on the importance of everyone taking responsibility. In general though, they can be helped to achieve more. Mosweunyane (2010) while studying the role of NGOs in sustainable developments in Botswana discovered that although they do set out to empower their beneficiaries and often accomplish this, NGOs are mostly economically and politically powerless. Due to their complete reliance on donors and funding from independent partners, they are sometimes incapacitated in their pursuit of change. This means that for them to effectively play a role in sustainable development, they need empowerment as NGOs—funding and some of the level of power and control of how to utilize the resources at their disposal for effective change (Mosweunyane, 2010).

The Role of Individuals

As the saying goes, "little drops of water make a mighty ocean": the contributions of individuals are indeed beneficial towards ensuring that the sustainable development goals are met. In terms of specific and practical examples, households can eat seasonal and organic farm produce; use water sparingly for personal hygiene and cleaning, agriculture, and swimming pools; cook efficiently by using heat well and not wasting it; close refrigerator doors well and defrost them occasionally; moderate the use of heaters; resist impulse-buying and excessive consumerism despite the pressure from advertising; put water saving devices into taps and tanks; load washing machines and dishwashers judiciously; carpool; reduce or avoid using plastics and cans; take quick showers and close the taps while brushing teeth, lathering or shaving; use rechargeable batteries; plan shopping and go with a list; turn off lights when not in use and use natural light as much as possible; use air conditioning and security lights that work with solar energy; reuse everything possible; collaborate with NGOs that promote sustainability; try not to leave waste by roadsides or on the beach; respect, appreciate and defend cultural diversity and freedom, including religious freedom; and respect, cherish and defend African traditions.

The Role of Global Agencies

Global agencies—The initiatives from globally recognized agencies, amongst other things, contribute by indicating the direction of the world with regard to certain concerns. For example, The United Nations (UN) agency set up the Social, Economic and Governance (SDG) developmental goals that mandate all corporate entities to ensure they execute

SDG-related activities and provide a sustainability report. Important local agencies that cooperate in this endeavour include the National Content Development Monitoring Board (NCDMB) and National Environmental Standards and Regulations Enforcement Agency (NESREA).

Global reporting indices, such as the Human Development Index (HDI) and Ease of doing Business, also help to set standards and outline principles for organizations to use to define their standing and make concrete improvement plans. While economic performance indicators include performance demonstrated in aspects like market presence and indirect economic impacts as well as materials, energy, water and effluents, emissions and wastes, biodiversity, and products and services integrity, the indicators for social performance focus on things like product responsibility, labour policies and practices, human rights protection and decent work for everyone.

The Role of Other Key Players

Auditors can ensure companies provide sustainability reports through assurance, advisory and compliance functions. Investors have the responsibility to monitor their investments and raise concerns on any deviation from the accomplishment of the ESG objectives.

In summary, every sector is responsible in the drive for sustainability in Africa when looking at the economic, social and governance factors (people, planet and profit), whether formally or informally. The governments of the various African countries need to keep studying their unique context in order to strategically set up policies that would ensure that organizations are responsible with sustainability in mind.

The Book's Chapters

In Table 1.1 below, the content of the chapters is presented and a few research directions are suggested. To begin with, aligning fully with the thrust of this volume on roles and responsibilities and clarifying the role of governments in Africa's quest for sustainability, Apampa (Chapter 2) identifies the sectors and industries that have contributed to economic growth and facilitated the consideration for more sustainability-focused projects. As though complementing these insights, with a well-discussed case study from Morocco and using the PHSI framework, El Ghaib and Chaker (Chapter 10) cleverly argue the role of each stakeholder in contributing to

Table 1.1 Chapter highlights, usefulness and future research directions

Chapter	*Title*	*Striking ideas/content*	*Usefulness*	*Possible further research directions*
2	Leading the Way Forward: What Can African Governments Do?	Identification of sectors and industries that have contributed to economic growth and facilitated the consideration of more sustainability focused projects	Teaching, reference, research, and consultancy	How do the recommendations to government relate to local business groups, community traders and various players? In what ways can these recommendations be cascaded and broken down to micro-level actionable items?
3	Responsible Corporate Leadership—Driving Sustainability in Nigeria's Financial Services Industry	Role of organizations and regulators Case studies Call for innovation and creativity	Reference material for teaching practitioners	What are the strategies to shift sustainability from being regarded as a mere cost centre function to being part of the core of an organization?

Chapter	*Title*	*Striking ideas/content*	*Usefulness*	*Possible further research directions*
4	Non-Financial Reporting Regulation and the State of Sustainability Disclosure among Banks in Sub-Saharan Africa (SSA): The Case of Ghana and Nigeria	Sustainability Reporting	Policy advocacy and teaching	What are the factors that make it easier for banks to engage in non-financial reporting and how can this kind of reporting be more widely adopted in African countries?
5	NGO and CSO Influence and Media Power for Africa's Future	Narratives of NGOs, CSOs and Media	Policymaking	How far are NGOs, CSO and the media helping in shaping the narrative of a green Africa?
6	Sustainable (Green) Supply Chain Management in Sub Saharan Africa	Opportunities to harness clean energy greener manufacturing practices for reduced carbon footprint	Teaching and practice	What are the barriers to sustainable supply chain practices in Sub-Saharan Africa? What impacts can sustainability have on consumers in decision-making at the supply chain management level of organizations?
7	SME Sustainability Goals and Development in a Volatile Environment	Clear depiction of the issues that SMEs in the Africa region face	Teaching and consultancy	How can SME structure their businesses so as to facilitate sustainability practices?

(continued)

Table 1.1 (continued)

Chapter	*Title*	*Striking ideas/content*	*Usefulness*	*Possible further research directions*
8	SMEs and Sustainable Development in Africa—Understanding the Impact of Government's Supports	Ethical leadership and government support as success factors	Policymaking, teaching, and consultancy	What is the best approach to taxing SMEs without compromising their sustainability with the tax burden?
9	Sustainability Leadership by More Minor Actors: Individuals and Families	Multi-dimensional impact of the role of the family on sustainability	Teaching	How could Africa mitigate the impact of migration and globalization on the family unit, due to adoption of western cultures by some family members, which may lead to differing and at times conflicting values?
10	Partnership for High Social Impact in Africa: A Conceptual and Practical Framework	PHSI framework for stakeholders to achieve high impacts in the non-profit sector	Policymaking, teaching, and consultancy	What indices should be used to measure the impact of the PHSI framework?
11	Technology and Green Tech in Africa	Green tech in Africa	Teaching, policymaking, and practice	What is slowing the adoption of green tech, given its importance?
12	Participatory Campaign Approaches in Greening Africa—A Case of 93.1 IUIU FM Go Green Tree Planting Campaign	Participatory approach: campaigns initiated by community radio: The 93.1 Go Green Tree Planting	Policymaking, and practice	Which other campaign approaches can be adopted to enhance community engagement? Why is the participatory approach more effective?
13	The NGOs and the SDGs—Lessons for Leadership and Sustainability	Interviews with NGO leaders in the environmental sustainability field	Teaching, practice, and policymaking	What are the more subtle moderators of the relationship between passion and effectiveness, for NGOs?

Chapter	*Title*	*Striking ideas/content*	*Usefulness*	*Possible further research directions*
14	On the Path to a Sustainable Africa—The Role of Communalism and Collaborative Enterprises	Collaborative relationships among African enterprises are vital for achieving sustainability	Teaching and practice	What is the relationship between communal sustainability and collaborative enterprises and which one leads to achievement of the other?
15	Taking the Lead—Case Studies Reflecting New Sustainability Trends in Africa	Growth of impact investing across the continent Innovation around waste management through recycling and up-cycling	Teaching and consultancy	What levels of effectiveness do these initiatives have? What innovations are the various agriculture start-ups making, to promote sustainability?

sustainable development for Africa. Their contribution brings to the fore the importance of not making growth and development the sole responsibility of governments, but rather a collective responsibility of the major stakeholders discussed in the proposed framework.

According to Ogah (Chapter 6) larger organizations, SMEs and governments can all do more by adopting sustainable supply chain strategies. After reviewing the nature and characteristics of the traditional supply chain model, he touches on issues of environmental safety and societal impact among consumers, emerging sustainable supply chain with increased concern for global warming, the possible barriers to sustainable supply chain practices, and the solutions for greener manufacturing practices. SMEs have had a hard time during the pandemic, acknowledges Jagun (Chapter 7); showcasing what is happening in various countries and sharing how Kenya is using it as an opportunity to reboot the economy. According to her, the pandemic is threatening and delaying the achievement of SDGs on the continent. Overall, in this chapter, Jagun was able to show the interesting linkages between SMEs, job creation, economic productivity and the SDGs. Chapter 8 (Iheanachor and Etim) concurs with both Ogah (Chapter 6) and Jagun (Chapter 7) and convincingly argues the pivotal role that SMEs are playing to ensure sustainability in Africa and the importance of the government supporting them as well as their need for ethical leaders.

Analysing the topic from a grassroots angle, Apampa (Chapter 5) explores the influence of NGOs and CSOs and the power of the media for Africa's future. Ogunyemi and Nwagwu's Chapter 13 is complementary to this, discussing as it does the role of NGOs in the fight for environmental sustainability. Ejinima's chapter (Chapter 9) looks at the important role that more minor actors—individuals and families—have. The chapter explores the inter-relationships of individuals and families and their impact on the different dimensions of sustainability. The role of the family group as a unit is clearly emphasized and the need for policy interventions to support and strengthen the family is strongly established. That communities are not to be left out of the movement towards sustainability is shown in Chapter 12 (Mpoza, Musisi, and Kasadha) where the emphasis is on achieving sustainable practices in fostering a green Africa through participatory approaches initiated by communities. Using the 93.1 Go Green Tree Planting Campaign case to explain how such approaches bore more results than institutionalized efforts, the chapter makes a case that sustainability in Africa will be more easily achieved with a participatory approach.

Two chapters talk about the financial services industry: Appiah-Konadu, Korletey Apetorgbor and Atanya (Chapter 4) provide an informative review of the state of sustainability reporting in Ghana and Nigeria, two countries in West Africa while Awogbade (Chapter 3) deals with the regulations and the evolving journey of the sustainability function in the Nigerian financial sector, as well as the strategies employed in various organizations within the sector. The role of regulators is also touched upon and practical suggestions are given to achieve more.

Atuluku (Chapter 15) tackles the question of poverty as its focal issue and describes what initiatives are being implemented to try to tackle this deep-seated problem within Africa. Poverty is a real ground-root issue in Africa and the sustainability implications are wide-ranging, hence this chapter is very important and adds value to the whole book. Its content is well illustrated with the use of up-to-date and recent statistics. Excellent examples are drawn from across the continent, for example, the growth of impact investing in different countries, and the rise of innovation around waste management through recycling and up-cycling. The author also makes a thought-provoking connection between renewable energy and access to opportunities for the youth. As a complement, Ogah (Chapter 11) contribution is rich in its exploration of the subject of technology in Africa—specifically, of green tech. The chapter also highlights the challenges currently faced in Africa that hinder the full realization of green tech and related technologies and the role they should play in transforming Africa.

Chapter 14 (Acquah, Appiah-Konadu and Amoah) speaks of collaboration for sustainable development, pointing out how different groups can work together to attain sustainability. They start by illustrating the main environment of business in Africa and communal nature of Africans. Then, they go on to demonstrate each of their concepts and to present cases in Africa that exemplify the collaborations they mention.

Conclusion

The problems are manifold and extensive, and sometimes controversial in their complexity. From the point of view of environment and planet, there are the effects of global warming following climate change; of reduced rainfall in some areas and flooding in others which increases the spread of water-borne diseases. Socio-economic challenges include high rates of poverty and unemployment, deficient basic infrastructure, and poor health amenities. If these are attended to, human lives and living conditions will improve. Irrespective of their starting points, everyone needs to take responsibility and play their own roles in journeying towards sustainability. Leaders in the private sector can contribute to solving the unemployment problem and through that provide poverty alleviation to some extent. Public leaders (government) can establish and enforce policies that make the environment of business more supportive, promote social equity and conserve the environment. Communities can also participate, and leaders from within those spaces could also spearhead the projects and initiatives they come up with. Leaders in households and their followers must take responsibility for enhancing the sustainability of their own lifestyles and those of their dependents. In short, all the different actors brought to the limelight in the chapters of this book can and should do something. To enable this in a practical way, the author(s) of each chapter, after sharing their unique perspectives, present the reader with a few thought-provoking points and make useful and feasible recommendations for public and private leaders across Africa.

One last word about the private sector potential: Entrepreneurship is one of the key drivers of sustainability for Africa. The continent contains some of the fastest growing economies globally, and has a favourable climate and vast landmasses for agricultural use. Her human and natural resources are abundant. However, levels of poverty, malnutrition, unemployment, inequity, and insecurity are high, and, in addition, her sustainable development is further hampered by corruption, inadequate infrastructure and vulnerabilities with regard to reliance on primary products. As entrepreneurship entails people starting and managing businesses, these small and medium-scale enterprises (SMEs) can significantly contribute to a sustainable improvement in the economies of African nations. The chapters that deal with corporates and SMEs support this thinking.

It is lucky for Africans that her peoples are resilient. With good leaders playing their different roles as outlined in this book and more, and with responsible followers inspired by their leaders, there is abundant hope for the continent to develop sustainably.

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CHAPTER 2

Leading the Way Forward: What Can African Governments Do?

Soji Apampa

Introduction

Africa possesses young people in abundance in an ageing world, and it sits atop vast natural and other resources. Beyond raw materials and natural resources, the sheer number of young humans in Africa combined with its resource potential might threaten the balance of power in a globalised world. This chapter argues that Africa's current economic volatility stems from a continuing combination of neocolonial extractive agendas, warped political settlements employed by its political elites, global capitalism, and the associated politics of globalisation. As we enter the next era by 2030, when 1 in 4 young workers on earth could be African, development success should mean that either (1) Africa gets its act together and applies all that agility into converting its resources into goods and services that the rest of the world needs, which will allow the emergence of a

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new "*Wakanda*-type" superpower in 30–50 years (a potential competitive threat to the powers that be), otherwise (2) Africa continues to get it wrong, and the rest of the world is overrun by hordes of hungry, agile, and angry young Africans. Either way, the rest of the world would do well to pay attention to Africa's sustainable development. Even though the story has been one of GDP Growth without real impact per Capita, the Youth are finding ways and means to create world-beating solutions in some sectors. The chapter then examines a different approach to sustainable development with practical lessons from a grazing reserve in Northern Nigeria to show that governments can do a lot to spur inclusive prosperity through sustainable management practices.

African Volatility

Africa is volatile; that is true. Some have submitted that "Africa will remain turbulent because it is poor and young, but also because it is growing and dynamic. Development is disruptive but also presents huge opportunities…" (Cilliers, 2017). Is it Africa's youthfulness and poverty that make it volatile? "Despite India's growing economic success, a recent study by Oxford University found that over half of India's youth [just shy of Africa's youth population] lives in acute poverty…." (Morrison, 2017), yet India is nowhere as turbulent as Africa. Growth and dynamism in Africa throw up a level of turbulence that could support development in disruptive ways perhaps, but why is this currently not being harnessed (with a positive impact on the environment and growth in revenues and profits) to produce sustained and sustainable development in ways that reduce disparities in income and wellbeing between different groups in society, without damaging the rights of future generations to similar opportunities? (Kraaijenbrink, 2019). There must be more to the African condition that impedes the delivery of sustainable management practices than poverty and youthfulness.

Disruptive Development

Africa has been unable to industrialise to pull its citizens out of poverty in search of disruptive development. Instead, it seems trapped into the role of raw materials and natural resources provider to the world's significant producers at unsustainable human (social), material (environmental), and financial (economic) costs. Given the inability to turn Africa's situation into opportunities, African governments must understand the continent's strategic importance to global capitalism and global politics. It might be that Africa's emergence from poverty is being systematically resisted through the instrumentality of aid, as Dambisa Moyo and Mallence Bart-Williams have asserted. What does Africa possess in abundance beyond raw materials and natural resources that might threaten the balance of power in a globalised world? Do African countries need to be more questioning of prescribed, contemporary political and economic models of development on which they attempt to build and sustain economic growth, particularly from the famous multilateral institutions? What is the way forward in the search for sustainable development that brings inclusive prosperity in the nations of Africa? What can African governments do?

Political Economy of Sustainability

If we liken volatility in Africa to a significant symptom with deeper causes, the youthful demography and poverty of Africa may help it spread and persist, but they are not the root causes. Perhaps some of the social and economic forces doing sustainable management practices are challenging to apply in Africa. Still, there are environmental and governance dimensions to the problem as well. Preserving the environment requires political choices and governance arrangements to achieve, suggesting the need to look deeper into how politics and governance impact social and economic forces to produce sustainable management practices. In fact, "…sustainable development is a socio-economic movement aimed at integrating political, economic, and social activities, focused on protecting the natural balance and the sustainability of basic natural processes to ensure meeting the basic needs of certain communities and citizens of both the contemporary and future generations…" (Bartniczak & Raszkowski, 2019). This chapter will examine the "…interrelationships among individuals, governments, and public policy.…" (Investopedia, 2021), in search of why sustainable management practices are not being utilised to spur the sort of development Africa used to elicit the kind of development Africa needs.

In Search of Root Forces

Africa's Economic Volatility

Where Africa grew in 2002–2014, this has been mainly driven by demand for resources from China, which has now waned as its pace of growth has slowed, leaving a corresponding lull in Africa's resource-fuelled growth. Experts agree that Africa's development can neither be inclusive nor sustained if it is not driven by industrialisation and other forms of value addition. However, this is currently at a deficient level. Some argue even in decline as "…the contribution of Africa's manufacturing sector to the continent's gross domestic product declined from 12% in 1980 to 11% in 2013, where it has remained stagnant over the past few years, according to the UN Economic Commission for Africa (ECA)" (Tafirenyika, 2016). Nevertheless, prospects for such industrial development remain as "the continent is well endowed with natural resources necessary for resource-based industrialisation. The continent is sitting on more than US$82 trillion in discovered natural resources, with the potential to contribute US$30 billion a year in government revenues over the next 20 years. Africa also possesses other natural resources – minerals, rivers, forests, fisheries, etc., in vast quantities worth a significant amount. The value-added of its fisheries and aquaculture alone is estimated to be more than US$24 billion. However, many countries continue to export raw materials with little value addition" (Ahouassou, 2017).

If African governments know these facts, why have they continued to export raw materials without added value?

Neocolonial Extractive Agendas

The purpose of colonialism in Africa was extraction. Henry Stanley is credited for having sign-posted Africa's raw materials as necessary to fuel the industrial revolution, which later morphed into the scramble to control actual territories in Africa by the British and European powers of the day (Conrad, 2021). Today, such "use of economic, political, cultural, or other pressures to control or influence other countries, especially former dependencies" or "…the control of less-developed countries by developed countries through indirect means" (Halperin, 2014). "From Algeria to Angola - and from petroleum to platinum, iron ore to oceans - the scramble for Africa's resources has often caused problems rather than created prosperity" (bbc.com, 2012). Problems such as unsustainable human (social), material (environmental), and financial (economic) costs are borne by the people of such countries, sometimes for generations. The primary buyers of the resources control commodity prices. They, in turn, pay just enough to secure their monopoly over it, insufficient for Africa to fund (or acquire other capacities for) an industrial revolution of its own. In this way, Neocolonial pressures conspire to keep Africa a net exporter of raw materials.

Warped Political Settlements by Africa's Political Elite

After the Cold War, since the fall of the Berlin Wall and the decline of the Soviet Union, political ideology in Africa has also been evolving. The journey to democracy in Africa has not produced clear cut Egalitarian, Libertarian, or Communitarian States. Still, the continent is replete with the Corporatist States, where the direction of State Policy is dictated by the specific combination of business, military, civil servants, labour, ethnic, religious, civic, academic, etc. Elite groups combine to seize control of the State in questionable electoral processes. A resulting *corpus* then forms from a process of political settlements (a political settlement is a tacit agreement among powerful groups about the rules of the political and economic game, that keeps the peace by providing opportunities for those groups to secure a distribution of benefits such as resources, rights, and status) that they find acceptable) (Kelsall & Hickey, 2020). The result is usually policies that help the ruling elites to hold on to power and decide its distribution within their group, manifested by who has access to benefits such as resources and privileges with which they consolidate their position while marginalising, excluding, and repressing others. Depending on how narrow or broad the social foundations are and how dispersed or concentrated power is within the settlement structures, there are typologies of what political Elites are incentivised to deliver to citizens (Kelsall & Hickey, 2020). Given the poor pace of development and lack of industrialisation, one can conclude that power concentration has been more dispersed than concentrated, and the social foundations for Africa's Corporatists States typically narrow rather than broad as "Elites lack incentives to create institutions for broad-based development and instead compete amongst themselves for rents and perquisites…." (Kelsall & Hickey, 2020). Leaders in countries with large populations would, therefore, have a relatively large group of elites to "keep satisfied" with such rents and perquisites that in the worst case, such distribution might be what keeps the peace leaving little room for development (since raw materials export is typically an easier route to generate the settlement funds than by attempting to industrialise). In the light of this perhaps, one may better situate the statement in a BBC report that, "In Nigeria, the continent's biggest oil producer, at least $400bn (£250bn) of oil revenue has been stolen or misspent since independence in 1960, according to estimates by former World Bank vice-president for Africa, Oby Ezekwesili. That is 12 times the country's national budget for 2011.

Meanwhile, 90% of people live on less than $2 per day (bbc.com, 2012). Although not quite as stark as this everywhere, Africa's political elite may have borrowed a leaf from Nigeria where warped political settlements by Africa's political elites conspire to keep Africa a net export of raw materials.

Global Capitalism and the Politics of Globalisation

The world competes with China. China has struck an alliance with Africa in ways no superpower before it has ever dared. China's strategy of not "meddling" in the political affairs of its partners; its willingness to invest staggering sums in Africa's infrastructure projects, whether appropriate or not, have placed it in the position of partner-of-choice to Africa's political Elites. China is nobody's fool in its relations with Africa as it has demonstrated that it can also enforce against defaulters in a sleight-of-hand that mortgages local infrastructure (Port of Djibouti) and its ability to execute against defaulting countries, and raw materials or a strategic national function (policing in Zambia) to it. Africa's sensitivity to China is now high as its resource fuelled growth is linked to activity in China. The potential losers in this relationship, in the long run, could include African citizens; however, the West (US, Europe, Britain), the former colonial powers in Africa also appear to be losing out in this global competition for raw materials to fuel a fourth industrial revolution. The instrumentality of the World Trade Organisation becomes more strategic in this scenario, and China's support for the African, Okonjo-Iweala, to emerge against Donald Trump's wishes for the US demonstrates the strategic importance of this fight, and the current campaign of disinformation by Britain and Europe against China in Africa is also instructive. Global capitalism and the politics of globalisation conspire to keep Africa a net exporter of raw materials. With China, Africa's other resources could potentially be at risk too.

Why Should the World Pay Any Attention to Africa?

According to the Council on Foreign Relations, "The Future is African." "Projections show that by 2050, Africa's current population of 1.4bn will double. That means that one out of every four people on Earth might be African just 30 years from now." The UN ECA projects that "there is growing consensus that Africa's youthfulness will continue to grow for the next 50 years while the other continents are ageing." This will either be an opportunity for the world or a significant threat depending on perspective. The Brookings Institute suggests this will be an opportunity; many others suggest it will be a threat. The spectre of 3 billion-plus young Africans handling resources crucial to the continued prosperity of an ageing rest of the world would be a significant cause for concern for two reasons: (1) Africa gets its act together and applies all that agility into converting its resources into goods and services the rest of the world needs to allow the emergence of a new "Wakanda-type" superpower in 30–50 years; (2) Africa continues to get it wrong, and the rest of the world is overrun by hungry, agile, and angry young Africans. Either way, the rest of the world would do well to pay attention to Africa.

Inclusive Prosperity in Africa

GDP Growth Without Impact Per Capita

Despite rapid resource-driven growth, especially between 2002 and 2014, Africa has struggled to translate such increased revenues into better livelihoods for the majority, her young citizens. This is probably as earlier presented, because of Neocolonial extractive agendas that induce the sale of raw materials on the cheap; warped political settlements among Africa's political elites that promote the corrupt distribution of common-pool resources among a select few; and Global competition and the politics of globalisation that work to keep Africa out of the fray of competitive producers of goods and services. Because raw materials exports are typically an arrangement between African governments and their international investors or joint venture partners, any growth in revenues realised from increased volumes and prices is not connected with the citizens' productivity. Therefore no direct impact is felt. The way to build Africa's economies is bottom-up considering its political economy: it must be from the productivity of citizens, and this will naturally elude African governments and their international collaborators/advisers/donors even though in some sectors, the youth are finding ways and means, demonstrating their ability to be world-beating, pulling themselves up by the bootstrap. Finally, lessons from such bottom-up success need to translate into world-beating National Economic Strategies like China's Belt and Roads Strategy.

Development Needs to Be Connected to the People

"It is my dream to see Africa's wealth benefiting all Africans on the continent in a global context and ALL facets of life" (Ngane, 2018)—Mallence Folorunsho Bart-Williams (Young, female, African, Global Entrepreneur) (Mallence.com, 2017). When sustainable management practices are properly implemented, the result should be inclusive prosperity. "Inclusive prosperity is a measure of economic productivity that reflects how far all population sectors are empowered to contribute to the economy and share in its benefits. In short, it aims to show what makes cities [countries and continents] successful– both economically and socially" (Carroll, 2019).

According to the African Development Bank (AfDB), more than half of Africa's population lives on less than $1 a day (Assa, 2012). Nigeria, having overtaken India as the country housing the most significant number of the world's poor "83 million people living in extreme poverty" (worldbank.org, 2020), is now the "poverty capital" of the world with corruption, unemployment, and inequality identified as top reasons for this (Panchal, 2020). The same appears true across the rest of Africa: According to Transparency International (transparency.org, 2021), "With an average score of 32, Sub-Saharan Africa is the lowest-performing region on the CPI [Corruption Perceptions Index], showing little improvement from previous years and underscoring a need for urgent action;" The African Development Bank (AfDB, 2016) says, "Of Africa's nearly 420 million youth aged 15–35, one-third are unemployed and discouraged, another third are vulnerably employed, and only one in six is in wage employment;" and, Oxfam (Seery et al., 2019) warns that, "…Africa is the second most unequal continent in the world… The richest 0.0001% own 40% of the continent's entire wealth."

"By 2050, the continent's 18–35 demographic is projected to reach more than 800 million" (Pointer, 2020). Young people across the continent have come to understand being young as being at the receiving end of various frustrations while being consistently marginalised, excluded, and repressed. The response of the teeming masses of young people in Africa has then been a strategy of making themselves available (to whoever would use them for whatever ends) because they have not yet figured out more effective ways to achieve their inclusion. In contrast, a few have managed to channel their creativity towards innovations. Those who have achieved success appear to have done so despite, rather than because of, government, and so they tend to continue to search for some scheme to propel them to the top rather than rely on formal routes like education as a route to gaining work experience, and work experience as a route to steady jobs and incomes. Those unable to find the motivation to keep trying on their own attempt to escape by emigrating, others by taking to drugs, alcohol, and such, while others do so by rebelling against society (resorting to crime or violent extremism).

According to STATISTA (2021), the median age in Africa is currently 19.7 years, and according to Runako (2021), the average age of an African President is 62 years. The political elite also bands around this age bracket as well. Aspirations of Africa's youth, including how they would like development to impact them, do not appear to be well understood by these leaders who are at least two generations older. Still, the leaders typically agree on the need for more inclusive prosperity, fearing that a youth uprising might be successful in Africa. It is not clear whether Africa's leaders understand the career paths and job platforms young people seek for their economic inclusion.

The Youth Are Finding Ways and Means

Younger players are rapidly innovating from within the "poverty capital" of the world, across Nigeria's Film & Drama, Music, Sports, Sports Betting, Art, fashion, Software/Coding, Fintechs, etc., and turning them into much higher value industries than they were a couple of decades ago. Things have evolved (without government) that despite persistent constraints and challenges on the music scene, for example, Wizkid, the young musician based in Nigeria, sold out his November 2021 concert at the 20,000-seater London O2 Arena in 12 minutes (Moore, 2021). Burna Boy, another musician, sold out the same arena earlier in 2021, selling the tickets by himself, "*I sold out the O2 by myself, at prices that I wanted. The way I wanted. Never talk too much, show action*" (Alake, 2021). "…a study conducted by Statista in Nigeria revealed that the music sector's revenue grew from 26 million US dollars in 2014 to 34 million dollars in 2018. According to the research and projection by Statista, this figure is expected to grow to 44 million dollars by 2023… The statistics from these studies reveal that the music industry possesses both the capacity to support millions of teeming youths and generate considerable revenue for the economy" (Nnamdi & Oludayo, 2021).

Locally, Funke Akindele's "Omo Ghetto" movie "*…accounted for 48 per cent of revenues and 47 per cent of attendance in Nigerian cinemas",* grossing N442m in Q1, 2021 (Augoye, 2021). "The local industry employs about a million people and generates over US$7 billion for the economy. The industry accounts for 1.4% of GDP, according to IMF reports. According to trade.gov (2020), Nigeria produces around 2,500 films a year with a projection of US$22 million by 2021 for total cinema revenue." In sports, John Mikel Obi, Nigerian footballer at Chelsea football club, has an estimated net worth of N23billion (Sunday, 2021). He is just one of many African internationals now employed by European football clubs.

A Fintech company was recently celebrated over the funds it raised globally; Flutterwave was developed by Nigerian young people and is now valued at over $1bn (Kene-Okafor, 2021). According to McKinsey, "…a youthful population, increasing smartphone penetration, and a focused regulatory drive to increase financial inclusion and cashless payments, are combining to create the perfect recipe for a thriving fintech sector" in Nigeria (Kola-Oyeneyin & Olanrewaju, 2020). How do young people approach their constraints and challenges that build momentum for development against the odds?

Example of This New and Different Way

The challenges which hamper the achievement of sustainable development management in Africa reportedly include "…extreme poverty, rapid population growth rate, rapid urbanisation, deforestation, the environmental impact of extractive industries, rate of economic growth, rural development, climatic variability and natural environmental hazard" (Kanayo et al., 2013). This array of challenges must appear daunting for any government to deal with, and it would appear as though it would take a lifetime of effort to make progress against them.

For the sake of illustration, let us take the case of stimulating rural development in the Kachia Grazing reserve of Kaduna State, Northern Nigeria, an impoverished region. The grazing reserve sits on 70,000 Ha and houses about 50,000 semi-nomadic Pastoralist households. Research shows that they depend on income from selling milk to feed their families and pay for most other overheads. It is on the rare occasion they sell an animal to augment. The milk always belongs to the woman of the house (some of the poorest in Nigeria), while the animal typically belongs to the man. Milk yields have been low because among other factors, (1) the local breed of the animal generally is better for beef and not milk production, (2) the animal needs 3 litres of water if it is to produce 1 litre of milk, and accessing water, particularly in the dry season each year, is getting more challenging as a result of climate change, forcing north–south migrations, and (3) quality and volumes of milk from their animals also depends on the quality of feeds and fodder available to them.

Between 2015 and 2019, the Business Innovation Facility—BIF (a UK Department for International Development project) run in Nigeria by young Nigerians designed an intervention for this community. They sought to develop innovations that could be adopted by the Pastoralists that would lead to sustainable improvements in their income and well-being. Breed improvement was ruled out though it would have been the most impactful because establishing new crossbreeds would have taken a minimum of 15 years. The provision of water was also ruled out because it required relatively significant investments in infrastructure to achieve. They chose to intervene through improvements to fodder. Their research identified that hybrid Napier grass (related to Elephant grass) rapidly improved milk yields of cattle based on evidence from East Africa. Engaging with the community in the grazing reserve, they imported $160 worth of seedlings which they planted and tended.

After the initial 90 days, the grass was ready. They fed four cows exclusively on the new grass and four on their regular grass. The milk yield of those solely provided with the new grass jumped by 2 litres a day after only two weeks of feeding off a low base of 1 litre per day while there was no change in the others. To be sure, they swapped the feeding regimen and placed those on regular grass on the new grass, and after two weeks, the same result was achieved. At the same prices, revenues per animal tripled. Off one Napier grass seedling planted, over 200 could be harvested, and a secondary market for seedlings developed with the involvement of the youth. Once established, 1 Ha of the new grass could be harvested every 45 days during the rains and could regenerate up to 5 years from the first planting. Whereas 1 Ha of the old grass could support three animals for a year, the new grass supports 15 animals for the year. The women benefited from the milk volume increase.

Without refrigeration, the greater availability of milk could have led to more significant losses. The BIF then trained the women on producing cottage yoghurt, which took the shelf life to 3–5 days instead of several hours. The new process also saved them 20% by volume as their old processes boiled off this volume and damaged the structure of the milk, while the new method used indirect heating without loss of volume or damage to the milk structure. They were also taught proper milk handling and milk hygiene. The raw milk sold for N150/litre but the yoghurt sold initially for N600/litre before the cooperative dropped the price to N300/litre for even more penetration. The improved levels of hygiene and production of a product sought by the larger market in nearby towns encouraged a local investor to partner with the community to set up a mini-processing facility inclusive of a milk collection system run by the youth. Increased product availability brought two distributors from town who took up 4/5th of weekly production while bicycle boys distributed the remainder within the community. The facility has continued to run, and today, Arla, the Danish dairy company, takes milk from the community.

The sum invested by the BIF in the various interventions came to about $25,000. In response, the Kaduna State Government invested in a Napier seedling nursery to replicate the grass to about 80 other communities. They fixed the road leading to the community from the highway. When the interventions started, it took about 50 min to drive the dirt road, but with the improvements done by the State Government, particularly to facilitate off-take, the journey now takes only 15 min.

Practical Lessons

The story of sustainable rural development above can be reduced to seven steps.

1. *Innovation*: Care was taken to identify the constraints and innovations introduced to overcome the chosen limitations that would not damage the environment nor worsen the situation for the Pastoralists.
2. *Incomes*: The innovations were explicitly designed to improve revenues and wellbeing.

3. *Inclusion*: Women, Youth and Men, all sectors of the population, were empowered to contribute to the evolving rural milk economy and share in its benefits.
4. *Integration*: By training the community on modern milk handling and milk hygiene and showing them a current product that could meet tastes beyond their community, their milk production and processing got integrated into existing value chains.
5. *Investment*: Private actors seeing the opportunity to scale up what has been set up as a win–win scenario for all actors found it a relatively easy proposition to invest alongside the community.
6. *Infrastructure*: Contrary to how things are typically done where parties start interventions by investing in infrastructure, the politicians seeing an excellent opportunity to take credit for an emerging success story invested in fixing the road that was years overdue for repairs, to enable off-takers from neighbouring towns access the community relatively easier to evacuate the product. Today, Arla is a significant beneficiary.
7. *Institutionalisation*: The activities would not have been sustained if BIF had not engaged the community through their cooperatives. This governance structure enabled the community to access markets and investment and continues to be seized until today, three years after the BIF intervention had ceased.

The above suggests that we need to prioritise incomes and productivity to afford our other preferences. In Kachia, the first order of importance to the community was to start a nursery school for their children. The second thing they did with surpluses from the sale of Napier grass seedlings and milk was to create a thrift society. The BIF team was amazed that the first funding application came from one of the youths in the Pastoralist community, and the money he requested was to purchase a computer.

This means for development in Africa, which is blessed with abundant natural resources in practically every community, such inclusive rural development is possible practically everywhere, and growth can happen bottom-up. The steps outlined above can be replicated without running afoul of Africa's current political economy of governance and development. Off a low base, doubling or tripling the citizen's income, if done across all sectors, could translate into doubling the GDP of Africa, especially if done on a sustainable basis where no reversals are expected. Like China's Belt and Roads strategy, Africa needs a new paradigm and approach to stimulating sustainable management practices.

Conclusions and Recommendations

African sustainable development success will be a competitive threat to the rest of the world; failure at it will also threaten the rest of the world. In the first scenario, Africans finally live up to their potential and take their place among the comity of Nations, and in the second, the whole world would have to scramble to find ways to contain Africa. Governments in Africa need to be appraised of the options and encouraged to drive for the first scenario since the second one would inevitably involve death, destruction, or foreign occupation.

There are a number of things that governments would need to do to incorporate a bottom-up approach to sustainable development management across their entire geographies. Governments need to acknowledge the damage that neo-colonisation, elite manipulations, and global capitalism could do to the local economy and minimise it. They need to recognise the disconnect between the people and current approaches to economic growth, the fact that whether they intervene or not, young people continue to innovate their ways and means (and these are not always desirable) and therefore, they need to steer and provide leadership without obstructing this approach to development.

Points to Ponder

- Can Africa progress without pandering to the dictates of development partners?
- Can Africa effectively harness its burgeoning youth population or is this part of the resource curse?
- Are there indigenous success stories we can learn from to spur Africa's growth?

Actionable Recommendations

Private leadership	*Public leadership*
Private leaders should work with Governments to establish monitoring and evaluation frameworks and provide investment advisors to work with the micro, small, medium, and large companies to identify the role they could each play in making investments to scale up different aspects of the innovation.	African Governments need to acknowledge that a new paradigm of development planning is needed. They would have to know their territories, the people within them, and the key constraints stopping sustainable income growth.
Private Leaders should work with Governments to identify a package of infrastructure that could help sustain the investments and prepare a strategy for deploying them.	African Governments need to identify and map relevant market systems (provide incentives and impact investment funds) to spur the necessary growth. Communities, the private sector, and all other stakeholders need access to the information and projections of what is possible for anyone innovating new solutions that overcome the constraints.
Private livelihoods extension workers may be needed to play a critical role, with access to technology and other equipment to facilitate data aggregation and real-time engagement for development planning, tracking, and reporting purposes.	Policy guidelines should be issued to such pioneers, including the charge that suitable solutions will not damage the environment but generate increased incomes to benefit youth and women. There should be a package of incentives for those whose innovations meet the guidelines. Governments should recognise that this will need joined-up thinking and therefore new roles for public servants and a new way of working. One point of accountability would be required to ensure all the government inputs are adequately dimensioned and coordinated.

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CHAPTER 3

Responsible Corporate Leadership: Driving Sustainability in Nigeria's Financial Services Industry

Lolade Awogbade

Introduction

Sustainability professionals in Nigeria over the past 10–15 years have often been pioneers given the mandate by their respective organizations to create a sustainability function within their entities. The road to creation and execution of strategy and projects is usually unclear and a role that requires innovative thinking and a large dose of creativity. As mentioned in the Nigerian Sustainability Banking Principles (NSBP) Industry at 5 Report, "*it has been a journey characterized by innovation, lessons, and challenges. The implementation process has been a learning curve for the banks*" with some of the challenges including "*dearth of skill, and the novelty of sustainability practices in the industry*" (NSBP, 2012/2018).

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Nigeria's finance sector can be credited with being front runners in the sustainability race in Nigeria today. This is mostly due to the platform created by the Central Bank of Nigeria in the Nigeria Sustainability Banking Principles. As the saying goes, *what does not get measured, does not get done*, and this is seen to be the case when considering the effect and impact this regulation has had in Nigeria's financial services industry. The journey to its current state is one worth exploring in a bit of detail.

The premise of this chapter is to create an understanding of sustainability and how this translates into a high performing function within institutions. The chapter will explore current regulation guiding sustainability, the setup of a typical sustainability function, the relationship between sustainability and Corporate Social Responsibility (CSR), and the increasing role sustainability plays in corporate fundraising.

The chapter is organized as follows: Sect. "Overview of Sustainability in the Nigeria Financial Services Industry" represents an overview of sustainability in the Nigerian finance industry. Section "Setting up Sustainability Working Committees Within Institutions" addresses the setup of a sustainability function within an institutional structure. Section "CSR vs Sustainability" addresses the relationship between CSR and sustainability. Section "Sustainability and Organizational Fundraising" addresses sustainability as a means to corporate fund raising. Section "Conclusion and Recommendations" has concluding remarks and recommendations.

Overview of Sustainability in the Nigeria Financial Services Industry

In 1987, the Brundtland Report defined sustainable development to be "the idea that human societies must live and meet their needs without compromising the ability of future generations to meet their own needs" (Brundtland, 1987). According to the Central Bank of Nigeria, sustainable banking refers to "an approach that recognizes the role of Banks in driving long-term economic development in Nigeria that is not only economically viable, but also environmentally responsible and socially relevant" (CBN, 2012).

As a response to managing risks in the Nigerian financial sector and in a bid to boost financial systems stability, the Central Bank of Nigeria in conjunction with the Bankers Committee created and signed into effect the Nigerian Sustainability Banking Principles (NSBP, 2012/2018). The principles were jointly adopted on July 14, 2012, by 33 banks, discount houses, and development finance institutions and have become one of the most respected and effective sustainability regulations in Nigeria. They have also shaped the financial services industry into being a front-runner in sustainability across Nigeria and to a large extent Africa.

The role that the Central Bank of Nigeria and the Bankers Committee played at the time of inception took extreme foresight, strong will, and leadership to create the principles and the execution of the principles across financial institutions. Without the strong backing of both players, it is doubtful that the term sustainability would be taken half as seriously in Nigeria the way it currently is. The adoption and execution of the principles created an ecosystem which includes the following: the development of a platform for communal measurement, monitoring, and reporting, the creation of institutional strategy and projects and the creation of a new crop of corporate sustainability professionals. All these components have helped to birth social impact businesses which have led to increased opportunities for foreign investment in financial entities among numerous other developments.

As mentioned above, an area that has experienced increasing maturity due to the adoption of both local and international sustainability principles is the area of corporate sustainability reporting and disclosures. To monitor and measure the progress of adoption and implementation across respective financial institutions, financial institutions are required to make submissions of progress according to a set template to the apex bank. This reporting template is submitted to the apex bank twice a year and covers the nine NSBP principles areas which include Environmental and Social Risk Management, Environmental and Social Footprint, Human Rights, Women's Economic Empowerment, Financial Inclusion, Capacity Building, Collaborative Partnerships, and Reporting.

As an additional means of encouragement and recognition for efforts in implementation and reporting disclosures, the CBN holds an annual award at its end-of-year Bankers Committee retreats where it recognizes the efforts of respective financial institutions for their various journeys on the road to implementation. Whether or not these awards have acted as a source of motivation or encouragement is a conversation that is very much ongoing with strong arguments continually made by operators for and against the idea of the awards. The adoption of the principles has not been without challenges and some operators have pointed to the need for a review of the nine principles in conjunction with other key stakeholders citing that "a review will address most of the concerns with implementation, monitoring and reporting and suitability for all types of financial institutions" (ThistlePraxis, 2012/2018). It is apparent that the concept of sustainability in Nigeria is still evolving. The progress that has been achieved to date by respective financial institutions on their individual journeys has and continues to be admirable however, there will be revisions and possibly improvements to the way the regulation is structured today.

Setting up a Sustainability Unit

Institutions have dedicated officers who coordinate the implementation of the NSBP. These officers are either in Sustainability, CSR, Compliance, or Environmental and Social Risk Management (E&S) (ThistlePraxis, 2012/2018). These officers in a grand majority of cases have been given the opportunity to be creative in the newly created roles as sustainability professionals and have led to most banks achieving success through innovation in the implementation of the NSBPs (ESG Advisory Associates, 2019; ThistlePraxis, 2012/2018). As such, the sector has seen several innovative approaches adopted as solutions to dealing with local sustainability issues. Practical examples can be seen in the financial services industry and in particular the nature of products that commercial banks have created to contributing sustainable solutions to existing gaps in the market. Additional examples are seen in the creation of financial inclusion and literacy products, women's empowerment products, and so on, introduced into the Nigerian marketplace over the years. The term Glocalization as defined by Hayes and Scott (2020), is a combination of the words "globalization" and "localization" used to describe a product or service that is developed and distributed globally but also adjusted to accommodate the user or local market. Glocalization continues to be a key driver of innovation and is shaping a new ecosystem that is increasingly reliant on the Environment Social and Governance (ESG) principles with the Nigerian Renewable Energy (RE) and Energy Efficiency (EE) spaces being prime examples of steady progress in this regard.

The continuous levels of innovation being experienced point to the fact that this space is still very much evolving and as such, there is a need to frequently review the NSBPs to allow them to accommodate the constantly evolving local landscape and reality of business. Based on the projections of the Bankers Committee, they said "we recognize that we may not get everything right the first time. We will review these principles on an annual basis based on our implementation experience and to reflect on-going learning and emerging good practice" (ThistlePraxis, 2012/2018). It is important to review elements of the current NSBP template especially as relating to the parameters of reporting as concerning Other Financial institutions (OFIs) e.g., development financial institutions, discount houses, etc., to ensure an alignment and reflection of their business models. An example can be made of the realities of a development financial institutions that place a higher level of importance on impact across set development target areas as opposed to commercial banks that have a stronger focus on financial related elements. In addition, it might be useful to converge sustainability regulation with the provisions of the Nigeria's Nationally Determined Contribution (NDCs) to allow for a more coherent system of measuring national progress against the country's commitment to globally set targets, e.g., the Paris Climate Accord.

The majority of sustainability leaders/operators in the financial services industry in Nigeria today are oftentimes pioneers tasked with setting up sustainability units or desks within their respective institutions. Aside from the direction given as part of the principles in the NSBPs, a gross majority of such operators did not have a roadmap for implementation in respect to the creation of units and functions. They were required to be innovative and creative on the job and doing so under the immense weight expectations and often very little time for learning. This section will consider key elements necessary in the creation of a sustainability unit in a bid to provide additional clarity on the necessary elements that are instrumental in creating a successful sustainability practice within a financial institution. This can also be applied to other industries and sectors.

Governance

Due to the largely still unfamiliar terrain of the concept of sustainability and its translation and integration into corporate strategy, success is only guaranteed when there is strong leadership support. Oftentimes, this leadership support is secured from execution management but increasingly, it is imperative for Boards to understand key concepts and give undiluted support to the execution of initiatives.

The importance of having leadership support cannot be underestimated when it comes to integrating sustainability into the operations of any entity. This is even more pertinent in the financial industry with origins of discussions traced to the infamous conversations on short-term vs long-term value maximization.

According to Eccles et al. (2020), the ultimate responsibility for defining that purpose must rest with the board, because it has a duty to take an intergenerational perspective that extends beyond the tenure of any management team. The advice here is simple, there must be Board support and there must be a dedicated Board Sub-Committee that oversees the progress of sustainability within the institution. Getting Board members on-board to support sustainability starts with ensuring the right Executives are recruited on to the Board. It is advisable that these executives be individuals who have knowledge of or have been exposed to sustainability generally.

Board members must also be frequently educated in sustainability matters and must also be encouraged to participate in the overall corporate sustainability strategy creation and activities that surround execution—"Ownership of purpose starts with the board, which must put in place appropriate structures, control systems, and processes for enacting purpose (Wachtell, Lipton, Rosen & Katz, 2020)".

Executive management are the drivers of success of any sustainability integration process. If the Board is integral to successful execution, the executive management cadre is the steam behind the execution. It is interesting to note that CEOs forming the Bankers Committee were the drivers to creating the foundations of sustainability in the financial sector today. The C-Suites continue to play an essential role in ensuring that the right structures are created internally and the right people are recruited to deliver on the specified mandates. Finally, executives must be clear on the corporate goals pertaining to sustainability and these must be infused into the non-sustainability-related goals and targets. It is essential to note here that sustainability goals and targets must not be seen as separate to overall company goals. Allowing for this dichotomy inevitably leads to weak corporate will over time.

Setting up Sustainability Working Committees Within Institutions

Once the Board and Executive Management have given undiluted support to the sustainability unit in terms of execution of required mandates, it is important that an adequate change management and organization-wide awareness drive kicks-off. Sustainability is a unit or department that cannot operate in a silo. This is because each area of the business is connected to sustainability-related initiatives in respect of the role any organization is meant to play in positioning an institution as a responsible citizen.

Key to entrenching success is the establishment of a company-wide sustainability project team or working committee. This team usually comprises all departments within an organization and is guided by a Board approved Terms of Reference (TOR) guide. This TOR clearly outlines the committee's membership structure and general rules of engagement. "The existence of a robust internal sustainability project working committee allows for two things; first is the process of integrating sustainability into the core fiber and thinking of departments, personalities, and eventually processes. Working as a combined entity allows for greater opportunities for collaboration and the infusion of various viewpoints. It gives every department a feeling of responsibility and ensures a certain level of "buy-in" to the organization's sustainability journey. Without business buy-in, a sustainability strategy cannot be truly effective" (Hardyment, 2015). Secondly, having a robust sustainability working group within or organization also aids the process of awareness creation and change management as pertaining to imbibing a culture of sustainability. This is key, otherwise departments feel a detachment or develop parallel thinking in terms of sustainability goals and general organizational goals. The creation of a sustainability working committee eliminates silo thinking and engenders a spirit of collaboration. Finally, due to the diverse mix of participants in such committees, a culture of innovation is oftentimes a by-product. This is primarily due to the input of respective members who have a varied background and experience. It also encourages "out of the box" thinking or approaches as a solution to project execution or initiative adoption.

The Role of Change Management and Awareness Drives

The previous section touched on the concept of change management. Prosci (2021), defines change management as the application of a structured process and set of tools for leading the people side of change to achieve a desired outcome. For an area such as sustainability, the precepts of change management are integral to the success of sustainability strategy deployment within organizations. There should be a concerted effort to drive specific change management strategies as concerning sustainability with employees. These can take several forms:

a. **Setting up the right Governance Structure:** As a means to driving adoption of change management strategies, it is essential that the governance structure is clearly communicated to employees. This passes a strong message to employees within an organization that sustainability is approved by the highest bodies of governance and that there is unrivaled support and a certain level of oversight by key members of the organizational structure. Communication must be clear that such support stems from the Board, down to Executive Management and finally respective Heads of Departments or their equivalents in designation. Such perceived levels of support will in turn drive the participation and subsequent success of future projects or initiatives.
b. **Employee Training and Awareness Initiatives**: Creating employee engagement material, e.g., internal training modules, posters, projects, regular updates on key identified sustainability pillar areas, etc., are all subtle ways of driving awareness around the organization's sustainability drive. These engagement strategies if done properly should also educate employees about the benefits of initiatives to their personal lives. Creating such a parallel also helps to drive authenticity and deeper levels of adoption and trust among the audience receiving the information.
c. **The creation of the unit inclusive of strategy, policies, and procedures**

   The creation of the sustainability unit is one which is comparable to similar unit or departmental creation techniques and strategies. There should be a clear depiction of the sustainability strategy. Ideally, the creation of a sustainability strategy should be done in conjunction with other internal stakeholders and must be aligned as closely to the general corporate goals or strategy. In areas where the creation of a sustainability strategy might translate to the introduction of a new area into the corporate strategy, the necessary buy-in must be agreed by the existing governance structures. This is important as it is a key driver of future success of sustainability projects and initiatives. It also ensures that there remains and appetite to support and drive sustainability goals or targets over the long term within the organization. Most organizations adopt sustainability strategy documents which guide their approach to execution of activities and initiatives. This is generally acceptable; however, advice would be to have a sustainability policy document as well. A policy document is advisable to start out with. This document will at a very high level detail the organization's adopted approach to sustainability, and outline the key pillars that guide its project execution and initiative adoption. It will also outline the governance structure for sustainability and detail which standards and or regulation guides sustainability strategy. As policies go, this is not a document that will require constant update, however it will be reviewed based on agreed frequencies and be a document with Board and Executive Management oversight.

A sustainability strategy can be adopted as a more fluid document that allows for more frequent updates. This document will most likely be considered at the start of each financial year and will detail the approach and activities the organization will adopt in execution of set targets or goals for the year. This document is also open to modifications from the sustainability project working committee in addition to other internal stakeholders.

The Role of Reporting

The sustainability report (SR) has become a necessity for companies. Its role is crucial for the development of a company because it includes both social and environmental aspects (Doktoralina et al., 2018). The current practice of sustainability reporting developed in the 1990s as civil-society groups, governments, and other constituencies called on companies to account for their impact on nature and on the communities where they operate. A milestone was passed in 2000, when the Global Reporting Initiative (GRI) published its first sustainability-reporting guidelines. Advantages of corporate sustainable reporting include increased transparency, help organizations set goals, measure performance, and build trust and credibility among key stakeholders.

Globally, there are numerous frameworks that have since been created to act as reporting standards to be adopted by organizations in a bid to report their impact on Environment Social and Governance (ESG) areas. In Nigeria, the following sustainability reporting standards have been created over time—Nigerian Sustainable Banking Principles (NSBPs), Nigerian Stock Exchange (NSE) Sustainability Disclosure Guidelines and Security and Exchange Commission (SEC) Guidelines on Sustainable Financial Principles for the Nigerian Capital Market.

Organizations that embrace corporate sustainability reporting usually do so through the creation of a stand-alone sustainability report. This report is published annually and contains information as pertaining to an organization's activities across ESG areas over the course of the year. Similar to the statutory financial accounts, these reports are often retrospective in nature. They provide key non-financial insights into an organization's commitments and activities. Over time, some commercial banks have adopted the approach of publishing a stand-alone sustainability report. The effects this form of reporting has on the wider stakeholder universe, are still yet to be seen. However, one thing is clear, there has been positive reception of the publication of such reports as they reflect certain levels of transparency into the activities of these institutions. International finance experts have expressed confidence in the suitability of the NSBP in meeting the sustainable banking needs of the Nigerian market, as well as its uniqueness and credibility in the international finance space (ThistlePraxis, 2012/2018).

Integrated Reporting is another approach that can be adopted for corporate sustainability reporting. According to the International Integrated Reporting Council (IIRC), integrated reporting is "a process that results in communication by an organization, most visibly a periodic integrated report, about how an organization's strategy, governance, performance, and prospects lead to the creation of value over the short, medium and long-term" (Institute for International Finance, 2021; Value Reporting Foundation, 2013).

Key to the process of Integrated Reporting is the measurement and reporting of a company's activities across areas referred to as capitals which cover human, social, manufacturing, financial, intellectual, and natural. Integrated reporting has become a key tool for organizations to promote financial stability and sustainable development by better linking investment decisions, corporate behavior, and reporting (Institute for International Finance, 2021; Value Reporting Foundation, 2013).

In Nigeria, the Nigerian Integrated Reporting Committee (NIRC) through its recent initiatives is driving for integrated reporting to become the de-facto method of reporting for all companies. Since its inauguration on October 17, 2019, NIRC has swung into action to commence actionable programs that will enable it to achieve the strategic plan under short-term, medium-term and long-term time frames. Its efforts also include a direct push with key stakeholders, e.g., the Nigerian Stock Exchange (NSE), the Security and Exchange Commission (SEC), the Central Bank of Nigeria (CBN), National Insurance Commission (NAICOM), Pension Commission, Corporate Affairs Commission (CAC), among others to make them spread the need to transition to integrated reporting in their various industries (Business A. M., 2021).

As a sustainability practitioner who has employed both strategies as part of an institutional reporting approach, Integrated Reporting encourages for a greater level of transparency in disclosures while also providing key stakeholders with information that draws a creates a deeper level of integration between sustainability goals and targets and other elements of the core business, resulting in more of a combined approach to corporate strategy, goals, and the activities of any organization.

As alluded to earlier on in the chapter, faced with such a plethora of reporting options, it would be useful for major regulatory bodies inclusive of the Ministry of Environment to collaborate on the creation of a unified reporting template that considers key metric areas across Environment Social and Governance (ESG) segments but inclusive of specific Nationally Determined Contribution (NDCs) areas. Such a template would be applicable across industries, would allow for a more streamlined approach to monitoring and measurement, and would also provide an on-going easy to track method of progress on a national scale.

CSR vs Sustainability

Overtime, the concept of being socially responsible has become endemic to most Nigerian organizations. There is an understanding that institutions must give back in some way to the communities in which they operate. As such, the concept of Corporate Social Responsibility (CSR) has been widely adopted, featuring as a key annual budget or line item for most organizations. However, overtime, it has also become apparent that even though the *spirit* behind CSR has been to give back to communities, most donations have not become self-sustaining nor strategic enough in terms of driving long-term value. In some cases, the receiving entities are left with a project or donation that looks great in the first year of execution, but over time, becomes a burden to maintain. Recently, organizations in Nigeria have also struggled to differentiate the concept of CSR from that of Sustainability even though, these two concepts are very different in nature and tact. As such, it is important to discuss these differences to enable organization's re-structure their thinking around both concepts and apply them appropriately to respective situations.

In 1987, the World Commission on Environment and Development published a report on "Our Common Future," which defined sustainable development as development that "meets the needs of the present without compromising the ability of future generations to meet their own needs." Expressed in this way, sustainability balances resource usage and supplies over time. In other words, sustainability assures intergenerational equity. When the resources we use to match the earth's capacity to regenerate adequate future supply, then our systems remain balanced indefinitely. However, if resources used exceed this capacity, then current demand is being met by borrowing from the future, which will eventually lead to an inability to meet society's needs. On the other hand, corporate social responsibility (CSR) focuses on balancing current stakeholder interests. The common approach to corporate social responsibility is grounded in ethics, morality, and norms. It is time for organizational leaders to stop confusing responsibility with sustainability, which hinders businesses from thinking deeply enough about the inequities created by their actions over time. "Simply put, some activities are either responsible or they are sustainable, not both" (Bansel & DesJardine, 2015).

These differences in both concepts are seen in project execution as already mentioned above. For organizations that have managed to demarcate between both concepts, the approach to sustainability project planning and execution is significantly different from those of a vanilla CSSR project, with the impact from such projects usually more measurable and adds long-term value to recipients. Two examples are used to illustrate below.

NSBP Principle 4 is dedicated to women's empowerment and is focused on women's economic empowerment through a gender inclusive workplace culture in business operations and seeks to provide products and services designed specifically for women through business activities (NSBP, 2012/2018). As such, in compliance with the regulation, financial institutions are required to create programs and activities dedicated to furthering this aim. Similarly, Sustainable Development Goal (SDG) 5 is focused on Gender equality—"Achieve gender equality and empower all women and girls" (SDG, 2016).

A typical CSR based approach to meeting such a regulation would usually have been to make a one-off donation to a women's-based organization or the like but sustainability allows for a deeper consideration of creating value today and for future generations. A great way that Nigerian Banks have approached compliance with regulation and in a bid to be better global citizens is the creation of women-focused products. A particular case can be made of a current Tier 2 Nigerian Deposit Money bank.

Women's Empowerment Project (Women's Product)
In 2018 as a means to creating a platform to give back to the female demographic, the bank set to work in figuring out key areas of personal and professional needs for its female client base. Intense research was conducted into the best way to provide a bouquet of elements that could meet strong needs that had been identified within this demographic. As a result of research conducted, a platform emerged which gave potential clients access to professional and personal development, business support services, healthcare, networking, and mentoring opportunities. It must be noted that this particular DMB and its efforts in this regard are not an anomaly in Nigeria's financial sector. However, one must not gloss over the fact that the creation of such meaningful products and platforms is moving the needle and creating truly measurable social impact in the communities in which we exist in Nigeria today.

A similar example can be made of an environmental project which used NSBP 2 as a means to community advocacy. NSBP 2 states that "We will avoid, minimize or offset the negative impacts of our Business Operations on the environment and local communities in which we operate and, where possible, promote positive impacts." A development finance institution came up with a regionalized Circular Economy project to address this regulation as referenced below:

Environmental Project (Circularity and the Circular Economy)
In trying to think long term and creatively about how to advocate for circularity projects in Nigeria, one of Nigeria's wholesale development finance institutions in partnership with a local sustainability design and

architectural firm decided to create a circularity project that focused on creating an ecosystem around renewal materials. The project focused on researching, experimenting, testing, and archiving local indigenous sustainable materials from four geographical locations in Nigeria that could potentially be used within the consumer industry. By establishing circularity principles that allow material use with the end life cycle in mind, it created avenues for MSMEs to participate in the benefits of a circular economy locally through providing resources and information through open-source platforms and networks. The end results of this project included the ability to create networks which enabled the sharing of knowledge and opportunities and the creation of an ecosystem of entrepreneurs engaged in sustainable product development.

Sustainability and Organizational Fundraising

With the increasing integration of sustainability into core business targets, globally we have seen changes to how organizations set up enterprise including the creation of sustainability strategies and policies, sustainable products, and the role of a sustainability officer- which has increasingly been given a higher rank and file with the creation of the Chief Sustainability Officer in various organizations. The role of the Chief Sustainable Officer is one that is increasingly gaining ground as part of the C-Suite cadre in organizations. This role is described as "sense-maker in chief" according to Institute for International Finance, (2021), and are being asked to interpret changes in the external sustainability environment and work out the strategic consequences for their firm. The CSO is also charged with influencing, communicating, and cutting through the organizational complexity to allow their firm to deliver on ESG commitments.

In a similar vein, we have seen a shift in investor thinking with potential investors and shareholders increasingly making investment decisions-based organizations demonstrating acceptable levels of environment social and governance (ESG) compliance, execution, and reporting. In the Northern hemisphere, we have seen investors place extremely strong emphasis on climate change and carbon reduction metrics as a key investment management strategy. Increasingly, to attract and maintain funding, organizations in these regions have to demonstrate they are responsible in the management of these two areas. By integrating key carbon footprint management strategies into their enterprise structures, the chances of being able to raise needed funding is often increased significantly. "Investors are looking for reassurance that companies understand the linkages between the non-financial performance of the business and the successful delivery of the business strategy" (Warren, 2020).

Investors are adopting a range of strategies. Some exclude (or divest from) companies or industrial sectors they consider to be high-risk, or that breach norms such as the UN Global Compact. Some tilt portfolios toward companies that score better on ESG metrics or invest in sustainability-themed portfolios, such as companies specializing in climate solutions or clean water. Some stress active ownerships, engaging with company management to encourage them to improve ESG performance, while others are seeking "impact" investments that deliver social or environmental outcomes as well as—or in favor of—financial returns. Many use a combination of approaches.

Conclusion and Recommendations

The adoption and execution of the Nigerian Sustainability Banking principles have been a useful tool in creating a structure for sustainability and enabling the development of an ecosystem of sustainability professionals. While the regulation has been a useful platform for development, there is a need to review the NSBPs to allow them to accommodate the constantly evolving local landscape and reality of business and importantly, as relating to the parameters of reporting concerning Other Financial institutions (OFIs) e.g., development financial institutions, discount houses, etc., to ensure an alignment and reflection of these respective business models. It is also recommended that there should be a common template for execution and reporting which includes national level stakeholders, e.g., the Ministry of Environment that considers key metric areas across Environment Social and Governance (ESG) segments and is inclusive of specific Nationally Determined Contribution (NDCs) areas.

The successful set up of a sustainability function within an organization requires buy-in from the Board, Management, and employees. It is imperative to set up a sustainability working committee to work collaboratively on the execution of set mandates and targets. It is recommended that reporting takes a central role as a means of communication to a wide range of diverse stakeholders. Currently a host of organizations use this as a key form of communication, and this can be done as a stand-alone report or the adoption of an Integrated Report model.

Furthermore, it is recommended that while CSR has had its place in history as a means of community development and engagement, sustainability provides more long-term, measurable, and lasting solutions and should be adopted as a means of creating deep impacting change.

Finally, there has been a shift in investor thinking with potential investors and shareholders increasingly making investment decisions-based organizations demonstrating acceptable levels of environment, social, and governance (ESG) compliance, execution, and reporting. It is increasingly imperative that organizations seeking to raise funding organically and inorganically pay greater attention to their business model footprints and how this might affect their chances of future fundraising.

Points to Ponder

- What are the real challenges to sustainability in the Nigerian financial services industry?
- What have been the regulatory concerns surrounding sustainability in the Nigerian financial system?
- How can this be practically applied to a different industry or sector?

Actionable Recommendations

Private leadership	*Public leadership*
Organizational leadership needs to create clear and executable sustainability strategies.	Regulation has an extremely important role to play in driving actionable changes in the sustainability environment and increases chances of adoption and thereafter success.
In order to ensure transparency, success, and progress, there must be strong buy-in of a structured governance, and processes and procedures strictly adhered to.	Social impact projects open a portal for foreign direct investment opportunities and should remain a core focus for attracting funding.
The demarcation and distinct roles between CSR and Sustainability must be clearly delineated in an organization's strategy.	There needs to be a closer alignment of national sustainability targets (i.e., Nationally Determined Contributions) with private sector projects and initiatives.

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CHAPTER 4

Non-Financial Reporting Regulation and the State of Sustainability Disclosure Among Banks in Sub-Saharan Africa (SSA): A Literature Review on Banks in Ghana and Nigeria

Paul Appiah-Konadu, Vincent Korletey Apetorgbor, and Oreva Atanya

Introduction

Sustainability Reporting is mostly used as a tool to present the economic, environmental and social impact of companies and to communicate

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their socially responsible behavior. Stakeholders assess a firm's sustainability efforts via information made available to them. Cornelissen (2007) opines that the growth of a firm in the long run hinges on the perception of stakeholders about the Corporate Social Responsibility (CSR) behavior of the firm. In a certain sense, sustainability reporting can be regarded as the public expression of socially responsible behavior by corporations. Reporting therefore plays a crucial part in the sustainability agenda of organizations. Sustainability/non-financial reporting has received tremendous attention in the past few years following the collapse of giant firms like Enron, a situation which made it clear that financial reports are not enough to portray the actual performances of business entities (Nyor, 2021). Although there are several factors necessitating the adoption and implementation of sustainability/non-financial reporting, accountability, transparency, the need to keep stakeholders well informed, improving internal processes and persuading investors are the core reasons for embracing sustainability reporting (Umar et al., 2021). The 2007/2008 global financial crisis further highlighted the need for corporate sustainability, as businesses and financial institutions, in particular, sought to communicate the various strategies they had put in place to avert a repeat of the crises and to build a new sense of confidence in their stakeholders (Makarenko & Adu, 2018). Dumay et al. (2019) assert that the development of Integrated Reporting reflects how professional accounting bodies have reacted to the 2007/2008 financial crises and the SDGs by advocating for more disclosure of non-financial performance of corporations. The SDGs could serve as a unique framework for the financial industry, especially banks in developing countries to integrate sustainability principles into their operations and performance reporting. The publication of the SDGs is therefore expected to encourage banks to focus on financing sustainable projects and thereby become anchors to champion the progress toward the attainment of the 2030 global development agenda (Weber, 2018).

Performance disclosure in corporations, particularly multinationals have widened tremendously in the last two decades to cover economic, environmental, and social information, and sustainability reporting is now considered as a key factor that influences investment decisions especially in developed countries (Makarenko & Adu, 2018). However, sustainability reporting has not been given the needed attention in many Sub-Saharan African (SSA) countries (Ihlen et al., 2014).

This chapter seeks to discuss the effect of non-financial reporting regulations on sustainability information disclosure in the banking sector of SSA countries through case studies of Ghana and Nigeria. In effect, the key questions underpinning the chapter are: (1) What is the essence of non-financial reporting in corporations? (2) What is the effect of mandatory non-financial reporting regulations on sustainability reporting? (3) What has been the effect of the prevailing non-financial reporting regime on sustainability performance disclosure by banks in Ghana and Nigeria? And (4) What is the state of sustainability and non-financial reporting among banks in Ghana and Nigeria?

The Need for Non-Financial/Sustainability Reporting in Corporations

The relevance of non-financial or sustainability reporting goes beyond just the disclosure of non-financial information as it provides a unique opportunity for an organization to gather and present financial data, governance, environmental and social performance on a single platform (Abeysekera, 2013; Eccles & Saltzman, 2011). In a certain sense, sustainability reporting helps business organizations to look beyond shareholder interest to create a mutually beneficial engagement with all key stakeholders. This is crucial for organizational survival because the long-term performance of an organization is dependent on a strong relationship with all relevant stakeholders (Cai et al., 2011). Mammatt (2009) opines that sustainability reporting is more about strategic management than just information disclosure because it enables organizations to integrate environmental, social and governance (ESG) goals into their long-term business strategies for superior overall performance and business survival. Thus, periodic disclosure of non-financial data makes it possible for private corporations, public agencies and NGOs to express their vision and values beyond profits, to recognize and track economic and ESG performance as well as formulate policies and strategies to facilitate the efficient and sustainable management of the organization, and to manage change properly.

Elkington and Renaut (2010) argue that commitment to the periodic disclosure of non-financial information by an organization helps to enhance transparency, quality and access to reported information. Consequently, the communication of clear and transparent non-financial data engenders a continuous dialogue with all stakeholders of an organization. Such organizations as a result have a unique opportunity to detect and better manage potential organizational and reputational risks (Frias-Aceituno et al., 2013). More to the point, the tracking and reporting of non-financial information enables corporations to better appreciate the value they create for the different groups of stakeholders (Sun, 2012), be conversant with the value creation process, and to have better knowledge of how to structure an organization for seamless penetration into new markets (OECD, 2009). Non-financial information disclosure is often regarded as "outside-oriented". Thus, it is geared toward systematically providing vital information relating to the mutually beneficial relationships between corporations/organizations and their key stakeholders. In other words, sustainability reporting provides a vital platform for the communication of non-financial performance and impacts to important stakeholders such as investors. To this end, Adams (2015) asserts that sustainability reporting does not only provide a detailed description of the non-financial performance for a given period, but also gives an account of how an organization seeks to create more value for its stakeholders in the foreseeable future. This is particularly useful for investors because empirical evidence suggests that two thirds of institutional investors globally pay significant attention to non-financial information in taking investment decisions (WBCSD, 2014). This implies that the quality and accessibility of non-financial information from a given organization could be critical to attracting institutional investors.

Non-Financial Reporting Regulations and Sustainability Reporting Nexus

The term non-financial reporting (sustainability reporting) refers to a situation where an organization formally discloses performance data on areas not related to their finances, including information about environmental, social and governance issues. Non-financial reporting usually covers those aspects of an organization that are not considered in the conventional financial reports. Non-financial or sustainability reports are relevant as they provide a transparent disclosure of performance data relating to ESG—environment, social, governance—issues within and related to business management to all stakeholders. It is becoming increasingly apparent that conventional financial reporting is not enough in this period where there is a shift from increasing shareholder value to creating shared value for all stakeholders (Porter & Kramer, 2006). In response, governments and regulatory institutions in both developed and some emerging economies have adopted different regulatory policies to compel businesses to publish sustainability reports in the last two decades. The adoption of non-financial reporting regulations is based on the premise that non-financial reports can help to enhance accountability and transparency between an organization and its stakeholders as well as facilitate improvement in internal processes and overall performance.

Non-financial reporting began as a voluntary phenomenon. But countries are gradually shifting from voluntary regulation to mandatory regulation and public policy. A large number of countries, especially in the developed world have in recent times introduced mandatory sustainability reporting or tightened regulations that were previously voluntary (KPMG, 2016). For instance, the European Union (EU) adopted Directive 2014/95/EU that requires the mandatory disclosure of non-financial and diversity information for large firms (with an average of 500 or more employees) in 2014 but voluntary regulations of non-financial reporting in the EU started at the beginning of the twenty-first century (European Commission, 2014). Under Directive 2014/95/EU, large companies are required to publish information related to issues such as environmental matters, social matters and treatment of employees, respect for human rights, anti-corruption and bribery, diversity on company boards (in terms of age, gender, educational and professional background) among others. The EU moved from providing voluntary guidelines for CSR reporting in 2001 to implement a legislative policy for non-financial reporting in 2014, on the premise that strict enforcement of non-financial regulations is required to promote the disclosure of environmental and social performance of businesses (European Commission, 2014). Maguire (2012) asserts that just as observed in the EU, there has been a well-established trend of countries adopting voluntary guidelines prior to the strict enforcement of state-mandated non-financial reporting guidelines. In effect, mandatory regulation could be regarded as a natural consequence of the voluntary guidelines to report on non-financial performance. From the foregoing, it is expected that the adoption of the Nigerian Sustainable Banking Principles in 2012 and that of the Sustainable Banking Principles of Ghana in 2019 could be the starting point of a process that will lead to the strict enforcement of non-financial reporting in the banking sectors of Ghana and Nigeria in the foreseeable future.

Review of Financial and Non-Financial Reporting Regulations in Ghana

Ghana came under British colonial rule for close to a century and as a result had its educational and financial systems modeled after that of Britain. Wijewardena and Yapa (1998) observe that most of the businesses established in Ghana in the later parts of the nineteenth century and the early days of the twentieth century were owned by British investors. As a result, a large number of top-level managers and accountants of business organizations in the country at the time were British. After the country's independence in 1957, the need to formalize accounting and corporate reporting led to the enactment of Act 170 of parliament which established the Institute of Chartered Accountants, Ghana (ICAG) in 1963. However, the underlying legal blueprint that guides financial reporting and auditing for organizations in the country is the Companies' Code of 1963 (Act 179). The Companies' Code provides the accounting framework for all companies in Ghana (both private and public). The code provides regulations on reporting of financial performance and does not include integrated and sustainability reporting. Thus, it indicates standards for the preparation and publication of performance statement, financial position statement, cash flow statement, report of directors as well as auditor's report. The code, by law, requires corporate institutions in the country to publish statutory financial statements annually in compliance with the Companies Act disclosure requirements as well as the Ghana National Accounting Standards (which follows the IFRS) (The Company's Code, 1963). The Ghana Stock Exchange (GSE) after its promulgation in 1989 also provided guidelines to regulate the accounting practices of listed companies. Listed companies on the GSE are required to publish statutory financial statements in line with the Ghana National Accounting Standards (which have been aligned with the IFRS since 2007). Though the GSE reporting guidelines make provision for the disclosure of some non-financial information such as directors' shareholdings, contracts involving the interest of directors, declaration stating the holders of each class of equity security, names of the first 20 highest shareholders for each class of equity security with their respective voting rights among others, it does not have strict regulations on non-financial reporting (GSE, 2018). The GSE guideline states that sustainability reports of listed companies in Ghana “may be contained in a separate section of the annual report but need not be audited”. In effect, there is no strict requirement by way of regulation of companies to prepare and publish sustainability reports as required in the case of financial reports (Assenso-Okofo et al., 2009). In the bid to ensure the conformity of Ghana’s financial reporting to International Accounting Standards (IAS), the Minister of Finance and Economic Planning launched the adoption of International Financial Reporting Standard (IFRS) in 2007 to champion the uniformity and standardization of accounting principles in the country. All listed companies, state enterprises, utility companies and financial institutions were mandated to prepare and publish their annual performance statements in line with the IFRS. However, after a decade since the adoption of the IFRS, compliance levels have been low owing to ineffective monitoring (Nyarku & Hinson, 2018).

Review of Financial and Non-Financial Reporting Regulations in Nigeria

Regulation of financial reporting in Nigeria started in 1960 when the Institute of Chartered Accountants of Nigeria (formerly Association of Accountants of Nigeria) was founded, which subsequently established the Nigerian Accounting Standard Board (NASB) in 1982 and saddled it with the mandate of prescribing guidelines for controlling the profession of accountancy in the country. In 1985, however, the NASB officially came under the control of the Nigerian federal government, and later backed by Act 22 of 2003, the NASB is mandated, among others, to prescribe and publish accounting standards, enforce compliance to the published standards and administer appropriate penalties to institutions that fail to comply (Dundun, n.d.). However, the NASB was repealed and replaced by the Financial Reporting Council (FRCN) of Nigeria in 2011. The FRCN was given the same mandate of prescribing standards compatible with professional financial statement preparation in Nigeria (Eke, 2018; Oseni et al., 2019). Meanwhile, in 1989, the need to harmonize financial reporting standards across the world led to the inauguration of the International Accounting Standards Committee—which later became the International Accounting Standards Board in 2001—with the duty to produce internationally accepted conceptual framework for financial reporting and presentation of standards referred to as International Accounting Standards (IAS); this was later modified and became known as International Financial Reporting Standards (IFRS) (Oseni et al., 2019). Following this development, Nigeria adopted the IFRS in 2010 and set the roadmap to applying it nationwide (Eke, 2018). The implementation was done in three phases. The Nigerian Security Exchange Committee (SEC) directed some particular publicly listed firms to adopt IFRS effective January 1, 2012 while all other public interest entities and Small and Medium Sized Enterprises (SMEs) were mandated to adopt IFRS by January 1, 2013 and January 1, 2014 respectively (Eke, 2018; Oseni et al., 2019).

It is apparent that corporate reporting regulations in Nigeria over the years have focused on the disclosure of the financial performance of firms and, hitherto, no formal regulation concerning the inclusion of sustainability performance in the annual reports of firms existed. In October 2012, following the launching of The Nigerian Sustainable Banking Principles (NSBPs), the Central Bank of Nigeria (CBN) issued a notice to the banks instructing them to include sustainability performance in their annual reports (Nwobu et al., 2017). Even so, this does not constitute a formal nation-wide adoption of sustainability reporting in Nigeria's banking sector since it is not strictly enforced by the Central Bank of Nigeria (CBN). In 2013, moreover, ISO 26000—a standard on social responsibility launched in 2010 by the International Organisation for Standardisation—was adopted by the Federal Government of Nigeria. The ISO entreats all firms to act in consonance to best global practices in sustainability. Another reason for the adoption of ISO 26000 in Nigeria is to ensure that the philanthropic activities of firms are documented according to global standards in their reports (Ofoegbu & Asogwa, 2020). That notwithstanding, non-financial/sustainability reporting remained unregulated and at the desire of business entities (Ofoegbu & Asogwa, 2020). Starting in 2015, the Nigerian Stock Exchange (NSE) put in measures to allow all companies on the NSE to adopt and comply with sustainability disclosure guidelines. Key among these measures was the hosting of the Nigerian Capital Market Sustainability Conference which has birthed the so-called Sustainability Disclosure Guidelines (SDG), with a focus on four thematic areas: governance, economic, social and environment (Raghuwanshi, 2019). Regardless, the level of compliance is low as some banks feel that the guidelines are not in consonance with their ultimate goal of maximizing profit (Ofoegbu & Asogwa, 2020).

The State of Sustainability/Non-Financial Reporting Among Banks in Ghana

The accounting system of Ghana is still at the initial stage of the introduction of sustainability reporting and requires significant changes to existing regulations such as the companies' code and the listing rules of the GSE (Nyarku & Hinson, 2018). The existing regime of CSR and sustainability disclosure in Ghana is voluntary and not strictly required by any regulation. Assenso-Okofo et al. (2009) report that even though the country completed the full adoption of IFRS for corporate disclosures in 2007, its implementation has been ineffective owing to weak monitoring and enforcement of compliance. In the country's banking sector for instance, despite the significant growth in the last century, it still faces challenges such as ineffective corporate governance structures, wide interest rate spread, high rate of defaulting loans and low levels of non-financial information disclosure (Appiah-Konadu et al., 2016). An Asset Quality Review (AQR) undertaken by the Central Bank for all universal banks in 2015 and 2016 brought to light that a number of indigenous banks showed weaknesses in their operation with regard to weak corporate governance, inadequate capital and high levels of defaulting loans. Surprisingly, these weaknesses were not highlighted in the annual reports of the affected banks in the preceding years which could mean a deliberate attempt to deny stakeholders access to vital information (Bank of Ghana, 2018). The audit reports of the affected banks which were done by accredited auditing firms also failed to highlight these weaknesses and the auditing firms involved were made to pay penalties for their negligence in October 2019 (ICAG, 2019). In the 2018 banking sector report by the Bank of Ghana, it was observed that a greater percentage of the amount of non-performing loans for some banks that collapsed in 2017 and 2018 were given to people who were related in some way to owners and or top-level managers and board members (Bank of Ghana, 2018). In the case of Unibank for instance, the AQR discovered that *"altogether, shareholders, related and connected parties had taken out an amount of GH¢5.3 billion from the bank, GH¢3.7 billion of which were neither granted through the normal credit delivery process nor reported as part of the bank's loan portfolio and another GH¢1.6 billion granted as* *loans and advances without due process. The GH¢5.3 billion ($1.1 billion) taken out illegally constituted 75 percent of the bank's total assets at the time it was closed down"* (KPMG, 2018). It was further revealed that the directors of the collapsed banks failed to enforce bank accounting and corporate reporting systems and the external auditors also for some reasons failed to report on these misdeeds (Afolabi, 2018). Another interesting finding was the fact that chief internal auditors of the failed banks had compromised on their mandate because they had no independence from management or deliberately attempted to cover-up for executive directors during review processes (Afolabi, 2018). In effect, the general non-compliance with corporate governance principles and the lack of sustainability reporting contributed significantly to the collapse of some commercial banks and several savings and loans and microfinance companies between 2016 and 2019 (Owusu, 2019). Following the 2017/2018 banking crisis in Ghana, business analysts and various researchers have advocated that, a sure way to cultivate sustainable banking institutions in the country and to guarantee the interest of shareholders, depositors, the business community, employees is to get banks to act as good corporate citizens and to be required by regulations to present periodic sustainability reports (Ayangbah, 2017).

More to the point, Nyarku and Hinson (2018) reported that CSR and sustainability reporting in Ghana seems to be a concern for multinational banks and that indigenous banks usually do not regard CSR elements such as improving the quality of products, designing structures accessible for disabled customers, customer complaints, employee welfare and disclosure of non-financial information as crucial to their long-term growth and sustainability. In line with the preceding study, Amponsah-Tawiah and Dartey-Baah (2011) also found that multinational enterprises in Ghana mostly focus more on CSR initiatives than small and medium-sized indigenous enterprises do. The authors further reported that some banks are making the effort to integrate CSR initiatives with their corporate strategies to earn credibility, yet their reporting and disclosures appear to be problematic. Hinson et al. (2010) also observes that, as a strategy to build stakeholder relationships, some organizations use their annual reports and corporate websites to disclose CSR and non-financial information. Others also report CSR initiatives via newspapers, television broadcasts and billboards. He also found that companies listed on the GSE tend to give out more CSR information relative to their unlisted counterparts even though the GSE listing rules do not require the disclosure of non-financial information. The author however, emphasized on the fact that even those companies that make the attempt to disclose CSR initiatives and non-financial information mostly exhibit poor CSR communication content on their respective company websites. Isukul and Chizea (2017) in a study of CSR reporting in selected African countries reported that for most banks in Africa, disclosure of CSR and non-financial information seems to be a compilation and collation of disjointed information at the end of the accounting year just to give some impression to interested stakeholders instead of consciously integrating non-financial and sustainability issues into overall corporate strategies and performance reporting. They further observed that most banks in Ghana have not taken steps to adopt any of the international guidelines on sustainability reporting such as GRI Sustainability Reporting Standards, OECD Guidelines for Multinational Enterprises, UN Global Compact, ISO 26000 Guidance on social responsibility, the International Integrated Reporting Council (IIRC International Framework), the European Commission's non-financial reporting Directive (2014/95/EU) among others. As a result, there seems to be no uniformity in the presentation of non-financial information among banks in Ghana. This is because the few banks that make the attempt to report non-financial results put together information they think will be useful to stakeholders without following any international standard that will guide them to present comprehensive non-financial reports for the use of all stakeholders.

The State of Sustainability/Non-Financial Reporting Among Banks in Nigeria

The Nigerian Sustainable Banking Principles (NSBPs) were adopted in 2012 through a collaboration between the Central Bank of Nigeria (CBN) and the Nigerian Bankers Committee. Prior to 2012, no regulation in Nigeria required banks to engage in sustainability reporting. In October 2012, the CBN issued a circular to encourage banks to incorporate the NSBPs in their operations. According to Michael & Oluseye (2014), the banking industry is one of the few industries in Nigeria where a large number of firms incorporate sustainability information in their annual reports. Lagos Business School Sustainability Center (2019) in a survey of Nigerian banks observed that sustainability is gradually becoming a matter of concern for banks in Nigeria. Within the last decade, there has been a significant rise in the adoption of sustainability initiatives and non-financial reporting in the banking sector of Nigeria and these developments have been influenced immensely by the adoption of the Nigeria Sustainable Banking Principles (ESG Advisory Associates, 2019). As at 2018, six (6) out of the twenty-two (22) commercial banks in Nigeria published a standalone sustainability/non-financial/CSR report. These are Access bank, Fidelity bank, FCMB, Stanbic bank, Union bank and Zenith bank. Citi bank, Ecobank, Guarantee Trust bank, Jaiz bank, Sterlin bank, United Bank for Africa-UBA and Wema bank disclosed sustainability information as part of their annual reports, whereas FBN and Standard Chartered bank disclosed sustainability information in their global group reports (Lagos Business School Sustainability Center, 2019). In all, about 70% of commercial banks in Nigeria disclose some form of non-financial information which is quite encouraging (ESG Advisory Associates, 2019).

Michael & Oluseye (2014) note that the common sustainability practices among banks in Nigeria encompass environmental, social, governance and economic practices in the form of Corporate Social Responsibility (CSR) initiatives, capacity building, energy saving practices, waste reduction and recycling, financial inclusion, employee relations, employee health and safety, non-financial reporting among others. Although Nigerian banks' participation in environmental and economic sustainability practices are noticeable, many banks predominantly report on the social and governance dimension of sustainability (Michael & Oluseye, 2014). Nwobu et al. (2017) observed that although the reportage of environmental and social indicators by banks seems to be increasing over time, the majority of the banks do not have standalone sustainability reports. The author further noticed that the banks do not give much attention to some key environmental performance indicators such as the risk of climate change and its financial implications in their non-financial reporting. It is also noted that despite the efforts of the CBN to persuade banks to adopt the NSBPs, most banks still do not appreciate their roles in promoting critical sustainability issues such as environmental and social risk management in project finance, and the sustainable management of the supply chains they finance (Nwobu et al., 2017). Suffice to say that, though Nigeria is currently one of the leading countries in SSA in sustainability adoption in the banking sector (after making significant strides in the last decade), there is still more room for improvement in terms of getting more banks to produce standalone comprehensive sustainability reports. The reportage of environmental indicators among Nigerian banks in particular has not been encouraging (Nwobu et al., 2017). In the view of Nwobu et al. (2017), strict enforcement of the NSBPs and the adoption of international reporting standards such as GRI as framework for sustainability reporting is required to ensure that banks in Nigeria integrate all the dimensions of sustainability and produce standard annual non-financial reports.

Responsible Leadership and Non-Financial Reporting

Thus far, evidence from the literature suggests that there is a gradual shift in paradigm from solely maximizing shareholders' value to engaging in sustainability practices and reporting the same. Effective leadership is therefore crucial in this context to encourage non-financial reporting among and within banks to further consolidate the progress that has been made so far. In general, leaders are influencers whose leadership largely determines the course of society. Hence, there is the need for both private and public leaders to incorporate non-financial reporting in the institutional ethos of their firms, be advocates of non-financial reporting, lead their followers and supporters to internalize non-financial reporting and adopt well-blended leadership styles to enforce adherence to non-financial reporting guidelines. In addition to other relevant leadership styles, leaders could adopt and appropriately blend sustainability leadership, responsible leadership and conscious leadership as identified by Fry and Egel (2021).

Conclusion

Evidence from Europe and other developed regions has shown that strict enforcement of non-financial reporting regulations has been the main driving force behind the observed high level of sustainability adoption and disclosure of non-financial information. SSA countries such as Ghana and Nigeria lag behind in the disclosure of non-financial information among corporations owing to factors such as limited enforcement capacity and weaker regulatory and legal systems (Okike, 2007). The corporate reporting framework in Ghana and Nigeria are based mainly on financial reporting regulations that do not make provision for non-financial information disclosure (Nwobu et al., 2017; Nyarku & Hinson, 2018).

Although the introduction of the Nigerian Sustainable Banking principles and the Ghana Sustainable Banking Principles have raised awareness on the need for sustainability reporting among banks in both countries, the prevailing regime of non-financial information disclosure in Ghana and Nigeria is still voluntary and not strictly enforced. It is recommended that the corporate reporting regime in SSA countries should be revised to reflect the recent innovations in accounting around the globe especially in relation to sustainability reporting. There is also an urgent need to reform and retool national agencies tasked with the mandate of regulating, monitoring and enforcing accounting standards in SSA. An important lesson from the Ghana banking crises of 2017/2018 is the fact that integration of sustainability initiatives in Ghanaian banks particularly, the private indigenous ones and improvement in non-financial reporting are indispensable to maintaining the trust of the public in the banking sector. There is also the dire need for boards in banking institutions to be fully independent, resourced and strengthened to abide by global best practices so as to ensure that they effectively champion the diverse interests of the wider groups of stakeholders that are associated with banks, and to closely monitor and review the actions of management in line with the broad objectives of all communities of stakeholders, as well as take seriously their mandate of maintaining standard accounting practices and integrated reporting. More so, to engender increased adoption of sustainable banking principles, periodic sensitization and capacity building programs to retool managing directors of commercial banks should be considered by the central banks in SSA countries to ensure that banks appreciate the indispensable role they play in the sustainability of the planet and host communities. Policymakers need to provide concrete guidance on ESG disclosure and should seek to formalize such guidelines in mandatory stock exchange listing regulations. SSA countries with ESG listings as a voluntary requirement on their stock exchanges should also consider graduating to a mandatory regulatory requirement to enhance the level of non-financial reporting among listed companies.

Points to Ponder

- To what extent do banks in your country practice sustainability reporting?
- Is this important for other sectors apart from banking?

- Are there any downsides to strictly enforcing non-financial information disclosure and sustainability reporting for the banking sector in Africa and could these possibly outweigh the upsides?

Actionable Recommendations

Private leadership	*Public leadership*
Management of banks should strive to establish functional sustainability departments and integrate ESG concerns in credit creation and operations.	Review corporate reporting framework to make provision for non-financial information disclosure.
Boards in banking institutions should be made fully independent, resourced and strengthened to abide by global best practices so as to ensure that they effectively champion the diverse interests of the wider groups of stakeholders that are associated with banks.	Ensure strict enforcement of non-financial reporting regulations in the banking sector.
Management of banks should organize periodic sensitization and capacity building programs to retool top-level managers with deeper knowledge in key performance indicators (KPIs) for sustainability.	Reform and retool national agencies tasked with the mandate of regulating, monitoring and enforcing accounting standards in corporations.

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CHAPTER 5

NGO, CSO Influence, and Media Power for Africa's Future

Soji Apampa

Summary

Africa has seen raw materials and resources fuelled growth in many States for the last two decades. International policymakers, investors, and other stakeholders began "chomping-at-the-bit" to take advantage of the presumed opportunities Africa was projected to provide. For reasons best known to them, they crafted optimistic narratives presumably to justify their eagerness to benefit from it, even though the sceptics consistently pointed out that the fundamentals did not seem to support this narrative. African researchers and citizens highlighted their experience of political governance and its failure to yield dividends, which formed the basis of their cynicism and, incidentally, why this optimistic narrative is yet to

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materialise. It, therefore, appears that all stakeholders want to see a lively African narrative become true if only the question of poor leadership and governance could be addressed.

Political settlements among elites in Africa have not been efficient and have left them competing for access to the spoils of power, almost to the exclusion of delivery on good governance. Non-State Actors aggrieved by this situation struggle to use their power and influence to coalesce society into a productive Social Movement towards a shared vision of Africa's future. However, this is regularly thwarted by political elites who appear increasingly willing to choke civic spaces by denying citizens their fundamental freedoms such as association, peaceful assembly, and speech. NGOs, CSOs, and Media need to use their power and influence to build critical consciousness of activists, establish their organisational strength, explore pollical opportunities, and shape the protest frame in mobilising for change.

Introduction

This chapter aims to explore why it seems African NGOs and CSOs appear not to have fully used their influence, and media appears not to have deployed its power towards coalescing society into a productive Social Movement in negotiating progress towards a shared vision (or narrative) of Africa's future. This topic carries several underlying assumptions, including at least the following (1) There is a shared vision (or narrative) of Africa's future; (2) Current political leadership is not leading society adequately towards that narrative; (3) African NGOs, CSOs and Media are influential or can shape the narratives on Africa's future.

Towards a Shared Narrative of Africa's Future

Many narratives of Africa have existed. It is important to understand the prevailing narratives as they have shaped the world (Hendin, 2018). Africa has at various times been referred to as the "Dark Continent" by Henry Stanley in his 1878 journals, where he noted that much of Africa was still unknown (Pimm, 2007), as the "Hopeless Continent" by The Economist Magazine in its cover story for the weekly edition of 13th May 2000 suggesting that "the new millennium has brought more disaster than hope" to Africa; however, the Financial Times of London newspaper helps depict how the narrative on Africa has been changing since 2000 with headlines like, "Africa rising" (Johnson, 2015) a narrative suggesting that improved State performance in Africa would lead to times of steady economic growth and better outcomes for the Africa's middle class (wikipedia.org, 2021), "From 'Africa rising' to 'Africa watching'" Blas and England (2014) following the "Africa watching" term introduced by IMF Chief at the time, Christine Lagarde, suggesting the need for caution around the "Africa rising" narrative, "Africa: Rising: for whom and for how long?" by Beattie (2014) suggests the need to be more nuanced about which bits of Africa and how long will they be rising, "Africa's rise is stalled by the Chinese slowdown," The FT View (2015) signalling the likelihood that the growth could not be sustained, "Inability to industrialise has held Africa back" in which Rowden (2015) seems to suggest the proponents of "Africa rising" have not adequately factored in the fundamentals, "Africa is growing in fits and starts" Pilling (2016a) acknowledges that though the continent is not there yet, things may indeed have changed irreversibly since the year 2000, "'Africa Rising' narrative is hit by recession realities" by Fick (2016) seems the "what did you expect" kind of report suggesting "Africa rising" was hyped (Pilling, 2016b), in "Africa between hope and despair" suggests if there was a hype this arose from the vacuum created by the 2008 financial crisis that sent investors searching for "the next big growth story," before stubbornly returning to the "Africa rising" narrative with, "Africa poised to play a major role in the world" in which Pilling (2019) suggests Africa is performing much better than people can expect given its daunting problems. Finally, the reportage returns full cycle in 2020 to declare, "This will be Africa's Century," in which Jackson (2020) signals once again that "demographics will fuel the continents rise in a world of shrinking working-age populations." This is the same sort of argument that McKinsey Global Institute put forward in 2010 (Roxburgh et al., 2010) suggesting a combination of demographics, penetration of mobile telephony, rapid urbanisation, an emerging middle class in addition to vast natural and mineral resources could fuel growth in Africa, which has generated great debate ever since. This view of a transcendent Africa is also shared by Ms Bience Gawanas, UN Under-Secretary-General and Special Adviser on Africa (Gawanas, 2019), who declares she is optimistic about Africa's future. These headlines illustrate the conflict between those who believe Africa's development to be imminent, "Afro-optimists," and those who are disappointed that it is neither imminent nor likely to be sustainable, "Afro-pessimists."

Weak Political Leadership Towards Africa's Future

In 2021, the FT covered the story about Africa-dedicated venture capitalist firms raising $900m, acknowledging an emerging middle class (Pilling, 2021). The article quotes a certain Hendrik Du Toit, Chief Executive at Ninety-One, an Anglo-South African Asset Manager as saying, "…investor interest in Africa is still limited" as "…African policymakers have not delivered on the 'Africa Rising' narrative that did the rounds 10 to 15 years ago…" This begs the question, whose narrative of Africa's future is "Africa rising"? According to Blas and England (2014), international policymakers have coined these narratives. According to an African researcher (Addo, 2015), African States have for too long been pulled and jerked about by the twists and turns of ideas from foreign powers without much thought being given to context and what Africa needs. These leaders have typically been seen as weak and ineffectual feeding the narrative that Africa cannot survive without foreign intervention.

Clift (2011) warns that the "Africa rising" narrative has lulled both African Governments and their foreign advisers away from the core tasks of building prosperity in the African States. Another African researcher, (Khisa, 2019), questions the "Africa rising" narrative, stating, "First, the 'Africa rising' narrative at best sits on a shaky foundation. African economies may have registered modest growth in recent years, but the growth is either superficial or not in the sectors that matter the most. Second, the rather rosy picture of a rising Africa masks the continent's continued marginal position in the global capitalist structures of power, domination and exploitation." Lopes and Hirsch (2020) tell us, "…contemporary afro-pessimism…is about risk perceptions, levels of conflict, political instability, and the variety of economic experiments. Many continue to identify Africa as uniformly beset by conflict, crisis, bad governance, and a dangerous place for making investments." Even with increased penetration of the mobile telephony (Teagle, 2021) warns that Africa could once again be left holding the low-value end of the stick since Africa is not in a position to add value to and benefit fully from the data it produces and may end up having to repeat historical patterns—exporting raw data to reimport intelligence built from its data, perpetuating Africa's failure to add value to its resources to break free from poverty.

If their role in preparing a satisfactory narrative for Africa's future is to ensure sustainable and sustained improvements in standards of living of Africans in ways that reduce disparities in income and wellbeing between different groups in society while being mindful of the right of future generations to also partake of Africa's endowments then, Leaders also need to start telling more stories about the future than about the past (Naudé, 2019). Brooks (2018) argues that despite the optimistic "Africa rising" narrative, what could be observed in Mozambique, for example, shows that the rich are getting richer, the poor are getting poorer. Elites continue to arbitrage between global and national markets to line their pockets resulting in a skewed distribution of wealth.

So, it would appear that Afro-pessimism results from disappointment with weak political leadership performance towards this narrative of Africa's future even if Beattie (2014) thinks that holding Africa up to higher standards than she one should is the real problem here. If a shared narrative of Africa's future can emerge through capable, effective, and accountable leadership—it would appear Africa's stakeholders can unite behind the idea of an "Africa rising."

Role of Africa's NGOs, CSOs, and Media in Shaping the Narrative

Tobi (2017) suggests that "changing the narratives on Africa has to do with exploiting Africa's full potential: plural identities evolving in various fields, booming content production, and bringing forward experts and academics from the continent itself, in a better position to … nuance … their analysis about Africa. According to all panellists, shifting preconceived notions must come from the junction between youth, media and academics." The position taken by Makura (2020) is that what Africans know of each other is what they learn through international (Western) media prisms and not directly through relating with each other. She believes this to be part of the general intolerance and mutual distrust Africans have for each other. She goes on to assert that "…we need to share more of our stories – contextualised, nuanced human stories that show us who we are. Stories matter – they're a window into the continent's multi-faceted personality and the most powerful way of informing us about who we are." According to Boakye (2021), "…armed with tools to create their own stories and with an audience through social media, African people and governments have begun to create their narratives, often focusing on stories that celebrate the normalcy of African lives and contributions, working towards an Africa-optimistic future" Pointer (2020) suggests that young African women, in particular, are finding ways to express themselves and shape their identities by relying on technology, despite marginalisation by mainstream media. African youth are the primary users of Social Media. They are optimistic about Africa's future; they list infectious diseases, terrorism, unemployment and corruption as issues they are most concerned about (Pointer, 2020).

Suppose the Sustainable Development Goals (SDGs) are anything to go by. In that case, concerns raised by Africa's youth, about 70% of Africa's population, is that they would want a future in which progress is made towards achieving development goals and reducing corruption in Africa in addition to the value-addition, industrialisation, economic diversification and so on implied in the "Africa rising" narrative. NGOs, CSOs and traditional Media, along with women and youth (inclusive of their digital technology and social media tools), the emerging middle class, academia, business, and government, must come together to mobilise society against these ills. In other words, it would take collective action on the part of all these stakeholders to shape the narrative.

Civil society (and I dare say media) in Africa has taken a prominent role to curb the menace of corruption (Essoungou, 2013). The African political elite has honed formal and informal institutions to ensure they, or "corruption, fights back" efficiently when civil society, media or other actors try to use their influence and power to mobilise to curb it (Adebanwi & Obadare, 2011; Ejiogu et al., 2021; Okonjo-Iweala, 2019). The push back against the possibility of such social mobilisation to demand change is now narrowing the civic space in Africa. The ability to shape the narrative around Africa's future will depend on how well these actors can band together to keep open and expand the civic space to regain the narrative. This is expected to be a challenge as international donors tend to be the main funders in that space, leaving a paucity of funds for anything beyond the donor-driven agendas (Fowler, 2021).

Reclaiming the Civic Space

The civic space which Africa needs the most is closing. "Civic space is the bedrock of any open and democratic society. When civic space is open, citizens and civil society organisations can organise, participate and communicate without hindrance. In doing so, they can claim their rights and influence the political and social structures. This can only happen when a state holds by its duty to protect its citizens and respects and facilitates their fundamental rights to associate, assemble peacefully and freely express views and opinions. These are the three fundamental rights that civil society depends upon" (civicus.org, 2021). Regaining and keeping control of these three rights on the part of African non-State actors (such as NGOs, CSOs, and Media) will take all the power and influence they can muster within the context of the political opportunity available for them to do so.

For African NGOs, CSOs, and Media to Shape the Narrative on Africa's Future

Doug McAdam's Political Process or Political Opportunity theory was first published in 1982 from the USA Black Civil Rights Movement study, 1930–1970. The idea has since been modified several times over the years. McAdam (1999), in his theory, closely examined the role of black churches, black colleges, and Southern chapters of the NAACP in supporting protests and concluded that "political opportunities, a heightened sense of political efficacy, and the development of these three institutions played a central role in shaping the civil rights movement." We shall use this theory to examine what power and influence African NGOs, CSOs, and the media could muster to shape narratives about Africa's future. The power and influence are expected to mobilise society into a social movement that could persuade African leadership to provide sustainably good leadership and deliver on the Afro-optimist narratives that seem to be preferred by all under capable, effective and accountable leadership. Today, "political process theory outlines five key components that determine the success or failure of a social movement: political opportunities, mobilising structures, framing processes, protest cycles, and contentious repertoires" (Crossman, 2021).

"Political Opportunities." Most countries in Africa do not fit O'Toole's (1995) Libertarian, Communitarian or the Egalitarian States. They fall within some shade of the Corporatist State, where power is exercised through large organisations, or the state is controlled by large interest groups (like business, trade unions, the military, politicians, peasants, and so on). Such Corporatist Coalitions of political elites could have broad or narrow social support, and power could be focused within their group or be more widely dispersed. Khan (2018) calls political settlements the resulting political climate. The leadership of a few states in Africa (like Rwanda) could be said to enjoy broad social support and have power held narrowly, leaving political elites "… incentivised to provide broad-based development and have the ability to make and implement decisions accordingly" (Kelsall & Hickey, 2020). This is the sort of leadership needed in the narrative of "Africa rising"; however, what is typical is a situation in which "elites lack incentives to create institutions for broad-based development and instead compete among themselves for rents and perquisites" (Kelsall & Hickey, 2020). This political arrangement leaves vulnerabilities in the relationships among elites and between elites and the populace, presenting political opportunities for African NGOs, CSOs, Media and other actors who feel deprived, mistreated, or have other grievances against the system, to intervene (Crossman, 2021).

"Mobilising Structures." There is a multiplicity of NGOs, CSOs, Media, Academia, Youth Social Media clusters, Women's groups, etc., in Africa. According to Crossman (2021), Mobilising Structures are forms of organisation that activists already use. They provide a corporate existence, leadership, logistics, and communication to all involved. Africa is not short of organisations with robust and efficient administration and access to sufficient resources, especially from outside the movement. They can collaborate with existing organisations to recruit and motivate actors to join and participate in an action. These are the mobilising structures. Political elites try to attack the freedoms to associate and assemble peacefully and thus curb the Civic space and with it the influence and power of NGOs, CSOs, and Media to coalesce society into a social movement for change.

"Framing Processes." Ciurel (2017) suggests, Framing is the process of choosing which specific pain points, remedies, and proposed interventions to highlight in messaging that best defines the situation in ways that resonate with most actual and potential participants in a way that transmits a call to action. Social media has proven a valuable tool for disseminating this protest frame and galvanising movement online or offline. Online platforms (social networks, etc.) facilitate the dissemination of collective action messages and recruiting of supporters. Also, social media influence frame alignment processes of social movements through the deliberate, calculated actions of groups of people from African NGOs, CSOs, Media, Academia, Youth and Women Groups, etc., to mould a shared vision, outline a rationale for and legitimise the actions contemplated (Crossman, 2021). The framing process or process of articulating narratives that impact Africa's future is an aspect of social movement mobilisation that political elites truncate when they curtail the civic space, thus limiting the ability to express views and opinions freely.

"Protest Cycles." The time within which activists can sustain their actions with intensity is known as a protest cycle (Crossman, 2021). The protest cycle is aided by the strength of their "mobilising structures," "protest frames," and diversity of their "contentious repertoire." "As such, protests serve to strengthen solidarity within the movement, to raise awareness among the public about the issues targeted by the movement and serve to help recruit new members" (Crossman, 2021). Since the "Arab Spring" and copycat protests and the "Black lives matter" and its copycat protests, African governments have grown more authoritarian and drastic in their cutting of protests to ensure protest cycles, if any, are short and painful. Following the abrupt conclusion of the #EndSARS protests in Nigeria after the massacre of protesters at Lekki tollgate in Lagos by persons dressed in Nigerian military camouflage, the government banned Twitter in 2021. It sponsored several bills to curtail the civic space. This trend is a significant hindrance to mobilisation by NGOs, CSOs, Media, Academia, Youth and Women's groups, etc., into social movements to shape narratives for the future.

"Contentious Repertoires." These are the range of tactics at the disposal of activists to press their claims and escalate their actions to leverage their collective voices when making demands. These could include petitions, letter writing, mass marches, strikes, boycotts, and so on (Crossman, 2021). Greater creativity will be required in the future, given African political elites' levels of preparedness to thwart the known, popular forms of contentious action in Africa.

Conclusions

Africa is currently replete with political opportunity, and activist consciousness is high, especially among youth and women groups with strong mobilising structures. Political elite fearing the worst disrupt the ability of these groups to deploy their framing processes and sustain protest cycles. This is done with increasing levels of brutality and repression designed to intimidate, as was seen recently in Nigeria's #EndSARS protests and the handling of protests after flawed elections in Uganda. African NGOs, CSOs, and their Media collaborators must deploy more significant levels of creativity to defend their fundamental rights to associate, assemble peacefully and freely express views and opinions, regain control of the narrative, and expand their contentious repertoires.

Points to Ponder

- Whose narrative of Africa's future is setting the agenda?
- Can African youth influence narratives of their own future?
- What strategic power does Africa have compared to the rest of the world?
- How can citizens leverage their voice for accountability?

Actionable Recommendations

Private leadership	*Public leadership*
African citizens' groups need to seek mechanisms for sharing stories with and learning from other Africans first-hand to socially construct shared narratives of Africa's future they can all rally behind. This will aid uniform standards and expectations setting across the continent.	African governments need to stop interfering with the fundamental rights of their citizens to associate, assemble peacefully and freely express views and opinions as it curtails Africa's ability to evolve its narratives for development.
African NGOs, CSOs and Media need to identify ways of strengthening their current organisations, particularly around how to fund and sustain their activities independent of international donors.	African governments need to strengthen their ability to respond constructively to protest. Clear procedures for engagement need to be put in place and rehearsed as part of risk management strategies.
African NGOs, CSOs and Media need to broaden their "Contentious Repertoires" to ensure they have a range of tactics that can broaden the "Protest Cycles" when they need to or increase their leverage to escalate actions further when required to influence and shape narratives for Africa's future.	African governments should develop institutional arrangements for feeling the pulse of citizens and engaging them early enough in constructive ways to minimise the need for disruptive protest actions.

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CHAPTER 6

Sustainable Supply Chain Management in Sub-Saharan Africa

Marvel Ogah and Gregory Asiegbu

Summary

The imperatives of globalisation demand that organisations and governments of various countries adopt sustainable supply chain practices for reduced impact on their ecosystems but beyond their immediate economic needs and necessities. Besides digitisation, sustainable supply chain management has received growing consideration. It has become a reference topic of discourse within and without the academic milieu, especially in sub-Saharan Africa. For some countries in sub-Saharan Africa, the

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relevance of a sustainable supply chain is engendered by the three pillars of economic, societal and environmental benefits inherent in the supply chain ecosystem. A sustainable supply ecosystem should aim to drive value-added and transformation across the networks that bespeak what leaders and enterprise responsibly stand for, and what societal exigencies require for a sustainable global supply chain.

In this twenty-first century, as the sub-Saharan African continent makes advancement amidst rapid innovation and digitisation with a tandem growth of markets, environmental impact, the relationships with suppliers in the various value chains and customers are evolving with growing expectations for countries in sub-Saharan Africa. The intricacies inherent in the traditional supply chain management concept have shifted focus from the sole economic dimension to overall sustainability. This evolving trend has led to the reconfiguration of traditional supply chain management processes that has begotten current production and consumption patterns. Hitherto, this paradigm shift has exemplified a value-added approach towards organising a sustainable value chain ecosystem in which resource inputs and wastages, emissions and energy leakages are minimised by slowing, closing and narrowing material and energy flows. Here lies the conundrum emerging globally as an organising principle that may subsume the tenets of a sustainable supply chain involving multiple economic, political and social stakeholders who can muster their effort to preserve the earth from the brink of environmental catastrophe. To this end, businesses and governments in sub-Saharan Africa are striving to design and produce products geared towards transforming customers' lives, providing employees with a healthy and enriching workplace and preserving the future for future generations. Like other developing and developed climes, sub-Saharan Africa has its share of this struggle among governments, organisations and multinationals operating in this continent amidst its growing population. To this end, this chapter's discourse will focus on the nature and characteristics of the traditional supply chain model, emerging sustainable supply chain focused on global warming, barriers inhibiting sustainable supply chain practices, environmental safety issues and societal concerns among consumers; what strategies organisations and governments in sub-Saharan Africa should adopt to enhance green operations practices; emergent opportunities organisations can leverage to access clean energy, amidst competing demand for issues of environmental degradation and increasing incidents of insecurity across the African continent.

Introduction

The green supply chain has evolved; it has continued to evolve, and it will continue to evolve regarding its impact on the global ecosystem and the environment. Supply chain management has metamorphosed in its essence by leveraging lean supply chain and digitisation; its extent of sustainable impact on the environment holds the key to the emerging imperatives that would sustain the future. For the developed countries, the emergence of the green supply chain is already having its impacts in several ways; while for the developing countries, especially in sub-Saharan Africa, there is a yawning gap to be closed: this gap entails, to a large extent, its immediate impact on the environment emanating from operational activities of organisations and governments existing in sub-Saharan Africa.

Nature and Characteristics of the Traditional Supply Chain Model in Sub-Saharan Africa

The traditional supply chain is a one-way logistics operation that converts raw materials to finished goods through manufacturing then delivers to customers; this model has, hitherto, existed in Africa, with some modifications in tandem with local vagaries. However, in some sub-Saharan African countries such as Nigeria and Kenya, the last mile logistics as a critical part of the traditional supply chain is evolving in most organisational value chains (FIA Foundation, 2020). The emergence of the last-mile logistics has helped cushion the inherent challenges arising from a robust infrastructural framework deficit in some sub-Saharan African countries. Thus, some of these organisations in the supply chain framework have had recourse to the local initiative as presented by the last mile to resolve the inherent challenges in moving from the traditional supply chain to the sustainable supply chain management architecture.

The traditional supply chain process optimises the purchase of raw materials from suppliers, engages in manufacturing, transforming the raw material into finished goods and then distributing to consumers (Beamon, 1999). The general strategy of traditional supply chain management is to align end-to-end business processes with market demand to create a competitive advantage over rivals (Taghikhah et al., 2019) and generate economic returns. Operational excellence in traditional supply chain focuses on the total cost reduction of supply chain operation, time management in gaining operational efficiency, shortened delivery time of orders, enhance customer services, upgrade the quality of products, product customisation, supply chain resilience, increased total income and elimination of asset exposure to risk (Goetschalcks & Fleischmann, 2008). And the development of new technologies, highly automated systems and high-speed communication routes are geared towards ensuring these objectives are achieved (Christopher, 2016; Taghikhah et al., 2019). The economic implication and the control of finished products have usually been the traditional supply chain; the ecological or environmental impact is hardly considered (Deshmukh & Vasudevan, 2014; Taghikhah et al., 2019). The high waste generation and the inefficient use of natural resources in the orthodox supply chain design necessitate the need for a sustainable supply chain model that finds a synergy between industrial productivity and environmental protection (Deshmukh & Vasudevan, 2014). Figure 6.1 explains the structure of the traditional supply chain.

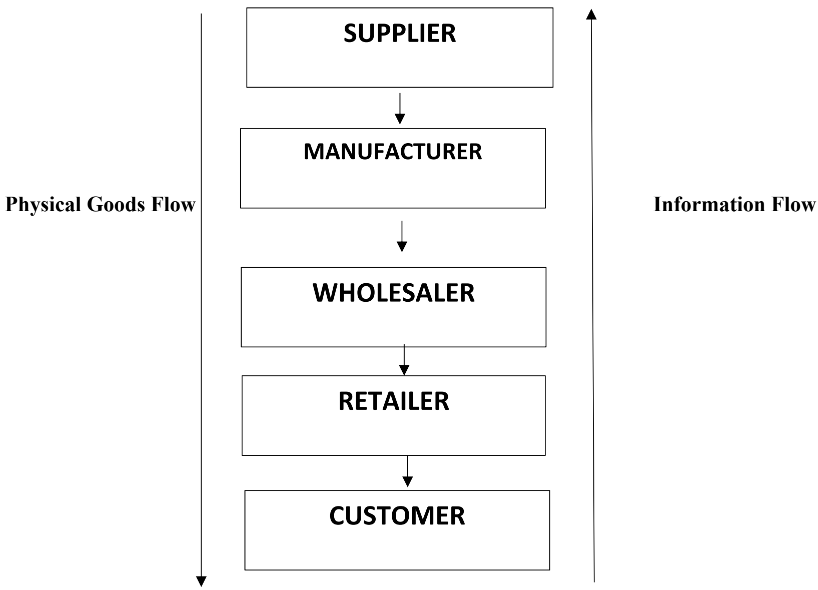

Fig. 6.1 Traditional Supply Chain Structure (Deshmukh & Vasudevan, 2014)

Environmental Safety and Societal Impact Among Consumers

Severe destructive changes around the world such as depletion of natural resources, damage to the ozone layer, loss of agricultural land, environmental pollution, global warming and decrease in biological diversity lead to deterioration in the ecological balance (Çankaya & Sezen, 2019; Tina et al., 1997); these incidents which have plagued the environment in recent times are primarily a result of productive and industrial activities. Taghikhah et al. (2019) posit that today's growing economy presents two critical factors that have accelerated the environmental deterioration worldwide; overconsumption and overproduction. Consumers and producers have contributed considerably to the socio-environmental crises due to their unsustainable consumption and production patterns based on conventional resource depleting ways of doing things (Taghikhah et al., 2019). Although increased media coverage attributed to the issues of environmental degradation caused by the impact of unsustainable manufacturing and consumption practices has led to an increase in the number of consumers actively seeking out and adopting energy-efficient products. But in reality, only a few consumers are making a conscious effort at green purchases. Efforts have been made to alleviate unsustainable production through technological solutions, such as developing alternative fuels. And it appears to have remarkable gains in conserving resources and reducing pollution. But unsustainable consumption patterns and consumers' lifestyle choices have to be changed if this solution is holistic (Taghikhah et al., 2019; Tina et al., 1997). Adopting environmentally sound behaviours by the consumer cannot be overemphasised in achieving a green supply chain. Behaviours include reliance on public transportation, household waste recycling, using recyclable or reusable packaging, consuming environmentally safe products like items manufactured with postconsumer plastics or paper, installing energy-efficient light bulbs and investing in detergents with constituents that are biodegradable, non-polluting and not containing synthetic perfumes or dyes. Such sustainable consumption choices can empower consumers to take steps to prevent further environmental damage and facilitate the long-term goal of protecting and preserving our natural habitat (Tina et al., 1997).

Emerging Sustainable Supply Chain with Increased Concern for Global Warming

The emergent aspects of sustainable supply chain management have witnessed rapid growth for at least twenty years; however, it was not until the last decade that this evolution of supply chain did attract relevance (Fahimnia et al., 2015). Accordingly, many organisations in sub-Saharan Africa within the supply chain ecosystems are beginning to develop operational archetypes for being carbon–neutral, zero-waste and energy-efficient to reduce the harmful impact on the environment and global planet. Increasingly, organisations have leveraged on green initiatives and innovations towards having recourse to a reduction of emissions, wastes and energy consumption as an alternate means of building a safer planet; these attempts of organisations have been fraught with the challenges of identifying economic and environmental metrics hinged on world-class supply chain performance (Fahimnia et al., 2015).

Recently, environmental impact has been accorded prominence regarding the three pillars of sustainability relating to economy, society and environment as a significant hinge of sustainable supply chain management (Piya et al., 2020). According to this school of thought, carbon emission as a consequence of industrial production and market consumption inherent in most value chains is, to a large extent, responsible for global warming; this situation warrants the need for organisations and governments to undertake holistic measures aimed at combating climate change in a bid to attain a sustainable, low-carbon environment. Amongst other global imperatives, ensuing operational demands not only the adoption of greener manufacturing practices for internal concerns as per reduced carbon footprint (CFP) but external value chain inherent in the supply ecosystems (Piya et al., 2020). The implication of climate change acceleration and increased global warming leads to disruption of the ecosystem and natural disasters witnessed globally. However, the search for a best practice geared towards managing this supply chain imbalance vis-à-vis disruption has become a change impetus (Fahimnia et al., 2015). This school of thought posits that there is a need for organisations in sub-Saharan Africa to build operational resilience into their supply chain architecture.

Globally, in most operating terrains in sub-Saharan Africa, there is an emergent need for a realistic supply chain greening imperative that requires a paradigm shift beyond a static stance towards a dynamic evaluation based on a supply chain greening with an operational configuration of multiple systemic states. This emergent situation requires a balance between amplifying sustainability that elicits a balance vis-à-vis resilience that addresses a global imbalance. From both global and regional perspectives, organisations operating in sub-Saharan Africa need to balance sustainability and resilience towards achieving a sustainable platform that would spawn a dynamic imperative where supply chain be leveraged for multiple systemic variables and stakeholders, especially for developing countries in sub-Saharan Africa.

Barriers to Sustainable Supply Chain Practices in Sub-Saharan Africa

There are two primary reasons why the subject of sustainability in supply chain management has garnered increased corporate attention in recent times (Sajjad et al., 2015). The first reason stems from the firm's need to achieve competitive advantage through cost reduction, operational efficiency improvements and upholding a good reputation. Firms competitive advantage in recent times has gone beyond corporate practices of organisations and actions they take within their premises to include how well sustainability is enhanced through a well-managed partnership with other stakeholders in the supply chain (Sajjad et al., 2015). The second reason has been for the sake of societal legitimacy; businesses are taking deliberate steps in responding to stakeholders growing interests and concerns in terms of the triple-bottom-line of environmental, social and economic (Amaeshi et al., 2008; Sajjad et al., 2015). The changing landscape necessitates a change of approach to supply chain management to take sustainability more seriously than ever before. Corporate firms in diverse service industries have announced initiatives to go green in products sold or production processes (Tay et al., 2015). Despite the commitment of managers to invest in sustainable initiatives, there are militating constraints that prevent its success. There have been considerations on the conflict and reactions of diverse stakeholders, including employees, customers, suppliers, governmental agencies and regulators and other stakeholders, in supporting green initiatives. Stakeholders' management policies like high return on investments, high-quality products and prolonged profitability discourage the investment in green initiatives (Tay et al., 2015). These competing objectives create a barrier to sustainable supply chain practice.

There are barriers to operating a sustainable supply chain; these barriers are either internal or external. The internal barriers related to constraints such as financial constraints, lack of knowledge and awareness and inadequate top management support (Ageron et al. 2012; Giunipero et al., 2012; Sajjad et al., 2015). While external barriers are forces coming from outside the firm's environment that hinders corporate ability to undertake sustainable supply chain practices, they include lack of performance measures for a sustainable supply chain, insufficient consumer demand for sustainable products and services and lack of support from government (Sajjad et al., 2015; Seuring & Müller, 2008; Walker et al., 2008).

Internal Barriers

These are factors stemming from within an organisation hindering their ability to embrace sustainable supply chain practices:

1. ***The support and commitment of management***
   This is pivotal to introducing a sustainable supply chain management strategy in a company. The conflicting priorities of the green supply chain, such as high return on investments, high-quality products and prolonged profitability, influence leadership's commitment to sustainable supply chain strategy. Lack of a supportive corporate structure and process, and a commitment to management sustainability, will limit the sustainability initiatives that will emerge from such organisations. Investments in green industries are capital intensive, and prices for green products are very high, leaving both leadership and customers discouraged from taking sustainable options. The trend has been a significant bottleneck emanating from most governments and institutions in sub-Saharan Africa; even with the increasing global concerns, most leadership frameworks in sub-Saharan Africa are yet to adopt sustainable green supply chain management practices.
2. ***Financial constraints***
   The cost associated with implementing a sustainable supply chain management strategy is quite huge. The developing cost of infrastructure, processes and systems for the supply chain increases operations cost, which is relatively higher when compared to traditional

supply chain cost. Due to financial constraints, companies find it challenging to practice a sustainable supply chain. According to a study in the UK public sector, a leading barrier to sustainable procurement practices is financial constraint (Walker & Brammer, 2009). Traditional supply chain strategy, fundamentally entrenched in the short-term and with poor environmental attributes, is an obstacle to sustainable supply chain practices. A conventional strategy with lower upfront cost encourages the purchase of cheaper products with lower efficiency. With the issues of corruption and inept bureaucratic reforms that are yet to be addressed by most African governments, little or no financial support has apportioned to emerging problems occasioned by a lack of sustainable supply chain management practices.

3. ***Lack of knowledge and awareness***
   Lack of training and understanding of supply chain players on green supply chain practices can be a barrier to sustainable supply chain strategy. The infrastructure, systems and processes of the traditional supply chain model are different from a sustainable supply chain. And there is a superior level of expertise required to operate a green initiative model. While the traditional model utilises forward logistics, the green supply chain leverages reversed logistics. The absence of necessary knowledge skills within several organisations and the cost of specialised sourcing skills discourage managers from implementing the green supply chain. While most terrains in sub-Saharan Africa are endowed with rich natural resources that will have adapted to sustainable supply chain practices feasible, a large population of sub-Saharan Africa is evident of the dire consequences of the non-adaptation of sustainable supply chain management practices. However, some multinational organisations operating in these parts of Africa have started fostering some level of awareness both in the operational architecture and value chains.
4. ***Unclear organisational objectives and culture***
   The objectives of organisations are sometimes unclear; thus, there is every tendency to compromise sustainability. Sustainability should be ingrained in the corporate philosophy of the organisation; it should go beyond a process or product to a culture that drives the organisation to authenticity. Organisations whose focus on sustainability is only on process and products are likely to permit unstainable practices in other functional areas of their operations.

This is a barrier to fully implementing the green initiative, especially for small and medium enterprises in sub-Saharan Africa.

5. ***Resistance to change***
   Resistance to change is a significant barrier to operating a green supply chain. When an organisation is averse to innovation, introducing sustainability practices will come with uncomfortable and disruptive changes, which necessitate learning new skills and adopting new ways of doing things. Organisations' resistance to change poses a barrier and makes it impossible to shift to sustainability. In some countries in sub-Saharan Africa, there has been subtle resistance to adopting sustainable supply chain management either by default or lack of political will on the governmental and non-governmental infrastructure in most instances.

External Barriers

Similar to what is obtainable in developed clime, sub-Saharan African countries have had to cope with external vagaries that external factors have imposed; these factors have hitherto created obstacles to the implementation of sustainable supply chain strategy externally to the operations of most organisations:

1. ***Lack of government support***
   Wittstruck and Teuteberg (2012) posit that environmental regulations enable sustainable supply chain adoption. However, costly and rigid environmental regulations limit companies' ability to be environmentally proactive. When organisations are forced to meet stringent regulatory constraints, their capability is reduced to develop innovative technologies and solutions that enhance environmental performance.
2. ***Lack of sustainable supply chain performance measures***
   It has always been a daunting task measuring performance across the functional areas of the supply chain, cutting across the supply, manufacturing, distribution and retailing. Some challenges managers face in deploying consistent performance evaluation tools and systems across the supply chain that have impeded the adoption of sustainable supply chain strategy include insufficient understanding of geography and cultural differences, performance measures that are

not generally acceptable, and different priorities, goals and objectives of supply chain members (Brewer & Speh, 2001; Hervani et al., 2005).

3. ***Weak or low demand for sustainable products and services***
   The premium price charged by companies for selling differentiated sustainable products or services to their customers eventually discourage demand for products differentiated based on sustainability. Although, some scholars argue that no price premium is placed on organic produce and therefore sustainable (Doonan et al., 2005), customers' demand for sustainable products and services is relatively minimal (Seuring & Müller, 2008). Sustainable products and services incorporate huge upfront costs in their production, resulting in higher selling prices.
4. ***Lack of effective collaboration and integration among supply chain players***
   The challenge of getting trained suppliers and manufacturers who ensure sustainable products are made in sustainable ways onboard affects the decision to switch to sustainably sourced and manufactured wares. And also, due to the different priorities and objectives, effective collaboration and integration become very difficult to achieve. The challenge has always been how to ensure that your suppliers' and manufacturers' sense of responsibility and sustainability align with your own.
5. ***Poor communication and information technology***
   Given the sustainable supply chain structure, communication and information technology can close the gap of information flow from one player to the order in real-time. Still, the absence of an effective ICT tool can be very detrimental as the communication flow becomes fragmented. Functional players within the chain are left to operate in silos, making it difficult to measure the sustainability within the chain. This situation becomes a bottleneck as value creation is required within the value chain.

Environmental Safety and Societal Impact Among Consumers

Adopting Green initiatives is one of the issues confronting organisations in recent times. Others include lean production processes, globalisation and so on (Mollenkopf et al., 2010). The changing society is constantly placing expectations on organisations to operate responsibly. The public's increasing concern on the overall condition of the environment in recent times has been on the impact of manufacturing and production operations, perceived as enemies to environmental protection (Beamon, 1999). Severe harm is caused to the environment due to unsustainable processes of traditional manufacturing and production. Unsustainable practices in manufacturing and production limit the earth's ability to compensate and recover what is used. Aside from waste generation, disruptive ecosystem activities and exhaustion of natural resources also affect the earth (Beamon, 1999; Fiksel, 1996). The shift towards sustainability in production and manufacturing systems are vital given the current trends of environmental degradation in the process and the increasing emphasis on green-focused practices. Green initiatives are geared towards reducing emissions that pose hazards to the environment, getting rid of the consumption of wasteful resources, recycling and health risks minimisation and environmental footprint throughout the entire product life cycle (Marhani et al., 2013). Beamon (1999) posits that the first step towards achieving this will be to extend the structure of the current traditional one-way supply chain to a closed-loop that combines both the traditional supply chain (forward logistics) with reverse logistics, incorporating environmental concerns about reduced waste and resources. The extended supply chain will entail designing a supply chain operation for end-of-life product and packaging recovery and for recycling or reuse (Beamon, 1999; Deshmukh & Vasudevan, 2014). Extending the supply chain presents a more environmentally sustainable option in supply chain management and creates a balance between economic and environmental performance. It essentially considers all environmental effects of products and processes within the supply chain known as product and process stewardship. According to Lamming and Hampson (1996), the concept of product and process stewardship is a situation where the environmental effects of production and manufacturing process and the environmental impact of goods from the point of raw materials extraction, to its use by consumers down to the final disposal of those goods are recognised and managed by organisations.

Adopting an extended supply chain (reversed logistics) will introduce green management practices. This is a process whereby after the product is allowed to go through its traditional life cycle, the used product is retrieved from customers and subjected to further processes, those components that are still fit for reuse are directly sent to the retailer, but those components that are not useful are passed on to be dismantled. In the process of final dismantling, parts that are still useful are sent for remanufacturing, and parts that are not considered beneficial are disposed of or recycled to constitute raw material for manufacturing an entirely new product (Deshmukh & Vasudevan, 2014). In the green supply chain, process materials are efficiently utilised, waste is prevented and environmental impacts are reduced. The Extended supply chain processes are explained in Fig. 6.2.

Green manufacturing processes have their roots in environmental management and supply chain management. The influence and relationships between supply chain management and the natural environment are managed adequately. It is a practice designed to reduce the environmental footprint and minimises health risks, prevent pollution, reduce toxic substances from the background throughout the entire product life cycle (Dües et al., 2013; Womack & Jones, 1997). Green manufacturing processes include the following stages: product design to material sourcing and selection, manufacturing processes down to product delivery and end-of-life management of the product (Çankaya & Sezen, 2019). The need to make many organisations adopt the green supply chain management practices in their businesses reveals environmental sustainability.

Several organisations realise the value of adopting green supply chain management practices to their business operations and relationships with suppliers and consumers. Deshmukh and Vasudevan (2014) proposed that green supply chain management has emerged as a new systematic environmental model in supply chain management with elements like environmental management systems, eco-design, product stewardship, industrial ecology, extended producer responsibility and life-cycle evaluation. The evolving initiatives would add value to the green supply chain community and help curate the emerging imperatives in the green supply chain ecosystem.

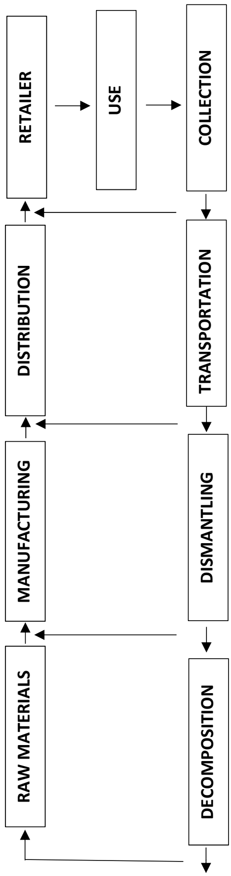

Fig. 6.2 Redefined Basic Structure of Traditional Supply Chain (Deshmukh & Vasudevan, 2014)

How Organisations, SMEs and Governments in Sub-Saharan Africa Can Adopt Sustainable Supply Chain Strategies

Opportunities abound in myriad ways for organisations, SMEs and governments in sub-Saharan Africa adapt sustainable supply chain strategies. This evolving trend has been succinctly demonstrated in some sub-Saharan African countries such as Kenya. Like most developing countries in sub-Saharan Africa, Kenya has contended with substantial environmental issues inherent as part of its supply chains, mainly due to the incidents of needs for disposal of end-of-life products for international organisations and developed countries (Bilala & Odari, 2018). However, this situation is exacerbated by the infrastructural gaps to mitigate the impacts of such an environmental conundrum. Despite these emergent challenges as occasioned by Kenya's supply chain architecture, the manufacturing sector that forms a component of its supply value chain constitutes a significant contributor to its gross domestic product due to the vital presence of solid manufacturing firms (Bilala & Odari, 2018). Accordingly, as part of the supply chain, the Kenyan manufacturing sector includes formal and informal firms that constitute agro-industry, textiles, pharmaceuticals, construction firms, cement and metals and furniture. Despite the impact of these aspects of the manufacturing component of the Kenyan supply value chain, it has struggled to remain globally competitive by managing and sustaining its environmental and natural resource base via the use of deliberate green mitigation strategies and policy, both at local and global spheres.

The development of green supply has yet to impact the Nigerian supply chain ecosystem significantly. Like other developing economies in sub-Saharan Africa, Nigeria has benefited from the influence of environmental regulatory bodies and budding pro-green agencies marginally; however, this impact has resulted from the supply chain operations of some multinational organisations, mainly in manufacturing and telecommunications, and real estate. On the flip side, governments at different levels have ample opportunities, yet untapped, regarding the deployment of the green supply chain in driving value to their stakeholders. Albeit, some foreign corporations operating in Nigeria, among other developing countries, have leveraged on their dynamic capabilities in improving the environment via the adoption and adaptation of green supply chain management (GSCM) practices and collaboration with governments and domestic firms in reducing environment footprint (Asif et al., 2020). The adoption of GSCM practices has not benefited developing countries from reducing carbon footprint; it has also elicited eco-friendly practices encompassing eco-design, green purchasing, green manufacturing and reverse logistics.

Comparatively, while the adoption and adaptation of GSCM practices in Nigeria and Kenya have been mainly influenced by the imperatives of organisations in the private sectors, and to some extent, at government levels, the evolution of GSCM in South Africa has its different peculiarities (Asif et al., 2020). These aspects of GSCM imply that its essence is hinged on other purposes to curb the negative impact on the environment.

Greener Manufacturing Practices for Reduced Carbon Footprint, Opportunities to Tap into Clean Energy

As composite aspects of green supply chain management, greener manufacturing practices do beget reduced carbon and tandem opportunities to elicit clean energy for both value chains and related uses. This situation has occasioned increasing marketing demands from the supply chain communities for eco-friendly products and services that have a negligible environmental impact within their operational ecosystem; the aftermath of this is needed for players in the various supply value streams to modify their operations in alignment with customers' demand (Green et al., 2019). In line with this school of thought, Green et al. (2019) submit that it has been empirically proven that green supply chain management drives both environmental and organisational performances better than traditional supply chain management because the green supply chain architecture adds some benefits to the supply chain ecosystem; these benefits include lean manufacturing processes, just-in-time inventory management processes, total quality management and less greenhouse gas emission to the immediate host communities. In addition to these tandem implications, the following benefits are experienced within the green supply chain management and community:

Eco-design: Eco-design was a concept developed at the Rio Earth Summit in 1992 by the World Business Council for Sustainable Development (WBCSD) and has emerged as a critical approach for manufacturing firms seeking to become environmentally sustainable and globally competitive (Ochieng, 2019). In eco-design special considerations are given to the environmental impacts during its design process, from the raw material extraction to the production, packaging, distribution, use, recovery and recycling (Deshmukh & Vasudevan, 2014). They are proactive steps to ensure that eco-efficient products and processes are maintained throughout the product life cycle. For a comprehensive assessment of the product life cycle, the eco-design is divided into;

- *Design for procurement and use of raw materials*: In this design, materials with low impacts, non-hazardous, non-exhaustible materials, materials having low energy content, recycled and recyclable materials, material reduction, weight reduction and reduction in the volume are selected and procured for production (Deshmukh & Vasudevan, 2014; Ochieng, 2019).
- *Design for manufacture*: This involves utilising eco-friendly processes in the organisation's production techniques, productivity is optimised, alternative production techniques are deployed, low/clean energy usage, minimal waste is generated, production processes are fewer with sterile consumables produced (Deshmukh & Vasudevan, 2014; Ochieng, 2019).
- *Design for distribution*: The distribution process is designed to be eco-efficient, ensuring that the product is transported safely from the factory to the retailer and finally to the consumer. The eco-design distribution system will involve adopting the proper transport mode, less/clean packaging and an efficient logistics system (Deshmukh & Vasudevan, 2014; Ochieng, 2019).
- *Design for product use*: In this design phase, the objective is to ensure that the products are used in an eco-friendly manner and pose no threat to the environment. What is most critical during the product use stage is energy and waste. Organisations ensure products are designed with the lowest energy consuming components that release minimal waste to the environment. The product use phase includes environmental impact reduction, low energy consumption, few/clean consumables usages, ensuring clean energy source and no energy/auxiliary material use (Deshmukh & Vasudevan, 2014; Ochieng, 2019).
- *Design for end-of-life or disposal*: The product's end-of-life process design refers to what happens after its initial product life-cycle.

This eco-design phase ensures the reuse of valuable product components and adequate waste management. Optimising the end-of-life systems, reusing products, recycling material and cleaning incineration is the end-of-life design process (Deshmukh & Vasudevan, 2014; Ochieng, 2019).

The eco-design process empowers organisations to understand and take responsibility in utilising eco-efficient processes in creating products and services to reduce environmental impact and maintain a coherent ecological footprint as it is becoming crucial to building new solutions that are environmentally friendly and lead to minimal consumption of materials and energy (Deshmukh & Vasudevan, 2014).

Industrial Ecology: Industrial ecology is an environmental concept developed by researchers to improve environmental management. Industrial ecology attempts to induce balance and synergy between the industrial processes and environmental sustainability, such that none compromise the other (El-Haggar, 2010). Solving environmental issues while maintaining economic growth is the purpose of industrial ecology. The concept tries to simulate the natural ecosystem cycle in the industrial system. For instance, in the natural ecosystem, the energy taken from the sunlight and deposits of nutrients from the soil supports the growth of plants. Still, the plants, in turn, become food for the herbivore, which ultimately becomes the food for a carnivore. Bacteria and other organisms take up nutrients from all dead matter and produce molecules to feed new lives (Omar & El-Haggar, 2017). The global industrial economy has a similitude with the natural ecosystem cycle; they can be modelled as a highly connected network of industrial processes that begins from resource extraction from the earth and the transformation of those resources into commodities, which are bought or sold to meet the needs of humanity (Deshmukh & Vasudevan, 2014). Industrial symbiosis dealing with material and energy exchange is a branch of industrial ecology.

Environmental Management System (EMS): The comprehensive, planned, systematic and documented organisational environmental programme management is the Environmental Management System (EMS). Environmental protection is considered vital in the EMS process and therefore includes the organisational structure, planning and resources for developing, implementing and maintaining policy for environmental protection (Deshmukh & Vasudevan, 2014). EMS creates a framework for the procedures, responsibilities and processes required to prevent adverse ecological, social and economic impacts and continuous improvement (Jain, 2015). Several processes are blended in the environmental management system, training personnel and procedures, summarisation, monitoring and reporting of specialised environmental performance information to external and internal stakeholders of the firm are adequately integrated. EMS is typically reported using the International Organisation of Standards (ISO) 14,001 to help understand the EMS processes (Deshmukh & Vasudevan, 2014).

Extended Producer Responsibility (EPR): It is also called product stewardship, a strategy by organisations to place collective responsibility on all players involved in the supply chain throughout product life-cycle management (Deshmukh & Vasudevan, 2014). This shared responsibility ensures that sustainability is provided across the entire value chain. Extended producer responsibility aims to decrease the total environmental impact of packaging, transportation and consumption. The EPR, by ensuring that the producers take responsibility for the entire lifecycle of their products, also manages the retrieval of used products, recycling and final disposal of the products, including their packaging (Nnorom & Odeyingbo, 2020).

According to Lindhqvist (2000), production processes in one of two directions are influenced by EPR, either upstream or downstream; for downstream procedures, responsibilities are shifted to downstream involving different actors in the collection, recycling and treatment processes; while for upstream approaches, incentives are provided to producers to incorporate environmental considerations in the design of their products. For instance, in cleaner production or design for recycling, the brand owner or producer makes marketing and design decisions along with the disposal cost integrated into the product's overall price (Deshmukh & Vasudevan, 2014).

Life-cycle Analysis (LCA): A technique that assesses the environmental impacts across all stages of a product's life cycle is called Life-cycle analysis (LCA). This process assesses impacts from raw material processing to manufacturing, distribution, use, maintenance, repair down to recycling (Deshmukh & Vasudevan, 2014; Itskos et al., 2016). LCAs can help organisations avoid a narrow outlook on environmental concerns by inventorying relevant energy and material inputs & ecological releases. The Life-cycle analysis is done by assessing the potential impacts connected to identified inputs/releases and interpreting the results to enable organisations to make more informed decisions (Deshmukh & Vasudevan, 2014). This is a systematic multi-phased process that consists of four components: Goal definition/scope, Inventory analysis, Impact assessment and Interpretation;

- *Goal and scope definition*: The definition of the goal and scope of the LCA document details the objectives of the study, the functional unit, the boundaries of the system of study, the adequate data needed, the assumptions to be drawn and the limits that must be defined. At this point, the context in which the assessment is to be made is established, the boundaries and environmental effects to be reviewed are identified (Brusseau, 2019; Deshmukh & Vasudevan, 2014).
- *Inventory analysis*: In the inventory analysis, the energy, water/materials usage and environmental releases (e.g., gaseous emissions, solid waste disposal, water waste discharges) are identified and quantified. This step essentially involves the adequate study of the working systems and the analysis of the material and energy flows (Brusseau, 2019; Deshmukh & Vasudevan, 2014).
- *Impact assessment*: Impact assessment assesses the environmental detriments of energy, water/materials usage and environmental releases from a product. This phase in the LCA primarily assesses the potential human and ecological effects of items identified in the inventory analysis. The potential impacts of the recognised resources used and environmental emissions are evaluated. The methods used in this phase can be divided into two categories; Upstream and Downstream methods. While upstream processes focus on the number of resources, energy and materials used per unit of product, Downstream methods attempt to estimate the general emissions of the system (Brusseau, 2019; Deshmukh & Vasudevan, 2014).
- *Interpretation*: This is concerned with the result interpretation of the entire LCA process; results obtained from the inventory analysis and impact assessment are interpreted to determine the selection of the preferred product, process or service with a clear understanding of the uncertainty and the assumptions utilised to generate the results.

The analyst aim in this phase is to scrutinise the results and discuss them appropriately, giving as much precise information as possible to the decision.

Issues of Environment Degradation and Insecurity

Competing demand regarding the issues of environmental degradation and insecurity in Sub-Saharan Africa is inflicting a toll on most governmental infrastructure in this region. While the issue of ecological degradation used to be at the front burner of most sub-Saharan African countries, growing incidents of insecurity are likely to overwhelm the relevance of GSCM practices. Thus, Silvestre (2015) has suggested a need for regional collaboration among emerging economies towards adopting environmental sustainability imperatives. GSCM collaborations will engender the diligent use of scarce resources along the different value chains in sub-Saharan Africa. This situation will provide an impetus for adapting socially sustainable supply chain practices that will incorporate health and safety for organisational employees, protection against child and enslaved person labour, provision of proper working conditions, support for human rights and sponsoring community-oriented programmes (Mani et al., 2018). Also, there is a need to manage restrictive economic environments and their impacts on suppliers' operations and activities, especially in developing countries (De Morais, 2017; El Baz & Laguir, 2017; Najjar et al., 2017). Poignantly, the causes for the relative lack of progress on social issues in developing countries of sub-Saharan Africa include low awareness, low competition, low customer demand for social justice, low investor pressure, low labour union pressure, little or no government oversight and little or no societal interest in the imperatives of the green supply chain (Mani et al., 2018).

Conclusion and Recommendations

Green supply chain management may have transitioned from the fringe to the mainstream of operational flow; there exists an emergent issue that should warrant a focus on re-evaluating the exigencies emanating from a range of environmental and social problems (Mani et al., 2018; Piya et al., 2020). Despite the drive-by GSCM practitioners in some sub-Saharan African countries to foster the implementation of sustainable supply chain management practices (Piya et al., 2020; Silvestre, 2015), there is a need to unravel the unique intricacies that would aid the implementation and adoption of successful and viral sustainable supply chains with context-specific circumstances, especially from the perspective of governance systems. Amidst growing pressure from governments, customers and environmental agencies on business organisations to reduce their impacts on the global environment and drive significant sustainable improvements (Bag et al., 2020). The lack of developmental infrastructure has necessitated this situation, low level of awareness, political instability and low purchasing power that most African countries have been saddled with, which have constituted barriers to the adoption and adaptation of sustainable supply chain practices (Eifert et al., 2005; Hain & Jurowetzki, 2018; Ikejiaku & Mordi, 2010).

According to Bag et al. (2020) and Asif et al. (2020), the following measures can be deployed globally and with particular reference to sub-Saharan Africa:

1. Leverage synergies of the digital and green supply chain to reduce the impact of GSCM on the environment. Some of these initiatives may need the support of the international organisation to provide inputs for the leaders in these countries.
2. Develop the capabilities of suppliers and customers in the GSCM ecosystem: This aspect will require the expertise of the suppliers' capabilities and other major players in the supply chain ecosystems.
3. Explore the possibilities of an intelligent GSCM strategy to reduce greenhouse emissions and attendant environmental impact. This might require the support of governmental institutions in sub-Sahara Africa towards providing an enabling environment that would foster new green initiatives as critical aspects of a sustainable supply chain architecture.
4. Develop GSCM capability of managers in sub-Saharan Africa to drive more value with less waste on the environment. An essential aspect of an evolving sustainable supply chain is the behavioural impact on its outcomes; this is fundamental for green decision matrix and sustainable supply chain leadership.

Points to Ponder

- What could be the positive and negative effects of sustainable supply chain practices in African organisations?
- Which would be the best adoption strategies for a sustainable supply chain and how would one harness its opportunities?
- What strategies should organisations and governments in sub-Saharan Africa adopt to elicit green operations practices in their supply chain architectures amidst global demand for environmental sustainability?
- How can organisations in sub-Saharan Africa transform their traditional supply chain process to a more sustainable supply chain?
- Given the demand for environmental sustainability, how can green supply chain process support organisations' need for clean energy?

Actionable Recommendations

Private leadership	*Public leadership*
Expand the share of green financing for private institutional frameworks.	Explore initiatives to overcome internal and external barriers towards adopting green supply chain practices.
Foster a collaborative initiative among private ventures in adapting eco-design and eco-efficient processes in respective value chains.	Develop the capabilities of suppliers and customers in the GSCM ecosystem towards exploring and imbibing the possibilities of an intelligent GSCM strategy to reduce greenhouse emissions.
Align with public leadership in adopting and designing industrial ecology and environmentally sustainable imperatives.	Create an enabling environment towards fostering Environment, Social and Governance (ESG) within and without the GSCM ecosystem.

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CHAPTER 7

SME Sustainability Goals and Development in a Volatile Environment

Olanike Jagun

Introduction

Looking across the African continent, one comes to the realization that a fair amount of people are employed by Small and Medium Enterprises known as SMEs. A UNIDO report published in 1999, provides statistics that indicates SMEs in most African countries provide employment upwards of 50% of the population whilst a World Bank study conducted in 2015 further increased the figure to 80%. What is obvious from the various studies is that SMEs contribution to developing economies is quite substantiable particularly in Africa. SMEs have contributed to their countries prosperity by ensuring job creation, poverty alleviation, as well as aiding in the prosperity of their nations. They however face an upwards challenge to maintain their livelihoods. These challenges though well documented tends to evolve with the political and economic landscape of

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their countries. This case study looks at three countries, Nigeria, Kenya, and South Africa and is guided by the following questions.

1. What are the challenges faced by SMEs across Africa?
2. To what extent does the health of these SMEs ensure the sustainability of businesses in Africa,
3. Looking at whether their contribution to the United Nations Sustainable Development goals
    - SDG 5—Gender Equality,
    - SDG 8—Decent Work and Economic Growth,
    - SDG 9—Industry, Innovation and Infrastructure

Are progressive or regressive in the post-covid-19 era?

This case study is based on documental research, a survey, and a series of interviews with SMEs in Nigeria, Kenya, and South Africa. It gives an insight to the challenges being faced by SMEs across the continent pre and post pandemic.

Challenges Faced by SMEs on the African Continent

Pre-Pandemic, the potential contribution of small or medium-sized enterprises (SMEs) to economic development and their role as means of livelihood for millions of young and innovative Africans cannot be understated, yet SMEs face a myriad of challenges which when put together prevents them from scaling to their full potential. A lot of these challenges have been well documented, but for this case study, a survey using WhatsApp was conducted in September 2021 to pulse check documented challenges.

The survey question posed to a sample size of 404 SMEs across several WhatsApp groups, participants split Nigeria 85%, Kenyans 10, South Africans 5% with the question.

"If I asked, what challenges do you face as a business owner, what will be your top 3 Challenges?" Their responses are as shown in Fig. 7.1 below:

Exploring further each cited challenge and the impact it has on African SMEs yielded interesting insights:

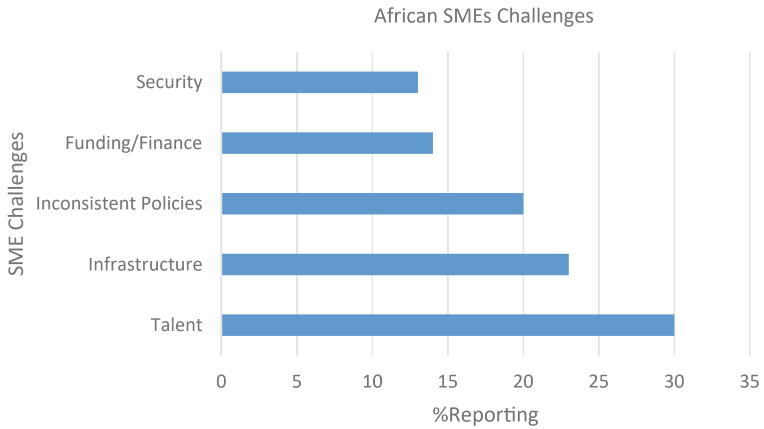


Fig. 7.1 Showing SMEs response to challenges

Talent

In response to the above question, 30% of SMEs cited talent as their top challenge. Why is this so? Businesses rely heavily on staff with the right skill set to grow. In a continent with a population of over 1.216 billion people, Nigeria, South Africa, and Kenya are considered to have the highest population amongst the 54 African countries, why the skill shortage? A 2017 World Economic Forum publication report on "The Future of Jobs and Skills in Africa", detailed how employers across the region identified inadequately skilled workforces as a major constraint to their businesses. Could the education system be a factor? Nigeria has over 100 higher institutions, whilst Kenya has over 50 and South Africa has over 33, some with global university rankings.

Fatima Rasool and Christoff Botha (2011) attribute the shortage of skills in South Africa to the national education and training system's failure and inability to stream the economy with skills in their publication "The nature, extent and effect of skills shortages on skills migration in South Africa". Kenyans have identified and summarized skills weaknesses connected with the Kenyan public education system at every level, based on a variety of secondary sources as well as qualitative discussions with employers, education experts, and youth. 2017 saw UNIDO undertaking and publishing a skills gap assessment in the six economic sectors that

▶ **MAIN SKILLS CHALLENGES FOR THE PUBLIC EDUCATION SYSTEM, BY LEVEL**

Level	Main Skills Challenges	Root Causes
Tertiary (University, TVET)	• Soft skills • Technical skills (including ICT) may be out of date or irrelevant; particularly for university students	• Information asymmetry • Curriculum and teaching methods promote theoretical knowledge and rote learning • Applied learning opportunities generally ineffective (university) or absent (Form 4) • Over-emphasis on test results; rigid tracking system
Secondary (Form 4, Youth Polytechnics)	Soft skills • Few technical skills (including ICT), particularly among Form 4 graduates • Proficiency in literacy and numeracy not assured for less than secondary graduates	
Primary (Standard 8)	• Basic literacy and numeracy	• Low quality

Fig. 7.2 School Challenges of the Kenyan Public system

they classified as priorities for Nigeria. The research showed that Nigeria's labour force growth (the number entering the labour force annually) is not necessarily the main driver of GDP growth (Fig. 7.2).

Many respondents allude to the fact that a fair proportion of graduates are unable to write proposals, business plans, financial value proposition, valuations impact or reports that can unlock the capital required by SMEs (Fig. 7.3).

This leaves the business owners with a fair number of administrative tasks to deal with daily. Other notable drawbacks included mindset and attitude to work. If indeed the education system is failing African youths what can or should be done?

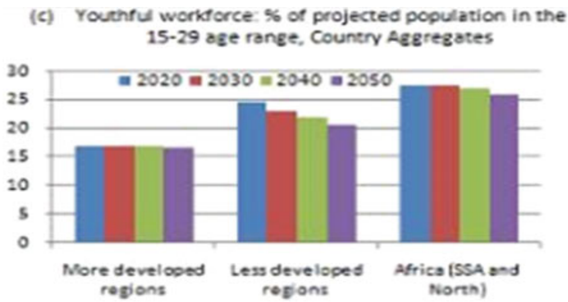


Fig. 7.3 Projected population growth

Some respondents mentioned to the contrary that graduates are highly trainable, however the training comes at a cost which a lot of the SMEs cannot afford to undertake. A respondent cited their recent encounter with a project managed by a UK company that recently entered the Nigerian market. The company's key takeaway was that Nigeria has a deep and skilled talent pool which the company intended to tap into, this contrast raises the question of training affordability of SMEs. Recruitment agents have noticed that graduates' first preference is to get jobs with businesses that have the resources and the time it takes to build the skills required despite high attrition.

Infrastructure

It is a noted fact that African countries have huge infrastructure gaps which affect SME performance and profitability. This is due to the high cost incurred by SMEs having to provide basic infrastructure such as electricity, gas, and transportation. A McKinsey study in 2015 advised that the cost of generator-source power in sub-Saharan Africa is three to six times that of grid consumers globally. A lack of electricity means Small and Medium Sized Enterprises (SMEs) whose main source of livelihood are often in labour-intensive manufacturing, hospitality, or health sectors, have to source for alternative power solutions at exorbitant prices, which increases their costs impacting their business and homes. Solid infrastructure is a critical requirement for productivity and growth in any country. Yet Africa is unable to harness its vast resources to maintain the basic infrastructure that is so badly needed: reliable energy, affordable housing, efficient and resilient transportation and sanitation systems and so on. Africa is therefore in search of ways to put the right technology and policies in place (Fig. 7.4).

Transportation Movement of people and good across Africa is 80 and 90%, respectively by road. Majority of roads in Africa are from the colonial period and are geared towards mainly export routes, not internally within the country or the continent. An exception is South Africa that has invested heavily in their infrastructure especially during the apartheid era. Transported goods are prone to delays due to many African countries being landlocked, which makes getting goods from one end of Africa to another a challenge with trucks crossing numerous border Posts. These posts where checks are performed, some borders still have paper systems

	All African Countries	Africa's Poorest Countries	Developing Countries	World
Electricity Coverage, % of population	43%	31%	77%	82%
Access to an all-season road, % of rural population	43%	35%	67%	69%
Mobile Penetration Rate, % of population	80%	-	89%	96%
Improved Water, % of population	68%	59%	87%	89%
Improved Sanitation, % of population	40%	28%	57%	64%
People living in slum conditions, % of urban population	50%	-	33%	-

Fig. 7.4 Africa's Infrastructure at a glance (*Source* African Development Bank, World Bank Group, International Energy Agency, International Telecommunication Union, TA Telecom, World Health Organization, United Nations Children's Funds, and United Nations Department of Economic and Social Affairs)

Fig. 7.5 African Road status

with little or no technology, the border personnel skills differ per country, this causes delays and adds to transportation costs. The lack of paved road network makes access to rural areas difficult especially for the transportation of food stuffs, which tend to rot before getting to their destination. Once again SMEs bear the brunt of the delays and costs. This is an opportunity for the African Continental Free Trade Area (AfCFTA) signed off by most African countries may be an avenue for SME growth and progression (Figs. 7.5 and 7.6).

Paved roads in selected African cities

Meters per 1,000 population

City	Paved Roads
Abidjan	346
Conakry	174
Dakar	467
Dares Salaam	150
Kampala	225
Kinshasa	63
Lagos	400
Average Sample in African low-income countries	318
Average Developing World	1,000

Fig. 7.6 Paved roads in selected African cities (*Source* African Development Bank and Commonwealth Business Council)

Railway The railway system is the least developed network across Africa, what network is available has not been modernized since colonial times. Africa can count only 84,000 kms of rail track serving a land surface of about 30 million square kilometres, and the larger chunk of the railway network is found in the South and North areas of Africa. According to the African Development Bank's paper on infrastructure development in Africa, it seems that as many as thirteen sub-Saharan African countries still lack operational rail networks. Air travel is still a relative expense due to low passenger traffic, high taxes, restricted air space movement and safety concerns. This accentuates the lack of inter trade amongst African countries. Sea ports are heavily congested and have aging infrastructure, being the main exit point for exported bulky goods. There are 64 ports in total across Africa requiring investment and regulatory reforms. Again, the African Continental Free Trade Area's (AfCFTA) removal of trade barriers, means SMEs are looking at over 50 counties in which they could plough their trade and increase combined consumer and business spending possibly to the tune of $6.7 trillion by 2030. The construction and utilization of an improved railway system across the continent would open countless opportunities.

Energy In many homes especially in rural areas, open fire and kerosine are used for cooking, yet Africa has huge energy resource and reserves for utilization (Figs. 7.7 and 7.8).

The burning of fuel is a health and environmental hazard. With power available only for 4 hours per day in some countries, how do SMEs manage to run their business? (Figs. 7.9 and 7.10).

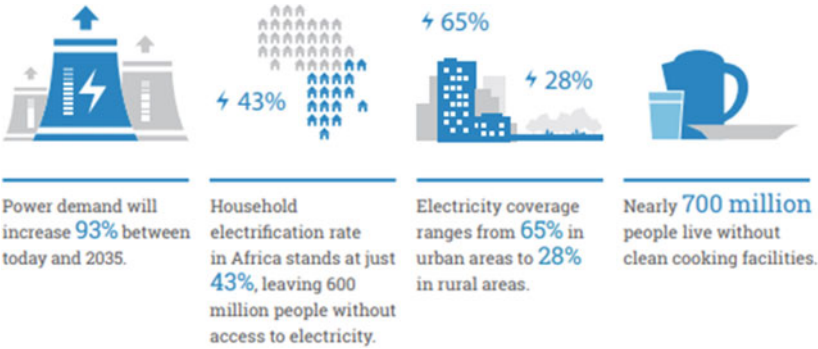


Fig. 7.7 Africa's electricity status

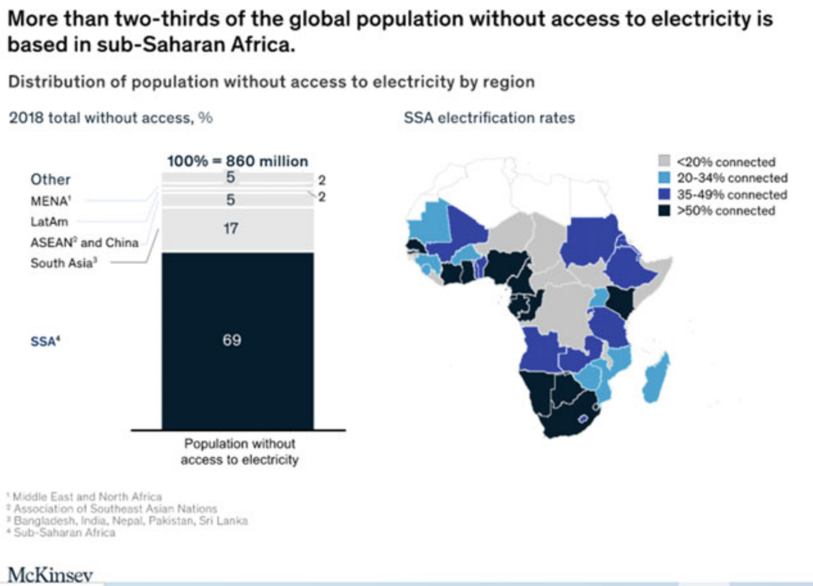


Fig. 7.8 Global population electricity access

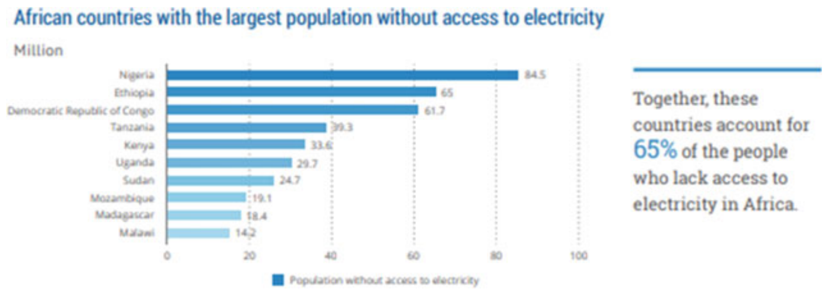
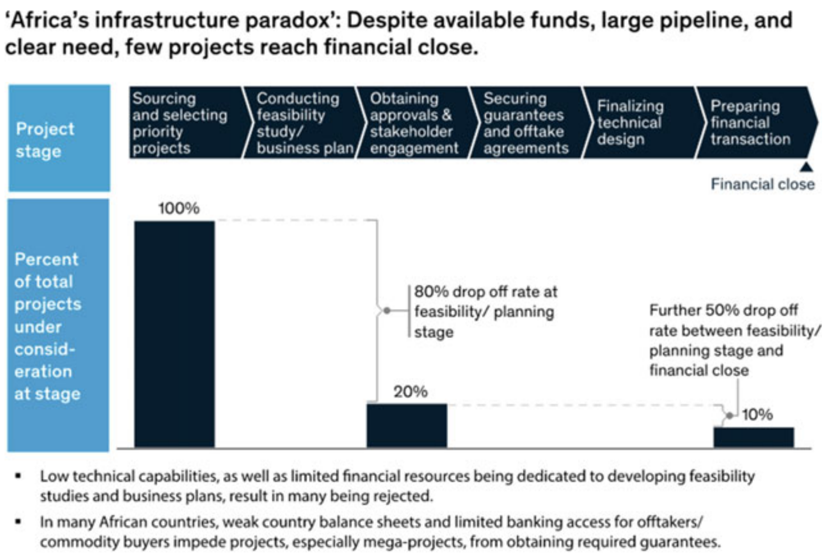


Fig. 7.9 African countries by population without access to electricity (*Source* African Development Bank and International Energy Agency)



McKinsey

Fig. 7.10 "Africa's Infrastructure's Paradox"

Water and sanitation Water is one of the most essential natural resources, required for our livelihood, food security and economic growth. Nevertheless, this SDG goal 6 "ensure availability and sustainable management of water and sanitation for all" is a tough goal for African governments to provide for their Citizens. Currently only 59% of Africans have access to clean water sources (Fig. 7.11).

Communication Africa is now the fastest growing market, with over eight in ten Africans possessing mobile phones—meaning 760 million mobile phone subscriptions in the continent. This is a huge leap from the figure of 15 million in 2000. The impact of mobile phones on Small and Medium Sized Enterprises (SMEs) cannot be understated, it aids financial inclusion, creating new marketplaces, helps in finding staff, connects the community and save lives (Fig. 7.12).

Housing Rapid urbanization due to migration from rural areas means big African cities have acute shortage of housing, and where there is availability, the cost is prohibitive (Fig. 7.13).

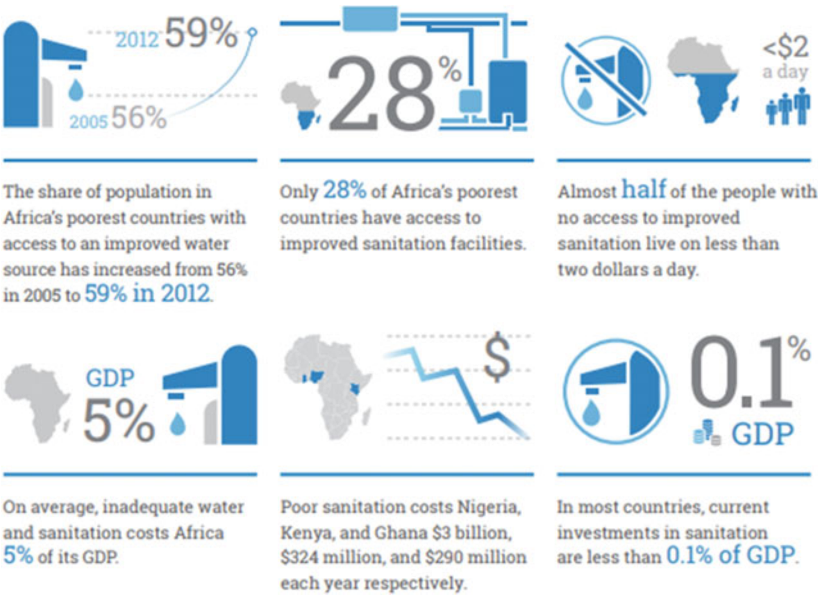


Fig. 7.11 Africa's sanitation status

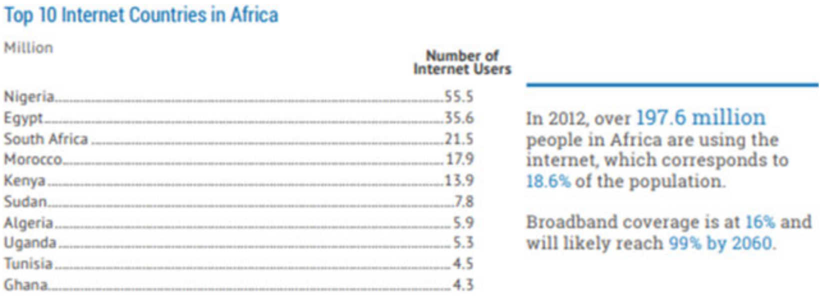


Fig. 7.12 Top 10 Internet countries in Africa (*Source* International Telecommunication Union)

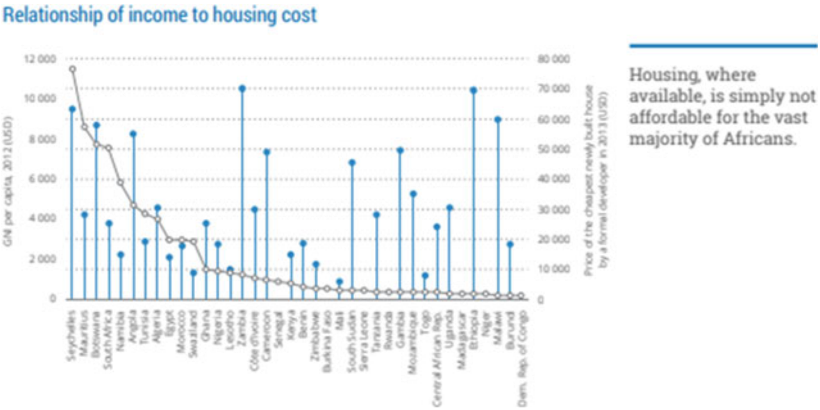


Fig. 7.13 Relation of income to housing cost (*Source* Centre for Affordable Housing Finance in Africa)

Inconsistent Policy

Inconsistent policy was cited by 20% of respondents. In Ha-Joon Chang's "Transformative Industrial Policy for Africa", he asks African governments to develop "policy imagination", describing this as innovation and creativity in crafting policies. If we look at Asia, their policies have contributed greatly to resolving the region's poverty problems and led their industrial development over the later part of the twentieth century. Small and medium enterprises (SMEs) in African countries have a key role in reducing poverty and attaining the SDGs. All sectors in general are regulated by government regulations and policies. A lot of these policies are quite complex and are not well implemented due to the lack of synergy. There is a phenomenon of conflicting institutional demands, the impact of this is high on SMEs and leads to, for example, multi taxations and unnecessary bottlenecks. A lack of funding by the government inadvertently encourages over the top registration fees by some governing regulatory bodies.

To What Extent Does the Health of These SMEs Ensure the Sustainability of Businesses in Africa

Having looked at the challenges faced by SMEs which reduces their productivity growth, the question now is what is required to improve the overall health of businesses to ensure their sustainability? Their lack of productivity means they do not achieve their projected income goals, leading to possible loans, amongst other things. If as stated by numerous studies, most people in the world work for SMEs, at times up to 90% of the workforce in some countries, then there is an urgent need to improve the productivity of SMEs in Africa. Added to this, now in the year 2021, we are learning to live with the pandemic, and there is a high possibility that SMEs are operating under high policy uncertainty, are delaying making strategic decisions, have reduced spending including recruitment of much needed staff.

Migration The pandemic impacted globally every country in the world. COVID-19 is exceptional in that its impact can be considered a global humanitarian disaster that has far reaching effects on the social affairs of many developing countries. Developing countries rely heavily on remittances from migrant workers to their families and their home communities. The pandemic has had a devasting impact on their host and home economies. For countries like South Africa and Nigeria the pandemic has reduced the influx of migrants from other African countries. A plus side is that it has stemmed the emigration of much need talented professionals in the health and technology sectors during the period of travel restrictions.

Remittances to the African continent have been estimated at $48 Billion, with Nigeria receiving half the sub-Saharan inflows, followed by Kenya and to a lesser extent South Africa. Remittances from migrants to their families in Africa in 2019 exceeded direct foreign investments into the continent (Fig. 7.14).

Many sub-Saharan migrant workers have lost their jobs or had their incomes nosedive drastically, and so their home remittances have also dropped. Lower oil prices have also affected remittances from the Gulf Cooperation Council countries to Africa as demand for oil by developed countries is at a low level. Interestingly, according to the May 2021 World Bank article titled "Defying Predictions, remittance flows remain strong during COVID-19 Crisis", remittance flows have outstripped the total FDI, for low- and middle-income countries. When looking at sub-Saharan Africa in particular, remittances to, most countries including Kenya and South Africa grew slightly by 2.3% whilst Nigeria which accounted for 40% of remittance inflows to the region, saw a 28% decline. The impact on Small and Medium Sized Enterprises (SMEs) is a decline in customer spending due to reduced earnings and reduce Remittances further weakening economic growth. There are no short- and medium-term measures put in place by governments to cushion the impact of the expected drop and dynamic shifts in remittance flows to low-income households particularly in Nigeria and Kenya. Nigeria reportedly saved $750 m per

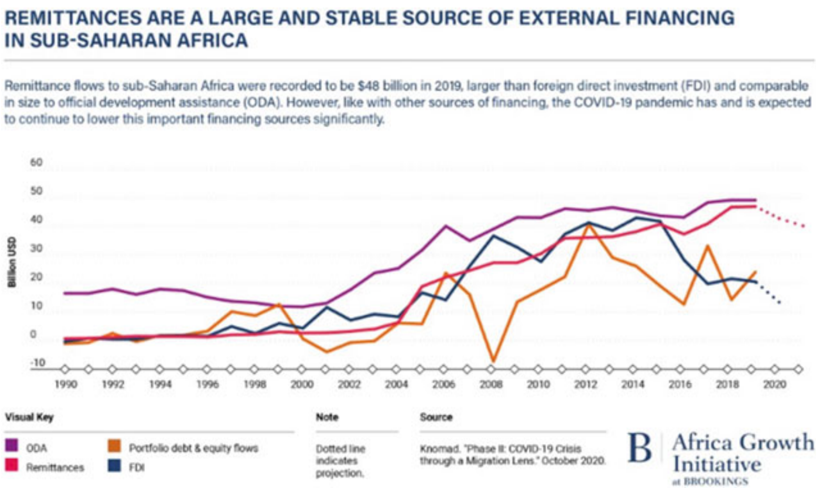


Fig. 7.14 Showing the various sources of Remittances

month on Air travel foreign exchange demand by its citizens, correspondingly using the opportunity to put numerous costs cutting initiatives in place. In the meantime, the South African rand considered a "commodity currency," because of its high correlation with raw material prices has strengthened considerably during the pandemic. The restriction on migration meant people stayed in their home countries and though some countries have lifted travel restrictions, there is still the requirement of taking a COVID-19 test before and after travel which is still quite expensive and having to quarantine in the host country all adds up the cost of travelling which to many Africans is prohibiting. SMEs who rely on imported raw materials have had to try and source alternatives locally or shut operations. This and the fact that some students have returned home due to lack of job opportunities in their host country after completion of their studies is fueling a rise in unemployment.

SMEs operate and employ in many sectors, the pandemic severely affected aviation, tourism, hospitality, restaurants, manufacturing and trade. Many SMEs were forced to pivot to survive. According to the African Development Bank real GDP in Nigeria is estimated by the Bank to have shrunk by 3% in 2020, whilst according to the South African Bureau of statistics in the South African economy shrunk by almost 7 and 0.3% in Kenya.

According to a report by Greentec Capital Africa Foundation and WeeTracker, titled "Tracing the success and failure of African startups", is a high failure rate amongst startups across Africa. Startups are a significant sub-segment of SMEs yet the report stated that digital startups were more likely to fail than the brick-and-mortar ones. It gave the statistics for startup failures for Nigeria, Kenya and South Africa as 61.05, 58.73 and 54.39%, respectively (Fig. 7.15).

African startups funding exceeded $1 billion (€900 million) in 2019, for the first time. However, the pandemic meant there was a reduction in funding in 2020. With regard to survival during the pandemic, a World Bank report stated that businesses that survived COVID were older and more productive. The diagram below shows actions taken by SMEs during the pandemic. They tended to be innovators and made good use of digital technology. In Nigeria, several manufacturing companies pivoted to produce masks and protective wear for frontline staff. Governments continues to prioritize the immediate health and safety of citizens, ahead of Africa's economic recovery (Fig. 7.16).

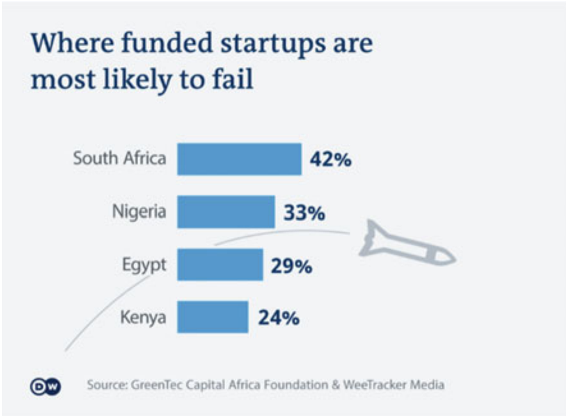


Fig. 7.15 The report showed the difference between funded and non-funded startups (*Source* GreenTec Capital Africa Foundadtion & WeeTracker Media)

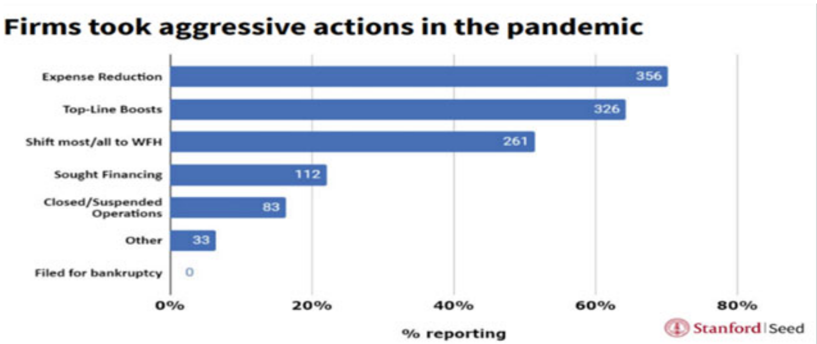


Fig. 7.16 Shows actions taken by Stanford Seed companies during the pandemic (*Source* GreenTec Capital Africa Foundadtion & WeeTracker Media)

Supply Disruption At the height of the pandemic, this "once in a generation disruption" demonstrated that decades-long supply chain optimization that had successfully minimized costs, reduced inventories and driven up asset utilization had no elasticity to absorb the shock of COVID-19. Many companies were heavily impacted due to the disruption of the global supply chain. Manufactures who had built cost-effective supply chain network, which saw a lot of their industrial products being produced in Asian countries such as China, the pandemic brought in supply shortages forcing a lot of countries and companies to re-think their supply chains. For SMEs in Africa this was devastating especially in terms of their broken global supply chain and lack of access to foreign exchange.

An SME interviewed in Kenya who owns a string of restaurants had this to say

> The … COVID-19 pandemic has adversely affected both male and female owned and managed businesses in equal measures. This is especially true in the hospitality sector, in which my business operates. The ministry of health protocols requiring restaurants to host smaller numbers and close earlier than usual (curfew hour starting from 10.00pm) has impacted negatively on the sector. Businesses including mine have posted losses since April 2020 to date. We have tried to manage the level of losses by introducing several measures, however no profit has been posted since the onset of the pandemic. The silver lining of the pandemic is that I had the luxury of time to critically analyze my business and planning for the future; part of which was spent completing the Stanford seed transformation programme. I have had the opportunity to spend quality time with family.

Finances A fund was set up in the second part of 2011 called The African Guaranteed Fund (AGF) by (The African Development Bank, Denmark and Spain). The AGF provides loan portfolio guarantees, financial guarantees and capacity development support to their partner institutions and capacity development support to SMEs, including facilitating access to credit for them. They have an interest in growing SMEs in Africa and reducing unemployment whilst developing the youth. Driving investment funds into a community affects an entire family education, health and attitude towards life. Whilst researching for this case study, I found that there seems to be financing available for SMEs such as the Africa SME Programme which assists local financial institutions in Africa to successfully provide SME loans. It is one of many programmes helping SMEs with development of business plans and financial literacy training which are crucial to accessing funds. It has been observed that a lot of African SMEs struggle with the requisite knowledge and ability to access these funds. The draw back observed here seems to be the fact that the funds the AfDB provides does not finance the SMEs directly but rather goes through the local financial institutions. There is the possibility that SMEs may not even be aware of such opportunities.

Funding of SMEs in the developed world, though similar in process and disbursing, there is however higher awareness by SMEs of the various available funding and their providers. The providers of funds in developed countries put a lot of effort in the educational awareness, transparency and visibility for the SMEs. There also tends to be a central source of information, for example in Europe, you have the European Commission, which tends to be a starting point for SMEs in Europe, the focal point is what is lacking for many African SMEs.

Plans for SMEs' Sustainability the Kenyan government is looking to the future and is considering how to ensure the health and sustainability of SMEs by launching a nationwide initiative post COVID—19 economic recovery called Fintrinet Finace|trade|investment which has 5 pillars

- Finance
- Trade
- Investment
- Strategic Initiatives
- SDG Partnership—to achieve the SDG goals

Concentrating their efforts on SDG 8—Decent Work & Economic Growth, and SDG9 Industry, Innovation & Infrastructure. The focus of their efforts over the next three years is on the agriculture, manufacturing and health sectors, providing an enabling environment with financial help in form of grants, debt, quasi-equity and equity for Women enterprises, Startups and MSMEs/SMEs to thrive.

The national outcome expected is for the enterprises to scale, provide return for investors and have a substantial social impact on the kenyan economy. It is expected that there will be a(n)

- Kenyan economic recovery in 3 years from 2 to 6% GDP growth.
- Inclusive Prosperity and Economic growth and Transformation: to attain a GDP growth of 10% by year 6.
- Creation of 1.5million new jobs every year over 10 years totaling 15 million.
- Clearing of the current backlog of 5 million jobs and also take care of the 1 million people entering the job market every year.

- Increase in National Government Revenue
- Increase in Private Capital for Kenya's Development & Reduce pressure on the National Treasury
- Establishment of Kenya as a strong Middle-Income Nation

With business outcomes as follows:

- There shall be measurable amounts of local and foreign investments in the various business segments every year.
- There shall be a measurable number of enterprises that have had full closure of investments and a growth from investment.
- There shall be a measurable amount of value of business created through access to markets within Kenya, the region, continent and the world.
- There shall be a measurable number of jobs created every year through FINTRINET; both direct and indirect.
- There shall be a measurable way of accessing the overall impact of FINTRINET on the National Economy every year.

What is the Impact of the Pandemic on Sustainable Development Goals

The 2030 Agenda for Sustainable Development for United Nations Member States (adopted in 2015) details the plans for peace and prosperity for the planet and people. There are 17 Sustainable Development Goals (SDGs) recognized as strategies to improve health and education, reduce inequality and spur economic growth, whilst tackling climate change and working to preserve the oceans and forests. Now in the year 2021, the world is slowly coming out of a pandemic, what impact has COVID-19 had on the Sustainable Development Goals (SDG) SDGs 5, 8 & 9? Is the impact progressive or regressive?

Robin Naidoo and Brendan Fisher in their 2020 commentary in The Nature, make a good case for the reset of the Sustainable Development Goals post pandemic. They state that COVID-19 is revealing the precariousness of the SDGs—many of these goals are now unlikely to be met. See below the impact of the top 10 Sustainable Development Goals (Fig. 7.17).

COVID-19 IMPACTS ON SUSTAINABLE DEVELOPMENT GOALS

SDG	Status	Example of target(s) affected
Goal 1: No poverty	Threatened* and mitigates†	Target 1.2: halve proportion of people living in poverty by 2030 Target 1.4: provide equal access to basic services
Goal 2: Zero hunger	Threatened	Target 2.3: double agricultural productivity and incomes of small-scale food producers
Goal 3: Good health and well-being	Threatened and mitigates	Target 3.8: achieve universal health coverage
Goal 4: Quality education	Threatened	Target 4.1: provide free, equitable and quality education for all children
Goal 5: Gender equality	Partially threatened‡	Target 5.4: value unpaid care and domestic work by providing public services and policies
Goal 6: Clean water and sanitation	Threatened	Target 6.1: give access to safe and affordable drinking water for all
Goal 7: Affordable and clean energy	Threatened	Target 7.3: double global rate of improvement in energy efficiency
Goal 8: Decent work and economic growth	Threatened	Target 8.1: sustain per capita economic growth
Goal 9: Industry, innovation and infrastructure	Threatened and aggravates§	Target 9.4: upgrade infrastructure and retrofit industries to make them sustainable
Goal 10: Reduced inequalities	Threatened	Target 10.1: sustain above-average income growth of the bottom 40% of the population

Fig. 7.17 Impact of the pandemic on the top SDG goals

SDG 5 Gender Equality "Women's productive activities, particularly in industry, empower them economically and enable them to contribute more to overall development. Whether they are involved in small or medium scale production activities, or in the informal or formal sectors, women's entrepreneurial activities are not only a means for economic survival but also have positive social repercussions for the women themselves and their social environment" (United Nations Industrial Development Organisation, 2001).

Democracy has been reducing gender inequalities over the years. In many African societies, progress has been made in education and health for women, however there is still a great struggle in the political and economic arena. Especially in terms of economic opportunities there is still a noticeable gender imbalance. According to the Mastercard Index of Women Entrepreneurs (MIWE) 2020, the Benchmark for Women Business Owners is in its 4th year running and covered 58 countries. The MIWE showed that women are contributing economically in Uganda, Angola, Malawi, Ghana and Botswana, despite the obstacles they face. Based on their scoring metrics South Africa came first in Africa with 64.42 points out of 100 possible points. Nigeria came 5th in Africa with 54.93 points and Kenya was not ranked. The study indicated that in countries where their score was below 40 points, women in these economies experience strong sociocultural, economic and financial restrictions.

Another survey question was posed to the same Participants across WhatsApp groups in Nigeria, Kenya and South Africa participants numbers was split Nigeria 85%, Kenyans 10%, South Africans 5%. The response to this question was quite low, with only 150 respondents. The question is restated below and the responses to it are presented in Fig. 7.18.

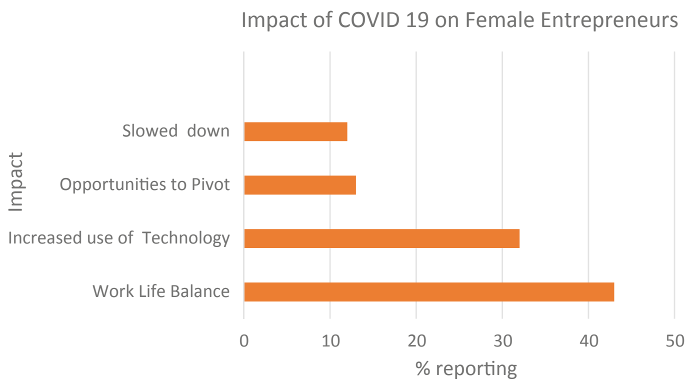


Fig. 7.18 Impact of COVID-19 on Female entrepreneurs

> "Bearing in mind SDG 5 Gender equality, what will you say the impact of the pandemic has been on you as a female Entrepreneur?"

Early studies show that the pandemic has disproportionately affected women and girls; time will tell what the actual impact the pandemic had in real terms. For female SMEs the time spent under lockdown and social distances has reportedly reduced earnings and collateral, leaving a lot of women in more reduced circumstance than pre-pandemic. Despite all that the survey surprisingly has been positive.

> Given that women are disproportionately more vulnerable due to their exposure in highly impacted sectors, … a positive cultural mindset and regard for risk raking and innovativeness will be paramount in motivating women to step up to pursue new business opportunities. (The Mastercard Index of Women Entrepreneurs 2020 Report)

Alongside this, the SDG of empowering women and educating girls is even more important now, to ensure progression through management of population as the rise in uneducated girls is a threat to sustainability, if more women are educated and economically empowered, this will go a long way to help reduce overpopulation.

SDG 9—Industry, Innovation & Infrastructure

For countries to prosper, SDG 9 looks towards the realization of good quality and reliable regional and transborder infrastructure, all of which facilitate economic development. Before the pandemic, global manufacturing growth has been in steady decline, with the pandemic hitting manufacturing industries quite hard, it has caused a disruption to the global supply chain and supply of products. SDG target 9.1 aims at making transport affordable and accessible to everyone. As the pandemic hit, global air travel dropped by around 70% in April and May 202, as countries closed their borders and over 50 airlines worldwide suspended or shut down their operations.

This led to loss of jobs, as movement of people and goods came to a virtual standstill. Tourism is one of the most labour-intensive sectors of any economy hiring millions of people worldwide. In terms of GDP, countries like Kenya (1.8%) and South Africa (3%) have developed tourism in GDP terms, both countries saw travel bookings cancelled, hotels left

Fig. 7.19 Global air travel dropped in 2020 (*Source* International Civil Aviation Organization & ADS-B Flightaware)

almost empty, local tour operators faced economic loss, considering many were SMEs with little or no reserve capital, therefore had to embark on employment cuts, laying off workers as their places of attractions, restaurants and hotels were immediately shut down and curfews imposed. Nigerian tourism only accounts for 0.3% of its GDP (Fig. 7.19).

SDG 8—Decent Work & Economic Growth

SDG8 Promote inclusive and sustainable economic growth, employment and decent work for all. Along came the Pandemic, whilst some countries were sent cheques in the post, some were offered furlough schemes and most Small and Medium Sized Enterprises (SMEs) in the African continent were offered little or nothing to keep them afloat. An SME I interviewed who owns a private school in Nigeria stated

> The toughest part was, as an educational institution, we're still gradually getting over the pandemic. Parents were reluctant to sign on for the online school; as such, we had to cut cost in all areas. Teaching staff looked elsewhere to make ends meet and some decided to wave bye to the teaching profession, which equaled loss of staff. Some parents didn't see the need to send their babies and toddlers to school, for fear of the spread of Covid-19. This resulted in very low registration in our early years classes. Some parents in the early elementary classes also opted to homeschool their children for quite a while. Purchasing power of parents dwindled and they opted for cheaper tuition charging schools, even knowing that it might reduce the standard of their children's education.

Conclusion

Regression or Progression? There has been some progress made due to the pandemic as seen in the diagram below from the Mastercard Index of Women Entrepreneurs 2020 Report (Fig. 7.20).

Progress of the SDGs had been slow pre-pandemic, now as world economies are able to reset and rebuild their various sectors, putting initiatives in place, in the short term the 169 SDGs will suffer setbacks.

In What Ways Can Businesses Align and Contribute to the SDGs?

In Nigeria, Kenya and South Africa, the progress of SDG goals is still lagging behind that of developed nations especially with regard to three of the goals:

- SDG 5—Gender Equality,
- SDG 8—Decent Work & Economic Growth,
- SDG 9—Industry, Innovation & Infrastructure

Whilst governments focus on the strategic goals, it will be prudent for SMEs to understand and align their business to the SDGs in particular goals 5,8 & 9, as failure to do so has serious impact for the future of African economies considering the reliance on foreign investment.

These goals are becoming important to those who consider environmental, social and governance materials when investing their funds.

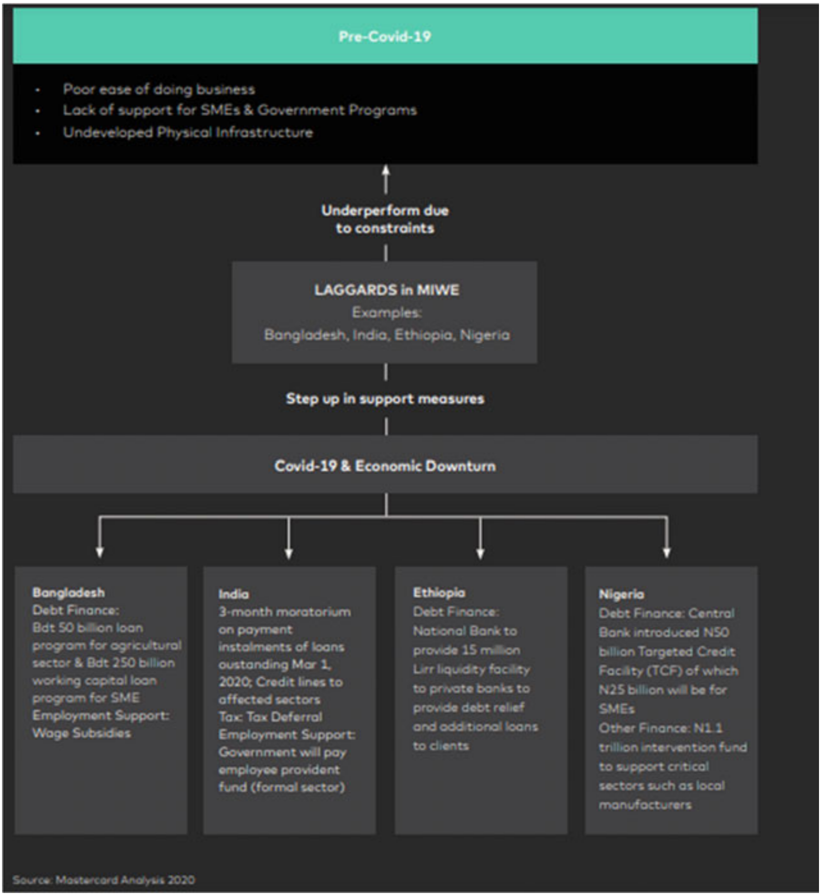


Fig. 7.20 Support system measures because of Covid-19 response initiatives (*Source* Mastercard Analysis [2020])

Investors are being shown that such form of investing secures steady returns since it creates a competitive advantage for their portfolios.

African SMEs can tap into this by.

- **Learning about each of the SDGs** and setting appropriately aligned targets and KPIs to link those related either directly or indirectly to their own business activities.
- **Defining priorities**, if possible, start with SDG 5, 8 and 9 or consider which of the other goals to focus on.
- **Setting goals**. Once identified and given priority, set the goals within the context that applies to the company growth.
- **Integrating** the goals into the business targets and KPIs
- **Innovating and collaborating**—using the goals as a backdrop to foster innovation and creativity
- **Reporting and communicating**—SMEs must understand the need to communicate what progress they make towards addressing the SDG or related goals, as of 1st January 2021 the FRC in the UK requires corporate bodies to report on their climate change and ESG activities. Recently MTN a South African country with presence in Africa and the Middle East had its ratings upgraded by FSTE Russell and the FSTE/JSE Responsible Investment Top 30 Index due to an increase improvement in its ESG pillars, across social categories such as human rights and community and social supply chain as well as governance categories such as corporate governance and anti-corruption. In the Environmental category the company scored higher than the sub-sector average for climate change and environmental supply chain. This may become the norm across the globe for reporting standards.

In conclusion, for African SMEs to reach the same level of sustainability and development as their counterparts in developed nations and to ensure the future generations progress and evolution, Africa requires ethical leaders that have the foresight to cultivate the relationship between leadership and sustainable development, provide enabling environments where regulations help not hinder the growth of SMEs.

Considering many African leaders are not necessarily elected by their people this aspect of sustainability and Development will only succeed if spearheaded by private enterprises, multinational corporations or strong pressure groups.

Points to Ponder

- Post pandemic, what have the African people learnt about the effects of the Covid 19 pandemic and its lasting impact on them?
- How do female SMEs use the African Continental Free Trade Area (AfCTFA) their advantage?
- How can African people learn to elect ethical leaders into governance in a bid to move the continent forward?
- In what ways can businesses be made to contribute to the SDGs? How can they be educated on it?
- How can SMES leverage AfCFTA to increase their resilience and productivity?
- How can nations take advantage of the COVID-19 crisis to make structural changes to the economy to support SMEs?
- COVID-19 has created new economic opportunities in some sectors, e.g., health, technology; how can nations and SMEs position themselves to take advantage of these?

Actionable Recommendations

Private leadership	*Public leadership*
Private leaders should focus attention to those that are disadvantaged in economic or social terms, members of the community that cannot fend for themselves or are disadvantaged by technological progress.	Public leaders in Africa need to address the public perception that African leaders are unethical, do not protect or improve the welfare of their citizens.
Private leaders should help the government build excellent public administrations, civil society and social movements.	Public leaders need to understand the importance of truth and knowledge, build strong institutions and robust political systems for their citizens.
Private leaders should act as the bridge between the politicians and communities at large.	Public leaders need to support inquiry and analysis of information, products and services to improve the life of their citizens by producing policies that improve and enable the life, and environment of their citizens.

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CHAPTER 8

SMEs and Sustainable Development in Africa: Understanding the Impact of Governments' Supports

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Introduction

Following the adoption of Millennium Development Goals (MDGs) in 2000 and its subsequent replacement with Sustainable Development Goals (SDGs) in 2012, job creation and poverty alleviation have been on the front-burner of the international development agenda (Kanayo, 2014), and there are growing pieces of evidence that African countries are making frantic efforts to achieve sustainable economic growth and expand production to reduce poverty and create more jobs with the help of Small and Medium-Scale Enterprises (SMEs) and the support from

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governments (Oyelana & Adu, 2015). These supports should not be limited to finance only, as would be discussed in this chapter. The Organisation for Economic Co-operation and Development (OECD) sees SMEs as key drivers of green and inclusive growth and goes on to show reasons why they need financial and other supports (Cusmano, 2018). SMEs are significant engines of value creation that play an essential role in sustainable development in emerging economies and accounts for about 78% of all employments in low-income countries and 33% of Gross Domestic Products (GDP) (OECD, 2018).

However, while some African SMEs have shown significant growth, innovativeness, and sustainability, many have recorded huge failures (Salisu & Abu Bakar, 2019; Van Scheers, 2011). It becomes increasingly important to have ethical and sustainable leadership at government and enterprise levels and to ensure that there is a fair playing ground for all SMEs irrespective of their owners' status in society. In this chapter, three theories of SMEs development were adopted through an extensive review of extant literature to explain how the continuous increase in the number of SMEs is positively impacting economic development through job creation, the importance of government support and ethical leadership in strengthening SMEs. Some programmes that have been introduced by successive governments in Ghana, South Africa, and Nigeria to develop and sustain SMEs have been highlighted. Further, the chapter discussed some factors that have contributed to the failure of SMEs in Africa and made some recommendations for improvements.

Sustainable Development in Africa

The idea of sustainable development came during the industrial revolution. Western societies realised that social balance and the environment were significantly affected by industrial activities. As of the second half of the nineteenth century, social and ecological crises brought about the need to develop a sustainable model in the economy of countries. The ideas and activities surrounding sustainable development have continuously been championed by the United Nations and supported by governments the world over. The Brundtland Commission Report of 1987 describes sustainable development as "development that meets the need of the present without compromising the ability of the future generations to meet their own needs" (Brundtland, 1987). There are four (4) aspects of sustainable development. i.e., culture, environment, society, and the economy. These aspects of sustainable development are intertwined and hardly can be achieved in isolation. In a nutshell, when we talk about sustainability, we refer to balancing the pursuit of cultural, environmental, societal, and economic advancement to improve the quality of life without compromising the ability of the future generation to do the same. Today, an encompassing meaning to sustainable development can be found in the United Nations Sustainable Development Goals (UN SDGs) that speaks to three broad categories of development: putting an end to poverty, protecting the planet, and ensuring peace and prosperity across all the continents. This captures culture, environment, society, and the economy in a single basket and further addresses the issue of not leaving anyone behind (Joon, 2018). However, since our focus in the chapter is to explain the role of SMEs in sustainable development, we start by emphasising the need to ensure that we put every activity and goal in their right places while keeping in mind what is good for the enterprise and what is not good for the enterprise. This is an ethical principle that has been found useful in ensuring sustainability in every aspect of human interaction, including businesses.

Meaning and Theories of Sustainable Development of SMEs

There are different definitions of SMEs across the globe. This is because every country defines what it refers to as SME. This definition may be based on several characteristics, including the company's size, annual sales, the worth of assets, number of employees, market capitalisation, to mention a few. In countries such as the United States of America, SMEs are defined differently from one industry to another. However, in this chapter, we define SMEs as independent, non-subsidiary firms that accommodate few employees. As was mentioned earlier, this number varies from country to country. The European Union sees SMEs as a category of small and medium-sized enterprises that employ less than 250 workers and have an annual turnover that does not exceed 50 million Euros. The monetary policies circular No. 22 of 1988 of the Central Bank of Nigeria (CBN) sees SMEs as enterprises with an annual turnover that does not exceed Five Hundred Thousand Naira (N500,000.00) (Adisa et al., 2014). Here, the National Policy on Micro, Small, and Medium Enterprises (MSMEs) clarifies the place of assets and employment in the distinction of enterprises across the country. We may further describe

SMEs based on projects costs, capital, scope, and financial strength. These enterprises are registered in Nigeria under any part of the Companies and Allied Matters Act (CAMA) and granted a license to operate.

Sustaining SMEs remain a serious challenge to entrepreneurs and the government and till recently, not a single theory has been capable of explaining the sustainable development of SMEs. R. E. Freeman, for instance, propounded the stakeholders' theory in 1984 to explain the influence of decision-making and the importance of stakeholders' labour to the development of SMEs (Freudenreich et al., 2020). This theory explains how maximising the value added by stakeholders can help organisations perform better (Rosyadi et al., 2020), while keeping in mind the strategic importance of stakeholders. Hence, all attention should not be given only to shareholders (Freeman, 1984) or the management team of the enterprise. Rather, since businesses do not grow independently, there is a need to always have a growing network as a vital part of the enterprise. This will encourage or promote the culture of incorporating social, environmental, and economic systems into the enterprise's operational corporate practices. This implies that firms should accommodate customers, consumers, employees, and suppliers, as major stakeholders in this system. SMEs owners and managers need to adopt best practices and strategies to build customers loyalty for the sake of sustainability.

Further, some very important factors can drive SMEs effectiveness and ensure their sustainability. These factors, according to the contingency theory, include the environment, organisational size, and strategy (Bala & Feng, 2019). The contingency theorists measure innovation as the level of novelty or the volume of new products per unit of time. This implies that the duration managers used to interconnect business units with innovation matters when discussing SMEs sustainability. A talk about contingency theory and sustainable growth of SMEs is a talk about innovative problem-solving culture and the interdependency that impacts the adequate supply of new products that meet customers and stakeholder's needs and function properly within the social, economic, and environmental segments (Bagnoli & Giachetti, 2015; Maletic et al., 2018; Pratono et al., 2016).

The Importance of SMEs

This section highlights some of the importance of small and medium-scale enterprises to include.

Job Creation and Sustainable Development

A growing job opportunity helps to expand and improve public goods and services, improve the quality of life, and the prospect for future employment growth. Where there are suitable job opportunities, students are motivated to attend schools or learn practical skills that will increase their chances of being rewarded with better local employment opportunities. However, the absence of suitable job opportunities usually leads to migration in search of opportunities. The World Bank data of 2015 estimates that about 85% of people in Africa live below $5.50 a day (Diop & Asongu, 2021; Lakner et al., 2019). It is important to note that this figure has not decreased in recent times. With the ever-increasing level of poverty, unemployment, and population growth in the region, efforts must be intensified to position SMEs, which remains a prevailing device for job creation, quality of life improvement and poverty reduction in the continent. SMEs also improve the living standards of many poor people in rural areas (Abisuga-Oyekunle et al., 2019). Aside from generating jobs, SMEs produce goods and services, present new technologies, and lower cost outputs to society. Many African countries, including Ghana, South Africa, and Nigeria have earned reasonable foreign exchange through the activities of SMEs, though larger firms still have higher productivity growth than SMEs. SMEs contribute to about two-thirds of all jobs worldwide and employ more workers within an economy than large firms. The International Labour Organisation submits that SMEs' promotion is a crucial area of intervention and needs adequate support. In South Africa, the SMEs sector employs about 47% of the workforce and contributes about 20% to the country's GDP and fosters about 6% of corporate taxes (Liedtke, 2019). According to the Minister of State for Industry, Trade, and Investment in Nigeria, SMEs in recent years, contributes over 50% to the country's GDP and accounts for about 80% of employment. Economic growth and development, poverty reduction, and job creation have been improved through SMEs' activities in the country (Akingunola, 2011). In Ghana, SMEs have been the backbone of the economy as they represent about 85% of private-sector businesses and generate 70% of GDP for the economy (International Trade Centre, 2016).

Poverty Reduction

Poverty reduction remains primary to the economic development goals of many small communities in Africa as the creation of more jobs leads to more spending at a local business, and more taxes by the Government. Where there are expanding job markets, workers can develop their skills with resources and good pay. Unfortunately, the government in Africa, as is in other countries worldwide, can hardly create job opportunities for everyone within its territory and resources boundaries. It is, therefore, instructive to create an enabling environment for private individuals to invest in economic activities through the establishment of SMEs or large-scale enterprises. While large-scale enterprises can employ a huge number of people, they are fewer than SMEs, which employ fewer than 250 people. SMEs are divided into medium enterprises with 249 employees and below, small enterprises with less than 49 employees, and micro-enterprises with fewer than 10 employees. The harnessing, deployment, and effective use of resources to create opportunities, as advocated by the Resource-Based Theory (RBT), can better be done by SMEs. It is instructive to note that irrespective of the SMEs size; they have been able to and are creating employment for a good number of persons. These persons have been lifted off the poverty line even as much still has to be done in terms of coverage. We cannot deny the fact that poverty occurs in developed and developing countries. Though it is more pronounced in the latter, both countries are in constant adoption and application of poverty reduction measures. For a non-industrial nation, poverty is inevitable because of a lack of, or minimal production capacity and this challenge can better be addressed through SMEs' creation, innovation, and sustenance (Livingstone, 2000).

Innovation and Flexibility

It is safe to say that SMEs have brought about various innovations and technological processes to our society, recently. This is because, unlike SMEs, large enterprises focus more on improving and increasing the production of old products that are already in the market to have larger quantities that meet a wider population. These big companies are not as flexible as SMEs. For instance, SMEs focus on creating new products, innovations, and services, and adapt swiftly to changing environments and markets. Asides from shaping the economy, SMEs are also attractive and mostly embrace massive innovation systems. Because SMEs are economically and socially beneficial, it has been considered an area of strategic interest in every economy.

A Competitive and Healthier Economy

Products designs, prices, and efficiency are stimulated by SMEs. This help to curb the situation whereby large enterprises gain a monopoly in almost all activity areas.

Assist Big Enterprises

There are various areas of supply that big companies cannot do. This gap is filled through the activities of SMEs. This takes some burdens off the shoulders of big companies. These activities may include but are not limited to, the supply of raw materials and the distribution of finished goods. African governments also recognise the strategic importance of SMEs and are offering regular incentives, easier access to loans, and better treatments, as discussed in the latter part of this chapter.

Legal Processes and Strategies to Register SMEs in Africa: An Overview

This section highlights the processes that are required to startup SMEs in some African countries. Ghana, Nigeria, and South Africa were conveniently selected as they fall among the top ten African countries with the highest Gross Domestic Products (GDPs) in 2021. While Nigeria remains the biggest economy in Africa with a GDP of $514.05 billion in 2021 (Benson, 2021), Ghana and South Africa rank among the fastest-growing major economies in Africa with a forecast to register above 4% real GDP growth in 2021 (Rao, 2021). The selected countries have played major roles and have contributed significantly to business, economic growth, and development in Africa. Therefore, understanding the processes that surround starting up SMEs in the three countries can help give a broad overview of what is expected while starting up an SME in Africa, all things being equal.

Registering an SME in Ghana begins with the decision on the name of the proposed SME and a search for availability and reservation at the Registrar General Department (RGD). This process takes between

1 and 5 days and it is advisable to avoid using such words as "corporation" which is mostly used by government-owned companies. On getting an approved name, which is not in existence or offensive, the company gets Tax Identification Numbers (TIN) for all participants, including the Director, shareholders, local managers, etc. This process may last between 1 to 3 days and a valid identification card is required together with the application and the filing of Form 3 which carries details of members of the organisation. From here, the company pays the filling fees and capital duty, which is verified by RGD and a certificate to begin a business is issued a few weeks after.

In Nigeria, it is expected for a prospective business owner to choose at least two (2) unique names that are uncontroversial and consistent with regulatory laws. From here, an availability search will be launched, through the filing of necessary forms, to find out the suitability of the name for registration. If a particular word(s) is deemed suitable and approved, the applicant will proceed with an official application and payment of name reservation fees. This reservation usually lasts for sixty (60) days. It is expected that the applicant would begin and complete all processes leading to the retention of the business name and get the sole right to use the word(s). At the expiration of the 60 days, any other interested applicant can apply for and make use of the name. The former applicant does not have to claim exclusivity of the word(s) and would be required to start the application afresh with different names if he so intends. The drive to improve business in Africa has made some governments digitalise business registration processes (Baku, 2022). With this, Corporate Affairs Commission's registration is done online from start to finish. To fully begin a business in Nigeria, the following registrations have to be completed.

(a) Company seal/stamp: this is used on documents that the company executes. The CAMA does this.
(b) Registration of income tax and value-added tax (VAT): here, the company makes returns on their gains payable through designated banks to the Inland Revenue Service (IRS) of host states. This is regulated by the Federal Inland Revenue Service (FIRS).
(c) Registration for Personal Income (PAYE): After successfully registering the company, an employees' Tax Identification Number (TIN) is issued for the payment to be made in favour of employees. Each firm's employee is expected to generate TIN, which is unique to an individual or business, for tax remittance. This registration shows that an individual or business owner is a registered taxpayer

in the country. Failure to meet up with the tax payment requirement attracts a penalty, together with the payment of arrears of the tax due.

(d) Registration with regulatory authority: This registration is expected to ensure that companies identify with the regulatory body under which their business is categorised for best practice.

In South Africa, registering a small business can be done online via the Companies and Intellectual Property Commission's (CIPC) website, via using a Bank or an agent. However, the first two steps are the most advisable. CIPC registers profit and non-profit companies, personal liability companies, and public and private companies. The name reservation usually takes between 7 to 21 working days with the company's certificate being registered within 3 to 5 working days after the initial name reservation matters have been concluded. However, applicants have the option of applying for up to four names in each phase of the application (i.e., where a single application was unsuccessful). A company that is interested in being registered in South Africa must have at least one director and registration is open to both indigenes and foreigners. Registered businesses are expected to approach the local SARS office to collect an income tax reference number within 60 days of the commencement of operations. While some small businesses can pay certain taxes twice per year, others may pay just once. These processes are supported by the Small Enterprise Development Agency (SEDA) which helped small businesses in the process of registration.

Legal, Definition Boundaries, and Governments Support to SMEs in Africa

Ghana

Country	*Legal and definition boundary (size) of SMEs*
Ghana	The Ghana Statistical Service (GSS) sees small-scale enterprises as having less than ten employees, with medium and large-scale enterprises having ten employees and above. Small-scale enterprises are further classified into micro, petite with six employees, 7–9 employees, and 10–29 employees

Sources Kayanula and Quartey (2000) and Ministry of Trade and Industry (2019). Authors' compilation (2021)

In Ghana, SMEs provide huge manufacturing employment and have the largest market share and have remained very competitive among other sectors of the country's economy. The industrial practices of SMEs include, but are not limited to, food processing, mechanics, blacksmithing, bakery, detergent making, Agro-processing, and textile. As SMEs continue to face external competition, owing to the increasing need to expand (Abor & Quartey, 2010), the Ghanaian Government has established various programmes to support SMEs. For instance, in the 1970s, there was the establishment of the 'Office of Business Promotion' to coordinate and improve businesses in Ghana through technical and financial support (Abor & Biekpe, 2006; Mensah, 2004). In 1981, Ghana had the National Board of Small-Scale Industries (NBSSI), under the Ministry of Industries, Science and Technology, to attend to the affairs of small businesses and to organise frequent pieces of training for entrepreneurs and give them advice on how to go about and sustain their businesses. In 1998, the Central Bank of Ghana established a credit guarantee scheme that was used to underwrite Commercial Bank's loans to small-scale enterprises. That year also witnessed Fund for Small and Medium Enterprises Development (FUSMED) from funds got from the International Development Association (IDA) of the World Bank (Boateng, 2002). The Covid-19 Alleviation Programme business support scheme has been launched by President Akufo-Addo, to support SMEs that have been impacted negatively by the outbreak of the virus in the country. The Scheme aims at encouraging tourism and hospitality, Agri and Agro-businesses, education, transports, healthcare, technology, et cetera, with a limit of ninety-nine (99) employees for qualifying enterprises (Antwi-Boasiako et al., 2021).

South Africa

Country	*Legal and definition boundary (size) of SMEs*
South Africa	South Africa clearly defines SMEs as existing in different sectors of the economy, such as retail and manufacturing. SMEs here have about five or fewer employees with a turnover of up to R100,000ZAR. Small businesses have over six employees and less than 20 employees and generate about R1 million annually

Sources Fatoki (2011). Authors' compilation (2021)

The South African estimation of additional 11 million jobs by 2030 is expected to come from SMEs (Kongolo, 2010), which play a vital role in developing the country's economy. The South African Government offers some funding for SMEs as shown below;

Funds	*Establishment/Aim*	*Objectives/Activities*
Department of Trade and Industry Funding for Small Business	This Fund is currently obtainable through the following schemes/programmes: (a) SEDA Technology programmes (b) Agro-processing support scheme (c) Support programme for industrial innovations (d) The Aquaculture Development and Enhancement Programme	The Schemes/Programmes Catered for; (a) Quality support services, business incubation and financial technology, and non-financial technology transfer (b) Boost investment in Agro-processing projects (c) Promote technology development of SMEs (d) For all levels of aquaculture activities
Export Marketing and Investment Assistance Scheme	To develop an export market	Foreign direct investment recruitment
The sector-specific Assistance Scheme	The re-reimbursement of cost-sharing grant	To grow the export market
R&D Tax Incentive	To enhance research and development	Focused on industry and sector needed science and technology
Black industrialist scheme	It aims at fast-tracking the participation of black industrialists	Offers cost-sharing grants
Green Fund	Launched in 2011 to improve SMEs energy efficiency	Supports projects that are targeted at energy saving and emissions reduction
Tourism Transformation Fund	To support Black South Africans in tourism development	R5 million is offered to successful applicants

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Funds	*Establishment/Aim*	*Objectives/Activities*
National Empowerment Fund	This Fund was established in 1998 (Act No. 105 of 1998) to promote black economic participation and give funds for acquisition, startups, and expansions. Some Funds under the NEF include; (a) Women Empowerment Fund (b) iMbewu Fund (c) uMnotho Fund (d) Rural and Community Development Fund (e) Strategic Project Fund	The significant activities of NEF and its subordinate Funds are; (a) To assist black women in doing business (b) Support black entrepreneurs (c) Improve access to BEE capital (d) Finance businesses to enhance rural growth and sustainability (e) Support government growth strategy

Source Authors' compilation (2021)

Nigeria

Country	*Legal and definition boundary (size) of SMEs*
Nigeria	In Nigeria, SMEs are defined by the CBN as companies with certain assets base and employees. As was mentioned earlier, as of 1988, the monetary policy circular No 22 of 1988 of the CBN sees SMEs as enterprises with an annual turnover that does not exceed Five Hundred Thousand Naira

Sources Central Bank of Nigeria (2003) and Ufua et al. (2020)

Two significant ways exist to get funding for SMEs in Nigeria, i.e., equity and loans. The Federal Government of Nigeria has adopted several strategies to create a favourable environment for SMEs to survive. This includes, but is not limited to SME intervention funds and loans. It is instructive to note here that many SMEs or prospective SMEs owners in the country lack the knowledge of the existence of these funds and how to attract them. In this chapter, we shall shed some light on the lists of intervention funds in the country.

Funds	*Establishment/Aim*	*Objectives/Activities*
Bank of Industry Intervention Fund (BOI)	– They are formally known as the Nigerian Industrial Development Bank till 2001. BOI is the oldest and most significant development financial institution in the country – The major aim of BOI was to transform the Nigerian industrial sector	– Funds under BOI (a) N235BN Central bank of Nigeria intervention Funds that is meant for manufacturing, re-financial, and restructuring facilities of banks loans (b) N300BN Central bank of Nigeria power and Airline Intervention Fund (c) The Federal Government Intervention Fund for MSMEs
Agric Small-Medium Enterprises Investment Scheme (AGSMEIS)	This Scheme was established as an intervention effort for the promotion of Agri-businesses in the country. Another aim of AGSMEIS was to provide support to SMEs in their drive to create employment and sustain the Nigerian economy	(a) Financial SMEs with up to an N10 million at 5% interest rate per annum (b) Create employment through SMEs (c) Encourage sustainable agricultural practices and value chain (d) Boost SMEs' managerial capacity
Development Bank of Nigeria Loans (DBN)	The Nigerian Government established the DBN through a strategic partnership with some global institutions such as African Development Bank and World bank	DBN has disbursed N15,000,000,000 and has helped 95,000 MSMEs
MSMEs Development Fund	– This Fund was launched on August 15, 2013, by the CBN intervention funds to narrow the enormous financial gaps in MSMEs – The Fund dedicated about 10% for the grant, capacity building, and administrative costs – 90% for on-lending to MSMEs at 9% per annum interest rate	(a) Inclusive growth (b) Access to financial services (c) Wealth and employment creation (d) Micro-enterprises production and increase output

(continued)

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Funds	*Establishment/Aim*	*Objectives/Activities*
CBN creative industry Fund	Established in 2020 with the Bankers Committee	This intervention's aim was to improve the performance of sectors such as fashion, movie, music, and information technology that are dominated by the youths

Source Authors' compilation (2021)

Why Do SMEs Fail in Africa

It is worrisome that amidst several moves by the Nigerian Government to create an enabling environment for the survival and progress of SMEs in the country, SMEs still perform below the expected average (Anderson, 2011). This section highlights some of the major causes of these challenges to include but are not limited to the following.

(a) **Financial problem**: Though statistical evidence doubts this, SMEs perform poorly in Nigeria because of a lack of finance. SMEs are folding up by the day in the country because of the inability to meet up with financial demands surrounding their operations. Our discussion with a few SMEs owners gave us insights on how difficult it has been for low-interest loans to be got from commercial banks and how they (SME owners) resort to borrowing from Fintechs and other lending organisations with exorbitant interest rates, what they call 'the Devil's loans'. SMEs in the country can hardly perform their manufacturing concerns because of insufficient finance. While many find it difficult to access loans, others are afraid to pay acute interest in loans from lending institutions and organisations. Aside from the interest rates, other financial stringent attacks have deterred SMEs from moving for loans to strengthen their capacity and stay in business (Singh & Kaur, 2019). Most times, the option given to SMEs are short-term loans, whereas long-term loans are required to get SMEs to stay in business or survive and build capacity. The argument from both ends (i.e., banks and SMEs operators) are that the former request stringent conditions for anyone to access loans. In contrast, the former argues for the lack of presentation of bankable projects by the latter. The situation has forced many SMEs to resort to internal funding, which remains insufficient and unsustainable.

(b) **Government programmes inconsistency**: Though African governments have shown enormous support to SMEs' development, consistency and sustainability continue to pose enormous challenges. A critical look at the intervention programmes listed above shows that though the governments are introducing intervention programmes to encourage SMEs, these programmes have most often than not failed to meet their aims and are short-lived because of poor monitoring and evaluation, corruption and lack of evidence during their formulation processes. What becomes obtainable is 'the right programme for the wrong beneficiaries' and vice versa.

(c) **Lack of infrastructural facilities**: One of the major hindrances of SMEs' performance in Africa is the lack of infrastructural facilities. For SMEs to survive in the continent, there has to be infrastructure such as electricity, good roads, potable water, et cetera. SMEs find it extremely difficult to provide this infrastructure to enhance their activity. Hence, the need for Government to ensure that these infrastructure are in place to encourage the existence of SMEs (Nguyen et al., 2015). Erratic power supply has also led to the folding up of several SMEs in Nigeria. Others are moving to neighbouring countries such as South Africa and Ghana. Other SMEs cover up the costs of fueling big generators by downsizing employees and reducing pay and quality of products and services. These come with an adverse effect that the constant electric power supply availability could have avoided. We also have lousy access roads in many developing countries, which distort the activities of SMEs (Radas & Bozic, 2009; Yalcin & Kapu, 2008).

(d) **Unfavourable and inconsistent fiscal policies**: SMEs' capabilities are hindered by damaging government fiscal and monetary policies and, most significantly, policy inconsistencies. Nigeria has recorded acute cases of budget delays and other activities by the governments that have adversely affected SMEs. For instance, the delayed budget may constrain investment and trade decisions by investors in the country: this and the lack of considerations to the fate of SMEs by representatives at the National Assembly.

(e) **Internal characteristics of SMEs**: we cannot omit that many SMEs have some internal crises that affect their performance. This has been the case for several SMEs in countries such as Nigeria and Ghana. Most times, these problems relate to poor management, human resources shortage, corruption and indiscipline, lack of accountability and transparency, to mention a few. It is just recently that succession planning issues have made waves among SMEs in Africa. Even with this, many SMEs do not make plans to replace their best brains when they retire or die. This situation has led to the fall of many SMEs in Africa. Away from these, other SMEs on the continent are run like family businesses.

(f) **Unethical and unsustainable leadership practices**: leadership plays a critical role in the development of SMEs. Hence, having ethical leadership adds to the performance and sustainability of enterprises. When dealing with SMEs, especially in developing economies, it is important to ensure that the attainment of success in terms of growth and development by future entrants is not hindered by the activities of today. Most often than not, African governments only support SMEs either financially or with policies that will encourage them to stay in business but cannot take cognizance of those factors that will enable future entrants to survive with ease. It would be better to develop an over-arching model that is suitable for balancing the responsiveness of SMEs to global trends while addressing sustainability concerns of SMEs within the country.

The Need for Ethical Leadership in Enterprises

There are studies on the significant relationship between government support and the development and performance of SMEs in Africa. While Zulu-Chisanga et al., (2020) study in Zambia revealed that government supports do not significantly affect the financial performance of SMEs, others summit that SMEs fold up due to lack of financial support and unfavourable business environments, to mention a few (Cant & Wild, 2013; Okpara, 2011). Whereas, Fatoki's study of 2019 in South Africa, shows ethical leadership is significantly related to SMEs' financial and social performance (Fatoki, 2019). This speaks, therefore, to the need for ethical leadership in SMEs, as this evidence shows that SMEs can perform higher when they are not only subsidised by the government but when the government and the management of these SMEs show clear ethical and responsible leadership attributes. Responsible and ethical leadership will speed up the growth of SMEs in Africa by introducing fairness and justice into the ecosystem, irrespective of the affiliation of the SME owners and accountability in governance. Here, it is important to have leaders engage more in creating enabling and collaborative environments that can nurture the vision and synergies between SMEs as well as reduce the chances of conflict (Fry & Egel, 2021). Though structural support systems and financial initiatives of the Government helps enterprises to perform better within an economy, they are not sufficient without having at the right people who are able and willing to promote appropriate ethical conduct while running the enterprise. Also, there is a need for sound economic policies to enhancing the performance of SMEs, especially in developing economies such as Nigeria, Ghana and South Africa. This is because SMEs flourish more in countries with good laws, regulations, and ordinances.

Recommendations: Ethical Leadership Traits, Government Supports, and Sustainable SMEs in Africa

Having known that government financial and other supports alone are not sufficient to have sustainable SMEs in Nigeria, going by Zulu-Chisanga et al.'s study bearing in mind the important role that ethical leadership plays in this regard, it is important to discuss how some of these ethical leadership traits positively influence sustainable SMEs in Africa. First, ethical leaders always lead by example and, most often than not, have the same expectations as of themselves for everyone working with them. With this, it is easy for them to understand what is involved in carrying out a single task within the enterprise and make decisions and policies that are ethical and friendly with the other workers. This set of leaders is also willing to evolve and adapt to changes that may occur along the line. This is one aspect that has affected many SMEs in developing economies as there have always been static ideas with no room for adjustment and whenever there is the need for change, there is a challenge regarding avenues of communicating such changes to both workers and clients. It is worthy to note very quickly here that many SMEs are yet to understand the value of communication and how much trust it can build instantly and over time. When employees within the SMEs develop trust in the management, they put in their best ability, irrespective of their pay package, to ensure that the enterprise meets its aim. So, SMEs in Africa need to redefine their relationship with employees and clients using some of the areas that have been mentioned for sustainability sake. On the part of the government, there is a need to develop an automated and user-friendly process of digitally registering SMEs in Africa, including processes that will encourage the uneducated Africans to properly register their businesses without having to pass through agents and within hidden costs.

Conclusion

The essential roles of SMEs in the global economy make it necessary to understand how they contribute to economic growth and the attainment of SDGs. OECD and World Bank state SMEs are critical for SDGs' achievement and contribute to about 45% and 33% of total employment and GDP, respectively, across the globe. SMEs create many job opportunities that lead to poverty reduction, especially in emerging and rural markets. They also bring about several innovations for sustainable development of cities worldwide and contribute to implementing the principle of 'leaving no one behind, which remains central to the 2030 plan. Here, it beacons on the government and the SMEs' management to develop an ethical and sustainable culture that promotes fairness and justice to encourage fresh entrants and existing SMEs to succeed and scale. In this chapter, we have explained the role of SMEs in sustainable development in Africa. Three African countries were selected and used to illustrate the legal and defined boundaries of SMEs and the role of government in promoting the activities and sustainability of SMEs in Africa. Since governments can hardly create sufficient jobs for all citizens, it becomes important to encourage interested private individuals and groups through the creation of a conducive environment, favourable policies, and resources to keep them in business. SMEs can perform better when they are supported by the Government.

Points to Ponder

- SMEs play an important role in jobs creation, sustainable development, poverty alleviation and the creation of a competitive and healthy economy.

- SMEs in Africa fail due to multiple problems which include—access to finance, government programmes inconsistency, absence of infrastructure, unfavourable government policies, and unethical practices.
- SMEs have systemic problems that impair their overall performance which include poor governance systems, poor policies and procedures, and the absence of succession planning.
- SMEs should always apprise themselves of the different government incentives in their countries and see which of them is most appropriate for their businesses.

Actionable Recommendations

Private leadership	*Public leadership*
Since SMEs have different registration and incorporation requirements in different countries, they should identify the best legal status to have which will enable them to attain their business objectives.	African Governments should provide an enabling environment for SMEs to thrive by enhancing quality of infrastructure, introducing interventions that would enhance access to finance and also enhance the operating environment in which the SME operates.
SMEs should understand the role and value of communication and work towards building strong internal communication systems.	Governments should ensure that their programmes are consistent and reinforcing and not at cross purposes in promoting SMEs.
	Governments should strive to reduce overall costs of doing business for the SMEs by lowering taxes and fees that the SMEs have to pay.
	Governments need to develop an automated and user-friendly process of digitally registering SMEs in Africa, including processes that will encourage the uneducated Africans to properly register their businesses without having to pass through agents and without hidden costs.

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CHAPTER 9

Sustainability Leadership by More Minor Actors: Individuals and Families

Nkem Emezie-Ejinima

Family Definitions

The Universal Human Rights Declaration states that the family is the natural and fundamental unit of every society. It plays a crucial role in providing a suitable environment for the harmonious development of its members. It is the first and essential social group of community that an individual belongs to or is associated with. This definition only covers the scope of what and who constitutes a family. Therefore, a comprehensive, more inclusive notion of family acknowledges that family dynamics and fundamental characteristics can exist in a group of two or more individuals who may share goals, values, and even material things within the same abode. These two or more individuals are often related by blood, marriage, adoption, or some communal relations—in essence, this could include extended family members—while being in a committed fraternal

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or familial relationship aimed at the good of all and residing together or communally. Former United Nations Secretary-General Ban Ki-moon stated in a 2010 report, “At the international level the family is appreciated but not prioritized in development efforts. Society largely overlooks the very contribution of families to achieving development goals. At the same time, there is consensus that, so far, the stability and cohesiveness of communities and societies largely rest on the strength of the family. In effect, the very achievement of development goals depends on how well families are empowered to achieve those goals. Thus, policies focussing on improving the well-being of families are certain to benefit development.”

In the human context, the nature and role of the family are both biological as traditionally defined by society and related by affinities when seen in broader yet relatable terms. The complexity and social limitations associated with providing a precise definition of family or families have caused many to find more comprehensive constructs beyond the traditional description of the family.

Family in the Context of African Society

In the African context of human relations, a family goes beyond blood and represents people connected by lineage or kinship, affinity, or shared residence. While the nuclear family is traditionally the most common form of family, new perspectives of the family that are diverse from the traditional conceptions of the family have emerged.

In African society, such broader constructs exist because of the communal nature of familyhood. Therefore people from the same kindred, village, clan, age grade, and peer group may regard themselves as a family. Such is true in the context of sharing goals, values, belief systems, and material things—while having the freedom to reside independently or communally in the same compound in the case of a more rural setting. To exemplify this, one can find such broader constructs in the Igbo ethnic group’s Umunna or the Yoruba’s equivalent of Ebi or Ara. Those who form these family groups are not always related by blood but have distant family relations. They may also belong to the same clan or kindred; however, they are focussed on the same goal—nurturing, progressing, and preserving the development of the family and its environment for the present time and the future.

The basic unit of society is the family in the African community; it is often characterized by a household regardless of whether the members are or whether they are biologically related. This traditional concept and understanding have been acquired and transplanted from the increasing connectedness of global societies and communities due to migration, marriage, trade, etc. There has been an evolution of previous sociological perspectives on the role of the family. Some of these perspectives may have been present but barely emphasized when acknowledging the role of the family in society.

In Africa, despite its importance, the family is undergoing tremendous changes and facing many daunting challenges, including increasing poverty, civil strives and conflicts, and vulnerability. These challenges create pressures on the family and constraints on every aspect of family life.

The Role of Family

The International Federation for Family Development (IFFD), in its 2017 submission to the United Nations ECOSOC, highlights the crucial role of the family in social development as a primary responsibility. It further states that this primary responsibility lies in "education and socialization of children and installing values of citizenship and belonging in the society." Regardless of the wide recognition of the unquantifiable role played by the institution of family, there continue to be various challenges in different parts of the world that affect, expand and stall the sustainable development of the family institution; this invariably affects the society as a whole.

In many instances, these challenges come from both the social and economic development of societies and, in other cases, as an effect of natural calamities, conflicts, and epidemics. The resultant impact creates new family-like structures that may not be biologically related but is associated with shared experiences and situations. Although these challenges affect the well-being of the individuals, families, development of their communities and societies, they also elevate the role of the family in these challenging periods. In these times, the natural, moral, and physical commitments to the well-being of the family members evolve to become targeted at building values, habits, and systems that contribute fundamentally to the social, economic, and environmental sustainability of communities and society. Given the evolving social climate of the world and increasing demand on the individual's role as a member of society, there is a need to expand further the part of the family in the community, also noting that the family consists of individual actors who, in essence, carry out these roles and responsibilities. These various challenges to human existence, relations, and communities, on the individual and society, give the reason for the continued need to expand the role of the family in society and the sustainable development of society. To effectively address these challenges, there is a need for individuals, businesses, and governments to employ an integrated approach that places the family and family life at the centre of all development agendas, aimed at sustainability and dignity of human life.

Sustainability and Sustainable Development

The Brundtland Commission, in its 1987 report Our Common Future, defined sustainable development that gave context to its harmonizing feature. It is a development that meets the needs of the present without compromising the ability of future generations to meet their own needs. This concept contains various constituent parts that espouse sustainable development. This chapter will focus on social or cultural Sustainability, political Sustainability, Economic Sustainability, and Environmental Sustainability.

Sustainability in the early period of its introduction describes it as maintaining an ecological balance through practices that avoid the depletion of natural resources. While it puts context to what sustainability entails, it narrows the action of sustainability by making it appear as a purely ecological or environmental concept. However, more inclusive definitions embed the other aspects of community and society; these include the social, economic, and political dimensions—these subsequently show the social equity, conservationist, and human dignity that sustainability espoused.

Sustainability in the context of these minor actors—individuals and families—means the action or activity of making ends meet or meeting family needs without jeopardizing the opportunities, abilities, or tools of future generations of individuals and families to do the same.

Sustainable development is a holistic concept. It is that process of development that improves the quality of life of a community of persons and community life in general between two points in time, that is, the present point of time and the future point to come.

The United Nations realizing the need for sustainable development, adopted seventeen goals on September 25, 2015; these goals are the

Sustainable Development Goals. The focus of these goals was in line with their plan to alleviate poverty, ensure prosperity, and achieve a better and more S future for all people and the world by 2030.

Given that the SDG agenda addresses economic development, shared economic prosperity, and the total well-being of communities, sustainable development encompasses both behavioural and human aspects.

The United Nations Rio + 20 Conference outcome acknowledged that people—individuals—are at the centre of sustainable development and a need for "holistic and integrated approaches to sustainable development." Therefore, one can opine that the innate family role of transmission of values, habits, and systems to its members gives weight to the critical role that individuals and families play in sustainable development. This opinion includes the holistic human development of its members, recognizing cultural practices and family traditions, and handing it down to future generations.

In considering the importance of these small actors, individuals and families in sustainable development, the chapter will take the following into context; Social Sustainability which ensures the preservation and accessibility of resources that keep individuals and families secure in their personal, civic, and cultural rights as a member of society. Economic Sustainability maintains access to, preserves, and protects resources required to meet their needs and secure sources of livelihood.

Political sustainability allows individuals to attain and preserve the rights and necessities of just and fair leadership that protects individuals from harm and discrimination. Environmental sustainability maintains ecological and environmental integrity and balances the consumption and replenishment of humans–individuals' natural resources.

Mr. Kofi Annan, the former UN Secretary-General, opined that "the very achievement of development goals depends on how well families are empowered to contribute to the achievement of those goals." While being a fundamental unit to the growth of society, the family is also a key actor and agent for sustainable development—socially, economically, politically, and environmentally.

Individuals and Families as Actors in Social Sustainability

Social Sustainability is all-encompassing of our humanity, relationship with others, and environment. Notions such as cultural identity and values, collaboration and communitarianism, equity and empowerment, and institutional stability all form part of the social constructs of human society to which families belong and therefore have the responsibility to protect and preserve. Culture is an integral part of sustainable development, as it concerns how individuals comprehend and recognize the entire worth of natural resources and other individuals.

Culture is a connector of generations, and it connects the past, present, and future families through cultural networks that are often scattered all over the world. The migration of people also brings the migration, merging, and up-scaling of culture. These give credence to the context that the migration of families causes the redistribution of culture and wealth, which inevitably helps alleviate poverty—a goal of sustainable development.

Proponents of cultural identity and preservation may find that western influences on culture appear hostile. Still, one could argue that when aspects of culture, either practices or attitudes, are relinquished for the greater good of that human society, it becomes an act of sustainability. An example could be the cultural practice of inheritance by male children alone in some African cultures; this practice births discrimination and exempts female children and descendants. Social Sustainability also constitutes poverty alleviation, promoting inclusion and participation, and avoiding actions that create social cohesion. Family activities involving the socialization of children in the household like storytelling, games, and sharing or household responsibilities or chores provide teachable moments. It is an excellent opportunity to transmit values and ideals on social responsibility, resource management, respect for the environment, and acceptable attitudes and behaviour to spur sustainable development. In Eastern Africa, children learn from folk tales from their grandparents that excessive tree cutting can cause the rains to cease.

Family traditions come out of cultural values, habits, and identity promote social sustainability. It allows an individual to have a sense of belonging somewhere, allowing one to thrive and fulfil their potential. Another family practice that highlights the importance of family in sustainable development is routines, which cuts across rural and urban family life. Habits create order, respect for other people's time, build planning skills in individuals, and foster stability in everyday living. Suppose one regards cultural values, habits, and family traditions as integral to social sustainability. In that case, it can mean that those behaviours, attitudes, belief systems that individuals imbibe from the diverse family structures and formation fulfil today's basic human needs and prepare individuals to fulfil those of the future. Routines build and sustain continuity, protection, and stability in family life. They are visible in actions such as the understanding between parents of their responsibilities and tasks, time for work, play, rest, and general standards of upbringing.

Social Sustainability becomes a continuum across generations. As visible in assimilation and transmission of virtues and habits to individuals. Its dissemination to families and workplaces, transmission to generations ahead, and migration to many parts of the world. Examples include perseverance—in the context of Family and social Sustainability, the ability to find good in hard times, acts of fairness in treating others—a form of social justice, respect for material goods, and using things prudently.

As the building block of communities, the family transfers social, economic, environmental, and political behaviour patterns and survival skills across generations. Examples of this transfer abound.

Family members in countries underwent socio-political stress passed on to their children through various communal actions and survival strategies. It can also be noted in the act of older children teaching the younger ones simple tasks which these younger ones learn and can teach others at play or school. All of these require the collaboration of individuals and families; such collaborations resulting from the equity in sustainable family systems birth a spirit of communitarianism that empowers individuals for their families, businesses, organizations, and public life. It is then plausible to affirm that family actors promote the social and institutional stability required to foster sustainable development.

The activities of the family and individuals in transmitting and preserving family values, spirituality, and goals, maintaining and extending cooperative relationships with other families continue to impart economic or environmental sustainability.

Individuals and Families as Actors in Economic Sustainability

Most definitions see Sustainable development as an economic notion; economic sustainability focusses on the market allocation of resources for growth and consumption. This notion is because the fundamental nature of natural resources makes it possible for economic growth to reach the masses and the less economically buoyant individuals. However, this notion only took into context the macro-level of society exempting small actors whose economic activities start at the micro-level—in the home, at the local market, in the family business, at the workplace, and so on. Family structures in Africa are complex and may include extended family relations and polygamous arrangements. Thus, economic sustainability becomes more challenging than in the west.

Individuals being both consumers and producers while belonging to various family formations and structures of family life may often find that access to different resources, such as labour and raw materials, from the surrounding environment can be challenging. Economic Sustainability in the context of family life addresses the efficiency in how individuals and families find, manage, and control resources in the home. This economic sustainability includes both the financial and physical areas of family life.

Family Farming and Small-Scale Farmers

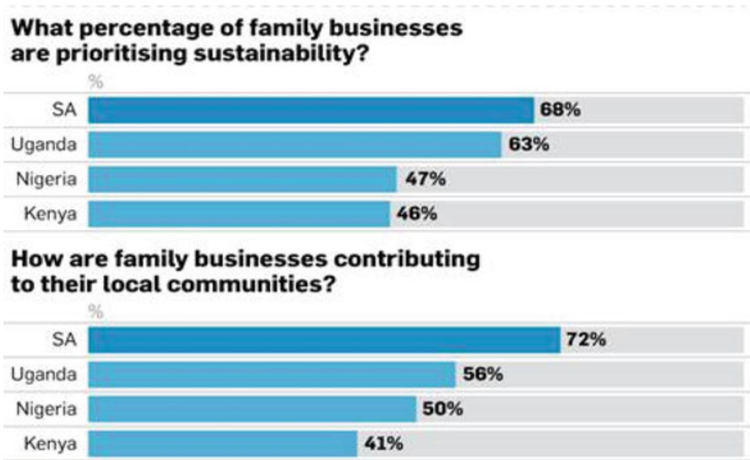
The family unit is the human resources and human capital trade operational. Family members take on different consumer, economical, and productive roles within the workforce—formal and informal, the household, and community. How individuals and families learn to manage resources and preserve them affects the community and society. As these actors engage in production, utilization, and preservation of the resources available to them, individuals—young and old alike—learn and imbibe how to manage economic resources and work in the home; this then transmits to the workplace.

Families' structure and composition in developing countries are evolving as accessibility and availability of resources declines, forcing families to migrate or reallocate family labour. Households in Africa, particularly in the rural areas, often have a fragmented economic structure.

In the rural African families and communities, one witnesses the collaboration amongst families in farming and trading the farm produce. Small-scale farmers, including family farming units, manage ten hectares. They are identified by family-focussed ideals that support the stability of the farm household system, utilizing family labour for production and the farming produces for both family consumption and commercial use. In an analysis of fifteen case studies in Africa, the Food and Agriculture Organisation (FAO) of the United Nations concluded that organic agriculture practised by small-scale and family farmers brings benefits to the community in health, environmental preservation, and job creation. It noted that the sustainable nature of smallholder agriculture could represent a crucial driver for decent rural jobs.

Family Businesses and Community Economic Growth

During the global pandemic, the PwC Family Business Survey of 2021 provided some proof that African family businesses are adaptable and sustainable. The report commented that these family businesses took a people-first approach and supported their local communities during the pandemic. The report noted that in contrast to global averages, where there is a more significant focus on sustainability and reduction in carbon footprints, family businesses in Africa have more focus on supporting local communities. These findings show that family businesses across Africa focus on creating assets for future generations and building a legacy.



Source PwC Africa's Family Business Survey 2021 retrieved from www.news24.com

Collaborative Wealth Creation and Economic Sustainability

Rural households often face difficult trade-offs in decision-making about natural resources, as they seek to balance the challenging demands of managing the environment with the family's economic survival. In these cases, families device innovative ways of fostering economic growth by joining family resources of land and labour to increase the production of goods to be traded.

Children get sent to live with more well-off relatives in the city in hard times. The male ones learn a trade, and the female ones work in the small family grocery store, often referred to as a provisions store; this is with the hope that they return to teach and train other young members of the family. This quasi-formal vocational training cuts across families in both rural and urban settings. In the commercial hubs across Africa, one can find pockets of family businesses where siblings and extended relatives train younger relatives to own their companies and prepare others.

In the Southeast region of Nigeria, the Igbos are synonymous with business and trade. The wealth creation system, which is entrepreneurial by nature, is characterized by co-creation, patience, support, and several years of learning the skill or trade. It is referred to as Imu Ahia or Imu Oru. After many years of learning, the mentee gets a start-up package of either commercial goods for trading or funds to start their trade. This apprenticeship programme directly correlates with economic sustainability as it provides the education and financing for wealth creation, employment, and economic power. The mentee goes on to become a mentor, and the cycle continues.

This cycle is replicated across sectors and becomes a tool of economic sustainability and a driver of economic growth in society. When individuals, either solely or within a family, participate in various activities learn to thrive socially—collaboratively or as a unit—they spur economic progress and sustainability. The resultant effect is that families can succeed economically and share their best practices with other families.

Collaborative economic growth is prevalent in the micro-financial activities of the family group in rural and semi-urban settings. The most popular is a collective saving or thrift system where group members contribute to a legal pot for the monthly collection of individuals within the same group. Note that these groups are family members or community members of the same age-grade or living together who are frequently not related by blood but regards themselves as family. This family-like group aligns with the chapter's earlier noted definition of family in the African context. This collective saving, termed ajo or esusu, assists members in money matters. This accessibility to funds is usually within a shorter timeframe than the member waiting months to accumulate the income needed to start a trade, scale up, or handle capital projects that may not be necessarily attainable with other sources of income or economic activity. This system over the years has made the unbankable even more bankable and has given rise to the economic power of the many rural family groups. The financial sector has designed products targeted at smaller-income families. In contrast, the Fintech sector continues to innovate new technologies aimed at the younger generation to relieve pressure on the natural resource base. This example shows how family actors, in their bid to remain economically sustainable, force financial inclusion and innovation, which inevitably leads to sustainable development and progressive economic growth.

When individuals, family members, family units, and family groups as a whole succeed together economically, they are more inclined to take on more economically sustainable actions such as debt avoidance. Also, they can do other activities that indirectly affect their environment but keep their costs low, such as recycling or reusing materials in their family home and businesses.

Individuals and Families as Actors in Political Sustainability

The family unit is an individual's first experience of social life and adopts basic ideas, norms, belief systems, behaviours, and attitudes. In light of this, every individual has to comply with specific family rules, traditions, and procedures until a particular stage or until they attain independence. Throughout their growth, the family transmits certain socio-political norms and relations to the individual. These encapsulate the way decisions are made and carried out in the home, issues resolution, and the delegation or division of responsibilities amongst parents or siblings. While the transmission of these attitudes, norms, or beliefs may not be direct, one must emphasize that children adopt many values and ideals from the family unit that frame their political attitudes as adults and individuals of society. Just as children naturally support a parents' preferred football team, it is therefore correct to suggest that the same principle can occur on an individual's political affiliation to certain parties or political ethos. The family is the principal actor in an individual's attachment to a political system or party. In his article Family Impact on Individual's Political Attitudes and Behaviors in the International Journal of Psycho-Educational Sciences, Turan noted authoritarianism as an excellent example of the transmission of political attitudes from the family to the individual. He explained that authoritarian authoritarianists tend to be obedient to those higher than themselves and should not criticize. The subordinates tend to think that they should not resist orders. The method of raising children leads to identifying the authoritarian personality, which may include political value judgement and attitudes, such as disturbing political competition, being hierarchically organized, thinking that everyone has a particular place in society.

In creating context to the role that individuals and families play in political sustainability, it is necessary to define political sustainability as taking actions that meet current political goals and resource needs without jeopardizing the future's political goals and resource needs. To be deemed sustainable, these actions must support and advance political choices, items on a political agenda that provide for the social–political landscaper to meet present needs while protecting and preserving that for future needs of generations to come.

The rural areas and villages run a solid political system though not necessarily democratic but inclusive of the various factions—women groups, youth, men, and so on—these groups have a say as to what is being provided for by the ruling head of the community. The often rotational nature of this system and the fear of losing the crown creates continuity of values and allows for the migration of sustainability-inclined actions from one ruling family to another.

The participation, cooperation, and coordination between individuals in a family in even the simplest decision-making activities such as owning a pet, family meals, or vacation destination, build the awareness of their right to be part of decision-making that affects their lives as citizens of society.

One can affirm that individuals from childhood to adulthood retain many of the attitudes and choices of the family into their future and their own families. Political interest and participation, party selection, and support are no different. We can see this in the many families worldwide who have inherited political ethos and followed the political paths of their parents or grandparents. Often, the items on the political agenda reflect the family's political views and ideas; this proves that the political socialization of children forms the political identity they possess in adulthood—the cycle continues throughout generations.

Political Dynasties and Political Sustainability

As families are their micro-political system, how parents and family heads utilize their political role will likely increase an individual's yearning for political participation and, inevitably, power. One finds this in the political family dynasties of the continent. In Congo-Brazzaville, President Denis Sassou-Nguesso appointed his son Denis-Christel as a cabinet minister. The creation of political dynasties by incumbents is prevalent in Central Africa. In Gabon, President Ali Bongo Ondimba is the son of former President Omar Bongo (in power 1967–2009).

Kenya's Uhuru Kenyatta is an example of the same political dynasty; he has long been prepared to follow in his father's legacy, Jomo Kenyatta. Society is driven and grown by the input of diverse thoughts, ideas, and perspectives. In the case of a government continuing to rule with the same ideology over the years, it is improbable for a progressive society to exist.

Political sustainability requires responsible leadership. Responsible leadership is not only the willingness of a leader to hand over power and authority after the expiration of their governing tenure but their acceptance of differing perspectives—either nationalist or democratic. The continued existence of political dynasties can prevent sustainable development. Civil society must educate and support families to understand how political decisions, actions, and inactions may affect political sustainability.

Individuals and Families as Actors in Environmental Sustainability

The family represents one of the primary ways human society operates and adapts to meet its needs and communicate family values and expectations in various environmental circumstances. Environmental sustainability entails the integrity of the ecosystem and ensuring that the consumption rate of natural resources harvested for current use does not surpass the speed of regenerating or replenishing for future use.

The quest for economic relevance and political power in communities across Africa has increased how families appropriate their family lands for sale. As a result, rural communities face the challenges of urbanization and the change in land–person ratio in an area, thus placing additional pressure on the resource base.

In addition, families migrating from one region to another while taking with them some best practices may also migrate those shorter-term land-use practices that are not sustainable.

While the family unit may propagate waste, it is also at the centre of environmental sustainability. City families have begun to utilize the skills and the tools available to preserve the environment. From an increase in carpooling amongst colleagues and families whose kids are in the same schools to the use of public transport and low carbon emission means of transportation, all of which positively affect the environment sustainability trajectory. Rural families play a crucial role in managing natural resources and their communities' livelihood. In many regions of the world, Africa included, rural communities account for a sizeable proportion of the labour force in food systems. They present as farmers, harvesters and collectors, distributors, and store owners.

Their contributions, irrespective of gender, are integral to biodiversity conservation. This indispensable role is because of their local knowledge and expertise of the land and its properties. This knowledge includes the needs of the land, environment, and community as a whole. One finds that environmental sustainability is engrained into individuals' social and family life and passes on from generation to generation. The purpose of educating within the family children and youth about the various benefits of the environment and its products is to also pass on the traditional knowledge in medicinal plants, which contribute significantly to sustaining agriculture, food security, nutrition, and health amongst the rural communities. By this, they can also remain economically sustainable in ensuring the multi-usage of their crops for nutrition and healthcare.

Families living in the city adopt widely varying practices that promote environmental sustainability. In addition to those previously noted, it is essential to highlight how certain practices amongst younger families indicate a growing environmentally sustainable generation. These practices include home gardening and increased growth of organic food, which helps minimize waste. It is common in many home gardening families to find that food waste converts to compost for the home garden. Such socially responsible practices of reducing waste and reducing pollution of waterways from non-biodegradable products such as polythene bags encourage the recycling and reuse of items and resources. Young family members, through family socialization, acquire these practices and take them on into adulthood and the workplace, thus creating a cycle of environmental sustainability.

In examining the importance of small actors such as families in promoting sustainable development, one must also acknowledge that family businesses that continue to shape the world economy across various sectors have a huge role in environmental sustainability. Seeing that economic, social, and political ideas, values, and belief systems begin in the family unit, one can affirm that family businesses have the capacity and potential to lead sustainable development transformations. This leadership spans regions and industries, from energy exploration to shipping and even agriculture. Family businesses tend to be values-led and are driven by the mission to protect their legacy for the generations to come. As such, they possess clear advantages that can enable them to influence the actions of others—from employees to institutions they collaborate with to influencing and contributing to policies that will drive genuine sustainable development.

Converting Sustainability Ideas to Practices

Responsible leadership is critical in turning ideas on sustainability, and the theories of it, into practices. Understanding the importance of human dignity and the dimensions of human existence—physical, emotional, and spiritual—is vital in responsible leadership. Such an understanding allows leadership to make human connections that can forge a call to action appeal to the conscience of others and collaborate in the conversion of sustainable ideas to practices.

Individuals in a leadership position across all sectors and levels must integrate the broader social and environmental context into daily life activities. Family and community leaders can change the mindset of individuals on sustainability by commending and rewarding the sustainability practices of their members. Rewards and commendation can encourage people to make decisions that are in line with sustainable development goals and make the practice of sustainability a competitive and worthwhile advantage.

So often, putting ideas into practice can become daunting because of the number of views. The same can be said of sustainability ideas being put to practice. Responsible leadership can help streamline what ideas or sustainable development goals can have a tangible impact on the family, constituent, or community. Integrating the approach from that idea has a more significant ripple effect as it can be measured and further expanded. For instance, commencing a repurposing of plastic or glass containers in the family to save the environment can be developed to include selling it in rural craft centres, which becomes a means of wealth creation. Other families or individuals can pick on such a practice to implement in their homes.

Responsible leadership at private and public levels must collaborate with civil society to educate and engage with families, small businesses, and individuals. Such cooperation will help raise awareness, implement these ideas, and allow these small actors—individuals and families—to become more accountable in creating measurable impact towards attaining sustainability and sustainable development goals.

Strengthening the Institution of Family

This chapter aimed to portray, the family as an economic and social development element towards sustainability. It is the very basis for human capital formation. So far, this chapter has highlighted specific actions of these small actors indicative of the role played in the various dimension of sustainable development. It has shown how families provide for the present, preserve for continued living and use, and protect the future generation. Thus, understanding the sustainability links between family practices and sustainable development in the African region is an integral element in re-orientating leaders, policymakers, governments, and the like to meet the evolving need of the people and environment. Modernization and the quest for economic power and conservation of financial and economic resources are causing families to adopt more nuclear forms as extended family traditional structures seem to be a thing of the past. Consequently, individuals in families assume greater economic responsibility. In supporting themselves, their livelihoods, and their families, they may lose some who acquire sustainability values. While the chapter concludes that strengthening the family institution is critical to sustainable development, it is important to include how to achieve it. These recommendations do not lie in the hands of governments alone but also in business and institutional leaders, educators, and civil society.

Firstly, all stakeholders of society have a legal and ethical duty to create family-friendly policies and laws at all levels of an organization to protect the moral, religious, and social values of the family and its community so long as it respects the rights and dignity of all. In addition to this, there must be measures to gauge and ensure the implementation of these policies.

Secondly, the financial sectors, welfare-focussed society groups, or government parastatals must begin to see the family unit as an economic unit, not just as a social unit. As such, they are to ensure the financial participation of family members in sustainable development activities. These could come in the form of offering moderately priced credits, grants, and hire purchase equipment to enable families to build on income-earning projects, facilitate the creation of thrifts and cooperatives to foster collaborative earning, economic growth, and achieve generational wealth.

Thirdly, governments must include civil society groups or representatives of families in enacting laws to ensure that society's political sustainability remains progressive in its trajectory. Policymakers should consist of families at the core of development plans or policies that affect their total well-being. It is the role of these representatives to bring to the fore challenges and issues faced by families and work towards ensuring that governments make laws that protect family rights and respect the dignity of human persons.

Lastly, ensure that children's formal and informal education focusses on reorienting individuals on improving systems, practices, and tools that can be used in various environmental methods—farming, fishing, carpentry, construction, and so on—to mitigate environmental degradation. This last point also calls for a re-evaluation of the various curricula across institutions to include learning opportunities and issues on sustainability.

In conclusion, the world continues to regard itself as a global village. Therefore, global leaders, regulators, civil society and governments alike must collaborate and create disciplinary measures so that organizations and institutions that fail to support the sustainable development of communities and regions in which they operate their businesses can answer to the law.

Points to Ponder

- How can the impact of migration and globalization on the family unit be mitigated given the trade-offs with the adoption of western cultural influence?
- Can cultural integration promote sustainability, given the adoption of western cultural influence by different family members may lead to differing and sometimes conflicting values?

- Given the high levels of poverty and joblessness, how can individuals and families seek the balance between enhancing livelihood and preserving resources to promote sustainability?

Actionable Recommendations

Private leadership	*Public leadership*
Promote small-scale businesses and family businesses by purchasing and recommending their products and services to the workplace and other networks.	Create and develop civil organizations to strengthen sustainability practices, knowledge, and representation across various sectors and levels of society and ensure that organizations are held accountable for non-participation or noncompliance.
Educate individuals in the family and workplace on practical ways to live sustainability in the home, workplace, community, and along with their work or business value chain by affirming that sustainability can begin on an everyday personal level.	The public sector should share knowledge and research findings to help communities, businesses, and manufacturers make more informed decisions.
Model the habits that promote sustainability—responsible use of material goods, order and prudence in the allocation of resources, and dignity of labour which drives one to support, mentor, and contribute to the development of individuals who in turn develop societies.	Develop national plans that educate small-scale farmers and develop their entrepreneurial capacities.
	Incorporate sustainability ideas and practices into the national curriculum to arm individuals with the knowledge and tools to create viable livelihoods in rural areas.

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CHAPTER 10

Partnership for High Social Impact in Africa: A Conceptual and Practical Framework

Majid Kaissar El Ghaib and Fadwa Chaker

Introduction

Today's world is faced with severe challenges. Poor and emerging countries are most particularly hit by the externalities of economic transitions, deep social fractures and climate change threats. African economies, although rich in natural resources, represent some of the most affected regions. Even though the continent has registered a 5% average growth rate over the past decade, indicators unveil deep social unease and local governments' inability to absorb the growing social pressures (World Economic Forum, 2017).

This discrepancy has urged the emergence of a novel paradigm to unleash growth, based on combined contributions from governments, the

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private sector and civil society: Social Innovation. Defined by the European Commission as innovations that are both social in their ends and in their means, this type of innovation represents new ideas (including products, services and models) that simultaneously meet social needs (more effectively than alternatives) and create new social relationships or collaborations (European Commission, 2017). Mulgan, Tucker, Ali and Sanders (2007) define social innovation as “innovative activities and services that are motivated by the goal of meeting a social need and that are predominantly developed and diffused through organizations whose primary purposes are social”. More generally, the concept is considered as “a new approach to tackling intractable or entrenched, or emergent, social issues” (The Young Foundation, 2017).

Across all these definitions, a central concept arises as a major enabler of social innovation: the social innovator or social entrepreneur. Social innovation cannot happen without passionate and visionary social entrepreneurs who can go against the conventional institutional and managerial streams, and who can successfully navigate the hurdles *en cours de route*. Social entrepreneurs are the biggest source of social innovation to date (Schöning, 2013). They are change agents who disrupt the status quo and “open up the space for solutions to take root, scale and become the foundation of profound social transformation and a more peaceful and prosperous world” (Skoll Foundation, 2017).

In Africa, social innovation can be a significant driver of social transformation. Among the 200 incubators in the continent, only a few are defined as social incubators (Afric’innov, 2015). This tiny representation is an indicator of both the emergence of this field and the immensely untapped potential it represents for the continent. In this chapter, we aim to understand the social innovation context and drivers in Africa. We propose a conceptual framework that helps set the foundations for fostering social innovation growth and expansion in the continent, then we focus on Morocco as an application case and demonstrate that the proposed framework has enabled the emergence of an ecosystem conducive to greater social impact through social innovation.

The remainder of the chapter is organized as follows. First, we discuss the concept of social innovation and its underlying strands in the literature and present an overview of social innovation adoption in Africa. Next, considering some structural deficiencies related to the continent, we propose a conceptual framework for making social innovation emerge and successfully work in the region. This framework is put under scrutiny with the case of Morocco and Enactus Morocco: we analyze contextual drivers of social innovation in the country and demonstrate that the proposed framework enables positive sustainable value creation through social innovation. Lastly, we conclude and discuss the limits and perspectives of this work.

Social Innovation: The Ultimate Solution for Africa?

Overview and Main Strands

Although the roots of social innovation trace back to the early history of mankind, the concept has only recently been under scientific scrutiny. While some authors maintain that the concept emerged in the 1970s (Chambon et al., 1982), others argue that social innovators contributed to the French revolution (Godin, 2012). In general, most authors in economic thinking refer to Josef A. Schumpeter and his pivotal publication in 1912, "Theory of Economic Development". In that work, Schumpeter (1934) acknowledges the role of innovation in cultural, social and political life, and in the transformative process of "creative destruction".

During the last two decades, the concept of social innovation was discussed from different angles and seen through different lenses. Two strands remain, however, predominant in the literature: the agentic and structuralist approaches (Cajaiba-Santana, 2014; Mulgan, 2006). In the individualistic agentic approach, social innovation is seen as the outcome of the efforts undertaken by "… a very small number of heroic, energetic, and impatient individuals" (p. 13) (Mulgan et al., 2007) who are the originators of the social innovations and who are generally widely celebrated across the world. In the structuralist approach, social innovation is enabled and shaped mainly by social and institutional structures, local context and society's ability to accommodate new ideas and practices. In reality, both approaches can coalesce into an integrative perspective as equally contributing to the emergence and development of social innovation initiatives (Cajaiba-Santana, 2014).

Despite the crucial place it acquired in some critical spaces of human development, social innovation remains marginal in mainstream innovation studies as compared with technical innovation. Historically, profit maximization and economic value creation have been the main driver of technological innovation (Dawson & Daniel, 2010). In contrast, social innovations, being more concerned with and driven by the greater common good, have attracted less attention probably due to the lack of consensus around the relevance and specific meaning of the term, or to its perception by some analysts as a passing fad that is too imprecise to be applied to scientific research with enough rigor.

Social entrepreneurs have undoubtedly played a pivotal role in the development of social innovation. Freed from traditional business thinking, social entrepreneurs—also denoted as social innovators—outpace classical established organizations in discovering these innovations, prototyping them and transforming them into large-scale viable solutions. Social innovators rely heavily on design thinking as one of the most compelling processes for creating disruptive solutions for "extreme" social needs (Brown & Wyatt, 2010). Their work is chiefly based on cyclical revisiting of the interfering "spaces" of inspiration, ideation and implementation.

However, social innovators are often faced with the classical "chasm" between ideation and successful scaling up of the solution. Although this pattern is present within any typical innovation lifecycle curve, it is particularly challenging in the social innovation area which is dominated by "passionate and enthusiastic Social Entrepreneurs who burn for their solutions, [and who give] little attention … to the next steps" (Osburg, 2013).

Trapped between potentially revolutionary social innovations and the inability to readily transform them into scalable value solutions, social entrepreneurs occupy the empty space no one wants to enter, especially in ecosystems that do not foster creative entrepreneurial action for society. Therefore, the need for structured working frameworks for social innovation is pressing. In Africa where governance, institutional and cultural barriers are still important, such frameworks are even more essential for the advancement of social innovation.

Social Innovation in Africa

Today, the African economy does not create enough wealth to meet its pressing social needs. Despite the steady economic growth of the continent over the past decade, African governments have failed to translate this growth into positive social welfare based on inclusive and sustainable development. The weight of poverty and unemployment is prevalent in most countries, compounded by civil wars and political instabilities. United Nations Development Program (UNDP) experts argue that not only do inequalities deprive the poor of the positive effects of growth, but they also undermine efforts to reduce poverty. It is clear today that such macroeconomic indicators as GDP growth rate usually used to describe the situation of African countries do not faithfully reflect the social reality of the continent or the conditions of poverty in which most African citizens are being trapped. A paradigm shift has become necessary to overcome these structural problems. Social innovation, as a new concept, can play a key role in supporting national social policy and adapting it to the new societal challenges (El Ghaib, 2016).

To end poverty, protect the environment and create prosperity for all, the United Nations (UN) proposed in 2015 a new sustainable development agenda for the 2030 horizon. This agenda, which adopts a set of 17 sustainable development goals (SDGs) that cover the main challenges facing our planet, can be used in Africa as a good framework for governments, the private sector and social entrepreneurs to co-construct solutions for the many social shortcomings the continent suffers from.

If the Grameen Bank has emerged in poor Bangladesh as a tentative social support system that later developed into the reference microfinance system in the world, no apparent barriers seem to hamper the materialization of similar social innovations in Africa. Social innovation initiatives are increasingly growing in many countries. Examples include Community and Individual Development Association (CIDA) City Campus, the first private higher education institution in South Africa to offer a virtually free business degree to students from disadvantaged backgrounds; Yunus Social Business, an accelerator and fundraiser for social enterprises in Tunisia; Bridge International Academies which increases access to high-quality primary education for Kenyan children with families living on less than US$2 per day, etc. Although these initiatives are scattered, slowly growing and not yet systematized in their originating countries, they are progressively changing lives and demonstrating that social innovation can be a viable solution for excluded populations in the continent.

Nevertheless, scaling remains a chief impediment for most social innovations. As explained by Nwuneli (2016), "despite their early successes, most interventions reach hundreds and even thousands, but struggle to achieve impact at the necessary scale by reaching millions of people across the continent". In Africa, scaling is a particularly important difficulty impeding the generalization of social innovations' impact. This is due essentially to the lack of credible data for local communities for impact measurement and monitoring purposes, to the heterogeneity between communities, to the fragmented ecosystems, and finally, to the lack of talents and financial support.

PHSI: A Framework for High Social Impact

The Necessary Paradigm Shift

The national governance framework adopted by African countries since their independence is, in most cases, outdated. In general, this framework remains centered around an omniscient and omnipotent state capable of meeting all national needs. In practice and in general terms, the African State presents itself as the sole agent of development, with all its consequences and limits in terms of capacity for intervention and adapting to the rapidly changing global context.

The innovation proposed in this chapter is based on a paradigm shift that encourages going beyond the simple search for appropriate policy instruments for governments, to move towards broader research on how different societal actors can organize themselves to solve problems of mutual interest (El Ghaib, 2016; Webb, 2005).

By changing this paradigm, it is possible to directly address some of the realities of governance in the twenty-first century, such as the limits of the state in the face of globalization and lack of financial resources, or the emergence and recognition of non-state actors who can intervene and even carry out governance functions (professional associations, NGOs and communities, etc.).

Recognizing certain limits of the state and the importance of non-state actors obviously does not mean that state institutions will not remain central actors in public policy or that conventional instruments of governance will become obsolete.

In setting the 2030 Agenda for Sustainable Development, the UN had recognized SDG 17—Partnership for the goals—as one of the main goals to achieve. Indeed, "an unprecedented level of cooperation and collaboration among civil society, business, government, NGOs, foundations and others" is required for achieving a sustainable development of our planet (Stibbe et al., 2018). In fact, this partnership goal came as a response to the limitations of traditionally used state-led, top-down development approaches.

For social entrepreneurs to implement their solutions on a large-scale, strong partnerships with Governments and corporations are necessary. Social innovators, like all entrepreneurs, need strong financial support to scale their venture. It is ventures. It's not about charity or philanthropy, rather it is about partnerships that set the foundations for the co-creation of a sustainable and more impactful value.

In the following, we propose Partnership for High Social Impact (PHSI), a partnership-based sustainable governance framework for African countries to allow them to mobilize main stakeholders around common social goals such as SDGs. It will also allow them to mobilize, better allocate and monitor resources for the goals. Finally, it will help them benefit from potential investment flows on an economic, social and environmental level.

PHSI Framework

PHSI is based on the winning trilogy involving the State, the private sector and civil society, each of which plays a critical and balancing role in the collaboration dynamics that take place between the three. At the heart of these dynamics, the social innovator occupies the central connection spot which serves to align interests and to harmonize goals for sustainable value creation (Fig. 10.1). Thus, the PHSI framework seeks to set the foundations for a sustainable and high-value-adding economy through notions of sustainability and social responsibility of public, private and non-government bodies.

The Role of State

The State plays the role of strategist by putting in place a legislative, institutional and legal framework serving as a guide for governmental and public action. The State also plays a key role as the driver of this process and guarantor of good governance. As part of a new social contract, the State must allow the establishment of an open, participatory, inclusive, and responsible political system, a prerequisite condition to ensure citizen participation and support for the adoption of reforms and developmental goals. This is part of the State social responsibility which is a concept promoted by the World Bank (2011) which considers it a crucial factor for improving development objectives in terms of economic growth, social justice and public service delivery.

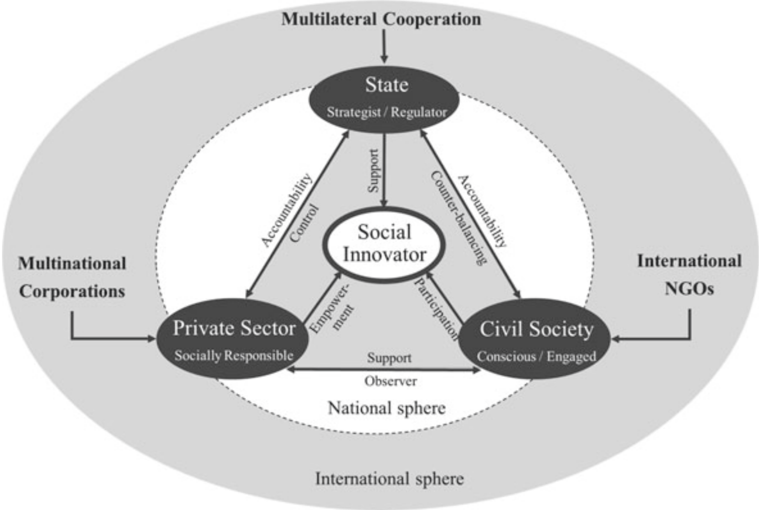

Fig. 10.1 PHSI framework (*Source* Authors)

To establish strong foundations for social innovation, the State sets the overarching vision for local institutional players to build roadmaps and execute the social innovation strategy. It supports implementation through financing, regulation, accountability and supervision.

Another key role of the African State is to create meaningful partnerships with foreign governments and international cooperation agencies, to help attract funding for social innovation and sustainability national strategies. These funds can be critical indeed to unlock financing at various stages of the social entrepreneurship value chain.

The Role of the Corporate Sector

Corporate Social Responsibility (CSR) is not a regulatory obligation. In Africa, except for a few countries that have tightened their social and environmental regulations or have regional stock exchanges that require non-financial reporting from listed companies, multinationals and even local companies are left to their own devices by the State and are their own arbiters.

In the absence of legal obligation, some fulfill their societal mission with minimum standards by adopting a charitable or philanthropic approach rather than a real structured approach of corporate social responsibility. This is the case (although not an absolute rule), for most companies from the emerging BRICS (Brazil, Russia, India, China and South Africa) countries and from major African groups or local companies that, in general, do not feel concerned by the reputational risks or threats of prosecution that non-compliance with environmental or social clauses entails. It is at this level that the State's role of legal guarantor becomes crucial in order to regulate the conditions of access of these companies to the local market (reduction of ecological impact, alignment with national community development programs, non-financial reporting …) and impose the rule of law by applying the full force of the law—even though it is often difficult for developing countries to reject interesting bilateral agreements that can serve as levers of economic growth.

To unleash the full potential for social innovation development in Africa, private companies must integrate sustainability frameworks—as aforementioned—into their internal management and governance systems. Enterprises can be an active part of the social entrepreneurship value chain by providing financial and non-financial support to local social innovators who usually lack access to structured funding organizations and management savvy. In addition, private companies can leverage arms-length relations with multinational corporations to build partnerships around triple-bottom-line value creation that are directly beneficial to local social innovators and local communities.

The Role of Civil Society

Civil Society, for its part, must be able to play the role of counterbalancing the State and public officials. It must be committed and aware of its rights. Citizen participation, under the umbrella of Civil Society Organizations (CSOs), can lead to positive change in public provision and benefits. In Africa, CSOs can act as mediators between the State and citizens. They can be valuable allies for state authorities and can encourage positive evolution, particularly in the expression of the needs and satisfaction level of citizens with respect to public services and development projects.

CSOs also play a cornerstone role in the social transformation process in Africa by bringing in competence-building programs from international NGOs as well as financial support to implement these programs locally. This has proved vital for many sectors across the continent, particularly relating to women empowerment, childcare and human rights.

With regards to the relationship between Civil Society and Business, CSR has made progress today because of increasingly stringent consumer demands and the pressure exerted by CSOs, particularly by international NGOs.

Thus, whether through relations between State and Civil Society or Multinationals and Civil Society, citizen participatory processes and mechanisms for bottom-up dialogue encourage citizen engagement and empowerment as well as improve services and community projects.

The Social Innovator

At the heart of the sustainable value creation triangle, the social innovator drives the transformation process through multi-level close-knit relationships with key stakeholders at local, national and international levels (Fig. 10.1).

Social innovators as agents of change can play a key role in supporting state and private actors to solve societal issues that threaten growth and prosperity. They go where governments and corporations do not dare to venture. Through an approach centered on the users and their needs, social innovators work closely with Design Thinkers (Brown & Wyatt, 2010) and Human Centered Designers (IDEO, 2015) to enable high-impact solutions to come out of the bottom rather than being imposed from the top.

However, in Africa, social innovators face many hurdles and impediments that can get accentuated with loose institutions and weak governance schemes, among others. These barriers must be removed to allow them to play their role more effectively.

PHSI in Action: Focus on Morocco

Societal Deficits in Morocco: Current Situation

Many efforts have been made at the economic level to make Morocco a country in the process of emergence. With the implementation of ambitious industrialization programs, access to renewable energies and the establishment of modern basic infrastructure, the country has given itself the means to achieve sustainable economic growth. Today, Morocco is an attractive country for foreign investment. The business environment, while still having some important areas of improvement in terms of corruption or efficiency of administration, is quite conducive and can lead to economic take-off. However, given the constraints of population pressure, it would be difficult to create enough jobs for all young people entering the labor market each year. Moreover, many challenges remain in terms of human development, education, health and environmental protection to enable Morocco to make the transition to an emerging economy.

Human development in Morocco can seriously hamper any potential economic growth as it can destabilize social peace and reduce the chances of shared prosperity. In its 2018 report on inequality, global inequality and within nations, Oxfam (2018) states that Morocco has the highest level of inequality in North Africa. On average, the standard of living of the richest 10% in Morocco is 12 times higher than that of the poorest 10%. Although the poverty rate was divided by three between 2001 and 2014 (from 15.3% down to 4.8%), the number of poor and vulnerable people is still high, estimated, respectively, at 1.6 and 4.2 million inhabitants.

Education is also one of the major challenges facing Morocco. The World Economic Forum (WEF) ranks Morocco 119th out of 137 countries in the quality of primary education and 101st in vocational training and higher education. In terms of innovation, the country is ranked 76th out of 126 countries according to the 2018 edition of the Global Innovation Index. For Oxfam, education plays a key role in creating and reproducing inequalities. Despite undeniable improvements, one-third of the Moroccan population is still illiterate and nearly three-quarters of young graduates are unemployed.

In terms of health, the WEF ranks Morocco 88th out of 137 countries. Despite the efforts of the Moroccan government, the World Health Organization (WHO) says that 40% of deaths are due to cancer and metabolic diseases, 20% of the population is 10 kilometers from a health facility, only 6 doctors are available per 10,000 inhabitants and, finally, 50 to 60% of drugs are more expensive than in neighboring countries.

Social inequalities and inadequacies in education and health justify the weakness of the Human Development Index (HDI) and rank Morocco 123rd out of 188 countries in 2018.

Finally, and with regard to environmental challenges, Morocco remains fragile and threatened by the risks of climate change and pollution. Desertification, water stress, deforestation, air and water pollution and solid waste management are all issues that threaten the environment in Morocco and its sustainable development.

Social disparities and environmental challenges exacerbate poverty and exclusion and call for urgent human development initiatives. Some of these initiatives have been launched over the last fifteen years, such as the National Initiative for Human Development (INDH), the Rural Drinking Water Supply Program (PAGER), the National Construction Program (PNCRR) and the Global Rural Electrification Program (PERG). Other initiatives in the field of social protection have also been launched, such as medical coverage or special funds for social cohesion and mutual assistance which aim to improve the living conditions of the poorest populations and to fight against poverty, precariousness and social exclusion.

Although these human development initiatives were heavily mobilized by government and business, they did not allow for a profound social transformation among the target populations. To date, the economic and social gap between the poor and the rich is widening (Oxfam, 2018). This situation questions the viability and sustainability of such a model of social support and calls for new social development systems that can create tangible and sustainable social and economic value.

Mapping of Social Innovation Players

The social innovation ecosystem in Morocco is at an embryonic stage. A few highly fragmented players compound the scene where a strong need for social startups is yet to be met. While the Global Entrepreneurship Summit held in Marrakech in November 2014 and the King's speech for entrepreneurship endorsement are two flagship events that gave momentum to the start-up sector, only a handful of organizations are today shaping the Social innovation development market. They are unequally balanced both in size and impact produced. While mainly headquartered in the two most important cities of the country, Rabat and Casablanca, they are nevertheless striving to reach out to the other regions of the country. We categorize these players into three main groups: the inspirers, the accelerators/incubators and the financiers (Fig. 10.2).[1]

We define *inspirers* as organizations that search for and nurture the social entrepreneurship potential in young adults. Their actions may take several forms including inspirational conferences, motivational speeches, competitions and empowerment programs. The inspirers are generally

[1] In this categorization, we present only the incubators that are exclusively focused on high-impact societal projects. Other more traditional players are not cited here.

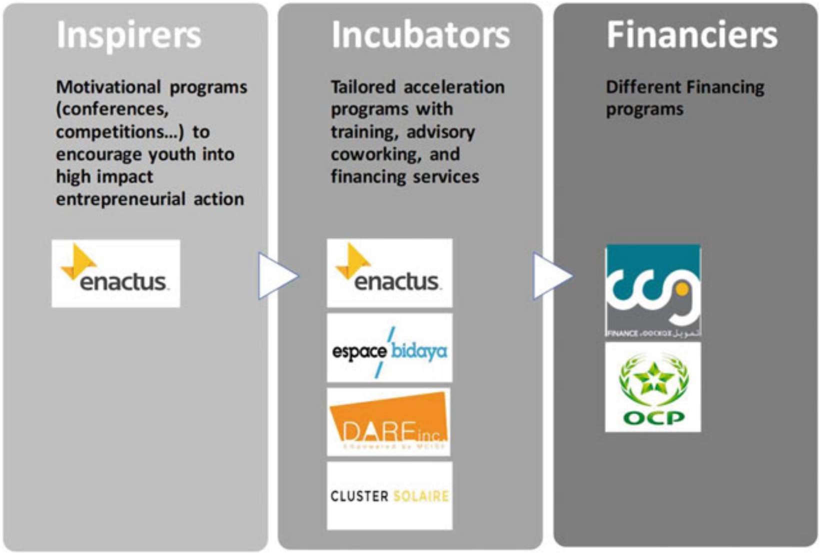

Fig. 10.2 Social innovation players in Morocco (*Source* Authors)

backed up by representatives of international organizations whose vision and mission lay in high-impact entrepreneurship and social innovation. In Morocco, one major actor fits in this category: Enactus. Besides other programs at other stages, Enactus Morocco is heavily invested in inspiring university students for social entrepreneurship. The organization focuses on four innovation strains: high-impact social entrepreneurship, sustainable agriculture and food security, priority social sectors (Education, Health and Energy) and energy efficiency and environmental sustainability.

The *incubators* host the social ventures at the pre-seed or seed stage and provide them with ecosystems of support ranging from training, advisory to mentorship and capacity building. Some accelerators, such as Enactus Morocco, also offer connecting platforms between the startups and existing financing programs and institutions.

Financiers offer investment capital in different forms: subsidies, debt, equity and/or honor loans. The major institutional players are OCP Group and Caisse Centrale de Garantie (CCG). Their respective financing strategies are depicted later.

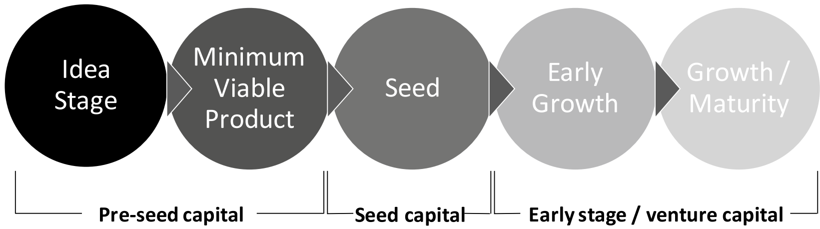

Fig. 10.3 Lifecycle of startups (*Source* Authors)

Finally, after scanning the overall social innovation environment, we observe that each of the players falls into a single category except for Enactus Morocco which acts simultaneously as an inspirer and as an incubator. Enactus Morocco also presents a unique business model that has enabled the organization to increase both impact and scalability potential. Its organizational business mode is described below.

Financing Modes

Financing the seed phase of startups and innovative enterprises is, in general, one of the major constraints to the development of innovation in Morocco and Africa. Social innovation and more specifically social impact in Morocco and Africa, has always stumbled against the financing constraints of the early-stage and seed phase, especially during the first development steps of innovative startups.[2]

The entrepreneurial process for startups is quite complex and "requires specialized and tailored technical and financial supports depending on the development phase of the startup from the idea stage to full maturity and high growth". Understanding the life cycle of startups and the needed support is key for supporting the emergence of a dynamic entrepreneurial ecosystem and boosting the entrepreneurial activity (Fig. 10.3).

In Morocco, the entrepreneurial ecosystem is growing but fragmented. However, beyond this fragmentation, the social entrepreneurial ecosystem is characterized by:

[2] In this chapter, we are excluding income-generating activities or what can be described as "survival social entrepreneurship".

- a low intervention capacity of supporting organizations in accompanying innovative projects and startups in terms of training and funding.
- a virtual absence of access to adequate financing for innovative projects and startups.
- an absence of intermediation structures between supply and demand for financing social innovation projects.

Removing these constraints requires special attention from various stakeholders: government, businesses, banks and financial institutions and the international community. The experience of Morocco in this sense is interesting and deserves to be quoted and described.

Two turning points mark this experience. The first decisive turning point was the action taken in 2013 by OCP Group, as part of its social responsibility, to strengthen the Moroccan entrepreneurial ecosystem. The second turning point was the launch in 2017 by the Moroccan public financial institution CCG of a specialized fund to finance the seed phase of innovative startups and support the development of innovation in Morocco. The CCG's action has also been accompanied by measures taken by the Moroccan Government in the framework of the 2018 Finance Act. These two dates constitute strong milestones leading to the reinforcement of the entrepreneurial ecosystem, and more particularly of the social innovation ecosystem in Morocco.

OCP Group's intervention in 2013, through the OCP Entrepreneurship program, is part of this state-owned company's desire to create shared value (CSV) with the communities in which it operates (Porter & Kramer, 2011). After three years, the program has empowered innovative entrepreneurs and strengthened the capacities of startup-supporting organizations such as Réseau Entreprendre Maroc, Enactus Morocco, StartUp Maroc, etc. Support from the program in terms of capacity building and financing of pre-seed phases of startups is described in the case of Enactus Morocco. This program has been designed over a period of three years with a gradual decrease in the Group's financial support in favor of self-sustainability and/or support by other donors.

The second point of inflection is related to the entry in the running, in 2017, of CCG and the launch of Innov Invest Fund (2IF). The objective of the 2IF fund is to increase the offer for innovation financing and seed funding for entrepreneurs and innovative startups, particularly through the mobilization of private sector financing (Fig. 10.4). The project's interventions are aimed at:

(1) bringing out innovative projects and financing the most promising ones;
(2) increasing the interest of ecosystem actors in financing innovative startups;
(3) contributing to strengthening the ecosystem in terms of funding innovative projects and startups in their early-stage of development.

To create a regular deal-flow of innovative projects, CCG is developing partnerships with active Moroccan support organizations. It aims at labeling ten support organizations that will ensure support services and funding to about 30 innovative projects over the three-year certification period. In total, some 300 projects will be supported in their pre-seed phase by providing entrepreneurs with both technical support (coaching, mentoring, networking, incubation, prototyping, etc.) and funding (grants through "Innov Idea" and/or honor loans through "Innov Start"). The purpose of these services is to improve the quality and viability of accompanied projects, thus enabling them to access, in their seed phase, larger amounts of financing in the form of equity and/or

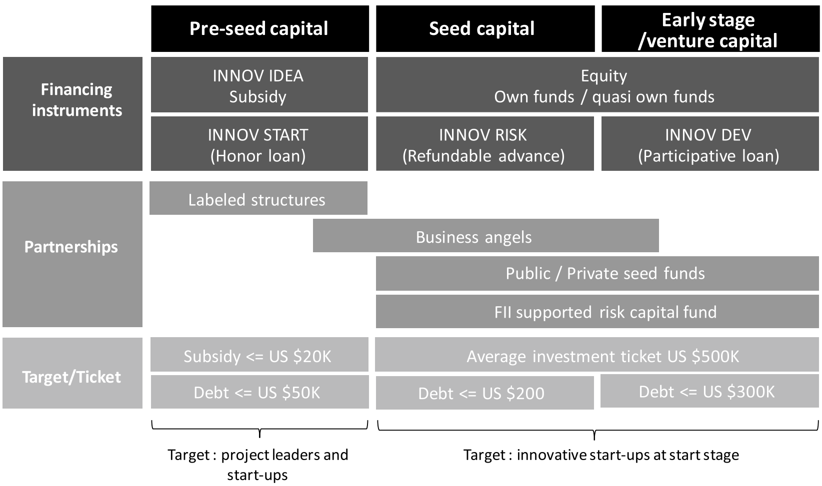

Fig. 10.4 Innov invest fund structure (*Source* CCG, Authors)

quasi-equity within the framework of the investment funds structured or supported by 2IF.

For the financing of the 2IF, the Moroccan Government has requested a US$50 million loan from the International Bank for Reconstruction and Development (IBRD). CCG is responsible for implementing the 2IF Fund and achieving its economic and societal goals.

Since its launch in late 2017, the US$50 million 2IF public funds have leveraged an extra US$40 million in private funds for the seed phase and early-stage of innovative startups and companies.

In view of its economic and financial objectives, on the one hand, and its societal objectives, on the other hand, this investment class falls under the category of Impact Investments (Morgan, 2010). The entry of CCG along with some Moroccan private equity funds is filling a major gap in the value chain finance of innovative startups in Morocco (Fig. 10.5). This will make the act of investing in startups and high-impact projects more legible by international institutional investors (pension funds, insurance companies, international foundations and sovereign wealth funds) who tend to have a stronger appetite for sustainable and responsible investing because of their fiduciary obligations.

While this structuring public–private project is expected to generate a sizable impact—although limited—it enabled most importantly putting in

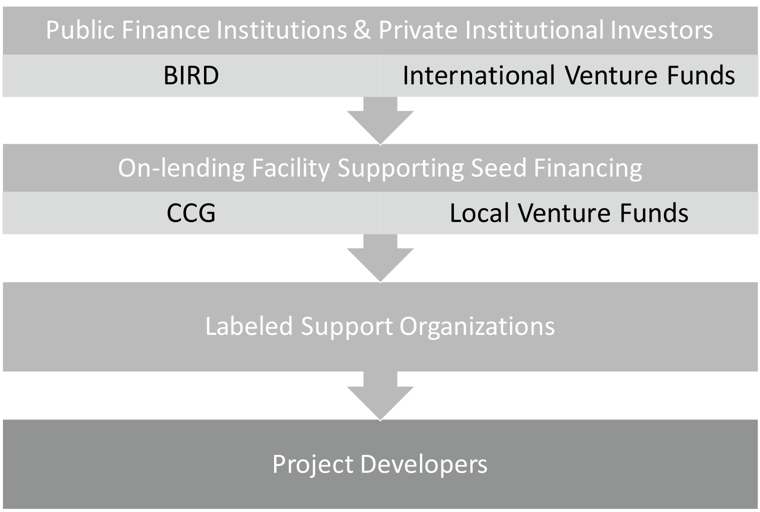

Fig. 10.5 Start-up value chain finance in Morocco (*Source* Authors)

place the right ecosystem for attracting a portion of the world's flow of impact investment to benefit local entrepreneurs. This innovative experience that effectively matches international supply with local demand for high-impact investment can serve as a model that African countries can adopt and adapt to their specific contexts, needs and regional systems.

Bringing Pieces Together: PHSI in Morocco

The social, economic and political ecosystem in Morocco is conducive to the emergence of a fertile ground favoring the emergence and spreading of social innovation initiatives. In the Moroccan context, the PSHI framework demonstrates that well-established partnerships can help boost social innovation stakeholders towards fast implementation of innovative solutions for large societal impact.

The leadership of the State is paramount in setting a strong partnership between different stakeholders. In Morocco, this leadership is embodied in the person of the King who launched the National Human Development Initiative (INDH) in 2005 with the aim of reducing social disparities, ensuring a better distribution of the fruits of the economic growth and improving the living conditions of the poorest citizens.

During the period 2005–2018, Phases I and II of the INDH were mostly focused on reducing the deficit in terms of infrastructure and basic services in under-equipped areas and accompanying people in precarious situations. Despite the size of the allocated budgets ($3 Billion), the program was not able to achieve the needed results in terms of human development index.

A third phase of INDH for the period 2019–2023 is now underway focusing more on investing in human capital rather than in infrastructure. A total budget of $2 billion is allocated to Phase III (90% from the Government budget and 10% from international cooperation). Half of this budget is dedicated to the economic integration of youth and the improvement of their income and for the education and health of the rising generations.

In Phase III, a change in paradigm has occurred in the implementation process; the program relies more on national NGOs and leaders in their field, acting as social enterprises to implement specific programs for youth, education and health. The implementation of this new phase of programs will also follow a methodology based on innovative and creative governance to achieve greater cohesion and efficiency. Among others, this methodology will include the adoption of a participatory approach, the adoption of contractual policy and renewable partnership system, and the consecration of the integrated management of projects to ensure convergence between the different government sectoral programs and INDH programs.

Of interest to us in this chapter is the program dedicated to income enhancement and youth economic integration. With a budget of $420 Million, this program focuses on securing income and creating jobs for young people in all twelve regions of Morocco. This will be achieved through training to improve youth employability and, training and support measures for young social entrepreneurs to integrate their projects in the local economic development to boost economic activities and facilitate the socio-economic integration of local youth. Beyond the INDH financial support, innovative social enterprises will benefit from the CCG's program during their pre-seed, seed and early-stage phases. As seen earlier, this program will add another $90 Million of potential financial resources to the partnership.

Enactus Morocco, as a social enterprise and leading NGO, played an important role in training, empowering and supporting local young social entrepreneurs to create more opportunities for employment and sustainable value. Enactus Morocco signed in early 2020 a three-year partnership agreement with INDH to train and accompany 18- to 35-year-olds not in education, employment or training (NEETs) from two regions of Morocco to create their own business. The objectives for the first region (Marrakesh—Safi) were to train 613 NEETs in the pre-creation phase and accompany in the post-creation phase 176 very small enterprises. In December 2021, after two years and despite the COVID crisis, Enactus Morocco was able to train 501 NEETs and accompany the post-creation of 105 very small enterprises. Similarly, for the second region (Souss—Massa) the objectives were 1000 NEETs and 300 very small enterprises; the achievements were 501 and 105, respectively.

The corporate sector in Morocco has also been identified in Phase III as a main stakeholder for the program. The CGEM (The official representative organization for the Moroccan private sector with more than 33,000 members) is now part of the partnership for human development in Morocco. With its two specialized commissions on CSR and on Social Entrepreneurship, CGEM will certainly be a key driver in sensitizing local companies to participate more actively in the program through financial support and/or skills-based sponsorship.

Civil Society in Morocco is very dynamic. The number of associations rose from 17,000 in 1997 to 60,000 in 2014. This number rocketed since then because of the INDH program. Local associations are key in the implementation of the program and will serve as relays between national leading NGOs and local communities.

This four-legged partnership framework has put Morocco on track to build cross-sectorial synergies and attract public international funds towards creating new opportunities for inclusive and sustainable growth in the country.

Case Study—Enactus Morocco: A Social Innovation Educator and Change Maker

Enactus Morocco is a non-profit organization that was founded in 2003 as an affiliated organization of the international non-profit organization Enactus (Enactus Morocco, 2022). Enactus Morocco has been the foundation by which hundreds of social enterprises came to fruition and has assisted in the development of over 20,000 students since its conception. Enactus' platform allows to connect students and influence their business and leadership development through inspirational conferences, empowerment programs, motivational speeches and competitions.

All companies founded through Enactus Morocco must adhere to the Triple Bottom Line principles which require them to formulate their business models around building economic wealth creation, human development and environmental protection. Since 2015, they have also required businesses to follow the UN's SDGs. In 2017, Enactus Morocco was connected to 119 universities in Morocco and helped over 5,500 students form teams and create sustainable businesses. Enactus Morocco launched an incubator, EMPACT, in 2015 with the help of the OCP Foundation. This incubation program assists the progress of high-impact projects and startups through funding, mentoring and networking events to further leverage their business.

Originally, Enactus Morocco was mainly financed through philanthropy and corporate donations but was struggling to raise the capital needed to scale its business and social impact. In 2013, the board of directors decided to transition Enactus Morocco's business model to one of creating shared value for companies and the communities in which they operate. This has allowed the organization to be more focused on the mentoring, training and financing they provide. In transitioning its business model, Enactus Morocco has been able to launch its own incubator which provides the opportunity for teams to attain USD 2,000 in grant money and up to USD 15,000 USD in zero-interest loans. The CSV model has also helped the organization expand its value proposition allowing it to impact more people and communities. With the 2IF, the grant money increased to USD 20,000 and the zero-interest loans sealing increased to USD 50,000.

In reimaging its value proposition and reconfiguring its business model, Enactus Morocco was able to scale its revenues in three years from USD 150,000 to USD 1,300,000 and increase the number of teams involved from 47 in 2014 to 105 in 2021. The organization has also been able to more than double the number of people impacted by the sustainable development projects which derive from Enactus Morocco from 80,000 to 195,000. In 2021, and despite the COVID crisis, Enactus students implemented 120 projects bolstering social impact and job creation in the communities they serve by reaching out to more than 30,000 beneficiaries and providing 75 permanent jobs.

Case Study Questions

(1) Enactus Morocco, as a Civil Society Organization (CSO), has diversified and scaled its revenues and social impact based on a win–win partnership with the private sector using CSV principles. How do you envision a similar impact based on a win–win partnership in the local context of your country?

(2) Scaling social impact is one of the main challenges facing Africa. How do you see PHSI framework applied to various African contexts?

Conclusion

The African economy does not create enough wealth to meet the pressing social challenges in terms of job creation, education, healthcare and human development. A paradigm shift has become necessary to overcome these structural problems. Social innovation, as a concept supported by social innovators—a new generation of entrepreneurs—can be a significant driver of social transformation in Africa.

In this chapter, we propose *Partnership for High Social Impact (PHSI)*, a conceptual partnership-based social innovation framework that seeks to set the ground for sustainable societal value creation in Africa based on the specific constraints and peculiarities of the continent. We confront the PHSI framework to the Moroccan context and demonstrate that it enables favorable development and expansion of social innovation initiatives and impact. Indeed, the public–private partnership for financing innovative startups, along with civil society's strong role-playing, has resulted not only in closing the gap in the value chain finance through an increased future inflow of impact investments for the country's development needs but also in empowering supporting social structures and in strengthening the entrepreneurial ecosystem at large.

From a research perspective, the PHSI framework makes three main contributions. First, it presents management researchers, businesses and policy makers with a conceptual roadmap that allows bringing together major stakeholders around sustainable development goals to identify Africa's most pressing needs in the short and medium terms. Second, it not only identifies social innovators as key players in a new social contract for the continent but also favors an ecosystem that creates more social innovators through structured empowerment programs. Third, it proposes mechanisms to address some of the most significant challenges social innovators face: financing and capacity building.

While we have been able to validate the framework's viability through the examination of one case country, it would be highly informative to assess the model's applicability and generalizability to other countries from main African sub-regions. The foreseen result should be a hardcore frame specific to African management culture and governance modes, surrounded by dynamic levers that can vary based on regional context and country-level specificities. We see this as an interesting research perspective that can be valuable for both research and policymaking.

Points to Ponder

- Who are the key stakeholders in the non-profit sector of Africa?
- In what ways can the different groups of stakeholders in Africa's non-profit sector collaborate for high social impacts on communities?
- Enactus Morocco, as a Civil Society Organization (CSO), has diversified and scaled its revenues and social impact based on a win–win partnership with the private sector using CSV principles. How do you envision a similar impact based on a win–win partnership in the local context of your country?

- Scaling social impact is one of the main challenges facing Africa. How do you see PHSI framework applied to various African contexts?

Actionable Recommendations

Private leadership	*Public leadership*
Promote responsible leadership and management of a private business.	Set a clear roadmap to achieve the sustainable development goals (National Sustainable Agenda) and support implementation through financing, regulation, accountability and supervision.
Create sustainable shared values (CSV) with local communities.	Promote the emergence of a strong national entrepreneurial ecosystem in terms of capacity building and financial support.
Partner with supporting organizations (incubators) and social entrepreneurs to achieve sustainable goals.	Set partnership frameworks with the private sector and social innovators to contribute to the achievement of the National Sustainable Agenda.

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CHAPTER 11

Technology and Green Tech in Africa

Marvel Ogah

Introduction

Technology holds the key to the future; it has evolved, is still growing, and will continue to meet future needs regarding its adaptation and applications. The technological revolution is geared towards creating radically new opportunities that would ubiquitously impact individuals, organisations, communities, and nations vis-à-vis the yawning need to engage and collaborate in innovative ways. This trend inherent in technology abounds in both developing and developed economies globally. However, a peculiar aspect of this technological evolution and adaptation is its impact on the environment, planet, and humankind. Aside from the effects on other parts of humanity such as work and digitisation, technology has influenced the environment, social, and governance spheres of nations both in the emerging and developed climes in recent times. Most developing countries in Africa have been hitherto contending with the inherent challenges of developing resilient economies through emergent measures such as expanding sustainable energy supply vis-à-vis improving supply

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value chains encompassing raw material sourcing manufacturing, logistics, and distribution hinged on technological advancement towards green technology. However, this striving by African leadership towards green technology and poverty alleviation does not necessarily entail a trade-off but rather constitutes a lead-in to the valuable synergies of keying into evolutionary aspects of technology, barriers, and the drive towards green technology and its long-term implications.

Concept of Technology

Technology has different meanings and connotations to different people in different climes. Some perceive technology as an enabler, others perceive it as an enigma, while others perceive it as a challenge. Thus, the concept of technology is amorphous and ubiquitous in several aspects. For the developed economies, technology is both an enabler and an enigma. In contrast, technology can be perceived and experienced as both an enabler and a challenge (UNIDO/UNU-MERIT, 2014). However, whatever flipside the argument favours, the advantages outweigh the disadvantages in the short and long terms. Technology can be defined as applying science, arts, and mathematical domains to humankind and society (Monu Bhardwaj et al., 2015).

A school of thought posits that technology integrates the physical objects or artefacts vis-à-vis making objects and the meaning associated with the physical objects (MacKenzie & Wajcman, 1985). A different school of thought considers technology a chaotic process with some aspects of disorderliness groups and individuals with diverse views regarding its values and potentials (Gibson & Smilor, 1991). Among other things, this school of thought also asserted that technology has no definitive meaning or value. Based on this line of reasoning, technology and technology transfer concepts encompass many different interpretations and views depending on the organisations' objectives, research background, researchers, developers, users, research areas and disciplines, and underlying perspectives. However, technology implementation entails an inventive process encompassing diverse actors and varied forms of coordination and learning process architecture (UNIDO/UNU-MERIT, 2014).

Technology can either be adopted or diffused. These two aspects of technology are used to describe the decision alternatives either for use or not use, and to disperse the type of technology among economics as a function of time. However, the options of the adoptive and diffusive characteristics of technology hinged on innovation do not guarantee the successful integration by a body or community as a function of need. According to Rogers (1995), the adaptive nature of technology is hinged on behavioural choice, while its diffusive nature is hinged on a pattern experienced as a function of time. In line with this school of thought, five characteristics of innovation with a tandem impact on its speed of adoption have been identified. These are compatibility, complexity, divisibility, observability, and relative advantage. The adoption nature of technology relates to other changes within an organisation that intends to sell or adopt an innovative drive within and outside the organisation in question. This development does manifest itself as a function of both adoptions and adaptation or imitation of technological development. Smith (2000) posited that technological innovations derive from the essence of life and fruition via the interactive factors of actor-networks to provide the required platform on which social interaction and learning diffuse and create a needed systemic platform for innovation. Another school of thought espoused by Compton (2004) indicated that technological innovation and adoption are based on a set of principles: modification, adaptation, user-friendliness, fail-safe features, the flexibility of use, reliability, fitness for purpose, efficiency, ergonomics, aesthetics, and optimisation. The selection and application of these principles depend on the technology receiver's environment, purpose, and exigency.

In a similar vein, Kumar, Kumar, and Persaud (1999) stated that technology possesses two primary components, viz—(a) physical components comprising of products, tooling, equipment, blueprints, techniques, and processes; (b) an informative component consisting of management know-how, marketing, production, quality control, reliability, skilled labour, and functional sub-component. In contrast, Sahal (1981) stated that technology could be viewed as configurational architecture that systematically transfers the object to determine a specific set of processes and products. However, emerging studies on technological transfer have connected technological innovations with knowledge in tandem with the process flow of research and development (Dunning, 1994). From the preceding discussion, two fundamental thought divides have been identified and emerged: firstly, that technology is a unique set of knowledge or technique; secondly, technology is about doing things. To this end, technology, as a function of organisational or national imperatives, can be connected with obtaining certain results, resolving peculiar problems, completing specific tasks by using particular skills, and recourse to knowledge deployment and asset exploitation (Lan & Young, 1996). Albeit an emergent school of thought believes that the concept of technology is an integration that embodies the product and association with the inherent knowledge or residual information intended for usage, application, and process architecture in developing a product, service, or hybrid of product and service (Bozeman, 2000; Lovell, 1998).

Technology is an enabling and facilitating agent that drives new structures; it innovates the organisational and geographical flow of economic activities; this characteristic elicits new processes and products while making new outcomes possible (Dicken, 2015). Inherently, technology is advancing the frontiers of most value chains globally and transferring its impact on nature concerning the environment. An aspect of evolution, as it were.

Technological Evolution in Africa

Technological evolution in Africa is still slow in most sub-Saharan countries. The ability to develop robust manufacturing and service sectors relevant to a dynamic global economy focusses on cost advantages in tandem with developmental pathways that would allow governments, especially within the emerging context, to accumulate capital and deploy technology optimally (Schwab, 2016). This evolutionary trend is hinged on technology; however, developing counties in sub-Saharan Africa are in dire need of this occurrence. Aside from the incidents of disruption, inherent value chain architectures domicile in organisations across Africa are envisaging the creation and introduction of new technological evolution that will elicit the design of new ways of driving value-add towards serving existing human needs and disrupting existing value chains. This forms the crux of a developmental issue.

Regarding the future of some countries in sub-Saharan Africa, it is an emergent imperative that a technological transformation inclusive of renewable energy (RE) and energy efficiency (EE) is leveraged as an essential element of a green growth strategy aimed at reducing the impact of environmental degradation (UNIDO/UNU-MERIT, 2014). Although most parts of Africa are already experiencing this developmental epoch, some have hitherto perceived this situation as a mirage. On the flipside, some sectoral innovative systems domicile in these African countries would help to address the nature, structure, organisation, and dynamics of innovation and production as applicable to the different sectors of the economies in these countries; this trend would occur in alignment with green technological needs, three critical elements of sectoral systems are applicable: actors, knowledge base, and institutions (Malerba & Nelson, 2012). These sectoral systems would influence the innovative frontiers in the future.

Evolving frontiers of innovation drive technology in varied ways. This wave of borders account for about $350 billion and may attain a growth margin of approximately $3.2 trillion by 2025; this development provides an opportunity for countries in sub-Saharan Africa to tap into this technological wave, but most of them are unprepared to adopt and adapt to the emerging technological revolution (UNCTAD, 2021).

Drivers and Barriers Inhibiting Technology and Its Impact in Africa

A myriad of barriers inhibits the deployment and impact of technology in Africa. However, most developing countries in sub-Saharan Africa are confronted with the twin challenge of developing stronger economies through measures such as energy supply expansion, increasing agricultural production capability, and improving infrastructural system gaps while still playing and retaining an active role in global efforts to reduce the impact of greenhouse gas emissions on the environment (UNIDO/UNU-MERIT, 2014). Lim (2011) indicated that green technological growth and poverty reduction do not necessarily entail a trade-off but may lead to valuable synergies in all ramifications if well leveraged for the benefits of relevant stakeholders. This implies poor economies of sub-Saharan Africa.

Another critical challenge of green technology is how the production and consumption of green technology can be based on designing eco-solutions that would minimise the impact on the environment and consequences (Sabban, 2020). This situation can be considered from its effects in sub-Saharan Africa from three dimensions: adaptation, adoption, and diffusion. Some barriers to adopting technology in sub-Saharan Africa include lack of leadership and poor infrastructural framework. At the same time, adoption issues encompass lack of technical competence, skill gap, and high cost of technology transfer. The aspect of diffusion entails challenges of developing alternate raw materials and producing emergent technologies such as green cars and aeroplanes. Also, the adoption is fraught with issues of information asymmetries and low technological awareness. Despite these barriers, the adoption of green technology in some sub-Saharan Africa, such as Nigeria and Kenya, has focussed on small and medium-size agro-based industries (Sabban, 2020). A study on some countries in sub-Saharan Africa has revealed that the diffusion of green technology depends mainly on the policies and regulatory frameworks as a function of governmental influence. Thus, the resultant impact of this situation is that the market for green technology in Africa is relatively underdeveloped, and government policies do not create an enabling environment for the diffusion of green technologies geared towards the mobilisation of critical resources for private institutional collaboration and as a catalyst for developmental cooperation (UNIDO/UNU-MERIT, 2014). To this end, to foster enhanced adaptation of green technology for sub-Saharan Africa, there is a need to elicit and upscale the technical difficulties and requirements. Conversely, other factors that inhibit the adoption of green technology include unfavourable business climate, lack of technical competence, high initial setup cost, and high cost of finance; these are peculiar to most countries in the sub-Saharan region (UNCTAD, 2021).

However, experience has indicated that new technologies are likely to permeate various sectors of the economy and social activities. In these circumstances, developing countries should deliberately adopt and use automation to increase productivity, promote economic diversification, and create jobs (UNCTAD, 2021). According to UNCTAD (2021), developing nations, inclusive of countries in sub-Saharan Africa, may have to establish the policy framework that would enable them to overcome some challenges; these challenges include the following:

Demographic changes: Countries that belong to the low-income and lower-middle-income groups have expanding and young populations that are characterised to increase the supply of labour and depress wages in tandem with reducing the incentives for automation as a dominant tendency.

Lower technological and innovation capabilities: The gap inherent in skilled population and dependence on agriculture, to a large extent, tends to slow the drive to adopt and adapt to new technological opportunities.

Slow diversification: Countries in this clime are characterised by the slow rate of leveraging technical opportunities to diversify their economies, absorbing and adapting new technologies for local intent due to the absence of leadership and lack of infrastructural architecture.

Weak financing mechanisms: Most countries in sub-Saharan Africa are saddled with a weak financial framework that limits the adoption and adaptation of new technologies for commercial and industrial purposes.

Intellectual property rights and technology transfer: Limitations posed by the restrictive use of emergent technologies vis-à-vis the needs relating to agriculture, health, and energy.

Aside from these challenges, countries in sub-Saharan Africa are also confronted with practical difficulties in promoting equal access to emergent technologies (UNCTAD, 2021). Some of these beneficial challenges include.

Income poverty: A large percentage of the sub-Saharan African population is limited by income. This population in these developing countries cannot access new and emergent technologies due to the low-income. This situation is socially economical primarily to a large extent.

Digital divide: An essential requirement for the growth of emergent technologies is the reliance on the availability of steady and high-speed fixed internet connections, but most countries in sub-Saharan Africa lack adequate digital infrastructure, and where this is available, the cost of accessing such facilities is highly prohibitive.

The absence of skills: The lack of technological literacy and numeracy is another pain point for most countries in sub-Saharan Africa. Thus, emergent technologies require relevant skills to deploy value and communication with others in the technological value chain.

Drivers of Green Technology in Africa

Several factors drive the advancement of green technology in Africa (Guo et al., 2020). These include the following:

- Innovation and investment parameters: These are spring-boards for incremental productivity and innovative impetus for goods, the different range of ecological framework, biodiversity, and incidents of the famine that stunt growth both at national and regional levels. These also constitute the framework for sustainable development and green growth.

- Stimulation of sustainable development: This entails the identification of environmentally friendly sources of change to create eco-friendly industrial communities, related technologies, and employment.
- Investment incubators: Incidents of investment are inherent in green tech roll-out, and these drive new frontiers of economic opportunities leveraging on conditions for national sustainable development platforms.
- Knowledge management: This aspect entails the creation, acquisition, exchange, and use of knowledge to drive socio-economic dimensions of sustainable development. Among other things, knowledge management help curate the innovative pipeline, which, in turn, helps organisations be at par with technological advancement. A measure of this trend generates high-quality, innovative products and services that reduce environmental footprint.

Intuitively, green technology elicits sustainable frameworks that indirectly promote a sustainable society while fostering environmental protection and economic development (Guo et al., 2020).

The Concept of Green Tech, Renewable Sources, and the Evolution of Green Tech in Africa

Green technology refers to a field of emergent innovative ways geared towards attaining environmentally friendly changes in daily life (Shafiei & Abadi, 2017). Green technology constitutes an alternative source of energy that reduces the usage of fossil fuels with less impact on man, animals, and the environment, as well as less harmful to the world. Among other things, the consummate goal of green technology is to reduce waste and pollution that are inherent during production and consumption emanating from the designated value chains; this is why green technology is also referred to as clean technology. Although green technology leverages the development and application of products, equipment, and systems geared towards conserving the natural environment and resources, it minimises and reduces the negative impact on man and the environment (Shafiei & Abadi, 2017). Thus, another definition of green technology is an emergent technology that meets present needs without reducing the ability of incoming generations to meet their own needs.

To this end, the concept of green technology is geared towards green purpose and the production of environmentally friendly inventions which encompass energy efficiency, recycling health, and safety concerns; its essence is to meet the needs of a society without affecting or impacting the earth's natural resources (Iravani et al., 2017).

Green technology is environmentally friendly technology that supports sustainable production; green and sustainable technologies are beneficial for protecting the environment (Usmani et al., 2021)**.** Green-tech is hinged on renewable sources of energy. According to Sabban (2020), renewable energy sources convert natural resources such as light and wind into electrical power; renewable energy sources include solar, wind, water, and biology. On the flip side, non-renewable sources include nuclear, hydrogen, coal, natural gas, and oil. Each of these sources of renewable green tech energy has its advantage and disadvantages (Sabban, 2020), which are enumerated as follow:

Solar: This green tech converts natural light into electrical energy through photovoltaics. Advantages include cleanness, environmental-friendly, non-degradable, and realistic; its disadvantages include dependence on weather and sunlight as a primary source, being expensive, requiring a large area for setup, and having a high maintenance cost.

Wind: This type of green tech uses wind kinetic energy to operate electric turbines and windmills towards the energy generation; however, it cannot be performed in a residential. This is a critical consideration for this type of green tech. The advantages of this type of green tech include its cleanliness, non-degradability, natural, and cheapness. In contrast, its disadvantages include a large expanse of land is needed for its operation. It is expensive since it requires substantial capital to acquire land and generation for consumption.

Water: Waterfalls and water flow generate this type of green tech energy. Despite its natural source of generation, its advantages include greenness, cheap, non-degradable, and natural. In contrast, its disadvantages include dependence on weather and water stream, limited to waterfalls location, cannot be operated in residential areas, requires a large expanse of land, and expensive.

Biomass

Biomass is a form of energy derived from organic matter sources such as animal wastes, wood, crops, and seaweed; it constitutes about 10.2% of the global annual energy supply (IEA, 2010). However, despite these vast untapped energy reservoirs that abound in the African continent, recourse to the green technological applications in Africa are yet to be fully utilised on a large scale. Harnessing this potential will not only beget an economic fulcrum that would propel economic development in diverse spheres, but it would serve as a hinge that would drive the usage of renewable energy (RE) and energy efficiency (EE) technologies (UNIDO/UNU-MERIT, 2014). This technological advancement would provide a plank for Africa's long-term green tech strategy.

Implications for Green-tech in Africa Continent with a Focus on Some African Countries

Green technology has vast implications for the African continent, with an elemental focus on sub-Saharan Africa. Globally, the acceptance and deployment of green technological practices are gaining more ground due mainly to their mitigative impact on environmental issues and concerns (Heal, 2012). To this end, environmental issues are becoming significant causes for concern, and their ecological dimensions have constituted an integral aspect of organisational strategy, planning, and operations. Incrementally, due to pressure from multiple stakeholders in the various supply value chains, coupled with the emergent need for economic and environmental performance metrics, there is an overwhelming outcry for leaders in the operations and supply chain ecosystems to seek innovative solutions towards mitigating their negative environmental impact and are socially responsible (Handfield et al., 2005; Ho & Lin, 2008; Niehaus et al., 2018).

The incremental investment in renewable energy has alleviated the situation in developing economies over the years (UNIDO/UNU-MERIT, 2014); this trend will continue in the future. Despite this development, the capital requirement for Africa's infrastructure outweighs the FDI inflows; this depicts a yawning existential gap for affected countries in sub-Saharan Africa.

Annually, from 2006 to 2015, the projected infrastructural requirement for Africa was about USD 47 billion; among other things, there exists a significant nexus between sources of funds and developmental path regarding green tech initiatives in Africa (UNIDO/UNU-MERIT, 2014). This development accounted for about 70% of how projects are funded in some parts of Africa. The developmental impact of green tech as a source of renewable energy is indicated in the table below:

Scenario	*Year*	*Share (%)*
Greenpeace (2011) energy revolution (South Africa)	2030	50
IRENA (2012) renewables	2030	50
IRENA (2012) renewables	2050	73
Greenpeace (2012) energy revolution (all Africa)	2050	92
GEA (2012) global energy assessment (sub-Saharan Africa)	2050	34–92

Source Adapted from REN21, Renewables, Global Futures Report

Sub-Saharan Africa has a population of about 883 million people; almost five hundred eighty-five million had no access to electricity in 2009, but those who can access electricity would grow to about 652 million by 2030 (UNIDO/UNU-MERIT, 2014). In tandem, demand and sources for green technology are expected 15% in 2020 to 18% by the end of 2035 as occasioned by global energy demand; sub-Saharan Africa is expected to change this global energy emergent change. Despite the inherent competition for fossil fuel technologies driven by the overall global energy demand, there abound remarkable new technologies vis-à-vis the traditional demand for fossil fuel as a function of the overall evolution of the market (UNIDO/UNU-MERIT, 2014).

Solar and biomass constitute the biggest RET markets in Africa; however, while the former is based on foreign technology, the latter is driven by domestic technology and know-how. Hitherto, in sub-Saharan Africa, the adoption of green technology is not based on the inherent benefits of greenness or social inclusion but its economic benefits. In some instances, specific technologies provide inherent dividends for the local populace based on their locations. For example, in some sub-Saharan African agricultural settings, higher yields are harvested from green biotechnology. At the same time, electricity is generated from renewable sources, which allow farmers to pump water for irrigation and enhance the processing of agricultural produce. In areas with geothermal heat and good conditions for creating hydropower stations, green technology in renewable energy is potentially cheaper, thus giving it an advantage over fossil fuel-based power. Several opportunities abound in sub-Saharan Africa regarding how RE can enhance energy supply and improve labour productivity in the agricultural sector. Aside from these consummate benefits accruing from green technology, energy savings in energy-dependent industries will produce economic benefits through lower energy costs (UNIDO/UNU-MERIT, 2014). As advancement is made regarding a shift to modern conventional energy sources, it is expected that considerable incipient benefits would also be leveraged in this direction. In the short term, this paradigm shift is maybe costly, but its adoption process may also be long and complicated mainly due to leadership will and ensuing situational factors.

Although sub-Sahara Africa is well-endowed with renewable energy resources, adoption and diffusion of green technological capabilities on the supply and demand sides may be saddled with a lack of supportive developmental and institutional framework required for renewable energy resources (UNIDO/UNU-MERIT, 2014). Aside from these inherent surmountable challenges, varied sources of Renewable Energy Technologies (RETs) abound in most parts of sub-Saharan Africa.

Green Tech Scenarios on Two Sub-Saharan Countries: Nigeria and Kenya

The green tech situation in Nigeria and Kenya is characterised by the usage that is driven by economic benefits instead of environmental necessity, as it were. A significant reason for this situation is the low energy access in both sub-Saharan countries in Africa. However, the use of energy-efficient technology occasioned by green technology has the enormous potential to support the efficient use of diminishing natural resources, clean energy and promote cleaner production and greenhouse gas mitigation inherent in the production of goods and service delivery in both countries. Regrettably, this has not been the case for these countries and is more significant for Nigeria than Kenya. The key parameters that have influenced the adoption of green technology in both countries include (UNIDO/UNU-MERIT, 2014):

1. In-house knowledge about energy management.
2. Availability of technical expertise.
3. Desire and need to save and reduce energy cost.
4. Lack of technical competence by potential adopters of green technology.

Green Tech in Kenya

In Kenya, most rural populations and a significant share of the urban poor rely on biomass for their energy needs. This pervasive situation has accounted for the challenge of deforestation and the decline of water resources. It accounts for the causes of respiratory diseases and economic loss through labour and time used to collect fuelwood in this emerging sub-Saharan Africa. At the same time, this option may be attractive for the large population of most sub-Saharan countries because Africa has a reservoir of endowed natural resources that provide a source for green technology and help save cost in the long run as a measure of developmental benefit for Africa. Africa has a large expanse of renewable energy resources, which hitherto, has remained underutilised, accounting for about 7% of its hydro energy, being currently harnessed; Kenya, as a typical example, has only about 60 MW of its geothermal power being exploited as it were (Karekezi et al., 2003); this instance depicts a typical incident of untapped energy potentials domicile in sub-Saharan Africa.

The table below gives the types of renewable green technology in Kenya.

Renewable Green Technology Energy Sources in Kenya:

Type of resource	*Potential*	*Current capacity*
Hydroelectric power	– 3,000 MW in small hydro – – 6,000 MW comprising of large and small hydro plants	– Large hydropower: 807 MW – Small hydropower: 25 MW
Solar energy	4–6 KWh/m2 /day	– Small systems with a capacity of 12–50 W – PV systems: 1,450 KW in 450 institutions
Wind	– 346 W/m2 – wind speed ranges 8–14 m/s in some areas and have the potential to produce over 1,000 MW	5.45 MW (June 2010), and an additional 20 MW (2013)

(continued)

(continued)

Type of resource	*Potential*	*Current capacity*
Geothermal	7,000–10,000 MW in 14 potential sites in Rift Valley	212 MW
Biomass	– co-generation using sugarcane bagasse up to 193 MW – more opportunities up to 300 MW	
Biogas	1,000 MW	

Adapted from Renewable Energy Portal, Energy Regulatory Commission; Institute of Economic Affairs, Kenya

Green Tech in Nigeria

The advent of green technology has a great potential for the growth of Nigeria from all ramifications. Hitherto, this harnessing the potential of green technology, despite its consequence for Nigeria as one of the major emerging countries in sub-Saharan Africa, seems elusive. With a population approaching about 200 million and saddled with a host of policies and regulatory frameworks, Nigeria generates close to 32 million tonnes of solid waste annually, with only 20–30% of this amount is collected (Chioma, 2020). This situation poses a pressing issue of environmental degradation in Nigeria's urban and rural areas. However, despite its precarious environmental implications, solid waste also provides a viable source of electricity generation and minimises greenhouse gas emission; this forms a formidable platform for green technology in Nigeria, aside from other sources of green technology such as solar and wind. Although these aspects of green technology as a renewable energy source remain untapped, there appears to be a growing incident of solar usage across Nigeria, especially in the urban areas. At the same time, wind power has enormous potential in the northern part of Nigeria.

Nigeria's primary source of electricity supply emanates from natural gas and hydro at a ratio of 70–30%, respectively (Oyebanji et al., 2017). However, re-occurring issue in the Nigeria energy value chain is characterised by incessant incidents of sabotage and the impact of harsh weather conditions leading to an inadequate power supply occasioned by low gas supply and lack of proper maintenance of power plants, with a resultant effect of high energy cost and recurrent crises in the southern oil-producing region of Nigeria; this situation is in tandem with growing demand for electricity alongside Nigeria's increasing population (Oyebanji et al., 2017; Sambo, 2008). Despite the availability of electricity, a substantial population in the rural areas of Nigeria cannot access it and thus have recourse to fuelwood as a source of energy (Akinbami, 2001; Oyebanji et al., 2017); this situation has dire environmental implications. On the flip side, Nigeria has the potential of solar radiation the reservoir of about 5.5 Whm-2 days-1; this situation translates into about 1% of Nigeria's land area of 923,773 km^2, 1850GWh by 103GWh solar electricity that can be generated annually (Oyebanji et al., 2017; Sambo, 2009).

Aside from the need to navigate the issues of poor infrastructure occasioned by the dire economic downturn, Nigeria stands in good stead if it embarks on policy reforms that would elicit a strategic shift from quantitative gross domestic product to qualitative green growth (Oyebanji et al., 2017). This shift is imperative in all its ramifications because it would help Nigeria to contend with the emergent environmental challenges such as environmental degradation, oil spillage, environmental disruptions, carbon emission, and health-related hazards resulting from over-dependence on oil as a mono source of energy with all its attendant environmental impacts. This situation would serve as an impetus for the growth of green tech as a viable source of energy that would also reduce the increasing concerns for greenhouse emissions, the reliance on importation of fossil fuel, issues of subsidy management, and vagaries of global oil price fluctuations (Oyebanji et al., 2017). This opportunity would, amply, provide enablement for the adaptation, adoption, and diffusion of green technology in Nigeria. According to Sabban (2020), green technology would not provide the platform for the creation of environmentally friendly products, it would also provide the catalyst for future green technologies and innovations such as the development and production of green cars and aeroplanes but it would give explorable options for contending with issues of environmental waste arising from non-green tech sources of energy. Here lies the future of green tech in Nigeria.

Conclusion and Recommendations

The advent of green technologies has enormous implications for humanity, mainly due to global concerns about environmental degradation and a means to an alternative energy source. For developed economies, so much has been achieved regarding awareness creation and reducing the environmental impact; however, green technology for developing countries in sub-Saharan Africa possesses an incredible pack of solutions for individuals, communities, and governmental institutions. Globally, green technologies imbibe environmental awareness into their design and usage features towards reduction in waste and pollution also reduces over-dependence on fossil fuel with its attendant economic and environmental implications (Chioma, 2020); these have dire consequences for most developing countries in sub-Saharan Africa. To this end, there is a need to foster a culture that would subsist both at global and national levels towards planning, transforming, and implementing policies that would drive imperatives that would incubate a sustainable framework for green technology (Chen et al., 2019; Usmani et al., 2021; Shafiei & Abadi, 2017). Among other things, extracting from this school of thought, the following recommendations would be helpful, especially for developing countries in sub-Saharan Africa:

- There is a need to recalibrate the impact of green technology impact on relevant stakeholders;
- Governments at national and global levels should develop policies that undergird the establishment of green infrastructure, awareness campaigns, and the adequate provision of low margin loans for the installation of green tech infrastructure; in addition, they should:
- Expand the share of green financing public and private financial institutions;
- Establish new international sources for climate funding; this should be encouraged as a global imperative agenda;
- Initiate an incentive for green tech consumers to procure green bonds that would guarantee yields and coupon payments tax-free;
- Encourage innovative international cooperation on green technologies;
- Institute a framework that would harmonise green technology standards, codes, and contractual principles towards flawless transmission and sharing of eco-innovations and clean technologies;
- Create best-practices and benchmarks on green technologies that would derive expert opinions and advice for global relevance;
- See the need to legitimise forms of public green grant and reduce aberrant subsidies; and

- Create a business platform to nurture and sustain markets for green technologies via optimal trade policy.

Some of these recommendations may not apply to some countries with particular reference to sub-Saharan Africa; however, green technology holds the key to sustainable development respectful of social equity and environmental health equilibrium (Shafiei & Abadi, 2017). This nascent global imperative would not only take cognisance of the harmful impact on dire consequences of climate change and its attendant implications but it also provides a leeway for a sustainable development, where leaders and policymakers would leverage on both domestic and global green technological narratives to drive a formidable and sustainable development. A sustainable development that would deploy green tech to inform a policy framework as a bulwark for future generations within and outside the confines of global spheres (Guo et al., 2020). In essence, green holds the future for sub-Saharan Africa and beyond.

Summary

The chapter outlines the discourse on technology and green tech in Africa. It entails the concept of technology, the meaning and nature of technology deployment, antecedents, trends, and implications for Africa, focussing on some sub-Saharan African countries. The discussions in the chapter encompass the drivers and barriers impacting the adaptation, adoption, and diffusion of green technology in sub-Africa; some of these drivers and barriers animate peculiarities from Africa, while others resonate with environmental and energy challenges within the confines of the global framework. The adaptation, adoption, and diffusion of green tech in Africa are fraught with challenges unique to sub-Saharan Africa; some of these challenges emanate from the global community. Other aspects of the discourse in the chapter attempt to situate the importance of green tech as emergent energy; a source that would help leadership and policy markers in sub-Saharan Africa to appreciate and embrace the strategic significance of green tech as a remedy for environmental degradation, and also, as a viable source of energy for the future if it is properly harnessed. The chapter ends with conclusive genres of advice and recommendations for all stakeholders in sub-Saharan Africa on the emergent need to explore green technology as a future imperative for the wellbeing and relevance of some countries in sub-Saharan Africa.

Points to Ponder

- Owing to the tremendous potential in Africa's population and endowed natural resource, does Africa's leadership possesses the inherent capability to tap into its latent reservoir as an alternative source of renewable energy in the future?
- How can emerging global technologies be harnessed to solve the myriad of technological challenges in sub-Saharan Africa vis-à-vis global concerns for climate change and ESG.
- What options can organisations in sub-Saharan Africa explore in overcoming the barriers inhibiting technology adaptation and implications for green tech for the African continent?

Actionable Recommendations

Private leadership	*Public leadership*
Expand the share of green financing for private institutional frameworks within sub-Saharan countries.	Stimulate green tech awareness and cascade at appropriate strategic levels of leadership.
Provide financial support or financing schemes to adopt green tech in business value chains.	Provide incentives to drive and implement Environment, Social, and Governance (ESG) initiatives using Technological frameworks.
Adopt conventional business practices that incorporate a green tech policy framework.	Create an enabling environment towards fostering ESG within the green tech ecosystem.

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CHAPTER 12

Participatory Campaign Approaches in Greening Africa: A Case of 93.1 IUIU FM Go Green Tree Planting Campaign

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Introduction

For the first time in human history, the world is collectively energized towards responding to climate change threats. In the United States,

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numerous tree planting campaigns have been initiated to foster "environmental and health benefits" (Pincetl et al., 2013). Across urban environments that are continuously faced with the increased population residing in cities (Cohen, 2003; Pincetl, 2010). According to Pincetl (2010), the increased population in cities has resulted in most of the global and regional "environmental problems" (p. 227), such as increased human activities, exported emissions and waste. However, tree planting in urban environments has contributed to a vital infrastructure in helping cities respond to their environmental impacts (Pincetl, 2010).

On the other hand, Africa continues to pose a global threat of unpreparedness and exhibits the highest level of vulnerability to climate change effects. In their study, Conway and Schipperc (2011) identified the challenges and opportunities in addressing climate risks in Africa, and connoted the importance of "social protection programs" (p. 228) as a mitigation approach to the large-scale droughts in Ethiopia. The introduced social protection programs provided basic necessities to the vulnerable social strata in the form of food, cash, inputs and assets. However, in Sub-Saharan countries, its rich green cover increasingly disappeared in countries such as Uganda. The cause of Uganda's disappearing forests is increasingly attributed to "demand for fuelwood, wood products and environmental degradation" (Hamilton, 1987).

In response to the global crisis, we adopted a participatory approach in fostering tree planting and livelihood enhancement in different communities in Africa, in particular, Uganda. The adopted participatory approach explored institutionalized efforts at both greening Uganda and enhancing its communities' livelihoods. In context, this study evidences the participatory approach used by the Islamic University in Uganda (IUIU) community radio in their campaign dubbed the *93.1 Go Green Tree Planting Campaign* that aimed at achieving 93.1% of tree planting across different regions of Uganda to enhance livelihoods—encourage the

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planting of commercial trees and fruit trees such as mangoes, oranges, apples, guavas and avocado.

Using IUIU-FM, a community radio station located in the Eastern Region of the country, multiple participatory approaches such as community sensitization through radio program "Know Your Environment", community thought that was achieved through trainings and mobilization of households and community ambassadors were used to realize the campaign's objectives. The greening campaign attracted several stakeholders, in particular, students studying Environmental Journalism, IUIU-FM staff and lecturers of IUIU Mass Communication Department, IUIU administration, government institutions and varied IUIU-FM listenership communities.

A total of 13,100 tree seedlings of different species were collected from listeners and re-distributed to diverse communities. Over 4,100 *Milicia excelsa* (*Mvule*) endangered tree species were institutionally grown and distributed to listeners. The tree planting campaign was however limited by constricted coverage of IUIU-FM within the radius of 40–50 km; inadequate funding and fluctuating weather conditions retarded the growth of seedlings.

The Participatory Approach Campaigns

In bridging the gap between different stakeholders amidst a looming climate change crisis, participatory approach campaigns are increasingly being adopted globally to foster collective involvement towards making the world a better place. Although some attempts have been made to assimilate stakeholders into environmental life cycle assessments, there is generally no consensual normative approach (Mathe, 2014).

However, Mathe (2014) further notes that the integration of a participatory approach into Social Life Cycle Assessment (SLCA)—in the context of the environment fosters plurality of stakeholders' interests, local knowledge and it equally promotes dialogue among communities in realization of a common objective such as tree planting that fosters individual and community livelihoods.

Therefore, in adoption of a participatory approach that advances community involvement at both individual and organizational levels, we are guided by theoretical assumptions of connective and collective actions—scholarly referred to as the logic of collective action. According to Bennett and Segerberg (2012), the logic of collective action advances the involvement of individuals and organizations to contribute to the collective endeavor attainable through a common cause—in the context of this study, the collective action under consideration is tree planting.

In addition, scholars of connective and collective action connote the need for citizens to make difficult choices to form and adopt self-changing social identities on which they personalize action frames to realize a common cause (Bennett et al., 2012, Kasadha, 2018, Kasadha 2020a, b). These action frames are often symbolic and are universally adoptable.

Notwithstanding that existing studies that advance connective and collective actions are based on digital platforms—we primarily focused on connective and collective actions resulting from the use of a community-based radio station that uses its air frequency to broadcast an environmental program that reaches out to thousands of listeners. These listeners are mobilized to take part in an environmental activity, in particular, tree planting to foster livelihoods and also as a response to the global climate change crisis that poses a greater threat to "Africa" (Conway & Schipperc, 2011). Thus, the use of community radio as a medium for the participatory approach campaign in the *93.1 Go Green Tree Planting Campaign* in Uganda.

Community Radio and Participatory Campaign

Scholars have deduced the importance of traditional media—particularly, the radio medium as the most essential medium for sustainable development and social change (Gumucio, 2001). Although, there is an increased proportion of online engagements in Africa (International Telecommunication Union, 2012), radio programming and messaging remain the most preferred medium—its "local, pervasive, flexible, extensive, personal, available, efficient, readily understood, portable, and speedy" (Manyozo, 2009).

Given that radio medium remains the most preferred source of information in Uganda (Kasadha, 2020a), this study examines its use in Africa's institutionalized greening campaigns—particularly, at the Islamic University in Uganda (IUIU) community radio's tree planting campaign that aimed at reinvigorating community participation given media's powerful effects. Media scholars have deduced the powerful effects of media in influencing "how people rank and think about different issues" (Baran & Davis, 2010; Kasadha & Kantono, 2021). Although the powerful effects notion of the media is challenged by contemporary media scholars, it's clear that media especially radio remains an influential vehicle for development communication in Africa and other emerging economies.

As a result, existing literature evidence the importance of using radio messaging or programming in participatory campaigns as one that can have a direct impact on the perception of individuals—thus enhancing their understanding of a range of business-related issues (Anderson & Elliott, 2007). In context, radio messaging or programming on efforts to plant trees fosters communities being connected to sharing a common message—leading to collective action.

Although we primarily focus on the collective action of tree planting, numerous studies have evidenced the importance of radio medium in participatory campaigns globally—as noted in the fifty account experiments on the use of radio waves to empower people living in poor communities in "Africa, Asia and Latin America" (Gumucio, 2001). In addition, the use of radio medium further boosted livelihoods of tobacco farmers in rural communities (Anderson & Elliott, 2007). In both cases of Gumucio (2001) and Anderson and Elliott (2007), their studies demonstrate the immense ability of the radio medium to enhance people's livelihoods.

In Africa, there are numerous studies that have advanced the importance of radio medium in enhancing community livelihoods based on a participatory approach in initiated campaigns—among the people of Tolon-Kumbungu in Ghana (Al-hassan et al., 2011), Kaduna State in Nigeria (Alhassan & Shehu, 2018), and in the Fanteakwa District of Ghana (Asuman & Diedong, 2019). In the context of Uganda, the radio use fostered the mobilization of communities in campaigns aimed at stopping the Ugandan government's efforts of giving away part of Uganda's biggest natural forest to Metha Group for Sugarcane plantations (Nassanga, 2009). Thus, this study's participatory approach campaign dubbed the *93.1 Go Green Tree Planting Campaign*.

In this chapter, we present a practical case of use of participatory communication approach in Africa's institutionalized greening campaigns. Our case story is centered on the IUIU community radio's *93.1 Go Green Tree Planting Campaign* approach in reinvigorating community participation in tree planting drive. The greening campaign of tree planting aimed at enhancing livelihoods of the listeners within the radius of the community radio, the surrounding regions such as Karamoja and Busoga.

The 93.1 Go Green Tree Planting Campaign

The *93.1 Go Green Tree Planting Campaign* aimed at enhancing livelihoods of the listeners within the radius of the community radio through tree planting based on the weekly aired environmental program. The campaign was initiated to enable students studying Environmental Journalism to have hands-on experience in responding to societal and environmental challenges—in particular, is aimed at teaching students how they would effectively communicate environmental messages that impacted on society and enhanced the livelihoods of the different communities.

Aired on the Islamic University in Uganda's 93.1 IUIU FM, the campaign adopted a target of 93.1% of every community household to engage in tree planting activities. The weekly aired environmental program aimed at changing mindsets on Environment and Natural Resource Management through tree planting.

The campaign targeted regions of Karamoja, Teso, Bugisu and Busoga. A total of one million seedlings were to be distributed in the aforementioned regions starting in May 2015. The *93.1 Go Green Tree Planting Campaign* was guided by four themes: My Tree Your Tree, Community Empowerment, Communication Sensitization and Response to Malnutrition—these constituted the campaign's objectives:

i. To encourage and sensitize communities into a tree planting habit (My Tree Your Tree) for environmental conservation and to improve livelihoods.
ii. To create awareness of the socio-economic and ecological values of trees and improve the demographic profile of tree planting communities (Community Empowerment).
iii. To bridge the gap between policymakers and communities in decision-making process for resource use and management (Communication Sensitization).
iv. To educate and sensitize community on a clean and healthy environment (Response to Malnutrition).

In context, the involvement of the community in tree planting campaign is in line with the World Association of Community Radio Broadcasters [AMARC] report (2003) given that community media allows participation of local communities in programs' content development, distribution and management (see Table 12.1). As shown in Table

Table 12.1 An extract of the 2014–2015 Program format of the 93.1 IUIU FM Sunday program *Know Your Environment*

Time	*Stakeholder Roles*	*Objective(s)*
6:00–6:05	• Program jingles (Intro) • Introduce guests in the studio	• Let the audience know the program has started • Remind the audience of the host and guest's identity
6:06–6:10	• Guests introduce themselves • Introduce the day's topic for discussion	• Let the audience know the program has started
6:10–6:30	• Open discussions in relation to the topic	• Educate and inform the public in relation to the topic of discussion
6:30–6:40	• Environmental Skit played (Skit is in line with the topic of discussion)	• To entertain, inform and educate the listeners
6:40–7:00	• Prog Mid jingle • Open lines for callers	• To involve the communities in the ongoing discussions
7:01–7:20	• The Community Thoughts	• To play audio recordings of the community in relation to the topic discussed • To encourage different opinion leaders to reach out to their communities and sensitize them about environmental issues
7:21–7:30	• Recap on the Community thoughts	• To discuss the thoughts of the community reached out to
7:40–7:45	• Environmental News (Recap on what was in news in relation to the environment)	• To find out how much is reported about the environment in the available media channels in the country

(continued)

Table 12.1 (continued)

Time	*Stakeholder Roles*	*Objective(s)*
7:45–7:50	• 93.1 Go Green Tree Planting Campaign	• To encourage the communities to plant trees • To achieve 93.1% of the population planting trees in all reached out to communities • Teach society the value of "My environment your environment" "My tree, your tree" • To successfully brand everyone as an Environment Ambassador
7:51–7:58	• Highlights of discussed topic's major issues • Highlights of Community thoughts • Reminder on 93.1 Go Green Campaign	• To remind the listeners on topical issues discussed
7:58–8:00	• Sign out	• Remind the audience of next week's topical discussion

12.1, community radio permits a more broad-based involvement of the ordinary people in discussions of local matters and finding simple solutions to their problems—in context of this study, it's the involvement of the communities in discussing environmental topical issues.

As Gaynor and O'Brien (2017) connote that community radio has the ability to unravel the diverse potentials of the audience—making the radio's listenership participating agents rather than being reduced to mere recipients of the messages at the end of the communication loop, the 93.1 IUIU FM's weekly environmental program as shown in Table 12.1 evidences that the listeners actively participated and contributed to the realization of the *93.1 Go Green Tree Planting Campaign*.

Thus, the program's approach to involving listeners evidenced what Gumucio (2001) referred to as essentials for any successful participatory communication. These essentials included: their active participation in the process of social change, ownership of the future through dialogue and democratic participation in the planning of communication activities, adequate time for the people to appreciate their concerns, collective execution of the activities in the interest of the majority, clarity of scope or target community and deep understanding about social reality, problems and solutions.

Most notably, the aforementioned essentials in the realization of the *93.1 Go Green Tree Planting Campaign* were easily attained given the professionalism exhibited by the radio staff—given that 93.1 IUIU FM is a community radio owned by the Islamic University in Uganda and managed by the Mass Communication department. Unlike other conventional community radios that are managed by the informal community members, IUIU-FM is operated by professionals attached to an academic department. This case you are about to read in this chapter is, therefore, unique, because it combines both industry and academia experiences. The authors, by 2015, were teaching Mass Communication as well as producing and presenting programs at the mentioned community radio station.

The Community's Participation Approach

The *93.1 Go Green Tree Planting Campaign* adopted a range of techniques to foster community participation in the tree planting campaign that targeted the regions of Karamoja, Teso, Bugisu and Busoga. The distributed seedlings were voluntary contributions from the radio's listenership (see Fig. 12.1)—these also contributed and took part in starting a nursery bed for the radio station where most of the distributed seedlings were kept, and grown before being distributed to different communities (see Fig. 12.2).

In connecting the campaign's different stakeholders, a three-phase participatory approach was adopted—this fostered both the individuals and organizations to participate in the campaign. The three-phase implementation participatory approach consisted of:

i. The Media (Radio Stations for Communication sensitization)
ii. Community Thought (To educate, inform and entertain communities)
iii. Community Ambassador ID (Empowerment & Sense of responsibility).

The Media (Radio Stations) was identified as the first phase of the *93.1 Go Green Tree Planting Campaign*. In this, the Islamic University in Uganda's community radio station 93.1 IUIU FM hosted and aired the weekly environment program (see Table 12.1). And also trained students pursuing an Environment Science degree program on the basic aspects of Environmental Journalism. The training also consisted of the radio's

Fig. 12.1 L-R: IUIU FM Station Manager receiving tree seedling donation from the Cadet Ssal Lule Michael on behalf of the Uganda Police Force (UPF). Go Green Ambassadors offload tree seedlings received from Uganda Wild Life Authority (Photos by Mass Communication Department)

Fig. 12.2 IUIU FM Nursery bed. Students of Environmental Science taking care of grown seedlings to be distributed. Radio staff waters the grown Mvule tree seedlings [*Milicia excelsa*] (Photos by Mass Communication Department and Daniel Edyegu)

listenership communities being trained in the best Agricultural practices given that Uganda is largely an agricultural economy. Thus, being able to organize and train the radio's listenership in better agricultural practices created better avenues for training communities on the best tree planting practices. The agricultural training enabled the radio station to equally sensitize the beneficiaries on the importance of fruit trees in their homesteads (see Fig. 12.3).

As a result, 93.1 IUIU FM's direct involvement with both the University student community that engaged in planting the seedlings and the listenership community that constituted the radio's audience, created a linkage in different stakeholders (radio, students, listeners) in actively taking a role in the tree planting activities—these also contributed what was distributed to others thus evidencing a sense of collective action towards shared common goals of mitigating the global climate crisis threats. More specifically, the use of media, boosted the realization of the campaign's four objectives listed below:

Fig. 12.3 IUIU FM invited experts to train the radio listeners on the agricultural practices that are environmentally friendly. Those trained are also given fruit seedlings to plant in their respective gardens (Photos by Mass Communication Department and Mwambu Joseph)

i. Bottom-up development (Community Empowerment).
ii. Grass-root involvement (Community Thought & IDs).
iii. Participatory decision-making (Community Empowerment).
iv. Indigenous Knowledge and Media (Media as a channel for bettering our society through appreciating the people's thoughts and views).
v. For interpersonal trust, interactivity and coalition building.

The second phase of *Community Thought* as shown in Table 12.1 consisted of a segment run in the Environmental Program on radio in which views and ideas of the community were aired to the 93.1 IUIU FM's listeners for discussion. These generated call-ins to discuss what others had suggested or proposed in their shared thoughts. The *Community Thought* phase is basically an interactive session through which the community was involved in a discussion—the discussions were often off the air and, in some cases, they were live discussions initiated at the radio's different community outreaches (see Fig. 12.4). In this phase, the shared thoughts of the community were often responded to by the invited experts that addressed the raised concerns. The *community thought* discussions were participatory, dialectical and organizational:

Fig. 12.4 Outreach team engages the Communities in Live broadcast of the Environmental Program. Communities participated in discussions and hosts at the studio answered all additional environmental queries. Each outreach had an Expert that responded to immediate environmental concerns of the communities. (Photo by Mass Communication Department)

i. Participatory will create avenues for interaction with the Communities. In a bid to involve people to participate in the development of their region.
ii. Dialectical creates a better understanding between the We the campaigners and the receiving Communities. In this case, contradictions and Complementarity exist but it's through the Community Thought Forum that a common ground is reached in a bid to better livelihoods.
iii. Organizational change results from our value and respect for our environment. There is a need to change our behaviors either intentionally or unintentionally if our environment is to be preserved and if livelihoods are to be bettered.

Lastly, *Community Ambassador ID*. In this phase, we identified popular individuals among different targeted communities. These were democratically chosen by the different communities that benefited from the *93.1 Go Green Tree Planting Campaign*. These were literally popular persons that exhibited an influential ability in shaping and guiding the communities into a collective action of tree planting. In carrying out the campaign, the selected *Community Ambassadors* exhibited abilities of decision-making based on which community they represented. The *Community Ambassador ID* was non-discriminatory—the campaign also adopted and branded all school-going pupils/students as Student Ambassadors so as to encourage the school-going children to protect and preserve their surrounding environment. The students whose seedlings would have grown after two years would be supported academically (depending on the availability of funds) and given a tour to a destination of their choice to discuss the environmental aspects (subject to availability of funds).

The three-phase participatory approach was based on five assumptions. It was these assumptions that guided the campaign in defining the relevant stakeholders and their distinct responsibilities as shown in Table 12.2. These assumptions that guided the *93.1 Go Green Tree Planting Campaign*'s implementation three-phases are listed right below Table 12.2:

i. The targeted communities are willing to donate land on which the seedlings will be planted.
ii. The communities will appreciate the economic benefits attached to the planting of trees in the period of two years.
iii. The trees once planted will act as border marks to solve land wrangles in different regions of Bugisu, Busoga, Teso and Karamoja.
iv. In the mountainous regions, the planted trees will help in mitigating issues of landslides and mud flows.
v. There will be organizational change for better development.

Results

The *93.1 Go Green Tree Planting Campaign* as shown in Table 12.3, a total of 13,100 seedlings were collected and re-distributed to targeted communities. However, the endangered *Milicia excelsa* (Mvule) seedlings

Table 12.2 Campaign stakeholders and their roles

Stakeholders	*Roles*
93.1 IUIU FM	1. To solicit and account for seedlings that will be planted in the course of the project 2. To solicit and account for any funds received in the implementation of the project 3. To prepare and design the communication strategy that best suits the communities to better livelihoods 4. To ensure that the recordings from discussions held with communities are packaged into audio documentaries that will be supplied to the communities after the discussions 5. To train the different radio stations on basic aspects of Environmental Journalism that will be incorporated in the course of the campaign 6. To fully involve University students in sensitizing the communities on environmental- and developmental-related aspects in line with the project 7. To monitor and coordinate the whole process of planting trees in the regions with support from the sponsors 8. To liaise with different sponsors in the implementation of their goals and objectives in line with the project aims 9. To quarterly report to sponsors on the progress of the project
Communities	1. To be the custodians for the seedlings supplied for planting 2. To offer land on which the tree seedlings shall be planted 3. To maintain, manage, and monitor the seedlings to ensure their growth 4. To submit monthly reports on the progress of the planted trees 5. To continuously participate in the Community Thought Segment where they gather and discuss issues regarding the environment 6. To voluntarily participate in good hygienic and sanitary practices

(continued)

Table 12.2 (continued)

Stakeholders	*Roles*
Funders	1. Provide the project with seedlings 2. To facilitate the training of media houses in the implementation of the project 3. To logistically facilitate the program in its outreach activities in tree planting, Community Thought, Community Ambassador ID branding and response to Malnutrition 4. To facilitate the visual-audio documentation of the project in bettering livelihoods 5. To advise project implementers on how best to accomplish the project 6. To facilitate research works (Environment, Media, Malnutrition) in the course of the campaign
Government	1. To monitor and liaise with the beneficiaries in ensuring the success of the project 2. To provide necessary support in ensuring the safety of the delivered seedlings and any project supplies 3. To help in the mobilization of the communities benefiting from the project 4. To offer land on which the tree seedlings shall be planted (model farms) 5. To liaise with the communities in maintaining, managing and monitoring the seedlings to ensure progressive growth 6. To participate in the Community Thought Sessions and any organized radio program

Table 12.3 Seedlings distributed (Mvule) and collected and redistributed (others)

Purpose	*Seedling type*	N
Commercial	*Milicia excelsa* (Mvule)	4100
Commercial	Eucalyptus	2000
	Grevillea	3000
Commercial and Response to Malnutrition	Mangoes	2000
	Avocado	1200
	Passion	350
	Oranges	1000
	Jackfruit	3000
	Guavas	450
	Apple	100
Total		17,200

Source Authors

were grown in the nursery bed established at the 93.1 IUIU FM radio premises located at the Islamic University in Uganda—a total of 4,100 seedlings were distributed to the beneficiary communities.

My Tree Your Tree Theme

The campaign's first objective of creating awareness on the socio-economic and ecological values of trees encouraging and sensitizing communities into a tree planting habit for environmental conservation and to improve livelihoods was themed *My Tree Your Tree*. The theming enabled the campaign to easily share a message that was often recalled by the targeted communities. Given the scarcity of fruit seedlings in numerous communities within Uganda, the campaign adopted a theme of *My Tree Your Tree* basically to foster community and individual ownership of each seedling that was planted. The essence was to encourage individuals that each tree they planted they owned it and the community as a whole would benefit from the effects of planted trees. In this, the campaign-initiated outreach activities in which they shared with different reached communities on the importance of tree planting and how it would enhance their respective livelihoods that would eventually boost and help in reducing the malnutrition levels since some of the seedlings being planted were fruit seedlings that added numerous nutrients to their diet (see Fig. 12.4).

Fig. 12.5 Community and Student Ambassador ID of the campaign receive seedlings (Photos by Mass Communication Department and Guma Hassan Gumisiriza)

As evidenced in Fig. 12.4, the outreach activities enabled the campaign to further realize the aforementioned *Community Thought* in which the campaign fostered discussions that were participatory, dialectical and organizational. It's at such outreaches that the involved communities identified their ambassadors—these became the Community Ambassadors whose role was to further engage their respective communities into tree planting communities. The ambassadorship attribute was also accorded to school-going children that were interested in tree planting campaigns (see Fig. 12.5).

Community Empowerment

The campaign's objective of creating awareness of the socio-economic and ecological values of trees and improving on the demographic profile of tree planting communities (Community Empowerment) was achieved. It was warmly received by different communities and cultural institutions that appreciated the value attached to sensitizing communities on the importance of tree planting. In Bugisu region where 93.1 IUIU FM is stationed, the cultural institution acknowledged the importance of preserving the endangered tree species such as the *Mvule* trees [Milicia excelsa]. In Fig. 12.6, the cultural King of the Bugisu region on receiving the donated *Mvule* seedlings re-echoed the importance of tree planting in societies saying:

Fig. 12.6 L-R A 93.1 IUIU FM representative (L) hands over donated *Mvule* tree seedlings [Milicia excelsa] to Bugisu Cultural King Mushikori Bob Saul Kipiro, Umukuuka II (Photo by Kirinya Ayub)

> Mvule [*Milicia excelsa*] is getting extinct. As a cultural leader I am ready to work with any organization towards the preservation of our environment. Mvule is an endangered tree that we must jointly plant. These endangered tree species play a vital role in today's climate change campaigns. As Bugisu region, we are grateful to have institutions such as IUIU that have initiated and engaged our communities into the global climate change advocacy campaigns.
>
> *Mushikori Bob Saul Kipiro the Bugisu cultural leader, Umukuuka II.*

In addition, the campaign's third objective of bridging the gap between policymakers and communities in decision-making process for resource use and management. (Communication Sensitization) was equally realized. In Fig. 12.7, the area Member of Parliament was hosted on the community radio where he addressed and responded to numerous community concerns alongside updating the radio's listeners

Fig. 12.7 (L-R) The Mbale Municipality Member of Parliament addressing community concerns. The Legislator later visited the 93.1 Go Green Tree planting campaign nursery bed and showed the Mvule seeds (Photos by Guma Hassan Gumisiriza)

on the ongoing legislative efforts aimed at environmental protection—the legislator from Bugisu region also partially addressed the concerns of communities affected by landslides and mudslides.

Limitations

First, although the campaign targeted regions such as Karamoja—it was limited by the radio's area of coverage (frequency reach) as it is with community radios globally. This therefore limited the participatory approach campaigns in the context of effectively communicating with the targeted audiences of the *Go Green Tree Planting Campaign*.

Second, the lack of funding to run the campaign limited its outreach abilities—the campaign was run based on voluntary manpower and donations from well-wishers at individual and organization levels. This grossly affected the projected two-year campaign in which a total of one million seedlings were to be distributed. It also affected follow-up activities that would monitor the growth progress of the distributed seedlings. Equally, due to lack of funding opportunities, the campaign didn't support student ambassadors academically—these would be supported based on their being able to grow their seedlings over a period of two years.

Third, the unpredictability of the 2015 weather in Uganda derailed nursery bed activities and actual plans of when the seedlings would actually be given out to the benefiting communities—we only started giving out the seedlings during the rainy season given that communities had not invested in modern farming techniques that foster irrigation techniques. Lastly, the shortage of civic education on the importance of environmental conservation despite the numerous laws in Uganda that protect wetland usage—the campaign was limited in popularizing alternative fruit tree farming or any such trees that would preserve the used wetlands.

Recommendations and Conclusion

Given the threat of climate change globally, there is a need for African governments to interest themselves more in funding environmental-related activities—there is also a need for governments to annually fund environmental civic education to boost awareness campaigns of national and international environmental regulations and protocols. As noted in Semujju (2013) the participatory communication in Africa is still limited by poverty among listenership communities and poor infrastructure—long distances from listeners' homes to the radio stations, limited radio frequency coverage, and politicization of radio programs. It's equally vital for governments to plan for infrastructural developments—especially, the telecommunication infrastructure that would boost community radio's frequency to cover wider areas compared to the analogue technologies that limit community radio frequency coverage on the airwave spectrum.

In addition, legislative bodies at both national and local levels should adopt a participatory approach in drafting environmental-related policies—especially, involving the youth population in the process so any drafted regulation is a collective responsibility at both ends of the state and the beneficiary communities. Accordingly, Bagnoli and Clark (2010) connote that the use of a participatory approach fosters the ability to explore the lives, relationships and identities of young people over a prospective given period—this helps in ably understanding the everyday lives of the targeted communities. As a result, appropriate and timely regulations would be drafted.

Although greening provides enormous environmental benefits, numerous communities continue to resist the planting of trees (Carmichael & McDonough, 2019). As a result, there is a continued need for governments to invest in greening efforts—such as cities paying for planted trees to boost tree planting within the societies (Bataglia et al., 2014). As observed in their study, Conway and Vander Vecht (2015) apportioned a similar responsibility to non-profit organizations given the key roles they continuously play in urban and community forestry. That said, African governments should initiate legislative measures that foster both the compliance and contribution of Non-profit organizations to environmental preservation initiatives in the course of their annual related activities.

Conclusively, the Campaign's participatory approach evidences the urgent need for regular data collection and monitoring of the tree planting activities—in line with studies that advocate for the status of the forests in terms of areal extent, distribution, plantation species introductions and biodiversity to be documented to boost a country's response to environmental challenges (Obua et al., 2010).

Points to Ponder

- Given the rate at which corruption tendencies pervade all spheres of life in African economies, sustainable development appears to be a misnomer. More and more studies are needed to dig into the viability of sustainable development faced with this menace.
- Despite its fundamental role in ensuring effective development communication especially in rural setups, the participatory approach is obviously not cheap to realize. Further inquiries become crucial to clearly assess its applicability in community development. Poverty levels and lack of exposure and basic knowledge on sustainable development concept are likely to limit participatory approaches in Africa.
- Given the high poverty levels prevalent in most African economies, can governments afford investment in renewable energy and reduce reliance on fuelwood and wood products? The lack of substitutes for fuelwood and wood products is likely to reverse the aims of many greening campaigns carried out on the African continent.

Actionable Recommendations

Private Leadership	
Civil Society Organizations should always incorporate participatory approaches in the programs aimed at causing socio-economic change.	Prioritize environmental matters in the national budgetary planning.
Embrace public–private partnerships earmarked to tackle climate change.	Offer necessary support in form of equipment and trainings to community radios that permit a more broad-based involvement of the ordinary people in discussions of local matters and finding simple solutions to their problems.
On top of profit maximization that is known to be the core intent of private enterprises, private leadership ought to consider environmental conservation as part of their corporate social responsibility (CSR).	Facilitate and boost awareness about environment conservation policies especially in rural and semi-rural areas that are more vulnerable to environmental degradation.

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CHAPTER 13

The NGO and the SDGs: Lessons for Leadership and Sustainability

Kemi Ogunyemi and Ijeoma Nwagwu

Introduction

Over the next decade, developing countries are expected to strive towards the Sustainable Development Goals (SDGs), and sustainable development comprises economic sustainability, social sustainability, and environmental sustainability (Goodland & Daly, 1996; Moldan et al., 2012). In such countries, NGOs play an active role in actualising SDGs and the number of established NGOs keeps increasing. Nevertheless, the rising number does not always mean a greater contribution to development (Brass et al.,

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2018). It seems that deficiencies in leadership and governance capabilities of non-profits challenge the achievement of the Goals—they hinder sustainable development.

According to a non-profit sector leader in a developing context (Nigeria), "leaders help themselves and others to do the right things. They set direction, build an inspiring vision, …. Leadership is about mapping out where you need to go to as a team or an organisation and it is dynamic, exciting, and inspiring".[1] Indeed, expectations from leaders in this sector are often higher than for leaders in the rest of the private sector. They operate in a high-trust arena due to their avowed social motivation—the passion to provide basic amenities or services or to champion "policy advocacy and public campaigns" for social reform (Lewis, 2009). Also, due to the importance of their societal transformational roles, CSO and NGO leaders are usually held to higher standards than their corporate and public service counterparts since their ethics can drive or hinder the achievement of development goals in a very direct manner. Hence, they often espouse a value-based leadership approach which emphasises a requirement for ethics on the part of the leader of the organisation (Fayolle & Matlay 2010) and his team. This style of leadership places importance on the ethical values that enable the leader to promote "human flourishing" while focusing on achieving the NGO's purpose (Dawson & Bartholomew 2003). The value-based leadership approach also encourages consistent administration of the organisation based on the culture and values upon which the organisation was founded (Fayolle & Matlay 2010).

It is not surprising then that when trust is broken in the non-profit sector, this causes development setbacks. Leadership training for this sector has to be robust for technical competence as well as for ethical competence. Good intentions are not enough; they must also be effectively implemented—governance structures need to be in place to ensure their internal and external sustainability as development agents. Of particular importance are those NGOs, currently understudied (Marchiori & Buzzanell, 2017), that are established to promote environmental sustainability. This is, first, because continuous degradation of the environment threatens economic and social sustainability in the present; and second, because without environmental sustainability, the living conditions of

[1] An interview respondent on the topic.

future generations will be adversely affected (Goodland, 1995; Moldan, et al., 2012).

Our chapter seeks to grasp the ingredients for responsible leadership and governance in the non-profit sector through the networked interfaces between ethics, enterprise, and impact for sustainable development in order to reveal the distinctive challenges of a developing context. We are guided by five broad inquiry areas: What do leadership and governance look like for NGOs in West Africa and what are the gaps? What governance structures are in place? What challenges do they face to their own sustainability, both internally and externally? How has technology been or can technology be harnessed to bridge their leadership and governance gaps in order to drive truly sustainable development? And, lastly, what can their journey tell us about the future of the nonprofit sector in the region more broadly? Given the nature of these questions, this study employs an exploratory approach, first examining literature on NGO leadership and governance and their contributions—potential and real—to sustainability, and then moving on to examining field data from semi-structured interviews of four NGO leaders working for environmental sustainability.

Thus, in this chapter, we begin with a deep dive into understanding the relationship between NGOs and the SDGs by reflecting on NGO nature and history, then we consider various themes related to the promotion of environmental sustainability, before discussing the findings from the interviews. The insights revealed can guide NGO-leader training globally as well as indicate the governance imperatives especially for NGOs involved in promoting environmental sustainability. Also, with a better understanding of their challenges, it will be easier to conceptualise and design technology to ensure the sustainability of the NGOs themselves through strengthening their leadership training content and governance structures.

The NGOs and the SDGs—A Flawed Relationship?

This segment examines the nexus between Non-Government Organisations (NGOs) and the actualisation of SDGs, with emphasis on environmental sustainability. To achieve this objective, the following themes are examined in detail: first, historical development of NGOs, highlighting factors that led to the emergence of NGOs with respect to developing countries. Second, issues on global goals, that is, Sustainable Development Goals (SDGs) are raised, and the ensuing discussion is focused on why SDGs are important for securing a better world for the next generation. Lastly, the role of NGOs in achieving SDGs is highlighted. Overall, this segment of the chapter illustrates how the activities of NGOs contribute to or undermine the actualisation of SDGs and acts as context-setting before evidence from deep interviews with four Nigerian NGO professionals in the environmental conservation sector is brought in to further understand the leadership and governance issues that NGOs have.

Nature and Historical Development of NGOs

NGOs are non-state actors within the development space, being organisations whose primary activities have humanitarian rather than commercial motives (Dupuy et al., 2016), such as advocacy that is pro-poor or protective of the environment, or community development projects or basic social services (Ebrahim, 2003; Werker & Ahmed, 2008). NGOs worked with activists for the abolishment of slave trade in 1807 in Britain (Werker & Ahmed, 2008), and the quest to rebuild Europe after World War II led to an exponential increase in NGOs (Matanga, 2010; Wright, 2012) whose responsibilities were mainly the provision of relief packages. The reconstruction lasted for few years and then some NGOs shut down while others reshaped their core objectives to justify their existence (Matanga, 2010).

Given the success recorded with the European countries through NGOs, NGO coverage soon expanded to other geographical locations outside Europe, especially to developing countries. Wright (2012) asserts that the interest of NGOs shifted to the Third World countries in the 1950s and 1960s due to perceiving them as underdeveloped, these included countries in Africa. In the 1980s, following the adoption of structural adjustment programmes and to complement government capacity for effective design and implementation of poverty alleviation schemes, NGOs grew in prominence in Africa (Matanga, 2010). Thus, during the 1980s, NGOs often served as the citizen's voice in development planning (Smith, 2010). Studies have shown that the nature of activities by NGOs in African countries were similar and mostly driven by the development agenda of their donors, for example, in Tanzania (Mercer & Green, 2013); Ghana (Arhin et al., 2018), and Nigeria (Smith, 2010).

Once the erstwhile Millennium Development Goals (MDGs), were replaced with Sustainable Development Goals (SDGs), the relevance of NGOs further increased and their activities extended to include the promotion of transparency and accountability, provision of basic services, empowerment of youth and women and the protection of the environment (Mercer & Green, 2013). Their numbers also grew and, therefore, studies to understand their operations and role in fostering development have also increased (Ariti et al., 2018). Likewise, there are many studies around the sustainability of NGOs given their reliance on foreign donor funding in the face of declining foreign assistance (Appe, 2019). This concern for sustainability is an additional reason to give more importance to leadership and governance issues for NGOs, especially along the environmental dimension which is easily neglected in Africa due to other competing priorities.

Advancing Environmental Sustainability

Since 1982 when the term "sustainable development" first appeared in the World Charter for Nature, concerns arose to ensure that current economic activities does not deprive the next generation of a conducive environment (Griggs, et al., 2013; Hak et al., 2016). In addition, challenges like deforestation, air and water pollution, climate change, and loss of biodiversity were highlighted as real threats to a sustainable environment (UNEP, 2019). Discussions at the United Nations Rio + 20 Summit in Brazil in 2012 led to the adoption of the conference outcome document "The Future We Want" (UN, 2012). Thereafter, an Open Working Group (OWG) was constituted and charged with the responsibility of developing a set of SDGs. This effort resulted in the report "Transforming Our World: The 2030 Agenda for Sustainable Development" in September 2015 (Appe, 2019; Holden et al., 2017; UN, 2015). Global acceptance of the discourse came in in September 2015 when United Nations member states consented to shape their development agenda and policies for the next 15 years with the 17 SDGs in the "Transforming Our World" report (Fig. 13.1). The 17 are no poverty, zero hunger, good health, and well-being, quality education, gender equality, clean water, affordable and clean energy, decent work and economic growth, industry, information and infrastructure, reduced inequality, sustainable cities and communities, responsible consumption

Fig. 13.1 The 17 SDGs (*Source* United Nations Sustainable Development Goals infographics. Retrieved from https://digitalcommons.imsa.edu/unsdg_infographics/)

and production, climate action, life below water, peace, justice and strong institution and lastly, partnership.

Goals 6, 7, 12, 13, 14, and 15 (see Fig. 13.2) aim to protect the environment (Holden, et al., 2017) for future generations (Goodland & Daly, 1996; Moldan, et al., 2012). This figure shows that six out of 17 SDGs are related to the environment, an indication of the high priority given to the environment by the developers of the goals.

Fig. 13.2 SDGs and the environment (*Source* Guyana benefits from UNEP funded project on environmental SDGs. Retrieved from https://doe.gov.gy/published-content-details/-Guyana-Benefits-From-UNEP-Funded-Project-On-Environmental-SDGS/5c865f95d1b7cd3ba211537e)

NGOs and Environmental Sustainability

Environmental sustainability can be achieved through advocacy and awareness, two functions associated with NGOs. Hayman (2019) and Hege and Demailly (2018) highlighted four ways through which NGOs might contribute to the realisation of SDGs: by (i) developing the goals, (ii) monitoring the goals, (iii) implementing development activities and (iv) advocating on behalf of people and the planet. Already, NGOs had participated actively in the articulation of the 17 SDGs (further divided into 169 targets and 303 indicators): delegates from over two thousand NGOs from 157 countries had come together for that purpose. Beyond that design stage, they could contribute to the actualisation of SDGs by monitoring the progress made towards achieving them—by data collection and analysis. In the effort to do this, NGOs at times form a coalition that meets regularly to share insights about the goals and highlight factors easing their progress and constituting a bottleneck. In addition, NGOs assist the government to design and implement policies to support the goals (Appe, 2019). This interface is critical; for instance, Ariti et al. (2018) show that NGOs promote the implementation of environmental policies in Ethiopia by filling the gap left by government and private sector interventions. The insights gained during the development of the goals and the data gathered during monitoring of goals both put NGOs in the best position to advocate on behalf of people and of the planet.

Shandra et al. (2008), using data for 61 countries over the period of 1990 to 2005, found that NGOs—environmental NGOs and women NGOs—help in reducing deforestation. This is consistent with earlier findings in Shandra (2007). Such empirical evidence indicates that NGOs play a vital role in actualising SDGs and has led other researchers and developmental professionals to reflect on the future of NGOs—their sustainability, accountability and resilience (Appe, 2019; Hayman, 2016). After all, despite the positives, NGOs' positions as non-state actors could be mismanaged or abused and so they also require oversight; for example, the Ethiopian government at one time had to implement policies to constrain NGO activities. Nevertheless, NGOs remain vital for driving the SDGs' progress because of their unique traits—being non-partisan, non-profit, and close to the grassroots where the impact is expected to happen (Arhin, 2016).

Environmental Sustainability in Africa: The Contribution of NGOs

Environmental challenges in Africa are associated with the heedless exploitation of natural resources and the resultant degradation of the environment. In Ghana and Nigeria, the environment of people residing close to the locations of exploration of gold and crude oil, respectively, have become polluted and their sources of livelihood through farming and fishing have been disrupted. Health is also affected. NGOs have been proactive in seeking redress. In Ogoni, Niger Delta area of Nigeria, Ken Saro-Wiwa led a non-violent movement to protest the continued operation of Shell in the area[2] (Idowu, 1999; Oluduro, 2012). Denedo et al. (2019) also document the important role NGOs played in reducing environmental degradation by advocating for the adoption of more environmentally friendly modes of operation.

Fonjong (2006) shows that due to the effective integration of local communities as stakeholders into the protection and management of forest resources, there was a decline in deforestation in Cameroon, arguing that NGOs' enlightenment activities that empowered the communities were instrumental in achieving this. Other innovative efforts of NGOs include Living Earth, Sustainable Agriculture and Self Help (SASH) and Society for Initiative in Rural Development and Environmental Protection (SIRDEP) (Fonjong, 2006). In Ethiopia, NGOs also contributed to redesigning environmental policies by bringing up new approaches based on their closeness with the affected communities (Ayana et al., 2018a, b).

Adonteng-Kissi and Adonteng-Kissi (2017) and Tuokuu et al. (2018) highlighted how environmental NGOs are increasing environmental friendliness in gold mining operations, through advocacy. While the change in operational methods is a long-term goal, the short-term goal of NGO advocacy is to get the mining companies to take responsibility for the adverse effect of their production processes and the loss of livelihood of people residing in neighbouring communities. In reaction, some companies have begun to institutionalise corporate social responsibility initiatives, seeking to create alternative sources of livelihood for the people (Adonteng-Kissi & Adonteng-Kissi, 2017). Similarly, Harvey et al. (2019) show that NGOs are the knowledge hubs for climate change in Africa and

[2] Shell Petroleum Development Company commenced production of oil production in Nigeria in 1958.

they are supporting the effort of policymakers to design and implement adaptation policies as well as enlighten the citizenry about actions that contribute to climate change.

Challenges Foreseen and Unforeseen—Known Enablers and Inhibitors

There is a growing body of literature highlighting the challenges undermining the efficiency and effectiveness of NGOs or in some cases causing their failure. These challenges can be divided into two: sustainability (of the NGOs), and relationships (with the government and the benefiting communities). Both are examined below to understand why NGOs are performing or underperforming in advancing environmental sustainability.

Sustainability of the NGOs

In this context, sustainability would mean continuity in the operations of the NGO and a prevalent threat to this is lack of finance (Appe, 2019; Fowler, 2016). Since NGOs charge little or nothing for the services they render, they rely on donor agencies or developmental partners, international or local. In Africa, many NGOs depends on international donors like DFID and CORDAID. In some cases, distrust of the system works against them. For example, a prospective donor might deny funding for research into policy impact out of the fear of NGO collusion with the government (Ariti et al., 2018). As a result of aid reduction or shifting aid architecture, many NGOs are unable to finance their projects due to the withdrawal of funds by the international donors (Fowler, 2016; Banks et al., 2015). This limits the scope of activities they could carry out. Incidentally, the situation has forced NGOs to consider new revenue sources such as government agencies, private sector, and local philanthropy, and some authors argue that the shortfall has made some NGOs levy the users of their services (Appe, 2019; Pratt, 2016). For NGOs involved in environmental advocacy, this changing situation adversely impacts their work.

Arhin et al. (2018) identified strategies used by NGOs in Ghana to cope with the declining flow of financial assistance from international donors. These are (i) diversifying donor profiles, (ii) cost-cutting,

(iii) private sector partnerships, (iv) credibility building (v) visibility-enhancing, and (vi) collaboration with other NGOs. Arhin (2016) worries that cost-cutting strategies might result in high turnovers of competent staff and the closure of programme, thereby weakening the institutional capacity of NGOs to contribute to realising the SDGs by 2030. Likewise, Banks et al. (2015) argue that this scramble for funding means that the use of the funds obtained is more likely to align with the objective of the donor than with the real needs of the host communities. The local NGOs might abandon their initial activities, with their independence in terms of programme design and implementation having been eroded.

Apart from the funding issue and perhaps as part of the solution to it, the sustainability of NGOs depends on the quality of their leadership and their governance structures (Arhin et al., 2018). NGOs with leaders that are educated and flexible are more likely to establish long-term relationship with their international donors, thereby guaranteeing their operations (Ariti et al., 2018). Similarly, the activities of NGOs require the coordination of permanent workers and volunteers. If the leader of a NGO were unable to effectively coordinate the workforce, staff commitment would reduce, thereby threatening the sustainability of the organisation. This, therefore, suggests that after the successful establishment of a NGO, leadership quality is important in realising NGO vision.

During the 1980s, some NGOs were established in African countries with the aim of fostering accountability and transparency in the execution of government projects (Ebrahim, 2003; Werker & Ahmed, 2008), perhaps because of accusations of funds mismanagement (Arhin, et al., 2018; Harsh et al., 2010; Smith, 2010), which created donor mistrust and limited access to funding to finance planned activities. Fortunately, where an NGO has gained credibility, it will easily find funding even in the presence of stiff competition (Aldashev & Navarra, 2018). In brief, the absence of good governance has the power to undermine the smooth operation of NGOs and in turn undermine their effectiveness in promoting sustainable development for the planet.

Relationship with the Government or the Benefiting Communities

Beyond their participation in the development phase of the SDGs, NGOs' responsibilities within the SDGs framework can be divided into three, namely, monitoring, advocacy, and the provision of services (Arhin, 2016) to support the actualisation of the global goals by the expiration of the 15-year timeline in 2030. A strong relationship between NGOs and key stakeholders—the governments and members of the host communities—is vital for empowering them to play these roles. For instance, da Costa (2018) asserts that strong collaboration with the government will enable an NGO to achieve her mission with ease because she would enjoy government support in the execution of her activities or programmes. It appears that the breakdown of a cordial relationship between NGOs and government is caused by several factors, of which the two recurrent in the literature are financial dependence on the government and lack of transparency (Banks et al., 2015; Jepson, 2005; Wood, 2016).

Financial dependency of NGOs on government is likely to make them less effective in demanding for tough changes in government policies that might promote environmentally friendly practices (Miltin, et al., 2007; Bank et al., 2015). In other words, if NGOs rely heavily on the government for financial assistance, their activities are more likely to be aligned to government interest. While such NGOs may receive much support, their ability to establish responsible leadership may be compromised and implementation of environmental sustainability policies may be less likely to be effective. Da Costa (2018) provided evidence showing that activities of small NGOs that collaborate with governments with weak governance system are likely to be determined by those governments. To retain public trust, NGOs have to be careful about this. Three factors that promote NGO success within the SDGs framework as described in da Costa (2018) are clear mission and vision statements and robust governance structures. These could help ensure that collaboration with others, such as with government and funders, can neither sway the priorities of the NGO nor derail it from its purpose.

Conversely, Jepson (2005) highlighted how lack of accountability on the part of NGOs undermines their capacity to demand for accountability from other social actors. In Kenya, Wood (2016) linked weak relationships between government and civil society, i.e., NGOs, to a perception by the government that NGOs have little accountability and low legitimacy, perhaps evidenced in a tightening of Kenyan government policies to constrain NGOs. When an organisation is not transparent in its financial transactions, accountability will be suspect, thereby putting its legitimacy into question, which in turn lowers the capacity to engage in advocacy. Similarly, a lack of transparency erodes donor confidence, leading to demands for solid evidence for every minute expenditure incurred. Jepson (2005) asserts that, for environmental NGOs to gain credibility with relevant stakeholders, especially with the public, they must be committed to highlighting their impact within the environment space through relevance, accountability, and integrity.

Finally, the success of the NGOs locally depends largely on their reception by host communities. The acceptance of NGOs by their host communities depends on their knowledge of the host community's culture and language and the appropriateness of the services rendered by the NGOs to real rather than perceived needs of the locality. For instance, Wondirad, Tolkach, and King (2019) using Ethiopia as a case study, found that the contribution of NGOs to the sustainable ecotourism in Ethiopia is hindered by poor communication between the locals and the international NGOs. Given that the international NGOs in question had little cultural knowledge of the host community, trust was difficult to establish.

Collection of Field Data

After the insights from literature and to triangulate them, semi-structured interviews were held with four NGO leaders in the area of environmental sustainability. The interviewees got an email explanation of the research goals—to better understand their leadership experience and the mission of their environmental NGOs. Given that tackling environmental challenges involves addressing problems of high complexity, with an abundance of conflicting information and many interrelated factors, they understood that the researchers were interested in understanding how they as leaders navigate the challenges involved in advancing the environmental agenda. They were asked, among other things, whether they use the Sustainable Development Goals (SDGs) framework to drive action and to give reasons for their responses to this question. They were also asked to share their experience of leading environmental nonprofits in terms of the governance structures enacted in these organisations and the challenges around NGO operational sustainability. Each interview lasted about an hour. The interviews were transcribed and then content analysis was used to tease out recurrent concepts and meaningful convergences from the text.

Discussion of Evidence from the Field

The study analysis in this next segment of the chapter is based on interview data from four active stakeholders in the Nigeria environmental sustainability space.[3] Two of the interviewees are social entrepreneurs involved in recycling business in the two leading commercial cities in Nigeria, Lagos and Abuja. The other two interviewees are active advocates against further degradation of the environment. One is a journalist, and the other is a human rights activist. The analysis is presented below along four main themes: motivation for getting involved in environmental sustainability issues, governance structure and leadership style, sustainable development goals and pressing environmental issues in Nigeria, and lastly, relationships with government, communities and the future of NGOs that focuses on environmental issues.

Motivation for Engaging in Environmental-Related Activities

While each of the interviewers had divergent and highly interesting stories to describe how they began their work in the environmental space. A reoccurring theme is that all four had a keen interest in contributing their quota to ensure that Nigeria's environment remains conducive to human life. For instance, respondent 1, who is a journalist said, "the longer I stayed on the job, the more I became very passionate about reporting news on the environment". This person also said, "most of our colleagues did not want to stretch themselves … I did not let that deter me, I got into some fellowship programmes, and I pushed further". Both statements show zeal for reporting environmental news and thus spreading the awareness of the need to take care of the planet.

In a similar way, respondent 4 said "when I lived in the US and I would visit Nigeria, one thing that …disturbed me was … the … mess. So, if I had friends who wanted to come …, their impression would be that Nigeria is a dumpsite" … "So, … the … environment needed to be cleaned". The mission to provide information about the environment or to reduce its deterioration was voluntary for each of them. They could have chosen other societal issues to work on, but they opted to commit to environmental sustainability goals.

[3] For scholarship and to present the information supply by the respondent as anonymous, respondent 1 is used to denotes the journalist, respondent 2 is used to denotes the human right activist, and respondent 3 is used to denotes the social entrepreneur that is engage in recycling business in Lagos and respondent 4 is used to denotes the social entrepreneur that is engage in recycling business in Abuja.

Governance Structures and Leadership Styles

Accountability is a bit weak among actors in Nigeria's environmental ecosystem. Comparing the responses of two of the respondents, it appears that the sources of finance largely determine whether an NGO would have a functional and effective governance structure. Respondent 2 has a board of two trustees, but Respondent 3 does not. In the latter's words, "above me, there is really no accountability structure, we do not have a board of directors for now, which I am happy about". This respondent viewed a board of directors as a source of delay in making decision: "we do not need a board of directors dragging us down with a lot of things". Conversely Respondent 2 had put governance processes in place: "we send reports regularly. We have general meetings with representatives from the communities as well". The divergence in views is probably due to the differing experience of the two respondents. Respondent 2 had more than two decades of experience in human rights advocacy whereas Respondent 3 had less than a decade of experience. In fact, Respondent 3 plans to have a board later: "… small companies need to take their time and grow but we are getting there; we are close to setting up a proper board". An understanding that governance structures and accountability is important in establishing transparency and gain credibility when seeking funding would increase the likelihood that an NGOs form a board of trustee.

With regards to leadership style, the two of the interviewees, who are serial entrepreneurs, exhibited a decisive leadership style such that they have a good working relationship with their workers yet easily disengage workers found unsuited to their roles. In the words of Respondent 4, "I think they would say I am a tough but fair boss", "but was not a fit for the role she was in…I let her go" and the respondent reflected that "it was a good case of not holding on to people who are not a good fit for the role on matter how bad you feel about it, although it is never easy". Similarly, Respondent 3 reported that "I have had to spend a lot of time developing and mentoring people to… meet my expectation…I fired about 20–30 people because they were not able to…".

Respondent 2, a human rights activist, described the basic qualities a leader should possess to include "to be consistent about the vision, story and their place in the space [and]… be open to learn at all time". Respondent 1 contributed that leadership is important and the person managing an NGO needs to be trustworthy, honest, and focused with sound industry knowledge. Thus, they agree on the importance of certain values. Their leadership approaches are however varied. Respondent 1 focuses on building the support of people who align with his interests and goals. Respondent 2 believes that a leader ought to be “flexible” so long as there is no compromise on the end goal while Respondent 3 is not only interested in the growth of his staff but also personally fills in for them when they are slacking. Respondent 3 professes not to believe in hierarchy, and this helps “to build relationships with people I work with”. Respondent 4 is a “fair boss” and also not a “micromanager”. This respondent believes in “empowering my staff” so that they can solve problems, bring ideas, and rise to the occasion when needed in the company, without supervision.

Delving into a recollection of the most difficult decisions that they have each had to make, each had at one point or the other made tough choices, and their decisions at those moments reinforced their commitment to environmental sustainability. Respondent 1’s dilemma had to do with quitting a well-paying job to focus on environmental reporting. Respondent 2 had to come to terms with the fact that “there is a formal authority, there is a government whether we like it or not”, controlling the way things are done in the country, regardless of how right or wrong those things may seem. This respondent had decided to openly speak against people in government who are doing things that are wrong, sometimes to the extent of litigating. For Respondent 3, the difficult decision was whether to rebuild a plant that had been burnt due to a fire accident at the time or focus on waste management collection. The company the respondent works for eventually made the decision to rebuild the plant which eventually “gained us more capacity”. For Respondent 4, the decision was to let go of staff that were no longer productive in the organisation regardless of how good they are as individuals.

Sustainable Development Goals and Pressing Environmental Issues in Nigeria

All the respondents viewed the sustainable development goals as a brilliant idea, but some were sceptical about implementation. For instance, Respondent 2 said “when I look at the SDGs, all the goals are excellent but when I look at how they are going to be realised, I realise that they are a lot of … traps, … like climate negotiations”. Similarly, Respondent 1 shared that “I think it [the SDGs] are relevant, …it depends on implementation". Also, Respondent 3 said "I think it is helpful to attract investment. I pay attention to it; I want to know which SDGs we are able to meet". This statement shows the extent to which personal paradigms influences involvement in the environmental sustainability space: for this respondent, the SDGs represent access to funding.

Respondent 3 went further to state "we are [already] helping solve poverty, clean environment, so we do not have to try and meet those goals. [Yet] I feel it is a good measuring stick for any company to understand how they are doing overall". Respondent 4 has similar views on sustainable development, speaking highly of SDGs and the interlinks between the organisation's activities and the goals. This respondent said, "I tell people if we do our job well, we affect everything such as climate action, life on earth, life underwater, poverty, partnerships and sustainable cities". This reinforces the view of respondent 1 that, with effective collaboration among stakeholders, environmental sustainability is realisable.

On environmental issues confronting the country, we discovered that their opinion is partly informed by the environmental issues their organisation focuses on. For instance, Respondent 3 recycles, and mentioned plastic pollution as the major concern; and respondent 1 reports environmental news and identified climate change and its attendant effects on farming as the most pressing concern, before plastic pollution. Respondent 2 is a human rights activist and mentioned desertification, caused by ecosystem mismanagement. Respondent 4 said "people don't sort their waste. So, everyone has one bin where they put paper, plastic, [and] *moimoi* leaves and it just makes it more difficult to be able to recycle". This makes waste collection difficult and leads to blockage of drainage channel leading to flooding.

All four rely on technology a lot and this positions them well for improvement in governance. The ongoing pandemic further accentuates the importance of digitalisation for the country. For instance, Respondent 2 previously sparsely used technology but since the commencement of the pandemic, this has changed and "I see technology playing a [much greater] role in organising". Respondent 3 said "technology is the backbone of our organisation. Everything that we do is based on technology. Technology helps us to track all our customers". This is a confirmation that technology is an enabler, and its effective usage is expected to enhance productivity.

Relationships with Government, Communities and the Future of NGOs that Focuses on Environmental Issues

The respondents maintain a working relationship with the government in an attempt to understand government plans as well as influence government actions. Respondent 3 said "we have … made sure that, whatever we have done, we carried the government along"; in fact, that NGO's founder currently works with the government in an advisory capacity: "our founder now works with the government, so she is kind of helping us out a bit". Respondent 3's response suggests that the company has been able to strengthen its relationship with the government and learn from this how to improve the business operation. Respondent 2 also has a relationship with the government partly due to his advocacy engagement with National Biosafety Management Agency and National Oil Spill Detection and Response Agency. During his interview, the respondent shared that "when we challenge the government, it is not negative. We want them to do the right thing, and when they do, we support it".

Indeed, all four respondents' engagement is driven by their passion to create a positive change to in Nigeria's environmental space and make it more conducive for residents and visitors. This commitment is also reflected in their close relationships with the communities they serve. It is through this relationship that they were able to understand the needs of the people and the best way to alleviate their challenges. Respondent 3 said, "we have an end-of-year party every year and last year they had *asoebi*[4] and really participated". Similarly, respondent 4 said "our connections are from grassroots to national to global". This statement is suggestive of the nested relationships that NGOs have in the bigger environmental ecosystem and in the individual communities and therefore of their sphere of influence in any efforts to raise awareness about or get commitment to sustainable development goals. This evidence from the field also is in line with the discussion of the literature, earlier in the chapter, about the importance of NGOs working well with their communities.

The respondents were asked about the future of NGOs in the environment space, their responses indicate that the ecosystem is yet to be saturated as more hands were needed given the enormous amount of

[4] Same-fabric attire in various styles, worn by family and friends to show affection, cooperation, support and solidarity, mostly on festive occasions.

the activities that need to be executed. Respondent 3 said, “the future looks good, we are working on a very important project right now, we are trying to set up franchises across Nigeria and it is a really big project”. Similarly, Respondent 4 said, referring to mentees who are interested in starting up in the same industry “I let them know that they can start their own collection…they have learned the tricks of the trade”. Also, Respondent 2 shared that “the environmental space keeps widening because the problems keep getting [more] intractable”. On the quality required of NGOs that could join the ecosystem, they specified NGOs that place a premium on the following values: trustworthiness, focused, diligent and principled. For instance, there is a need for NGO to know that, to sustain their legacy, they should not accept funding from organisation whose values contradict what they stand for. Respondent 2 made it clear that “there are some funders we do not approach at all even if they are willing to give us funds. It is [part of] our agenda to take … clean money”. Respondent 3 also said, “if a company comes and says they want to drill a bore-hole, for instance, we tell them we cannot because it is not part of our mission”. The benefit for an NGO to commence operation with honesty and integrity as strong values is that they build their network and earn trust. They also grow in competence and are more able to deliver on their commitments to their funders—private or public. Respondent 4 calls for more pro-environmental policies by the government to enhance their operations; with a very practical approach, this person said, “I wish that the government compelled everyone to sort their waste in their homes”. There would definitely be a huge multiplier effect if the government incentivised people to become more concerned about their environment. This is one more area where NGOs and governments can partner for achieving the SDGs.

Conclusion

While sustainability concerns heighten globally, the response of many developing countries is not as strong as one could hope for. NGOs typically have more meaningful interactions with the civil society and that is an advantage for the implementation of SDG goals across local and regional levels. These sorts of interventions sometimes come with challenges such as government bottlenecks, and local and regional stakeholders whose regulations or systemic barriers may obstruct efforts and synergies designed to benefit present and future generations. While each country is responsible for achieving the Sustainable Development Goals (SDGs), this should happen through collaboration among its people, local and national civil authorities, corporate sector, NGOs and other agencies. Each stakeholder has a role to play, and the resulting synergy would mutually benefit all parties. In this chapter, we first delved into literature to understand the role that NGOs have played in the past and continue playing in sustainable development. This archival data revealed the vital non-partisan, non-profit, close-to-grassroots role of NGOs as developers of the SDGs as well as monitors, implementors, and advocates. Some of the challenges faced by environmental sustainability NGOs as they carry out their roles were also surfaced in the literature—this included funding, leadership and governance constraints, with the latter two being shown up as enablers of funding.

Engaging four leaders of NGOs two of whom are monitors and advocates and the other two implementors of environmental sustainability SDGs, we then further explored these numerous challenges impeding the development and maintenance of a sustainability mindset by NGOs in developing country contexts such as Nigeria. Funding was again identified as an issue, yet the respondents' experience showed that the right leadership and practised values could help build trust so as to attract donor commitment. According to both the archival and field data, relationships between NGOs and the governments of their countries and between NGOs and their host communities are also important factors for success in their progress towards the SDGs. In this regard, values-based and responsible leadership was highlighted again as the way to build the right relationships by maintaining independence even if assisted by government funding as well as by earning government and other stakeholder trust through the putting in place the right governance structures. They also recognised that technology has helped and continues to help them to accelerate their growth and widen their reach, just like it does for for-profits.

Going back to the important theme of values as a foundation for NGO leadership and stakeholder trust-building, we also found that responsible leadership, honesty, accountability, transparency, consistency, humility (openness to continuous learning) and good governance structures stood out as leadership values contributing to the successful NGO and therefore to attaining the SDGs. At the same time, while the NGOs are already self-motivated to make a change for their countries, their governance structures are sometimes weak and could benefit from regulatory enforcement and more digitisation. They themselves pointed out the need for competence, enhanced technology, and sound industry knowledge.

The governments of African countries could achieve a lot by supporting NGOS working towards sustainability and by partnering with them. Trainers and teachers of sustainability courses as well as public and private sector advocates of leadership and sustainability may be able to input some lessons learnt from the above into their work. Ideas gleaned from the responses of our interviewees could be used to increase sustainability readiness and streamline NGO governance, with particular reference to Nigeria's NGO sector and its need to advance the SDGs. In addition, the good example of NGOs that have a sustainability mindset and do good work could spur other NGOs to adopt tangible sustainability practices as well.

Points to Ponder

- Despite the number of NGOs in Africa, there is still so much to be done. Why?
- What are the possible steps to further empower NGOs in the environmental sustainability space in developing countries so as to multiply their impact?
- What might be the parallels between the experiences of the interviewees in this chapter and NGO leaders in the social and economic sustainability arenas in Africa?
- What other roles can NGOs play so that they can truly advance the SDG agenda for their host or home countries?

Actionable Recommendations

Private leadership	*Public leadership*
Collaborate more and share resources between NGOs in the same sector or across sector, e.g., environmental NGOs can work together.	Design more pro-environmental policies and make them effective by monitoring compliance and punishing non-compliance.
Reject funding from organisations whose values contradict what the NGO stands for.	Engage with NGOs to partner with them and to support them in achieving the SDGs.
Stay focused on the mission and vision statements, maintaining their clarity and supporting them with governance structures.	Find out instances of rent-seeking opportunism within the public service that frustrate NGO set-up and progress and get rid of them.

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CHAPTER 14

On the Path to a Sustainable Africa: The Role of Communalism and Collaborative Enterprises

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Introduction

Over the last few decades, there has been an increase in economic liberalization and the implementation of programmes to make doing business in Africa easier (Amavilah et al., 2017). In comparison to other parts of the world, Africa has a reputation for being difficult to do business

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in, which means that the continent's post-2030 sustainable development agenda, which aims to unlock the continent's potential, is at a disadvantage (DeGhetto et al., 2016). Because of a slow export market and a large young population, there is an opportunity for both new businesses and expansion of existing ones. The resulting commercial and environmental issues which necessitate changes must be addressed.

In an ever-changing Africa, there is a growing demand for sound management practices and training to enhance business sustainability. The balancing influence of management ethics cannot be overstated considering Africa's rapid socioeconomic development, viable technology, and social and economic development opportunities (Mutezo & Mulopo, 2021) and people expect businesses to conduct their operations in a professional manner. As a result, developing ethical corporate practices becomes critical. Because of Africa's cultural diversity of people, places, and values, indigenous beliefs and trends have a strong influence on business practices (Chilisa, 2017). It is necessary to comprehend and contextualize indigenous ethical ideas and practices through communalism in Africa with respect to business.

Businesses are increasingly pursuing sustainability initiatives to address social, environmental, and economic issues. The complexity of sustainability challenges, on the other hand, frequently outweighs an organization's capacity. Collaboration among a diverse range of stakeholders is thus recognized as critical for resolving sustainability issues and as a requirement for all types of organizations.

Doing Business in Africa

Africa, the world's second-largest continent, is home to a diverse range of countries and is one of the most resource-rich regions on the planet (Dana, 2018). Over time, Africa's ethnic diversity has shaped its political and social climate. It also has a diverse climate, ranging from tropical to subarctic, which has influenced the types of businesses that thrive there. Over the last decade, the economies of many African countries have shifted from decline to growth. According to Edoho (2016, pp. 282/284), "African economies frequently have a formal sector dominated by opportunity-driven entrepreneurs and an informal sector inhabited by necessity-driven entrepreneurs". Despite technological advances, some developing countries have failed to capitalize on them as a means of economic development. At the beginning of the twenty-first century, developing countries in Africa were expected to introduce and use new technology as an incentive for growth (Amankwah-Amoah, 2016; Amankwah-Amoah & Sarpong, 2016).

According to the World Bank (2014), Sub-Saharan Africa has some of the world's most difficult business conditions. According to UNIDO (2012), the rapid growth seen in several African countries is primarily driven by natural resources and services, and several are experiencing virtual de-industrialization. Productivity remains low, and many African countries are losing ground in global competitiveness rankings, which has been attributed to the continent's red tape, bureaucracy, over- and under-regulation, rent seeking, and corruption, all of which continue to be major impediments to business growth (WEF, 2013). Nonetheless, some African businesses can overcome the challenges of the African environment and become viable and profitable enterprises. It is proposed that a rising African entrepreneurial class is now driving economic development, indicating a significant shift away from previous state-led development approaches (ACI, 2014; Moyo, 2009). Competent African businesses are also said to be sprouting in response to the rapidly expanding demand for African goods and services in both domestic and international markets (BCG, 2010).

Despite having the highest concentration of low-and middle-income countries in the world, recent statistics on connectivity and digital development for Africa show that the continent is growing steadily—albeit unevenly across the continent (We Are Social, 2019).

The Communal Nature of Africans

The African concept of "community", as encapsulated in the Zulu principles of "Umntu ngumntu ngabantu", which means "a person is a person through other people" (Howell et al., 2019). Tolerance, humanity, and respect are communal cultural values that, when combined with some of the shared parts of Ubuntu cultural treasures that African communities are usually proud of, are critical in this race against the clock towards sustainability (Asamoah & Yeboah-Assiamah, 2019). It is believed that every member of a community whose personal life is guided by Ubuntu has embraced the philosophy's essential humanistic characteristics, using the philosophy as a hermeneutic key (Sanusi & Spahn, 2020). Caring, humility, thoughtfulness, considerateness, understanding, smart, generous, hospitable, socially mature, socially sensitive, virtuous, and blessed are examples of character traits that steer away from confrontation and towards conciliation.

Researchers have emphasized the importance of understanding how identity is constructed, because a constructed identity that leads to segregation, isolation, radicalism, or violence does not welcome others and mistreats outsiders (Tarus & Lowery, 2017). The African communal identity has been dismissed as unimportant in a society where Westernization has become the norm and individuality is dominant. The lack of awareness of Africans' distinct identities is being exploited. Wa Wamwere (2003) defined negative ethnicity as the Western ideology of classifying Africans, which has contributed to unnecessary hostilities between African people. Africans have traditionally been described as communal and collectivist, reflecting a worldview based on group thought.

The communal outlook is thought to be one of the most distinguishing features of African philosophies (particularly its ethics), and it is represented in a variety of narrative forms, including songs and proverbs, as well as folklore and mythology. Ugwuanyi (2011) asserts in his book that African morality is founded on a form of communalism, and that gives rise to several African values such as cooperation, consensus, reconciliation, and commonality. A common misconception about African identity and culture is that it is insular and closed off to outside influences; however, it must recognize the dynamics of identity and culture sources (Oduor, 2012; Wiredu, 2008). As a result, the concept is one of shared identity and camaraderie among people. Ikuenobe (2006) defines communalism as an informal sociological or anthropological phenomenon involving a group of people who live together and share common values, kinship, or lineage.

African communalism, according to Wiredu (2008), is critical to reestablishing national unity. He deduced that traditional African societies were based on family interactions and a reciprocal structure. This was supported by Quashigah (2012), who identified respect, restraint, and responsibility as the guiding values that make communalism possible. African communalism is a way of life, not just a way of life. It's a way of looking at the world. In the African worldview, the individual is seen as part of a continuum that includes the dead, the living, and the yet-to-be-born. Throughout his life, the African expresses his humanity through his interactions with society. This is not to say that the African self is completely selfless. As previously stated, there is evidence that African communal structures exhibit a strong element of reciprocity, and that a family responsibility can be passed down from generation to generation. It is a way of thinking that is founded on community responsibility and group solidarity.

According to Menkiti (1984), in the African view, the acquisition of full personhood is defined by the community rather than some static quality such as rationality, will, or memory. This argument shows that moral maturity, seniority, and power increase over time. According to Masolo (2004), through communicative contact, "we become more than just human beings: we become persons". Tutu (1999) extolled the virtues of "harmony, friendliness, and community" in his personal account of the Truth and Reconciliation Commission's work in post-apartheid South Africa. This is not to say that self-centredness is solely a Western trait; rather, the argument is that in African society, such self-centredness is countered by a deep and long-lasting socialization towards "we-thinking", resulting in a self-concept that differs from the Western conception. Rather than self-interest, the African worldview is based on communal learning and community survival.

The Zulu language expresses the philosophy of existence that best describes the African communal spirit as "*Ubuntu*", which is expressed in the phrases "*I am because we are and because we are, therefore, I am*" (Vereen et al., 2017). In the organization of African social life, various organizational principles can be found. As a people, Africans value group-work, similarity, and commonality. The overall guiding principle of the survival of the entire group and a sense of collaboration, rather than survival of the fittest and control over nature, tempers the African world-view (Cobbah, 1987). Grill (2003) contends that African youth mature within their peer group and mature into adults who understand how to act communally.

Because the natural environment is not very forgiving, there are few resources to work with. As a result of this scarcity, the core commandment of African ethics, which prioritizes the collective over individual interests and collaboration over competition, is born. It is therefore implied that collective action can lead to the achievement of Africa's Sustainable Development Goals agenda through the promotion of collaborative enterprises. This collective trait is evident in the African communal spirit, and intentionally harnessing the ideals of Ubuntu can play a significant role in the process of achieving sustainability (Nicolaides, 2020) as well as the means to ethical African business.

Collaborative Enterprises

According to Gray and Purdy (2018), stakeholders are individuals, groups, or organizations who affect or are affected by issue resolution activities. Collaborative network is a type of stakeholder interaction that allows individual companies to extend their sustainability efforts and transfer knowledge, resources, and technology across organizations and other parties involved beyond their activities (Blackmar et al., 2018; Fawcett et al., 2016; Manner, & Gowdy, 2010). Organizations have played an important role in ensuring sustainability. Such contributions are determined by the organization's nature and goals (Soyka, 2012), their environmental impact, their partners (Burnard & Bhamra, 2011), and their stakeholders (Govindan et al., 2016; Seuring & Gold, 2013). Leaders' roles and responsibilities to their organizations and stakeholders were heightened because of the global economic crisis (Doh & Quigley, 2014).

Stakeholder theory, according to Freeman (2011), revolves around the management of various interest groups and their interconnectedness in the process of creating value for organizations. A firm's goal is to create value and to that end, the company cannot ignore its operating environment. The corporation maintains a network of relationships with a wide range of individuals and constituencies known as stakeholders. These interactions have an impact on how a company is governed, and thus on the organization's behaviour. Corporate executives have responsibilities to a broader range of stakeholders than just shareholders. Based on the company's relation-based view of stakeholder links, this extended collaborative model argues for an integrated framework based on sustainability and CSR, a new management vision, and new management tools. In this regard, a company can grow over time if it can form and maintain long-term relationships with members of its stakeholder network.

The ability of a company to integrate into the environment, society, and culture in which it operates determines its success and longevity. Companies can garner strong support from stakeholders by establishing mutually beneficial interactions based on their commitment. This can lead to improved performance in a variety of ways (Perrini & Tencati, 2006; Tencati & Zsolnai, 2009). Collaborative businesses value and cultivate relationships with their stakeholders, and they strive to find long-term win–win solutions. To get closer to a more sustainable world (Baumgärtner & Quaas, 2010; Ingebrigtsen & Jakobsen, 2009), we need to create virtuous loops in which good will, well-being, and positive expectations reinforce one another. The collaborative enterprises (Tencati & Zsolnai, 2009) demonstrate genuine concern for others and for themselves, and they strive to create value for all ecosystem players. Their success criterion is mutually beneficial relationships with stakeholders.

Addressing sustainability issues necessitates knowledge of the characteristics of a sustainable system as well as a thorough examination of the design, construction, operation, and evaluation of all business activities (Bakshi & Fiksel, 2003). According to Fiksel (2003), sustainability is a feature of a dynamic, developing system rather than an end goal. As a result, businesses must understand and accept that they are part of the cyclical processes of their social-ecological system as individuals and as a society, and they must gain a better understanding of their reliance on the system, the waste it absorbs, and the dependability of its supply (Du Plessis, 2006; Haywood et al., 2010).

Sustainability

The existence of various definitions of sustainability (Othman, 2009) stresses its importance and demonstrates the efforts made by various academic and practical disciplines to define and comprehend its implications in their respective fields. Nonetheless, all definitions agree that it is critical to think about the planet's future and find innovative ways to protect and improve the environment while meeting the needs of various stakeholders (Boyko et al., 2006). The Brundtland Commission (WCED, 1987) provided the most widely used definition, which defined sustainability as "*development that meets the needs of the present without compromising the ability of future generations to meet their own needs*". This human-centred definition of sustainability focuses on three primary sustainable dimensions: economic value, social and human capital, and environmental protection (Purvis et al., 2019). The challenge is how to strike a balance between environmental concerns, societal expectations, and economic constraints (Hui, 2002).

Lozano (2018) in an attempt to adapt the definition of sustainability to organizations defined organizational sustainability as "the contribution of the organisation to the dimensions of sustainability (economic, environmental, and social dimensions of today and their interrelationship over time) by incorporating sustainability issues into the structural elements of the organisation and the processes of change and collaboration with stakeholders". Denktas-Sakar and Karatas-Cetin (2012) postulated that business plans and activities must address the current and future needs of all stakeholders while also supporting people and protecting natural resources. To achieve long-term success, it is therefore necessary to strike a balance between precious resources and technology, as well as to function as a multifunctional business centre capable of providing added value and growth at the same time.

Sustainability has evolved into a business megatrend that affects business culture and governance expectations in a variety of fundamental ways, necessitating a new type of leadership within organizations (Tideman et al., 2014). As a result, businesses must increase the global influence of sustainable development through responsible leaders and responsible business practices (Tavishvili, 2015). According to Griggs et al. (2013), achieving long-term and significant societal impact requires a shift in the economic landscape. In 2015, the United Nations (UN) established 17 Sustainable Development Goals (SDGs) to be achieved by 2030. These goals, which are divided into 169 targets, are intended to promote sustainable societies around the world. Businesses can use the concept of sustainability to implement strategies that will align their sustainable contributions with that the United Nations' global sustainable development goals (Wiggins, 2015).

Responsible Leadership

If we assess leadership through the lens of the stakeholder theory and corporate responsibility, it becomes easier to connect it to both the "triple-bottom-line" (Elkington, 1998) and sustainable development (Brundtland Commission (WCED), 1987). They both imply that corporations are judged not only on their financial performance, but also on their ability to protect and improve the natural environment and contribute to society's well-being (Maak & Pless, 2006). In this context, leadership is tasked with building and cultivating long-term and trusting relationships with various stakeholders inside and outside the organization and coordinating their efforts to achieve common goals. The consideration of the possible link between communalism, collaborative businesses and sustainability initiatives highlights the necessity for responsible leadership towards sustainability.

Long-term gains for businesses, according to Mashele (2016), focus on developing long-term implications for social, environmental, and economic aspects of society. Responsible and sustainable leadership may be adopted by both the private and public sector to achieve their long-term sustainability goals. The concept of sustainability is concerned with the impact of individuals, organizations, and the society on the planet (Christensen et al., 2014). This influence is shaped by the actions of people who lead, promote, and drive sustainable development strategies and actions that contribute to larger long-term benefits.

Leadership can be from the society or within the organizations themselves. As a result, it is critical to identify the influences of individual behaviour on organizational sustainability efforts. As a result, responsible leadership extends beyond the responsibilities of a formal job or the authority that comes with it. According to Ferdig (2007), leaders now face a broad range of collaborative interactions in which they are confronted with the challenging problem of co-creating a shared vision and generating synergies among varied internal and environmental stakeholders, many of whom are frequently at odds with one other.

Communalism, Collaborative Enterprises, and Sustainability in Africa

Evolutionary patterns of moral behaviour show that the survival and prosperity of altruistic agents are particularly dependent on the effect of their local groups on fitness (Henrich, 2004; Manner & Gowdy, 2010). These local groups usually have a positive effect on the fitness of collaborative organizations. Collaboration is effective when organizations effectively seek their many outcomes and can support the network, they find themselves in. This compensates caring companies for the higher costs of socially responsible behaviour by establishing commitments and trust ties among owners, managers, employees, consumers, and subcontractors (Frank, 2004; Tencati & Zsolnai, 2009).

According to Mangena (2012), the communal world takes precedence over the individual world, and African communities value the dignity of the community more than the dignity of an individual. He identified these as crucial factors in defining morality. It can be deduced that implementing this philosophy in the corporate world will aid in the promotion of sustainability on the continent. Several theories contend that the way an individual expresses his or her inherent, essential characteristics is influenced by the community's norms, beliefs, and practices. Because the community is made up of people with character. Community and character must go hand in hand. Bad culture and character will only result in a bad community.

Apart from a hazy mention of education-related "appreciation of cultural diversity" (Goal 4), there was no explicit categorization of culture and cultural diversity in the 2030 Agenda in terms of sustainability. This is most likely due to the 2030 Agenda's universality, which either separates culture or views it as a derivative of socioeconomic-institutional environmental elements. Scholars still believe that the cultural factor should be included in the broader understanding of sustainability (Soini & Birkeland, 2014). By joining the 2030 Agenda, it calls for the definition of culture as both independent and interdependent on other aspects, as well as the establishment of systematic parameters and the evaluation of the long-term achievements of cultural diversity. This is consistent with Soini and Dessein's (2016) systemic view of culture in achieving sustainability. According to these researchers, culture can be viewed as "parallel to ecological, social, and economic sustainability" dimensions in relation to sustainability, and thus as "a means of communication that will aid in the attainment of economic, social, and environmental sustainability".

The African view desires to represent Gyekye's idea of balancing the demands of the community with those of the individual through its concept of community and its belief that people are nice and lovely. The concept of balance, as expressed in moral and aesthetic value systems and standards, is based on the concept of ontology's harmony and the need to maintain ontological equilibrium. As a result, one can only be a beautiful person if one is moral. An individual is moral only if they are at peace with themselves and those around them and can act in ways that benefit working with others, the community, and reality. Building a harmonious character also necessitates the creation of artwork that encompasses a person's personality as well as acts that supplement reality and the community or are socially functional. As a result, the human standard of beauty and the standard of goodness, both of which are based on the concept of harmony, that is, the world, nature, and community, are inextricably linked.

From an African perspective, there is a link between communalism and collaboration, and the importance of cultural specificities and local knowledge in generating context-sensitive sustainability must be emphasized. Recognizing this implies not only mapping out cultural diversity as distinct features but also viewing sustainability as intrinsically driven by cultural variables ranging from language and traditions to politics and institutional culture. Organizations in Africa must therefore incorporate communalism's values in their efforts to achieve sustainability, because communalism reflects collaboration.

All stakeholders must see sustainability as a collective course of action that is required for everyone's survival. If communalism values are incorporated into African businesses' corporate cultures, they will lead to improved sustainability collaboration both within and outside the organization. Organizations that refuse to collaborate will also be viewed as unsustainable members of the community and will not be accommodated. This will compel African societies' businesses to do better and find new ways to achieve sustainable development and this can be attributed to the multiple bottom-line perspective.

The best collaborative strategy for achieving organizational sustainability is to balance all aspects of stakeholder interests so that there are adequate benefits but fewer obstacles. This is because environmental collaboration can lead to the development of green capabilities (Paulraj, 2011), which can ultimately increase a firm's capacity for sustainable innovation (Hellström, 2007). Furthermore, environmental collaboration has the potential to increase environmental innovation among partners through learning and knowledge sharing. The collaborative company can thrive over time because of its ability to form and maintain long-term relationships with its stakeholders' network. The company's long-term viability is dependent on the viability of its partnerships.

Responsible leaders play a critical role in the stakeholder network and endeavour to resolve opposing demands via open dialogue and negotiation. They manage stakeholder relationships both within and outside the firm, as well as develop sustainable business by integrating micro and macro concerns (Fry & Egel, 2021). Employee involvement with the business and society (Han et al., 2019), work-life balance (Mousa, 2018), corporate reputation and financial success (Javed et al., 2020) have been favourably influenced by responsible leadership. It is worthy to note that, genuinely good businesses go above and beyond the competition by meeting the diverse demands of their stakeholders which in this case is the survival of the planet, profit, and people.

African Cases

The African continent, with its many countries and regional diversity, has distinct characteristics that pique the interest of experts. For example, widespread poverty (exacerbated by the Covid-19 pandemic) (World Bank, 2020), ongoing wars, post-conflict tensions, and a convergence of social and environmental issues (Darkoh, 2009) all serve as unfavourable backdrops for the promotion of business and poverty, sustainability, or corporate social responsibility (CSR) which is influenced in part by the re-emergence of established economies. However, it still provides a compelling commercial case for African countries to reassess and reveal novel ways to provide holistic and competitive offers to global and international investors and multinationals.

One approach is to form significant collaborations among top private sector organizations in their respective regions. Nedbank Group purchased a 20% stake in Ecobank Transnational Incorporated (ETI) in October 2014 for R5 billion (US$413 million). This arrangement, which is mutually beneficial, is more than just a way for Nedbank to expand its operations in Sub-Saharan Africa. The acquisition, which resulted in a fully pan-African banking service, was the culmination of a seven-year strategic alliance that provides a true pan-African solution for global and international companies, investors, customers, and the societies in which they operate.

Infrastructure construction is another area where cross-border cooperation could be beneficial to the continent's economic development. The 694-million Lake Turkana Wind Power project in Kenya is a collaboration of African and foreign organizations and banks, and it will be Africa's largest wind farm and private-investment project. These organizations collaborated to finance and build the wind farm, which consists of 365 turbines with a total capacity of 850 kW. This will play a significant role in assisting Kenya to increase electricity generation by about tenfold over the next 14 years and is essential to the country's changing energy mix to meet its 2030 target.

Similarly, Ethiopia recently revealed plans to export renewable energy to neighbouring countries and regional partners because of collaborations among various stakeholders. As part of the Eastern African Power Tool initiative, which includes Gilgel Gibe 3's new dam on the Omo River, the new transmission lines will expand into Egypt, Tanzania, and the Democratic Republic of the Congo, and will continue to serve people in Kenya, Sudan, Tanzania, and Rwanda.

Continental collaborations can also be considered to achieve the sustainability agenda. The fisheries industry in Africa is a prime example of the blue economy—economic activity in and around streams, lakes, and other bodies of water. Sustainable fishing could also help to solve the food security issues posed by Africa's 220 million undernourished people. Given the importance of the oceans to northern economies, the blue economy has emerged as an untapped field in which Norwegian and northern enterprises can contribute to African markets. Several African countries have already been invited to an international ocean conference to be held in October 2019. Nordic businesses and African policymakers are working together to find solutions for clean, healthy, and productive oceans.

The diagram below depicts the relationship between African communalism, collaborative enterprises, and the attainment of sustainability. It is evident from the diagram below that the values reflected by communalism in terms of groupness, solidarity, harmony, friendliness, respect, social sensitivity among others encourage cooperation and collaboration among various stakeholders. It suggests that social systems characterized by a shared spirit to work, live, feel together, and in fact to arbitrate for one another are enhanced within stakeholder networks. This multiple bottom-line approach will in turn result in individual survival, CSR activities and sustainability in the long run. A more comprehensive and fitting view of the African business is the broader relation of the company beyond the typical approach of value chain partners and competitors.

It not only covers relations with other companies, but also with other stakeholder groups. Thus, the values of communalism will be important in influencing the network of stakeholder relations to reach sustainable goals since they will all be working towards the survival of all. This means that in the quest to attain the sustainable African business landscape desired, communalism and collaborative enterprises need to be employed under the influence of responsible leadership. Leading organizations with a fresh sense of purpose, values, and objectives that are focused on growth and sustainability enable organizational transitions. Responsible leadership, in this view, is necessary as it entails the establishment of a set of values that recognizes the interdependence of many stakeholders (Fig. 14.1).

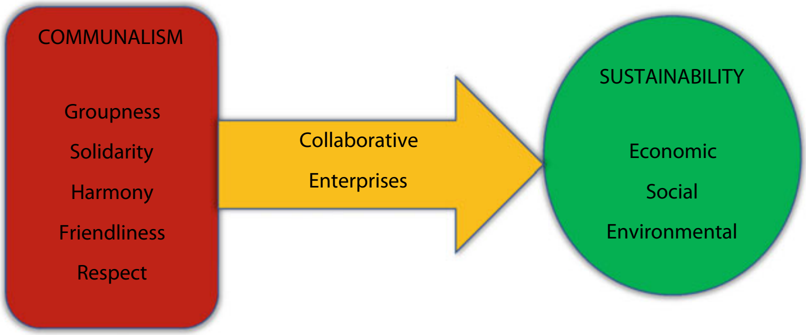

Fig. 14.1 Conceptual framework depicting the communalism—collaborative enterprises—sustainability link (*Source* Authors)

Conclusion

This chapter examined communalism, collaborative enterprises, and sustainability, as well as how they manifest in indigenous Africa. The future of sustainable management in Africa, with a renewed emphasis on community and character was considered. The study used a variety of books and disciplines to forge a connection between "the African, his business, and the world". Based on specific community demands, it assessed the need for business collaboration. Finally, it prodded the relationship between the African and/or African-based firms and long-term sustainability through collaborative networks among multiple stakeholders. This is accomplished through a review of the literature and supplemented by specific scenarios from the African experience.

The research considered the growing expectations that businesses could contribute substantially to sustainable development. The paper employed the collaborative network view of stakeholder relations to examine the business approach to sustainability management. It is evident that civil society, private businesses, and public sector organizations have all played important roles in contributing to sustainability, where cooperation is essential. To influence the multiplier effects of collaborations in achieving sustainability goals, stakeholder groups have obvious, but interconnected roles to play. From this, the study proposes that a major barrier that prevents African firms from contributing meaningfully to sustainability is that they are unable to deal well with cultural risks and uncertainties. Future research can advance this research by investigating the mediator or moderator role of collaborative enterprises on the relationship.

Organizational leaders need to realize that the enterprise is an integral part of a system of multiple relations, and it is viable to grasp the resilience of the system in which it works and how it can be adapted. Nonetheless, this research acknowledges that there might still be certain internal and external factors that can influence the link between communalism and sustainability, for instance, responsible leadership and structure. This chapter suggests a research agenda that tackles the underlying lack of integration between nature and business science and certain practical aspects of improving the management of corporate sustainability through cultural values of the multiple bottom line.

Points to Ponder

- African leadership must assume a responsible role in promoting sustainability on the continent. The provision of information and infrastructure is critical.
- There is the need to help advance community groups in working towards the attainment of sustainability.
- Individual countries might face unique issues in enhancing sustainability practices.
- Collaborative efforts among stakeholders needs to be encouraged.

Actionable Recommendations

Private leadership	*Public leadership*
Collaborate with governments and other stakeholders to achieve sustainable development policies.	Leaders need to have a vision that drives them. They must support and implement the SDG goals.
Companies must make critical decisions about their sustainability plans within the context of the greater sustainability umbrella.	Acknowledge and analyse accomplishments, difficulties, and lessons gained in attaining sustainability.
Raise business awareness and action in favour of long-term sustainability efforts.	Engage communities, organizations and individuals to promote the greening of enterprises and societies as a whole.

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CHAPTER 15

Taking the Lead: Case Studies Reflecting New Sustainability Trends in Africa

Adiya Atuluku

Introduction

According to the World Bank (World Bank in Africa, 2021), Sub-Saharan Africa alone is home to more than 1 billion people, half of whom will be less than 25 years old by 2050. It is truly an emerging economy in this way—the next frontier. Unfortunately, up to 20 countries in the region are fragile and or dealing with conflict, and the region as a whole is burdened by poverty. This is arguably the single biggest sustainable development issue being faced by Africa. According to the World Data Lab, more than 150 million people are living in extreme poverty in just two countries—Nigeria and the Democratic Republic of Congo. At a broader scale, about 40% of Africans live below USD 1.90 daily. Overall, it estimates that about 80–90% of countries unable to eliminate extreme poverty by 2030 will be in Africa (Hamel et al., 2019).

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In addition, the young, growing population means that even if poverty percentages might go down, the absolute number of people living in poverty is likely to increase. Given this challenge, several sustainability trends in the region are ultimately rooted in poverty reduction and alleviation.

The United Nations Human Development Report (1998) defines poverty as a complex phenomenon that generally refers to inadequacy of resources and deprivation of choices that would enable people to enjoy decent living conditions. While Yunus (1998) defines it as the denial of human rights relating to the fulfillment of basic human needs—food, shelter, and security.

There have been numerous research about the causes of poverty, though most agree that they are multi-dimensional. For example, SIDA (2005) identifies some causes such as a lack of information, knowledge about market prices for the goods people in poverty deal in, issues related to health and access to affordable healthcare, availability of public services, and inability to exercise their rights. Another underlying cause is the inability to be visible and heard, with no political influence to change fundamental and systemic issues that keep them in poverty.

International Monetary Fund (2004) takes even more factors into consideration observing that poverty may be caused or exacerbated by the lack of capacity of the poor to influence social processes, public policy choices, and resource allocations; low capacities through lack of education, as well as vocational and entrepreneurial skills; poor health; the disadvantaged position of women in society; exposure to risks through lack of financial, social or physical security; and low levels of consumption through lack of access to capital, social assets, land and market opportunities. In addition, it includes many other factors such as exposure to shocks due to limited use of technology in Agriculture (and so more vulnerable to the effects of drought, floods, pests, environmental degradation, etc.); inadequate environmental protection measures; lack of macro-economic stability that erodes meagre resources saved (e.g. inflation); and habits and conventions based upon superstition and myths giving rise to anti-social behaviour.

Further to the above, The World Bank and IMF share several other macro factors that cause poverty, notably civil wars and elongated civil unrest, corruption and bad governance, poor infrastructure, and poor health facilities. The United Nations Human Rights Commission further noted in the 2018 Equinet Conference that poverty could also be caused by general exclusion of the people from social life. Exclusion meaning discrimination, which is a process that denies individuals from full participation in material exchange or interaction.

But sustainable development means that even as we ensure the well-being, and take due care of, future generations, we must still improve the current situation of communities, countries, and regions by promoting socio-economic development. This means a continuous effort to remove populations from poverty now by addressing these root causes. This has been a key thrust in the topical sustainability activities and trends seen in Africa (particularly Sub-Saharan Africa).

New and Emerging Sustainability Trends

Key sustainability trends in Africa discussed below are around the following: impact investing as a more sustainable model of funding social and environmental projects; scaling renewable energy to improve productivity for all, especially in rural communities; finding opportunities for employment and reduced environmental pollution in proper waste management; incorporating sustainable agricultural practices to enable subsistence farmers improve their productivity to match the significant population growth being expected; and finally, central bodies increasingly recognizing the need to facilitate corporations to do their part in sustainable development. This section examines these trends in detail.

The Rise of Impact Investing

Impact Investments are defined as investments that are made to generate a measurable social and environmental impact alongside financial returns (GIIN, 2019, p. 1). This type of investment was popularized by the push for institutional investors, asset managers, and corporations to increase accountability and reporting on how their investments are managed. Some countries even instituted regulatory controls to encourage responsible investment practices. Initiatives have also been formed, notably the United Nations Principles for Responsible Investing (UNPRI) which work to promote responsible and accountable deployment of funds in ways that address environmental and social challenges. As of 2014, 1,276 institutional asset managers, with combined assets of over $45 trillion, had signed up to the UNPRI. By 2021, this had grown to 3,400 institutional asset managers, with combined assets of over $121 trillion.

In 2014, Africa received 15% of all impact investment Assets Under Management (AUM), with sub-Saharan Africa constituting the second-highest regional allocation when compared to the rest of the world. By 2020, allocations to sub-Saharan Africa had risen to about 21% of AUM (GIIN, 2020). In fact, up to 43% of investors surveyed by Global Impact Investing Network (2020) have funds allocated to Africa.

Africa is an obvious region for impact investors because of its vast need for socio-economic development. Alongside the financial returns, impact investors hope to address social challenges such as creating employment, creating and/or strengthening infrastructure, providing affordable housing, supporting sustainable agriculture, etc. Up to 52% of investors surveyed by the Global Impact Investing Network (2020) said they planned to increase their exposure to Africa over the next five years.

Most impact investors take guidance from the Sustainable Development Goals (SDGs) to shape the social impact they want to make through their investments. Many managers in private equity firms align their strategies with the SDGs in such a way that private equity investors focused on Africa have become almost synonymous with impact investors (Private Equity International, 2020). For example, Old Mutual Alternative Investments has three impact funds, but across its business, it uses 12 of the 17 SDGs (for example, Climate Change and Decent Work and Economic Growth) to guide its social and environmental priorities and set its metrics used to measure the success of its funds—not just its impact funds (Old Mutual 2020 Sustainability Report).

So far, there have been notable funds being allocated to the region. For example, Vital Capital launched its $350 million investment fund focusing on healthcare, affordable housing, and agriculture. Leapfrog Investments has $700 million under management (as of 2020) focusing on Africa and Asia and investing in financial institutions, and distributors and enablers of financial products and services—with recipients meeting strict environmental and social requirements, but providing these recipients with the necessary training and knowledge sharing. Bamboo Capital has about $500 million AUM and is focusing on financial services, micro-finance, energy, and healthcare. And Acumen Capital has a $70 million fund targeted specifically for clean energy in Africa.

Despite having the biggest share of impact investments globally, Africa still needs much more investments than it is getting to address its core issue—poverty. On a whole, the continent needs about $260 billion in financing every year until 2030 to be able to achieve the SDG targets.

But there has been growing recognition that private capital plays a significant role in closing this gap, especially as the model is seen as more sustainable and long-term than traditional philanthropic grants and donations from donors.

The Rise of Renewable Energy

Overall, the number of people globally who have gained access to electricity has increased (more than 1 billion people have gained access in the last decade). But in Africa, the number of people without electricity has actually increased. Africa has long been plagued by an energy deficiency and significant energy inequality between urban and rural areas. The region accounts for three-quarters of the global electricity deficit. This deficit is the largest in three countries—Nigeria, the Democratic Republic of Congo, and Ethiopia. Unless this gap is closed in Africa by significantly scaling up efforts, the world will not meet the SDG 7 target by 2030 (World Bank, 2021a b, Overview of the World Bank in Africa). And, we will not be able to mitigate/end poverty and boost incomes.

Similarly, almost 3 billion people globally do not have access to clean cooking fuel, leading to millions of deaths from harmful smoke annually. Again, without significant action to scale up clean cooking, the world will fall short of meeting its target by 30% come 2030 (World Bank, 2021a, b).

Corporations and governments have turned to renewables as the more effective, resilient, and scalable solution to energy. It has seen significant growth over the last 10 years but because overall energy consumption also grew significantly, the share of renewables in the global energy mix has largely remained steady at about 25% as of 2018 (though largely due to East Asia, rather than Africa).

The success of renewables in Asia has, however, helped to prove that the solution works (CleanTechnica, 2021). Much focus has therefore been placed on expanding the share of renewables in Africa's energy mix. And as renewable energy products grow more affordable (e.g. cheap lighting products, solar phone chargers, clean cookstoves, etc.), it is also seen as a viable option for rural electrification.

It is estimated that even though hindered by COVID-19, renewable electricity is expected to expand by 8% year on year globally (IEA, 2021). Whereas most of the developed world is pushing for clean energy because of climate change, Africa needs it to sustainably increase its use of energy for electricity, agriculture, etc. In doing so, renewable electricity becomes a tool for mitigating poverty and increasing productivity for personal and business growth.

Propagators of renewable energy are increasing due to increase in clean energy investors and financing, and dropping prices of enabling technology (such as batteries—cost of solar decreased by 77% between 2010 and 2018, and has continued to decrease by 20% year on year over the past five years). This is driving estimations that Africa's electricity capacity will double by 2030 as it starts to unlock its vast energy potential with solar energy leading the way (United Nations University, 2014).

There has been plenty of activity around this to make it happen as African governments have started working on significant renewable energy projects. For example, Egypt currently has the fourth-largest solar power plant in the world constructed by the state-owned New and Renewable Energy Authority (NREA). Also, Kenya recently completed its geothermal power plant in Menengai, now making the country the largest African producer of geothermal energy (the country also has a state-developed solar power plant which it started work on in 2011). In addition, South Africa has a massive solar power plant being developed called the Redstone Project which is expected to power over 200,000 households once completed.

Likewise, significant financing is being put into renewable energy. For example, in 2020, the World Bank approved $465 million to expand energy access and renewable energy to West African countries. This is expected to provide electricity to over a million people in the region. Also in 2020, the Sustainable Fund for Africa (managed by the African Development Bank) approved a $760,000 grant to develop small energy projects (focusing on solar and hydro) across the region. In 2021, the Africa Renewable Energy Fund II also raised $145 million for investments in early-stage renewable energy projects in Africa. The Global Energy Transfer Feed-in Tariff (GET FiT) program mobilized $450 million in investments in 2021 and is currently assisting some African states to generate renewable energy starting with the development of 17 small-scale renewable energy generation projects in Uganda. In Nigeria, Helios Investments is partnering with Africa Infrastructure Investment Managers (AIIM) to establish a platform called Starsight, which is building the largest distributed solar, storage and cooling business in Nigeria and Ghana. In addition, several renewable energy projects in South Africa are being financed by South African banks (South Africa is currently being seen as having the most renewable energy activity in Africa).

Closing the energy deficit in Africa by increasing clean energy consumption is essential in the fight against poverty in the region. This is because energy determines the quality of life—how we live, how long we have to be productive, how we power our tools (e.g. phones, laptops, the Internet) to be able to take part in the global economy, and how we power our businesses and industries for effectiveness, efficiency, and competitiveness. Using an affordable and dependable power source that can be deployed at scale (e.g. solar products) can drive better standards of living, productivity, and ultimately, economic transformation.

Waste and Recycling

Global waste is expected to grow to 3.4 billion tonnes by 2050. This is more than double the expected population growth rate over the same period of time. Within emerging economies alone, the quantity of waste generated is expected to increase by more than three times come 2050. Sub-Saharan Africa has one of the fastest growth rates for waste—with total waste generated expected to more than triple. Even though Africa generates far less waste than developed nations (about 125 million tonnes was generated by the region in 2012—with 65% of this in Sub-Saharan Africa), its negative effects are already being experienced (World Bank Data Topics).

For example, in Africa, more than half of the waste generated is currently openly dumped. This has adverse implications on many fronts—health, environment, water pollution, fisheries, agriculture, etc. Waste collection and disposal is obviously a critical issue to tackle given the growing problem, but only about 44% of all waste generated in cities in Sub-Saharan Africa are collected (compared to 90% in Europe, central Asia, and North America). Outside of cities, only about 26% of waste is collected. Upon collection, up to 93% of waste is dumped, compared to only 2% in high-income countries (World Bank Data Topics).

Unfortunately, this situation has arisen because most African countries do not have the resources, infrastructure and skills needed to handle the complexity of collecting and properly disposing of waste. About 19 out of the world's 50 biggest dumpsites are located in Africa (NSWAI, 2014). A growing waste concern has been plastics, with about 13% of municipal waste generated in Africa being plastic. Food waste is also another area of concern, with up to 37% of food produced is lost or wasted in Sub-Saharan Africa (FAO, 2011).

Despite these, there has been growing recognition that solid waste could also present an opportunity for growth and inclusion. Opportunities are arising around plastic recycling, creation of employment within the waste value chain, and even technology and innovation around new ways of waste disposal (e.g. waste-to-energy conversions).

Recycling of waste plastics is only just emerging in Africa, but recycling activities have started in a few countries. For example, South Africa is noted as leading the way for recycling in Africa, with about 43% of plastics being collected and recycled. The country has an established South African Plastics Recycling Organization which represents plastic re-processors working in the country. Organizations such as PET Recycling Company also help to create awareness and contribute to recycling. Both organizations also work with informal waste pickers to help collect plastics for recycling.

Working with local informal waste pickers to collect plastic has become a growing trend. In South Africa, up to 200,000 informal waste pickers have helped to grow the recycling sector. In Kenya, a company called Taka Taka purchases waste from informal waste pickers. In Nigeria, startups such as Recycle Points and Wecyclers purchase recyclable waste from any person or household who is willing to sell them. The startups purchase the waste in-kind by exchanging them (depending on weight) for useful household products. Bekia is a startup in Egypt which uses the same model. Regenize is another startup in South Africa that does the same but in exchange for vouchers that collectors can use to shop. It is expected that working with such informal waste collectors can provide viable employment for the masses. As well as opportunities for entrepreneurs who in turn, create employment and value for communities and governments.

As mass awareness grows about the need for recycling, this trend is expected to also grow. For example, a survey of 4,200 young Africans run by Ichikowitz Family Foundation revealed that 58% of them were dissatisfied with the recycling efforts in their countries; and 79% were annoyed at the mounting plastic issue.

Meanwhile, in an effort to reduce non-biodegradable waste, several governments such as Benin, Tanzania, and Senegal have turned to outright bans of some products, specifically single-use plastics. Plastics are currently at the top of the international agenda for waste management because of increased awareness about how long it takes to break down, consequences on marine life, and microplastics in everything (including food that humans eat).

More and more African governments are choosing to reduce the production and use of these items by banning them. For example, Benin banned non-biodegradable plastic bags in 2017. Tanzania banned plastic sachets used to package water and other beverages and tourists are not allowed to bring in plastic bags. Senegal also banned single-use plastic and coffee cups in 2020. Rwanda instituted a complete ban on all single-use plastics in 2019 and also prevents tourists from bringing them into the country. Finally, Kenya probably has the strictest plastic ban in the world—using a single-use plastic bag could attract a fine of $500 and being in the business of manufacturing or distributing a plastic bag could attract up to $40,000 fine on the company. Meanwhile, all the countries in the Southern Africa Development Community (SADC) have single-use plastic bag bans on their agenda.

Promoting Sustainable Agriculture

The SDGs once again made agriculture a priority in the development agenda, alongside other declarations that came before, such as the 2014 Malabo Declaration to achieve accelerated agricultural growth and transportation for increased prosperity and improved livelihoods. The SDGs themselves aim to double the agricultural productivity of small-scale farmers while reducing post-harvest loss and improving nutrition. In Sub-Saharan Africa, rapidly increasing population and urbanization, as well as the increasingly negative impact of climate change, means that sustainable agriculture is a growing concern.

Africa is the fastest-growing region in the world with expectations that it will be home to up to 2.2 billion people by 2050, and 4 billion people by 2100. Sub-Saharan Africa alone could account for more than half of the world's population growth between 2019 and 2050—projected to be home to up to 1.05 billion additional people. And as the population is expanding, so is urbanization—about 42% of Africa's population is believed to reside in urban areas. Agriculture in Africa is largely subsistent with substantial losses incurred after harvest due to storage and transportation challenges. So increasing productivity for larger populations in a sustainable way, while creating viable opportunities for jobs among African youth, is a challenge many bodies are working on addressing.

One area of interest so far has been in instituting climate change resilience and adaptation within agriculture. Recently, at least one month per year has broken the hottest month on record. Heavy rainfall has led to flooding in Uganda, Zimbabwe, and the Democratic Republic of Congo. Desertification has led to the drying up of critical water bodies such as Lake Chad. And the effects of these changes have hit smallholder farmers disproportionately—even though they produce more than 70% of food across Africa. Technology and innovations being pushed to improve smallholder farmers' adaptation to climate change have included initiatives such as the introduction of more resistant crop varieties.

For example, the Drought Tolerant Maize for Africa initiative released about 200 drought-resistant varieties between 2007 and 2015. They, and other bodies, are looking to scale these achievements over the coming years with even more effective crop varieties. In addition, initiatives to promote agroforestry that integrates trees and crops in a harmonious way (e.g. cocoa being planted in the shade of trees), as well as intercropping (e.g. planting cocoa and palm oil together rather than the traditional palm oil mono-cropping), are gaining traction. Furthermore, incorporating affordable and sustainable irrigation systems has been top of mind. For example in Benin and Togo, low-cost irrigation systems are being designed and developed by farmer groups, and in Morocco, a system of local trees and shrubs is designed to creatively collect runoff in areas with small rainfall.

Another trend quickly gaining ground in sustainable agriculture is precision farming—the ability to make targeted decisions and take action based on specific data, e.g. farmers being able to make nutrients available to crops only when the crops actually need them, or to match the optimal amount and type of fertilizer to the crop based on the specific soil type. Precision farming has been facilitated by advancements in GPS (Global Positioning Systems), Internet of Things, and mobile mapping, and is a critical part of using technology, even among subsistence farmers. For example, farmers can now use their mobile phones to capture visual observations of their crops (for growth, diseases, etc.) and seek advice. This has promising implications for food security. In Nigeria, Zenvus is a precision farming startup that helps to monitor soil data and help farmers apply the optimal amount of fertilizer and irrigation. In Kenya, UjuziKilimo is another startup with a similar solution, including using digital tools to bring farmers together for knowledge sharing so that they can better understand and incorporate the insights from the startups' data analysis.

More generally, farmers, especially in East Africa, have been able to leverage their mobile phones for improved productivity and faster access to markets. The East African region has the most progress with regard to mobile money and mobile services, and much of these services are related to farming. These include providing farmers with information about crop prices, micro-insurance, and general training about sustainable agriculture best practices—numerous Kenyan startups provide such services, e.g. Farmerline, M-Farm, iCow, Sokopepe, Arinifu, etc. Several others such as Farmers Market allow farmers use simple SMS to sell their produce online. And others such as ifarm360 in Kenya and Farm-Crowdy in Nigeria provide crowdfunding platforms that connect farmers to individual investors.

This intersection of digital technology, as well as local low-cost innovations in irrigation and farming practices are being used to continually scale sustainable agriculture.

The Push for Sustainable Reporting

A growing trend has been stock exchanges and central banks' awareness about their role in fostering sustainable development. Most see this role as facilitating and even mandating the corporations they oversee to report on their Environmental, Social and Governance (ESG) practices. This is not surprising given the increased focus investors (both companies and individuals) now have on sustainability reporting.

To this end, some stock exchanges in Africa, as well as central banks, have published guidelines that corporations can use to report on their sustainability activities. This is an acknowledgement that they are ready to mandate that financial institutions and other corporations must also do their part towards inclusive and sustainable development.

For example, the Central Bank of Nigeria (CBN) published the Nigeria Sustainable Banking Principles (NSBPs) in 2012 to be adhered to by most financial institutions in the country. The Principles cover nine areas consisting of the banks' risk management processes, the banks' environmental footprint from its daily banking and branch operations, human rights, women economic empowerment, financial inclusion, environmental & social governance, capacity building, collaborative partnerships, and reporting. The banks provide the CBN with mid-year and year-end reports and have continued to engage with the CBN on several issues they encounter during their reporting activities. Even though all acknowledge that there is a lot of work to be done, this has provided a significant push for Nigerian banks to start considering environmental and social issues on a regular basis.

Furthermore, the Nigerian Stock Exchange issued its Sustainability Reporting Guidelines in 2018 strongly encouraging companies to comply with the proposed topics and formats within. The Guidelines are largely based on the Global Reporting Initiative (GRI) standards. By 2019, it became mandatory for companies listed on the Premium Board of the Exchange to report their sustainability activities. This has helped facilitate a consistent approach to ESG reporting, thus making it easier for investors and other stakeholders to assess progress.

In addition, other exchanges that require companies to disclose their ESG metrics and activities, (though are yet to issue guidelines) are the Johannesburg Stock Exchange, the Namibian Stock Exchange, and the Zimbabwe Stock Exchange. All strongly reference internationally accepted reporting standards (such as the GRI Standards) to be followed by corporations in the Exchanges. Several also organize and co-host events around ESG reporting to share knowledge across the corporations.

The exchanges and central banks themselves also report on how they are incorporating sustainability into their own processes and operations, as well as joining global knowledge bodies to further foster sustainability across the industry. For example, the South African Reserve Bank (SARB) joined the Network on Greening the Financial System. The Network consists of 42 central banks from across the world and it aims to promote effective environmental and climate risk management practices in the financial sector. Moreover, 10% of the annual reports published by stock exchanges around the world are from Africa (Suresh & Dhara, 2020).

Furthermore, reporting using the Global Reporting Initiative (GRI) Standards has also increased, with more than 100 Sub-Saharan Africa corporations submitting and validating their report with GRI in 2020 (GRI, 2021). Some of these corporations include Dangote Cement in Nigeria, Prudential Assurance in Uganda, Vodafone in Egypt, and many more.

Conclusion

An examination of key trends above shows that sustainability in Africa is largely around addressing the root causes of poverty and facilitating increased productivity and better standards of living for Africans. The rise of impact investing shows that investors focused on Africa are increasingly incorporating social and environmental metrics to their traditional financial return metrics—an investment in Africa is an investment in social inclusion and environmental management.

Furthermore, the significant focus being placed on scaling renewable energy, proper waste management, and incorporating sustainable agricultural practices showcase the need for increased (but sustainable) productivity and economic well-being. Corporations are also increasingly being encouraged by stock exchanges and central banks to incorporate ESG into their operations and their activities in the communities within which they operate.

These topical issues have direct connections to the Sustainable Development Goals, and continued implementation of these trends will help push the world towards achieving the SDG targets by 2030.

Points to Ponder

- How can some of the current activities and innovations across the trends (e.g. in renewable energy, sustainable agriculture, etc.) be scaled and made mainstream?
- How are some of these trends interconnected, and where can there be synergies whereby advancements in one lead to further advancements in other trends?
- What are the roles of stakeholders—from individuals, governments, and businesses, in furthering activities for mainstream adoption of sustainability across industries and sectors?

Actionable Recommendations

Private leadership	*Public leadership*
Company executives should design their sustainability strategies to fit with and address the peculiar environmental and social needs of their industries and to align with their overall company strategies. This will ensure that they focus their efforts on the trends which are most meaningful to their work.	Public leaders should incorporate policies and guidelines that foster increased ethical responsibility among stakeholders, e.g. ethics guidelines aimed at company Board of Directors.
Leaders can collaborate towards advocacy for public policies and guidelines that advance the sustainability trends in their industries.	Leaders need to establish and grow public sector capacity for sustainability because this is necessary to develop the right policies and monitor progress effectively.
Leadership may assess initiatives that have worked in other companies and markets and adopt them as appropriate.	Advancement of several trends across industries will need resources and capital. Public sector leaders can help facilitate some of this needed capital, especially for industry-wide sustainability initiatives.

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CHAPTER 16

Leadership Roles for Sustainable Development in Africa: Charting the Way Forward

Oreva Atanya

Introduction

Africa has a complicated history and leadership remains at the heart of her story and development. The emphasis on poor political leadership has been a mainstream narrative about the continent and, in reality, African nations benefit from leadership at various levels of society and are also negatively affected by the approaches, motivations and priorities of leaders. According to Olusegun Obasanjo, Former President of Nigeria (1999–2007) although African nations suffered centuries of slavery and colonialism, the main reason for the slow development of the continent is because these countries have had to correct the errors created during colonialism. This complex socio-political past is further complicated by

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the setbacks of conflicts and violence which became prevalent in the post-independence era. Next came the hijacking of political power by self-seeking 'strong men' who clinched political offices and national authority often imposing themselves as leaders. It is therefore understandable that many African nations are still in the process of self-discovery trying to decide what systems works for their society even as global influences pull their political, economic and social steps in various directions.

Despite the glaring challenges of poverty, economic exclusion, poor infrastructure and corruption, Africa remains a unique frontier on the world stage. Revisiting the 'Africa rising' narrative, Khisa (2019) makes two arguments that we agree with, Africa is rising but not to its full potential yet. The modest economic growth of recent years is neither substantial nor is it happening in the sectors or for the people who matter the most. Secondly, the Africa Rising narrative could mislead us to take a rather rosy picture that masks the continent's continued marginal position compared to the rise of the Asian giants like China, South Korea, Singapore etc.

In this book, we have explored the role of various actors as collectively responsible for leading sustainable development agendas, policies, strategies and programmes across public, private sector, civil and non-profit spheres as innovators, enablers, disruptors, and hindrances to sustainable development outcomes in Africa. Drawing on interviews, case studies, and extensive literature reviews, these academic and practitioner contributors together illustrate that Sustainable Development cannot be achieved in the African context without a sense of 'responsibility' being the driver of actions, systems and processes. The book identifies the leaders who are responsible for Africa's sustainable development—they are the influencers and innovators in government, corporations, SMEs, NGOs, Media organisations and, at the grassroots level, 'family and communities'. A central takeaway from the contributors is that these various actors have to accept the 'responsibility' for leading their communities, organisations, countries and economies into a more sustainable system of life that keeps the benefit of every African at the heart.

In the next section of this concluding chapter, we reflect on the insights and implications rising from the preceding chapters and propose action points as we look ahead to indeed raise African nations not just to be at par with their global counterparts but to lead in their journey and grow in a manner that is financially profitable, socially impactful and environmentally responsible.

Part 1: The Trends and Emerging Roles

Looking at the new sustainability trends in Africa, Chapter 15 by Adiya Atuluku brings to light key trends and sustainability adoptions on the continent which all point to the increased interest in addressing issues like poverty through economic inclusion and impact investing. These trends include the increase in impact investment approach instead of aid, adoption of renewable and cleaner energy solutions to address energy poverty, and awareness around responsible waste management and recycling for economic and environmental advancement. Africa governments and development stakeholders are also placing 'agriculture' at the heart of the continent's economic development with policy and funding commitments going into 'Sustainable Agriculture' programmes. On the private sector side, there is also an increase in sustainability reporting by large companies and multinationals, driven by global agendas like the Sustainable Development Goals (SDGs), sustainability disclosure requirements by regulators, capital markets and civil society. Atuluku examines the key trends and finds that sustainability discourse and practice across the regions of Africa (North, Central, West, East and Southern) is largely adopted around addressing root causes of poverty and facilitating increased productivity. The objective seems to be the obvious need for better standards of living for Africans who live in poverty and the exponential youth population that the continent is bound to have in the next few decades. The old approach of throwing money at Africa's problems through international aid has proven to be ineffective on its own. Thus the rise of the impact investment community in Africa is not a surprise, the mechanisms for this range of instruments like government-issued green bonds to seed funding for green and social enterprises. The Africa Rising narrative is paying off as more impact investors look to opportunities on the continent to generate a measurable social and environmental impact alongside financial returns. This does point to the change in global understanding and the expectations of actors on the ground, there is a need to put our money where our mouth is as the investment community is responding quite positively to Africa's drive for sustainability. As affirmed by Global Impact Investing Network (GIIN, 2015) in 2014 Africa received 15% of all impact investment Assets Under Management (AUM), and by 2020, allocations to Sub-Saharan Africa alone had risen to over 20% of AUM and 43% of investors surveyed by GIIN confirm that they have funds allocated to Africa.

El Ghaib and Chaker's chapter considered the role of partnership for high social impact in Africa (Chapter 10). They propose that social innovation in the enterprise and public sector administration can serve Africa's ultimate transformation tool. Looking at conceptual foundations in literature and practical examples from Morocco the contributors point out that social innovation still represents a tiny portion of the enterprise development and incubation space on the continent but displays immensely untapped potential for the continent and our youth population. The insight from their analysis leads us to the partnership for high social impact framework which is based on the establishing a working trilogy of the State (Government), the private sector and civil society, with each playing a critical and balancing role for social innovators to get a supportive regulatory environment (role of government), empowerment and funding to test models and turn solutions to scalable models of impact (role of the private sector) and collaborate with social institutions and civil spaces to design inclusive solutions to the various social challenges on the ground (the support role of civil society/NGOs). This raises the more general question of whether the social innovators have been the missing link in Africa's transformation journey and how they can serve as the ultimate catalyst for impact on the continent's goals and sustainable value creation.

In the chapter on SME Sustainability Goals and Development in a Volatile Environment, author Olanike Jagun analyzed the role of SMEs in Africa's sustainability journey reflecting on the contribution and challenges faced by sector of society which should be Africa's engine for economic growth. SMEs represent over 90% of the businesses and employ over 60% of the population, the chapter examined the case of three African countries namely Nigeria, Kenya, and South Africa. The SMEs in these volatile yet promising markets grapple with the challenges of poor infrastructure (energy, transportation, water and communications), unfavourable policies and more recently the trickling down effect of economic shocks due to the COVID-19 Pandemic. While the governments in these three countries introduced intervention programmes aimed at supporting SMEs, especially through funding, SMEs cannot be said to have reached their potential in contributing to the sustainable development of their economies, especially around the Sustainable Development Goals 5, 8 and 9—Gender Equality, Industry, Innovation & Infrastructure and Decent Work & Economic Growth, respectively. While we reflect on the external impact SMEs are to have, it is important to note that the integration of sustainability strategies and practices into the operations of these SMEs is even as critical as the impact they can create through wealth and job creation. SMEs cannot give what they do not have and so the SMEs in Africa have the unique opportunity of adopting sustainability as it is material to them and which has proven to be a competitive advantage as it reduces costs, inspires investors' confidence and boosts long term success. SMEs are therefore encouraged to learn more about sustainability in their business context, consider which goals will have the biggest impact in terms of risks and opportunities, set goals, collaborate and report on their progress.

Marvel Ogah connects these trends and contextual realities to the new normal in the chapter on Technology and Green Tech in Africa. The chapter explores the concept of technology, technological evolution in Africa, barriers to scaling technology adoption and impact in Africa. This set the foundation to reflect on the green (environmentally friendly) technology and renewable solutions development in Africa. Countries in Africa have not been at the forefront of technological innovation but have successfully leapfrogged in the use of technology to advance development. Most African countries transitioned from zero telecommunications to the mobile and now internet communications phase which has seen the rise in mobile-based services, especially in the financial sector. Since technology costs money, it is understandable that there are limitations for African countries even as countries across the region look to integrate green tech solutions in the growth and advancement of their economies. Ogah acknowledges that most developing countries in Sub-Saharan Africa are confronted with the twin challenge of developing stronger economies through measures such as energy supply expansion, increasing agricultural production capability and improving infrastructural system gaps (UNIDO/UNU-MERIT, 2014). The ever-burning question is how can this be achieved while retaining a low carbon footprint and playing our role in global efforts to reduce the impact of greenhouse gas emissions on the environment. Does Africa have to trade development for environmental protection, what then happens to the millions of people who need the development? Africa needs to grow but should learn from the mistakes of Western economies by choosing to prioritise growth that is supported by environmentally friendly technology for sustainable production. Herein lies the dilemma. The chapters in part 2 of this book deep dive into the responsibility of various actors operating in this context.

Part 2: Responsibility of Leaders and Key Actors

On What African Governments Can Do, Soji Apampa examines a different approach to sustainable development with practical lessons from a grazing reserve in Northern Nigeria to show that governments are capable to spur inclusive prosperity through sustainable management practices. Apampa argues among other things that Africa's current economic volatility stems from a continuing combination of neo-colonial extractive agendas, warped political settlements employed by its political elites, global capitalism, and the associated politics of globalisation. However, government leaders do not have the luxury of dwelling on the past as we enter the next era whereby in 2030, 1 in 4 young workers on earth could be African. Development success should mean that government has to drive policies that will create inclusive prosperity in Africa GDP Growth without Impact per Capita Africa struggling. As Africa arises, government leaders must translate increased revenues into better livelihoods for the people, her young citizens especially as this should empower them to contribute to sustainable advancement even at their various levels. This postulation feeds into Nkem Ejinima's chapter on the Importance of More Minor Actors: Individuals and Families. Informed action by individuals and families birth responsibilities that can contribute to a sustainable society; for instance, the community ownership/responsibility in the African context of human relations, builds on a family going beyond blood and connections by kinship to affinity and shared existence. Mr Kofi Annan, the former UN Secretary-General, said that 'the very achievement of development goals depends on how well families are empowered to contribute to the achievement of those goals'. While being a fundamental unit to the growth of society, the family is also a key actor as the building block of communities, the family transfers social, economic, environmental, and political behaviour patterns and survival skills across generations. It is important that these skills, values and behaviours learnt at the family and community level prioritise Sustainability. A notable case highlighted by Ejinima is the 'Imu Ahia or Imu Oru' entrepreneurship system indigenous to the Igbo People of Southeast region of Nigeria driving job creation and wealth creation system through apprenticeships and seed funding.

On the role of Entrepreneurship and Small Medium Enterprises (SMEs), Iheanachor and Etim's Chapter on 'SMEs and Sustainable Development In Africa: Understanding The Impact of Governments'

Support' examined how financial returns alone are insufficient in sustaining SMEs in developing countries, especially in Africa. The authors hold that SMEs require ethical and responsible leadership capabilities in other to succeed sustainably. Entrepreneurs should hold themselves accountable as leaders of business and governments must create an enabling environment by being responsible leaders as well. Analysing the job creation and impact role SMEs have played in South Africa, Nigeria and Ghana, the chapter confirms that SMEs are the backbone of the economies accounting for employment of 47, 80 and 85% respectively. These contributions to the economic growth should be harnessed by the government and policymakers, such that more of the unemployed and poor can benefit from the growth and sustainability of SMEs because irrespective of the SMEs size; they have been able to and are creating employment for a good number of persons. These persons have been lifted off the poverty but the scale of this impact is where government needs to deploy support. SMEs are also innovative and flexible, while the entrepreneurs lead the growth and development of new products, Government needs to lead the enabling environment through policy interventions and support programmes.

Still, on enterprise, Acquah, Appiah-Konadu and Amoah's chapter titled 'On the Path to a Sustainable Africa: The Role of Communalism and Collaborative Enterprises' examined the cultural proclivity of Africans to seek collaboration on individual levels and explored how this can be beneficial at firm levels thus promoting the notion of the multiple bottom lines commonly referred to as collaborative enterprises. The chapter showed a strong link between these concepts in terms of African business suggesting that communalism enhances collaborative enterprises and this, in turn, promotes sustainability in Africa. With this approach, Companies can gain strong support from stakeholders by establishing mutually beneficial interactions based on their material sustainability commitments. However, the authors acknowledge that there might still be certain internal and external factors that can influence or hinder the link between communalism and sustainability, so it is not up to business alone to make it work.

This postulation that Africa's cultural sense of communalism can work to her advantage in the drive for sustainable development is buttressed by Soji Apampa is the chapter focused on 'NGO, CSO Influence and Media Power for Africa's Future'. Apampa notes that it will take citizens groups represented by Non-Governmental Organisations, Civil Society

Organisations and the media to use its power to coalesce society into a productive Social Movement towards a shared vision of Africa's future. The question is what will it take, crisis, civil unrest war? Or an awakening to the responsibility they hold, that is their leadership role. According to (Boakye, 2021), '…armed with tools to create their own stories and with an audience through social media, African people and governments have begun to create their own narratives, often focusing on stories that celebrate the normalcy of African lives and contributions, working towards an Africa-optimistic future'. Beyond the traditional pressure group approaches of strikes, demonstrations (protests), and petitions, the civil space should like the social innovators position themselves as leaders in driving accountability and transparency by exemplifying these virtues as well.

The Path to Sustainability In Africa cannot be reached without the action of business (Global, Multinational, Big or Small). Adiya Atuluku in her chapter deep dives into a series of Cases of Corporate Sustainability on the continent. The chapter examines how these businesses based in Africa, both large and small, practise and showcased their integration of sustainability, especially beyond social initiatives/CSR. The companies analysed were Unilever, Coca-Cola, Access Bank, M-Pesa, Solar Sister and Ocean Sole. Their sustainability approaches were diverse and rightly related to their specific sector and businesses. The cases point to the adoption of the African communal though, in this context, businesses and organisations have a responsibility to stakeholders and not shareholders alone. But how far are business leaders in Africa willing to go, will they invest in creating a clear business case for sustainability which shows that proactively considering solutions to environmental and social issues (both internal to the business and externally to society) will enhance the long-term success and profitability?

Part 3: Sustainability Leadership and Responsibility in Practice

The chapter by Ogah and Asiegbu on 'Sustainable Supply Chain Management In Sub Saharan Africa' discussed the nature and characteristics of the traditional supply chain model and how in Africa the focus has been on exploration and exportation a model that adds little value to the grassroots players in the supply chain and often leave the environment damages or neglected once its resources have been taken. The authors recommend that strategies organisations operating in Sub-Saharan Africa should make a conscious effort to proactively adopt green operations especially clean energy, best practices in environmental safety and management. Comparing the adoption and adaptation of Green Supply Chain Management (GSCM) practices in Nigeria, Kenya, and South Africa, Ogah and Asiegbu find that some organisations are taking to GSCM practices even without regulatory requirements, are leading beyond the asks of government. Beyond these early adopters in the private sector, the need for 'Industrial Ecology' to become mainstream and common practice. This will be the designing systems to induce a balance and synergy between the industrial processes and environmental sustainability.

Energy remains a key development indicator and driver that countries across Africa are prioritising to empower SMEs and communities. Peter C. Mhando's chapter brings this to life in the case of 'Renewable Energy Mini-Grids Lessons from Tanzania'. Renewable energy (RE) mini-grids use optimal technology to provide solutions to the problem of scaling access to affordable energy, especially in communities not serviced by traditional power infrastructure. Mhando demonstrated through the Tanzania case, how policy formulation can enhance energy access and address barriers to reducing energy poverty in vulnerable communities. Tanzania has a widely dispersed population across 362,000 square miles, grid expansion was not economically feasible for many rural areas. Tanzania was among the countries with the largest access deficit, but in 2016 the Tanzania Bureau of Standards (TBS) introduced the Solar Photovoltaic Standards which contributed to the reduction of the prevalence of poor-quality products in the market and increase in end-users confidence in solar photovoltaic technology (TAREA, 2018). The lesson here was a Government institution playing its responsible leadership role but driving regulation to advance the adoption of sustainable solutions.

Appiah-Konadu et al. considered the case of the stakeholder (investors and regulators) engagements by financial institutions. The chapter on 'Non-Financial Reporting Regulation and the State of Sustainability Disclosure Among Banks in Sub-Saharan Africa (SSA)' reviewed the literature on Banks in Ghana and Nigeria. The evidence from the literature suggests that there is a gradual shift in paradigm from prioritising financial performance to creating stakeholders' value by engaging in sustainability practices and reporting the same. Effective leadership is crucial in the African context, evidence from European markets have shown that strict enforcement of non-financial reporting regulations has been the main driving force for sustainability adoption and disclosure of non-financial information. SSA countries such as Ghana and Nigeria may seem like they lag behind but their financial institutions actually lead the pack on the continent. The introduction of the Nigerian Sustainable Banking Principles and the Ghana Sustainable Banking Principles have raised awareness and voluntary compliance in the reporting of sustainability information in both countries. There is, however, a need to move from non-financial information disclosure being voluntary to mandatory as adoption is not at the same level in all banks covered by these principles.

Still, on cases of sustainability practices in the financial services sector, Lolade Awogbade examined the case of 'Sustainability in Nigeria's Financial Services'. The chapter looked at the translation of sustainability-related regulations in practice by using the practical experience of a sustainability professional in the financial services industry. The chapter provides insights into the evolving leadership role of the sustainability function/professional in the Nigerian financial sector. Awogbade suggests strategies that can be employed to ensure the successful integration of the sustainability unit/department in financial institutions from a periphery function to one that is core to the business strategy for growth. The sustainability function drives change management, awareness, and reporting internally. This function should also support the institution's leadership (boards of directors and Management Team) to harness sustainability practices for the more long-term measurable success of the firm and impact on all key stakeholders, especially the larger economy and society.

Exploring the case of media organisations, Mpoza, Musisi, and Kasadha in the chapter titled 'Participatory Campaign Approaches in Greening Africa' analyse the case of 93.1 IUIU FM Go Green Tree Planting Campaign in Uganda. This chapter examined the use of a participatory Approach in a greening campaign by the community radio of the Islamic University in Uganda (IUIU). The initiative saw a reinvigoration of community participation in sustainability through tree planting campaigns with key messaging that led to communal ownership. In the context of the very real risk of climate change instigated natural disasters, there is a need for Africans to interest themselves more in the mitigation and adaptation their communities need to withstand the effects of climate change. Semujju (2014) noted that participatory communication in Africa is limited due to poor infrastructure—long distances from listeners' homes to the radio stations, limited radio frequency coverage, and politicisation of radio programs. However, this case showed that Africans will take up their grassroots responsibility on environmental issues especially when they are provided with the right information and collaborators. The author emphasises that it is vital for governments to plan for communications infrastructural developments—especially, the telecommunication infrastructure that would boost community engagement platforms from traditional and new media to garner the much needed collective participation in the initiatives designed to deliver sustainable development in their communities and society at large.

To close this book, the next section brings the examples and insights of the preceding chapters to a conclusion through the lens of 'Responsible Leadership'.

Charting the Way Forward Through Responsible Leadership

Responsible Leadership takes place in interaction with a multitude of followers as stakeholders inside and outside an organisation or community (Maak & Pless, 2006). In a global village where society is the stakeholder, the leadership that takes responsibility is relational and inherently moral and is such that cannot be captured in traditional dyadic leader–follower relationships (e.g., to subordinates) or focusing on leadership effectiveness alone (Maak, 2007). According to Maak, 'responsible leaders weave durable relational structures and ultimately networks of relationships which are rich in ties' otherwise leadership will be unconnected individuals or groups and therefore struggle to meet the needs of the led. Against this background, we propose that a mindset of responsible leadership is appropriate for key actors in Africa's sustainability journey as the political leaders, business executives, innovators, influencers and grassroots actors have to deal with multiple stakeholders to enhance social capital and thereby contribute to both sustainable outcomes and the common good.

Responsibility implies above all a sense of ownership. Christian Mills writing for the Hult International Business School blog stated that 'Responsible leadership is not just in setting the course. It's also in undertaking it alongside the rest of the company and making sure that the path is correctly followed (Mills, 2021). It will require sacrifice, hard work, a willingness to break with convention, and a great deal of transparency. It's not enough to simply pursue one-off interests and ventures'. It is important to remember that Responsibility and irresponsibility can be contagious. Individuals, organisations and societies boost or repress responsible behaviour (Ketola, 2010). However, leaders can inspire the right response by pulling others to higher ethical levels of behaviour and responsibility.

We recommend that the various stakeholders discussed in the book take up the challenge of owning Africa's sustainable development as their responsibility. In closing, we have summarised below a few questions from the contributors for you the reader to reflect and act on;

- How can current sustainable trends and innovations (e.g. in renewable energy, sustainable agriculture, etc.) be scaled and made mainstream for access to all who may need it on the African continent?
- How can other stakeholders help the public and political Leadership system in Africa to change and reflect our real values of communal collaboration, common good and service for the good, protection and improved welfare of the citizens/people?
- Businesses cannot standby and profit while the society in which they operate steadily declines into extreme poverty and civil unrest; responsible business leaders need to do more but how can they do this in a volatile and uncertain environment?
- Regulation has an extremely important role to play in driving actionable changes in the sustainability environment and increases chances of adoption and thereafter success; how can the regulations be developed and policies implemented with inclusive impact as a measurable goal that all stakeholders can key into?

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The original version of Chapter 10 was previously published with incomplete images and Chapter 12 was previously published with wrong author name. These have now been updated with the changes.

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