

What happens when
great minds think
alike?

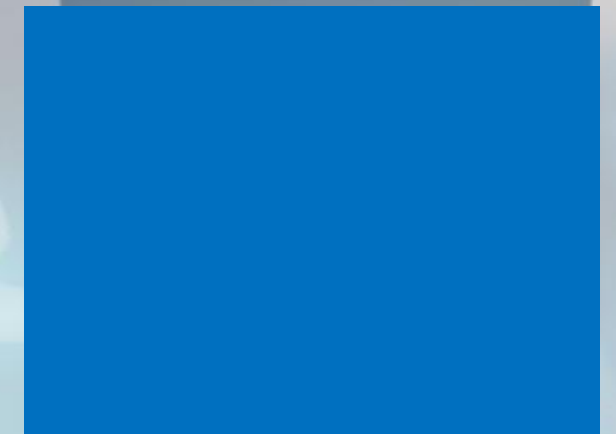
Collaborating to unlock infrastructure development

By Sandile Hlophe: EY Africa, Government & Public Sector Leader

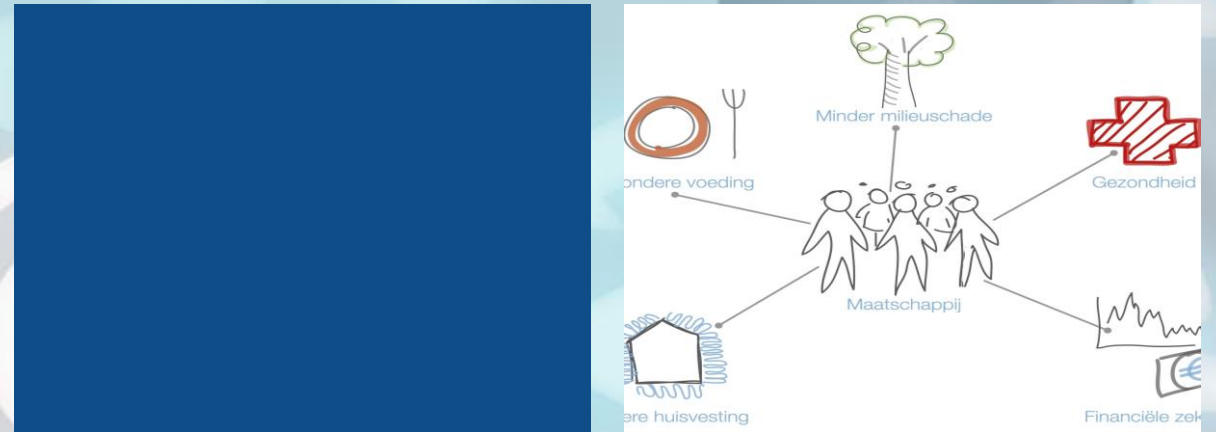


The better the question. The better the answer. The better the world works.





The Future of African Infrastructure is Making the Future of Infrastructure, Africa's Business.



Reimagining and Rebalancing the Role of Corporations in Infrastructure Development.



Today we're here to talk about you and how together, we can contribute to the infrastructure trajectory and rebound of Africa.

Today is not about what you've accomplished yesterday...but rather how far you can go tomorrow.

"The two most important days
in your life are the day you are
born, and the day you figure
out why."

- Mark Twain

The background of the slide features a conceptual illustration. A hand is shown from the bottom, with the index finger pointing upwards towards a target. The target consists of three concentric circles, with the innermost circle being a bright yellow. Numerous light blue arrows of varying lengths and directions point towards this central target. Scattered around the scene are several faint, light blue icons of people in business attire (suits and ties). The overall color palette is a mix of light blues, greys, and a touch of yellow from the target's center. The text is overlaid on the left side of the image.

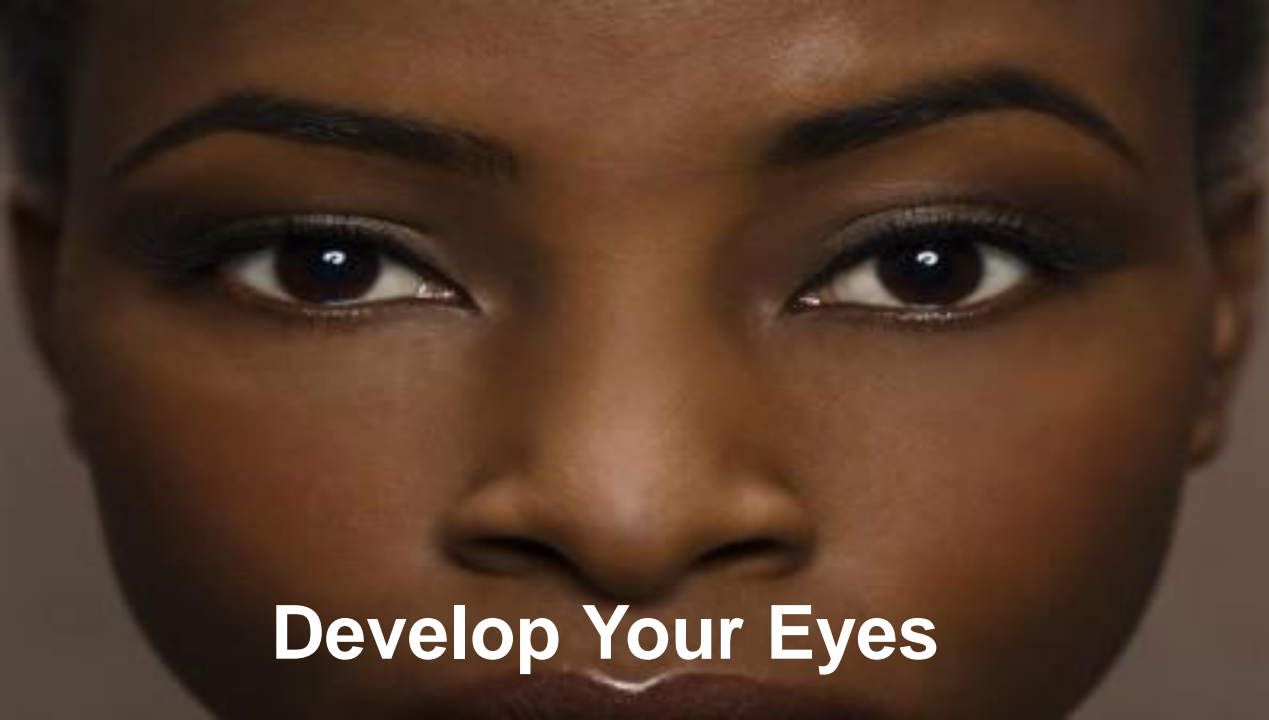
Three essential but uncomfortable and inconvenient truths about leadership.

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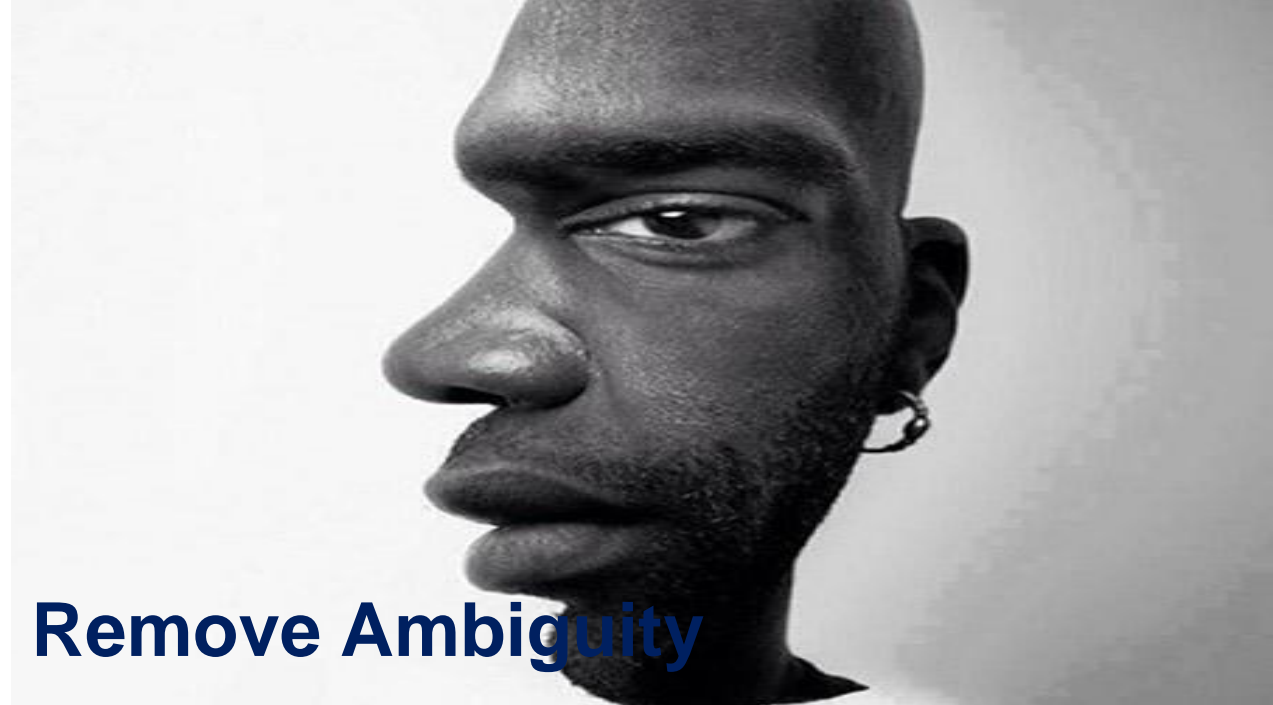
HAPPENS

So, as a leader to keep your 'shoes' clean
you need to develop four strengths.





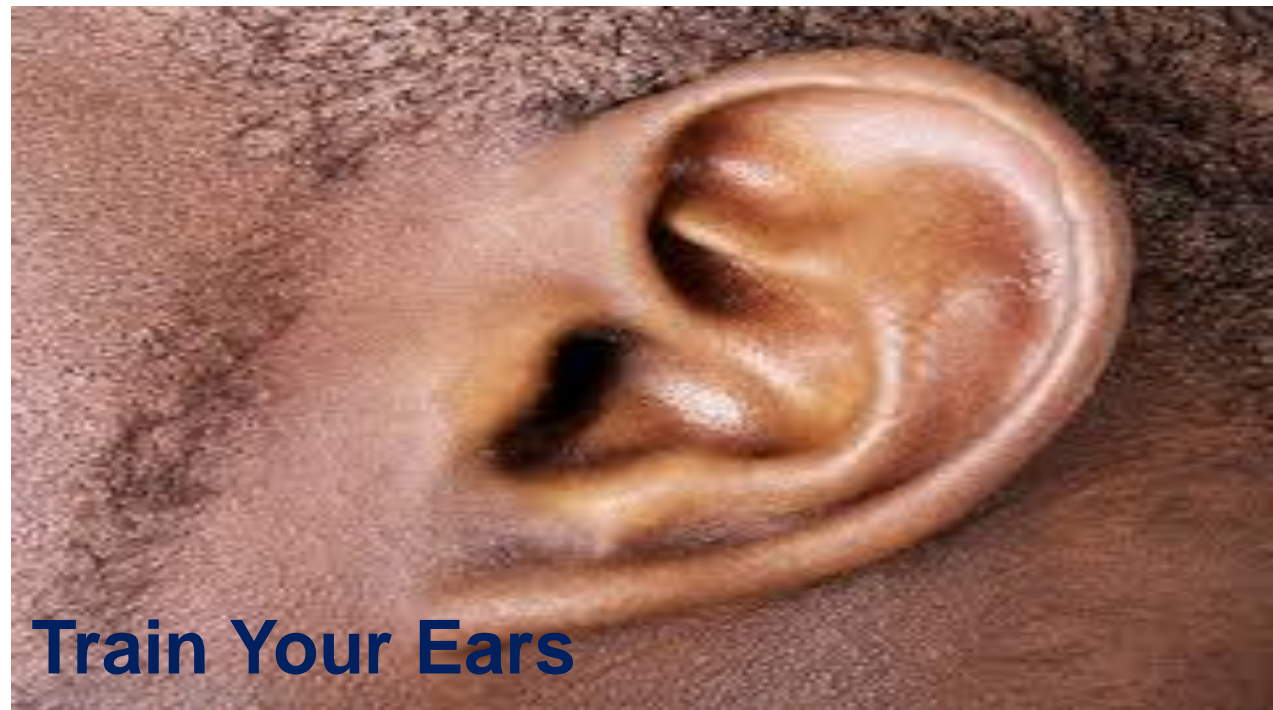
Develop Your Eyes



Remove Ambiguity



Trust Your Nose




Train Your Ears

Volatile
Uncertain
Complex
Ambiguous

"the new
normal"

Through no fault of yours, we live in, must learn to lead, map and navigate in a VUCA world.





We live in an ECOSYSTEM that is based on a deep, deliberate and disciplined will and sense of collective responsibility by every connected Community in achieving sustainable and inclusive growth across all of our Communities and markets.

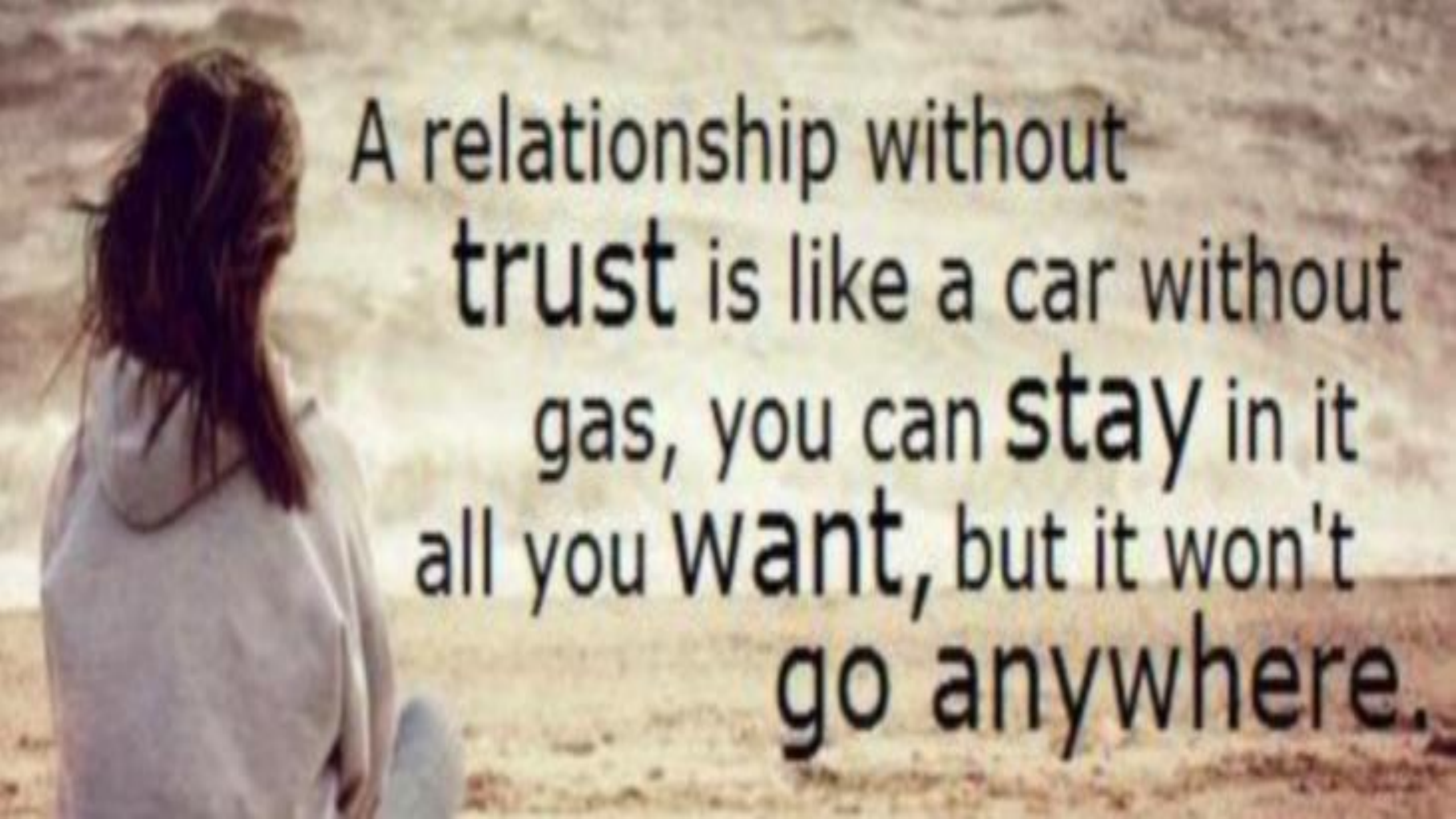
A Socio-Ecological Model



No Trust

=

No Relationship



A relationship without
trust is like a car without
gas, you can **stay** in it
all you **want**, but it won't
go anywhere.

**WHAT TO
EXPECT**



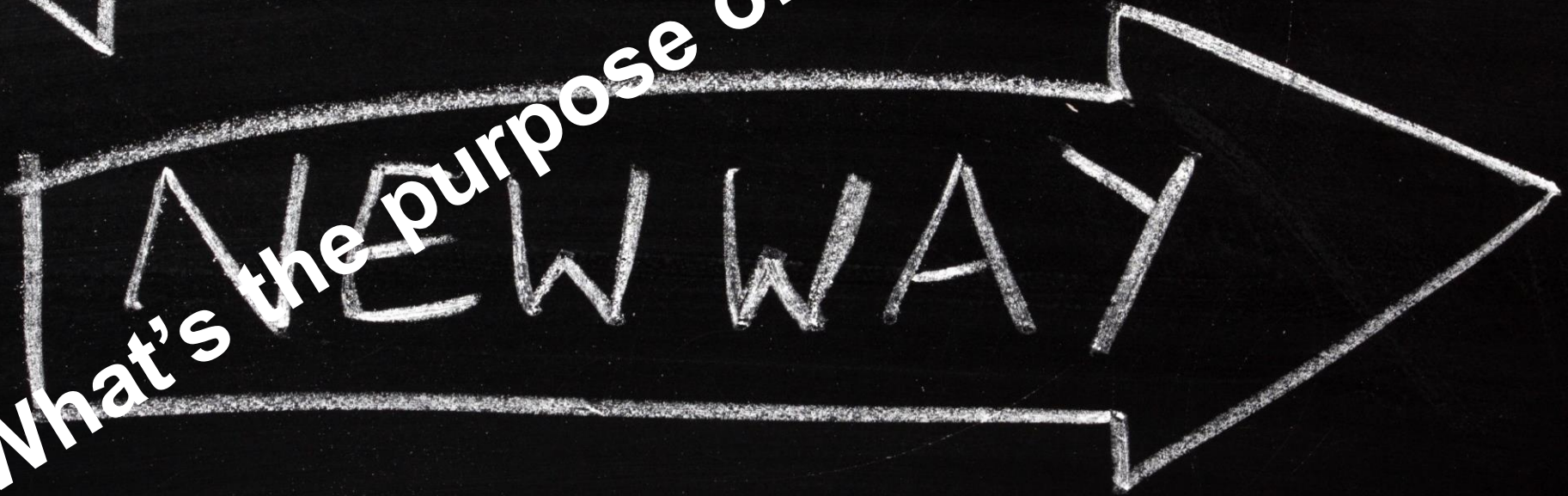
COLD SHOWER THERAPY

Why would anyone leave the warm shower of denial for the cold shower of reality?





What's the purpose of corporations?



3 “Es” OF SUSTAINABLE GROWTH

Framework for Action

*Grow the Economy, Clean Up the Environment, and
Share Both Opportunities with More People*



Sustainable growth can only be achieved
through paying greater attention to the world
around us



virtuous circle

The background of the slide features a conceptual illustration. At the bottom center, a hand is shown pointing upwards towards a target symbol. The target has concentric circles, with the center being a light blue color. Radiating from the target are several light blue arrows pointing in various directions. Scattered around the target and arrows are several light blue icons of people, each wearing a white shirt and a blue tie. The overall color palette is light blue and white, with a subtle gradient.

The links between infrastructure development, economic growth, transformation, poverty alleviation, the environment and climate change can either form a vicious or a virtuous circle

THE MORE YOU
LOSE YOURSELF
IN SOMETHING
BIGGER THAN
YOURSELF, THE
MORE ENERGY
YOU WILL HAVE.

The Ten Commandments of Sustainable Infrastructure Development

1. There is no binary choice between making profits and making a positive impact by serving society
2. Sustainable economic growth honors a natural relationship between government, business and society
3. Sustainable infrastructure development results from leadership and investors acting as social entrepreneurs, as critical components of the economic ecosystem taking full responsibility for their net impact on society and investing for an identified, deliberate impact on society that fosters growth

The Ten Commandments of Sustainable Infrastructure Development

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- The background features a light blue gradient with several stylized white icons. A hand is shown pointing at a target with concentric circles. There are also several stylized human figures in white, some with blue accents, scattered across the background.
- 4. This ecosystem is based on a deep, deliberate and disciplined will and sense of collective responsibility by every connected Community in achieving sustainable and inclusive growth across all of our Communities and markets.
 - 5. Sustainability can be achieved by unlocking, uncovering and discovering value in the private sector when they are committed to playing a role in long-term, far horizon infrastructure development.
 - 6. Resilient financial value can only be achieved through private enterprises consideration of, and commitment to, social, environmental and governance factors

The Ten Commandments of Sustainable Infrastructure Development

7. Private enterprise has a responsibility to be an incubator of opportunity in the Communities it serves
8. Sustainable infrastructure development focuses on both value preservation and value acceleration to deliver far-horizon long-term value
9. Sustainable infrastructure development recognizes that business success and community success are the inseparable result of a rebalancing and reimagining of inclusionary responsible practices that are mutually reinforcing
10. Sustainable infrastructure development recognizes that profit can be measured more than through the traditional bottom line but by redefining a societal benefit metric which measures lasting foundations for resilient and sustainable economic progress

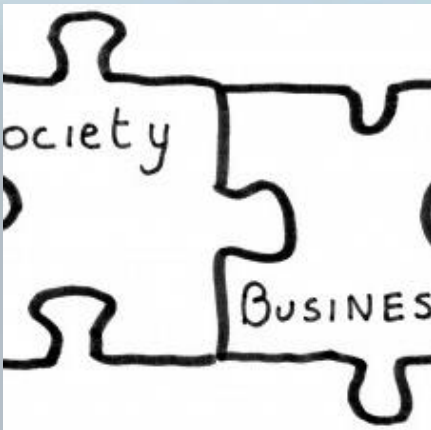


Great infrastructure projects are great for four primary reasons:

1. Built at good **value**
2. Have great **brands** involved
3. Honour the natural **relationship** between business and society
4. Great sense of responsibility for the **Communities** impacted by the development

Shared Value

Corporate policies and practices that enhance the competitiveness of a company while simultaneously advancing social and economic conditions in the Communities in which it operates





Societal Value

- Create economic value by creating societal value (SV)
- What is good for the community is good for business
- All profit is not equal
- Profit involving shared value enables society to advance more rapidly and allows companies to grow faster



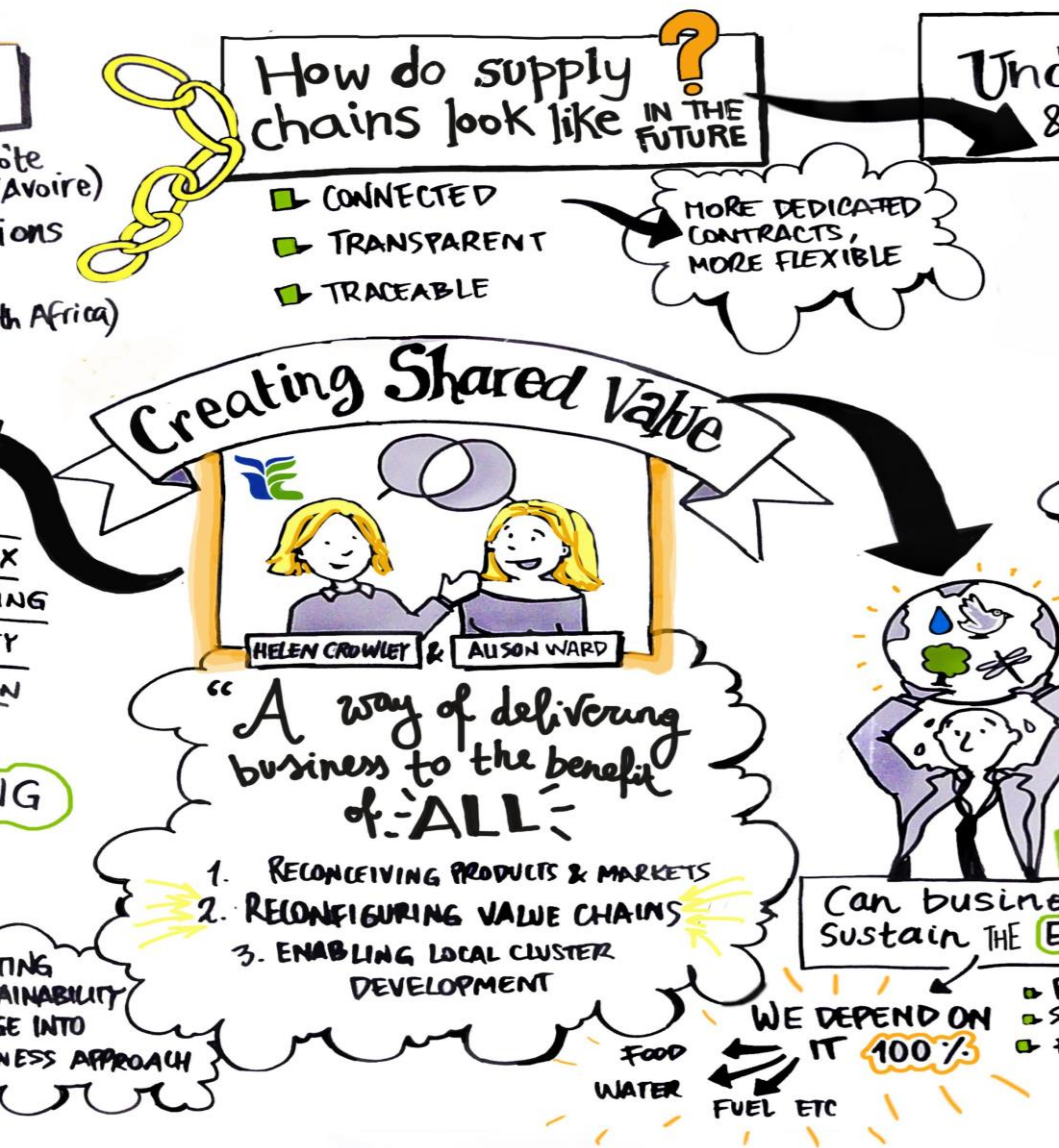
IN FACT...

The pursuit of **shared value** represents the next evolution of capitalism.

Concern with societal issues will be a defining characteristic of successful infrastructure projects.

Incorporating societal issues into infrastructure development is the next major transformation in management thinking.

NOW WE NEED
AN ECONOMIC
~~REVOLUTION~~



But just to be clear.
Let's clear up some
misconceptions about creating
Shared Value

Creating Shared Value is **NOT**:

- CSR
- Philanthropy
- Sharing created value
- Redistribution of wealth
- Giving back
- Ethics
- Harm reduction

Shared Value is built on three pillars

- Reconceiving client needs, products, and markets
- Redefining productivity in the value chain
- Enabling local cluster development

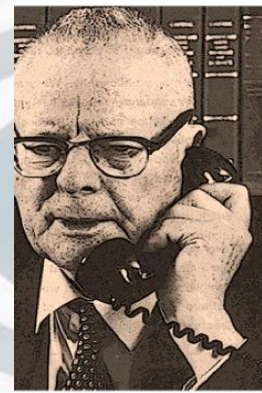


What are the biggest threats to the strategy of shared value?



Short-term

Planning, thinking and focus.



W Edwards Deming's Five Deadly Diseases

2

Emphasis on short-term thinking

OIVIO



Your new Secret Knowledge

OIVIO





Corruption

A cancer that undermines
Communities' trust



Conversely, what are the three biggest threats to corruption?

[illegible]

"Integrity is doing the right thing.
Even when no one is watching."

C. S. Lewis

“I learned that courage was not the absence of fear, but the triumph over it. The brave man is not he who does not feel afraid, but he who conquers that fear.”

Courage

— Nelson Mandela



So, where from here?

How can we answer these four questions?



catalyst

.....
Ideas for change

As the Institute of Certified Public Accountants of Kenya.....what responsibility do you have for being a catalyst for creating a national conversation on shared value infrastructure development?

As ICPAK, how far are you prepared to go being a trusted brand that creates shared economic sustainability and a common future of growth?



As a **ICPAK** what are you the **protagonist** for?

VICTORIA'S
SECRET



DE BEERS
A DIAMOND IS FOREVER

Google™



Disney




FOUR SEASONS
Hotels and Resorts


EY
Building a better
working world

Why were you born?



BE THE

LEADER

YOU WOULD

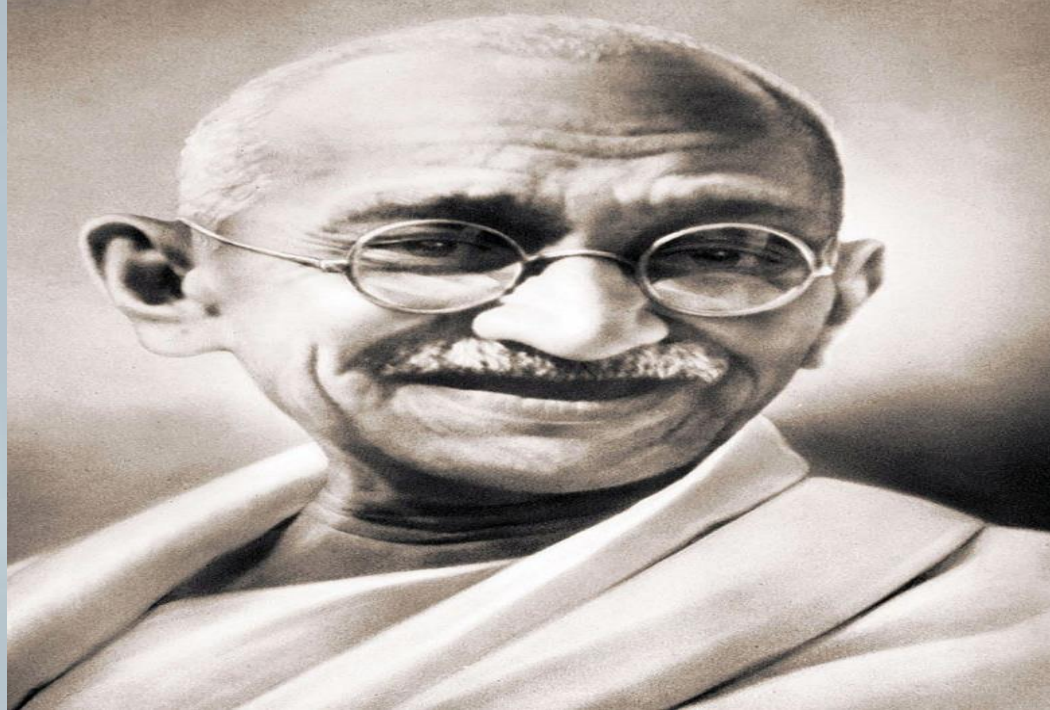
FOLLOW

Leaders Build Trust

Start: Value it.

Next: Model it.





Your beliefs become your thoughts,
Your thoughts become your words,
Your words become your actions,
Your actions become your habits,
Your habits become your values,
Your values become your destiny

Thank you

