

HOW THIS PLAYS OUT ACROSS THE ISSUE

- pg 1 **Founder’s Note : Katlego Majola**
“Governance from the Human Core”
- pg 2 **Looking Ahead**
“Theory to Practice, Practice to Impact”
- pg 3 **The Siren Song of Small Risks**
“Why Institutions Get Risk Management Wrong”
- pg 4 to 6 **Main Feature: Exclusive Interview**
Nokubonga Mnyango / Uthando Solutions
Governance in Enterprise / ESG in Action
- pg 7 **The Integration**
How it all connects
- pg 8 **Spotlight: Destined2Lead**
- pg 9 **What ahead?**
THINK. LISTEN. ACT
- pg 9 **Upcoming Events**
- pg 10 **Call for contributors**

SPOTLIGHT ON IMPACT

Destined2Lead:
Empowering future leaders

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Welcome to Rooted

GOVERNANCE FROM THE HUMAN CORE

By Katlego Majola, CRM Prof (SA) Founder, KM Nala Advisory

Governance doesn’t begin in boardrooms or policy frameworks, it begins in the discipline of attention and strategic choice.

This month, ROOTED turns its gaze inward, exploring the deeply personal intersections between cognitive discipline, leadership focus and systemic resilience. Across Africa, we are being called to redefine what it means to govern, not only through robust systems, but through the risk literacy that shapes our daily decisions.

As complexity deepens in our institutional and personal worlds, a quiet crisis is unfolding: the failure of Assessment Discipline. Whether it’s spending hours debating low-impact minutiae in a meeting, or ignoring clear warnings in our operations, the flaw is the same: misallocated attention. This is not only a governance issue—it is a cognitive issue. How we triage our energy, focus, and resources reflects the kind of societies we are building.

We call this Cognitive Governance...

An approach that begins with the personal capacity for strategic triage and extends into institutional anti-fragility. If we wish to govern our nations and institutions well, we must first learn to govern our finite core resources: our attention and focus.

This idea comes alive through the stories shared in this edition. In our main feature, we tackle the “Siren Song of Small Risks”;—the seductive pull of trivia that distracts leadership from existential threats. And then we share the journey of Nokubonga, who demonstrates how purpose and disciplined adaptation create true resilience.

As you step away from this edition, we invite you to carry one question with you: What does it mean to govern from your human core?

Perhaps it begins with how you triage your time and energy.

Perhaps it lives in how you lead your team.

Or perhaps, like Nokubonga, it starts with one small act of faith—one that grows roots before it grows branches.

If we are to flourish, we must first nourish—purpose, discipline, and focus.

Thank you for staying Rooted with us.

With purpose,
Katlego Majola

FOUNDER : KM NALA ADVISORY



Ideas & Impact from the African Continent

A space where governance meets humanity—where stories of purpose, discipline and leadership remind us that systems change begins with how we focus our attention each day.

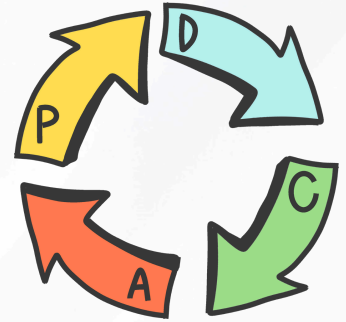
LOOKING AHEAD:
Theory to Practice, Practice to Impact

At KM Nala Advisory, governance isn't a concept we study from a distance, it's something we live alongside the communities, entrepreneurs and leaders who embody it.

Each collaboration—whether in an academic journal, a recycling cooperative, or a community kitchen—isn't separate from our mission; it is our mission. We demonstrate that governance, at its best, begins at the human core.

Our work follows a deliberate cycle: we witness impact on the ground, we translate those insights into rigorous research, we share frameworks and knowledge globally and we return to practice what we've learned.

This integration—between research, enterprise and community—is what makes our approach distinctive.



Recent Highlights: Where Theory Meets Action

- **DURBAN**
Professional Business Women Association Inaugural Seminar – September 2025
- **JOHANNESBURG**
Katlego Majola, CRM Prof (SA), joined a panel of transformative women leaders to discuss *“Leading from Legacy: Governance, Purpose, and the Future of African Business”*



Why This Matters:

This conversation didn't happen in isolation. It emerged from our ongoing research into how African women leaders are redefining governance—not as compliance systems, but as lived practices of dignity and accountability. Stories like Nokubonga's (featured in this issue of Rooted) informed every exchange on that panel. When Katlego spoke about “governance as a lived experience”, she was drawing from months of fieldwork and community engagement.

“When women lead with purpose, governance becomes a lived experience, not just a system.”
- Katlego Majola -

OCTOBER 2025

COMMUNITY OUTREACH: Orphanages & Local Support Drives

Johannesburg & KwaZulu-Natal

KM Nala's team distributed essential items to local orphanages reaffirming our social responsibility mandate.

Why This Matters:

This isn't charity separate from our governance work—it's governance in action. When we sit with vulnerable communities and listen to their needs, we're gathering data that shapes our research and consulting. We see firsthand how policy decisions affect real people. We understand resilience not as a theoretical framework, but as the actual strategies families use to survive and thrive.

These visits inform the “human-centered governance” we advocate for in boardrooms and academic spaces. Governance through compassion—embedding ESG in everyday impact, not just annual reports.

#NalaForAfrica | #SheBreathes | #AfricanSustainability



THE SIREN SONG OF SMALL RISKS:

Why Institutions Get Risk Management Wrong

In the high-stakes world of institutional governance, failure is often not a catastrophic oversight but a slow, self-inflicted wound. The critical flaw is rarely a complete absence of risk management but rather a chronic case of misallocated attention.

Boards and leadership teams routinely spend precious hours debating low-impact operational issues, seemingly productive in their diligence, while colossal strategic threats lurk unaddressed on the horizon. This phenomenon of “risk myopia” is one of the most common—and most damaging—failures in modern institutional management. But to fix it, we must look beyond organisational frameworks and examine the cognitive capacity of the leaders deploying them.



Cognitive Infrastructure Gap

Traditional Enterprise Risk Management (ERM) frameworks operate on a flawed assumption: that risk intelligence is a professional competency activated only in boardrooms. This compartmentalisation reveals a critical blind spot in governance development: the Cognitive Infrastructure Gap.

Risk literacy is not a corporate skill set; it is a cognitive practice shaped by repetition.

Leaders who career from crisis to crisis in their own lives, reactively firefighting rather than strategically navigating, cannot suddenly access that discipline when chairing a board meeting or approving a strategic pivot. The most sophisticated frameworks—from COSO to ISO 31000—provide excellent structural guidance, but structures do not manage risk. People do. And people’s risk judgment is formed through daily, personal practice, not just in training sessions.

When organisational failure occurs, it is often a pattern replication of personal, reactive behaviors:

- Boards that fail to identify emerging strategic threats are often led by executives who ignore early warnings in their own operations.
- Institutions that confuse urgency with importance mirror leadership teams that make the same error in daily prioritisation.

THE RESULT : Sophisticated frameworks operated by cognitively unprepared leaders.

The failure of misallocated attention is fundamentally a failure of assessment discipline.

Why do sophisticated organisations fall into the trap of spending hours dissecting low-impact minutiae? Because operational risks offer the illusion of control and immediate gratification. A compliance team can generate reports on dozens of minor infractions, demonstrating visible productivity. Boards can debate IT policy, feeling engaged and diligent. Problems are identified, actions assigned, and closure is achieved.

Strategic risks, by contrast, are ambiguous, long-term, and resistant to simple resolution. Addressing them requires complex analysis, difficult trade-offs and painful strategic overhaul. There is no immediate gratification, leading to a perverse incentive structure: organisations reward attention to small, controllable risks while systematically avoiding the strategic threats that actually determine survival. This is the Siren Song of Small Risks.

The Strategic Triage

Moving beyond this myopia requires embedding the cognitive practice of Strategic Triage—the discipline of evaluating every challenge, personal or professional, through a ruthless, strategic lens. Effective assessment requires distinguishing between “operational noise” and “strategic signal” using three key questions:

- 1. Impact Analysis: If this risk materialises, what is actually at stake?** (e.g., Catastrophic loss of market share vs. minor procedural fine.) Strategic triage demands ruthless honesty about severity.
- 2. Control Locus: Can we materially influence this outcome, or are we expending finite cognitive resources on factors entirely beyond our control?** This distinction prevents the paralysis that emerges when leaders conflate risk awareness with helpless rumination.
- 3. Temporal Priority: Does this threat require immediate intervention, or can it be strategically scheduled?** Much of what presents as “urgent” is socially constructed pressure, not operational necessity. If a risk is determined, through rigorous Strategic Triage, to be sub-material to the core value proposition and not possessing the potential for existential degradation, it must be decentralised, automated, or strategically de-scoped from the central governance agenda.



From Reaction to Risk Literacy

To move from ineffective, attention-sapping risk management to strategic governance, institutions must prioritise the development of personal risk literacy through disciplined practice. This includes cultivating the skills of Anticipation (horizon scanning), Assessment (strategic triage), Adaptation (designing anti-fragile systems), and Anchoring (upholding non-negotiable values).

Ultimately, resilient institutions are not built by better frameworks or more sophisticated software; they are built by leaders who embody these cognitive practices. The discipline of asking, “What can I prepare for now to avoid being forced into reactive crisis management later?” must be operationalised daily, first personally and then institutionally. Because the governance systems we build tomorrow are being rehearsed in the cognitive patterns we practice today.



ROOTED IN PURPOSE: Nokubonga's Journey from Waste to Worth

By the ROOTED Editorial Team

When Nokubonga left her stable job to walk the streets of Empangeni collecting discarded plastic, many thought she had lost her way. Instead, she was finding her purpose. What began as a solitary act of faith became the foundation of Uthando Solutions, a community-centred recycling enterprise now reshaping both livelihoods and landscapes in KwaZulu-Natal.

Her story is not just about entrepreneurship – it's about how dignity, governance, and trust can transform the waste economy into a model for inclusive growth.



NOKUBONGA MNYANGO

The Leap

"It was clarity, not recklessness" she tells us. *"I wanted to do something meaningful, something that created impact beyond my own comfort. The idea was simple but powerful: to transform waste into opportunity."* At first, many collectors were sceptical. They'd been let down so many times before, so there was hesitation. So Nokubonga began where all trust begins, with consistency, fairness, and genuine care.

She provided safety gear. She paid fairly. She equipped people with knowledge and respect. Over time, they began to see that this wasn't just another recycling project – it was a movement toward dignity and sustainability.

When a neighbour once petitioned to stop her work, the community stood up in her defence. That moment became her anchor. *"When your work is rooted in genuine service,"* she reflects, *"people will defend it. Purpose protects itself."* Today, many of those same individuals are earning stable incomes, supporting their families, and even mentoring new collectors. *"That's what abundance really means to me"* Nokubonga says. *"Not just personal success, but shared growth. Every clean street, every recycled ton, every empowered person is part of that story."*

Leading with Conviction, Not Permission

In a male-dominated sector, Nokubonga had to prove her technical competence before being heard. But rather than waiting for permission, she learned to lead through conviction. *"One of the biggest challenges has been earning credibility in spaces that weren't designed with women in mind – especially in waste management and green manufacturing"* she explains. *"You often walk into rooms where people expect you to prove your technical competence before they even listen to your ideas."*

Early on, she learned that preparation and consistency are powerful tools. *"When you know your subject, when you deliver results, you shift perceptions, quietly but firmly."* The challenge wasn't just external. Balancing purpose with financial sustainability required discipline. *"As women, we naturally bring empathy and collaboration into our leadership style, but the business side still requires hard decisions, financial discipline, and long-term strategy. It's a continuous balancing act between heart and structure."*

Her advice to other women is clear: "Lead with conviction, not permission. The green economy is still being shaped, which means there's room for innovation, compassion, and bold voices. Collaborate, keep learning, and don't underestimate the strength that comes from leading authentically. Africa's future will be built by women who believe they belong in every conversation about growth and sustainability."



From Employees to Partners

From the beginning, Nokubonga refused to build a traditional hierarchy. *"I never wanted Uthando Solutions to operate like a traditional business where decisions are made at the top and everyone else just follows instructions. Our waste collectors are not just employees – they are the heartbeat of what we do. Without them, there is no circular economy, no cleaner communities, and no sustainable impact."*



Uthando operates through co-creation and shared value. Collectors participate in decision-making. They receive a voice in how operations are run. They're helped to see themselves as entrepreneurs within the value chain. *"We offer training in waste sorting, safety, and financial literacy, but we also focus on mindset, helping them understand the importance of their role in environmental restoration and community wellbeing."* Practically, this looks like cooperatives being formed, shared profit opportunities, and leadership roles emerging from within the teams themselves. *"It's about shifting from dependency to ownership"* she explains. *"When people feel seen, respected, and included in shaping the vision, they give their best, not because they have to, but because they believe in what they're building."*

Skills, Structure, and Self-Belief

For Nokubonga, employment has never been just about numbers, it's about transformation. *"Many of the people who join Uthando Solutions come from difficult circumstances, often overlooked by the formal economy. So our mission is to create more than jobs; we aim to build pathways to dignity, self-worth, and independence."*

She does this by focusing on three things: SKILLS ● STRUCTURE ● SELF-BELIEF

Staff and waste collectors are trained not only in waste management and safety, but also in business basics and leadership. *"We want them to see themselves as active participants in the circular economy, not just as workers, but as partners in impact."* Uthando also creates an environment of respect and inclusion. *"Everyone, from the plant operator to the collector in the field, understands how their role contributes to a larger purpose, keeping our communities clean and our planet sustainable. That sense of ownership changes everything."* Over time, people grow in confidence, open small side ventures, or take leadership roles within their teams. *"That's what success looks like for us: when someone who once felt invisible now stands tall, proud of their contribution and empowered to shape their own future."*

Uthando Solutions operates in KwaZulu-Natal, creating dignified livelihoods through circular economy practices.

TO LEARN MORE

Connect with the organisation or support their work toward plastic pelletisation and community empowerment.

www.uthandosolutions.co.za



FEATURE INSIGHT

Building Systems That Fit

Operating in Empangeni means working within both possibility and constraint. Unlike large cities with established recycling infrastructure, Uthando had to build its own systems from the ground up, from collection routes to community awareness.

"We don't copy international systems," Nokubonga explains. "We design solutions that fit the realities of our people." She works closely with local waste collectors, small businesses, and municipal stakeholders to create a collection network that's inclusive and efficient. The processes are designed to be low-tech but high-impact, ensuring sustainable operations even in areas with limited electricity or transport infrastructure. "Socio-economically, we recognise that recycling is not just an environmental issue, it's a livelihood issue. By integrating training, micro-entrepreneurship, and community education, we've turned recycling into a driver of social and economic growth." At the heart of it, the approach is simple: "Meet people where they are, use what's available, and innovate from within. That's how we've managed to grow in Empangeni, by building a system that belongs to the community, not one that's imposed on it."



Trust Through Transparency

Partnerships with organisations like PETCO and ABI have enabled Uthando to scale, but Nokubonga credits their success to integrity. *"Partnerships like the ones we have with PETCO and ABI are built on trust and trust can only exist where there's transparency and accountability"* she says.

"From the start, we made a deliberate decision that Uthando Solutions would be governed by strong ethical principles. In this industry, where funding and environmental impact intersect, credibility is everything." Every process – from waste collection to pellet production – is documented, traceable and compliant with both environmental and financial standards. "Our reporting isn't just about ticking boxes; it's about showing measurable impact – how much waste we've diverted, how many livelihoods we've improved, and how efficiently we use resources." This openness has allowed partners to see Uthando not just as beneficiaries, but as reliable collaborators who share their vision for sustainability. "Ethical governance, to me, is about consistency – doing the right thing even when no one is watching. That's what has kept our partnerships strong and allowed us to grow in credibility and scale."

Closing the Loop

Now, Uthando is preparing for its next evolution: plastic pelletisation. Currently, much of the waste collected is sold in raw or semi-processed form, which limits both revenue and the local value captured within the community. *"Moving into plastic pelletisation is a natural evolution for Uthando Solutions"* Nokubonga explains. *"Pelletisation allows us to close that loop – transforming collected plastic into a reusable, high-value material that feeds directly back into manufacturing. It's the heart of a true circular economy."* The strategic business case is strong. First, it creates import substitution – local manufacturers can buy quality recycled pellets from Uthando instead of sourcing abroad. Second, it stabilises the business model by adding value internally, making the enterprise less dependent on fluctuating raw waste prices. And finally, it enables deeper social impact by creating skilled jobs and stimulating new green enterprises in the value chain.

The roadmap combines three pillars:

INVESTMENT

Engaging with funding partners like the DTIC, IDC, and private co-investors to support infrastructure and technology acquisition.

TECHNOLOGY

Sourcing adaptable, energy-efficient pelletising equipment suited to the African context – machinery that can operate sustainably and be maintained locally.

CAPACITY BUILDING

Investing in technical training and SABS-aligned quality systems to ensure pellets meet industry standards and can compete with imported materials.

"Ultimately, our goal is to demonstrate that Africa can lead in circular innovation, not just as recyclers, but as manufacturers of sustainable materials that fuel our own industries."

Building Resilience Into Governance

The waste management industry is unpredictable – commodity prices shift, regulations evolve, and environmental standards keep tightening. So Nokubonga knew early on that sustainability couldn't rely only on market conditions; it had to be built into the governance framework. *"At Uthando Solutions, we've established clear systems for transparency, accountability and adaptability. We operate with structured financial reporting, independent audits, and traceable waste management data, ensuring our partners and funders always have confidence in how we work."* Uthando has also diversified its revenue streams, from waste collection and sorting to value-added recycling processes, so that when market prices fluctuate, impact and operations remain stable. Policy-wise, the team stays close to environmental and industry bodies, participating in local dialogues to anticipate change rather than react to it.

"But governance isn't just about compliance; it's about culture. Everyone in the team understands that integrity and responsibility are non-negotiable. That shared mindset allows us to navigate uncertainty with focus and credibility. It's what gives Uthando Solutions its resilience – not just as a business, but as a trusted contributor to South Africa's circular economy."

Uthando Solutions operates in KwaZulu-Natal, creating dignified livelihoods through circular economy practices.

TO LEARN MORE

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FEATURE INSIGHT

Acting as a Connector

"I've always believed that waste management is not a standalone activity – it's a system" Nokubonga says. "You can't solve the problem in isolation; it requires cooperation across government, industry, and communities." At Uthando Solutions, the approach is to see the enterprise as a connector within that ecosystem – linking the informal waste sector, the private sector, and public institutions through shared purpose and accountability.

"We co-create solutions rather than compete for them. With local government, we collaborate on waste diversion initiatives and community education programmes. With waste producers and manufacturers, we focus on traceability and responsible sourcing – making sure what we collect re-enters the value chain sustainably. And with the community, we invest in awareness and empowerment so that environmental responsibility becomes a shared culture, not an external instruction."

Navigating these relationships takes patience, consistency, and transparency. "Everyone has different priorities – municipalities look at compliance, producers look at cost, and communities look at livelihood. Our role is to align those interests around a common outcome: cleaner communities, sustainable jobs, and a functioning circular economy." When the system works together, everyone benefits. "That's where the true transformation happens. Uthando Solutions is proud to be part of that larger ecosystem, helping shift South Africa from waste management to resource management."

Rooted Reflections

When we asked what part of her journey feels most Rooted, Nokubonga didn't hesitate. "Rooted is such a fitting title because it speaks to where we come from and what sustains us. For me, what is most deeply rooted is the people and the purpose – the waste collectors, the communities, and the shared vision of a cleaner, more equitable Africa. Their resilience, their ingenuity, and their belief in something bigger than themselves reflect the same spirit that has carried our continent through challenges over generations."

The journey hasn't been without obstacles, from limited infrastructure to scepticism and fluctuating markets – but every challenge has reinforced why the work matters. "The wins, whether it's a community transformed or a job created, are meaningful because they ripple outward, creating opportunity and pride where there was once neglect."

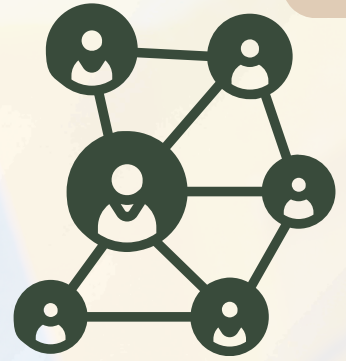
The legacy she hopes to leave is one of empowerment and possibility:

"A model showing that African businesses can be profitable, sustainable, and socially transformative at the same time. I want people to look at Uthando Solutions and see that investing in people, purpose, and the planet isn't just the right thing to do, it's the foundation for Africa's future. That is what is truly rooted in our story."

African Sustainability in Action

When asked what "African Sustainability" means to her personally, Nokubonga is clear: "To me, African Sustainability is about creating systems that are designed by Africans, for Africa, grounded in our realities, resources, and communities. It's not just about recycling or environmental compliance; it's about building resilient economies, dignified livelihoods, and self-reliant industries that reflect our values and potential."

Uthando Solutions embodies this by turning local challenges into opportunities. "We collect waste not just to clean communities, but to create income, skills, and enterprise within the areas we operate. Our operations are tailored to local infrastructure, our partnerships prioritise ethical governance, and our impact grows as the community grows." In essence, Nokubonga says "We're proving that Africa doesn't have to rely on imported solutions to address its environmental or economic challenges. African sustainability is about ownership, innovation and shared prosperity – and every recycled ton, every empowered worker, and every community initiative at Uthando Solutions is a living example of that principle in action."



Uthando Solutions operates in KwaZulu-Natal, creating dignified livelihoods through circular economy practices.

TO LEARN MORE

Connect with the organisation or support their work toward plastic pelletisation and community empowerment.

www.uthandosolutions.co.za



THE INTEGRATION

THE INTEGRATION:
How it ALL connects

What makes the difference

Most organisations operate in silos. They research, or they consult, or they do community work. We do all three—and each informs the others.

- When we visit an orphanage, we’re not just distributing items; we’re understanding how governance failures ripple through communities. That becomes a case study.
- When we research resilient governance, we’re drawing on months of fieldwork with entrepreneurs like Nokubonga. That research becomes credible because it’s rooted in reality.
- When we publish globally, we’re amplifying African voices and African solutions—not importing Western frameworks, but exporting ours.
- When we return to the field, we’re testing hypotheses, refining frameworks, and deepening relationships. The work becomes iterative, accountable, and alive.



This is what human-centered governance actually looks like: a cycle where research feeds practice, practice informs research, and both are grounded in genuine relationships with communities.

“We don't just bridge the gap between discourse and reality; we eliminate it. Our governance frameworks are born from a cycle where African research informs African practice, and practice grounds the research in genuine, system-shaping impact.”



Why Africa Needs This Right Now

The gap between global governance discourse and African reality is vast. Most ESG frameworks are built for multinational corporations in stable economies. But African entrepreneurs like Nokubonga operate in volatility—commodity price swings, policy shifts, infrastructure gaps, and social complexity.

Our work bridges that gap. We’re building governance frameworks specifically designed for African contexts: inclusive, resilient, ethical, and profit-generating. And we’re doing it by staying rooted—in communities, in relationships, in real impact.

That’s our contribution to the future of African business.



DESTINED2LEAD: Empowering future leaders

One of Destined2Lead’s most heartfelt initiatives is the **Matric Dance Drive**, which provides students from under-resourced families with dresses, suits, and shoes, ensuring that financial barriers do not prevent them from celebrating this important milestone.

The initiative is so important because it directly addresses primary barriers.

By providing outfits, they mitigate the most significant negative impacts, ensuring that:

- Financial barriers do not translate into social exclusion.
- Students can feel pride and dignity as they participate in this milestone.
- They foster a sense of community and belonging for future leaders, reinforcing the idea that their circumstances should not define their opportunities.

In short, while not attending the dance itself doesn’t fundamentally change a student’s career path, the feeling of being excluded due to a circumstance they cannot control can deeply impact their self-image and mental well-being during a critical developmental period.

“So many young women and men miss out on their matric dances, not because they lack the desire, but simple because their families cannot afford the expenses.”

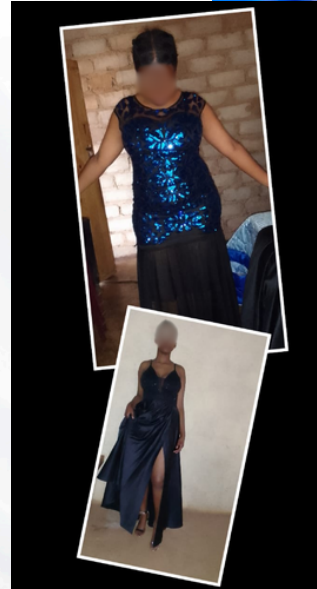
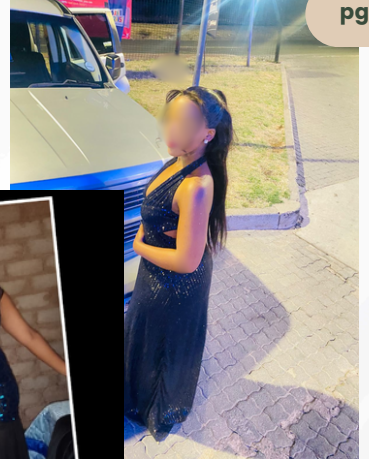


Mahlokileng Semenya
CEO & Founder, Destined2Lead

Mahlokileng Semenya is the CEO and Founder of Destined2Lead, a non-profit organization dedicated to shaping the future of leadership in society. With a strong belief that leadership is not just about titles but about impact, Mahlokileng established Destined2Lead to provide aspiring leaders with the tools, guidance, and opportunities they need to thrive.

Through its flagship mentorship programme, the organization is currently equipping 25 adults with the soft skills, confidence, and professional insights required to grow into influential leaders in the corporate world.

Mahlokileng’s vision is to create a ripple effect—building leaders who, in turn, inspire and uplift others in their communities and workplaces. Beyond corporate mentorship, Mahlokileng is passionate about creating opportunities for the youth. Grounded in purpose and driven by faith, Mahlokileng continues to dedicate her journey to raising leaders who will transform society for generations to come.



Matric Dance Drive 2025

Support their work, partner or learn more, visit them at:
www.destined2lead.co.za

At ROOTED, reflection is only the beginning. Each issue closes with invitations, small ways to deepen awareness, engage critically, and act intentionally.



WHAT'S AHEAD:

The Integrated Pipeline

**Think.
Listen.
Act.**

THINK

Africa's youth is rising – 1.2 billion young people will reach working age over the next decade. How we prepare for this demographic wave will shape our continent's governance for generations.

Ask yourself:

How can your institution, your business, or your household create pathways for purpose-driven work?



AFRONOMICS Podcast Series

Hosted by **Andrew Dabalen, World Bank Chief Economist for Africa**

This series gathers economists, educators, and entrepreneurs to unpack how policy, jobs, and innovation intersect in Africa's growth story. As you listen, consider how these macroeconomic trends echo in the realities around you – in your business, your school, your community.

ACT

- **Share one insight on youth empowerment or sustainable governance within your network**
- **Join the conversation on circular economies ahead of the Botswana Circular Economy Hotspot 2026 – a milestone in shifting from extractive to regenerative development**
- **Challenge yourself to lead with care: treat every decision, policy, or purchase as an act of governance**



Upcoming Events & Announcements

Mid-October 2025	Springer Nature Global Publication "Leadership, Innovation & Responsibility in Global Business" Two chapters authored by Katlego Majola, CRM Prof (SA) now in production.	
December 2025	Site Visit Uthando Solutions Empangeni, KwaZulu-Natal KM Nala delegation will visit Nokubonga's Uthando Solutions, featured in this issue of Rooted.	
December 2025	WEBINAR: Risk & Resilience in African Governance Virtual panel featuring KM Nala Advisory and research partners Insights from Katlego's forthcoming Springer chapters and practical frameworks for resilient governance.	



CALL FOR CONTRIBUTORS



Got Something to Say?

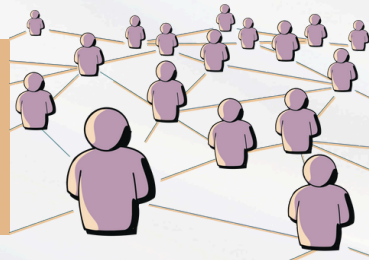
Whether you're publishing research, leading an enterprise, or serving a community, the question is the same: **How do we make governance human? How do we build systems that create dignity, not just compliance?**

That's the work we're doing. That's the future we're building. And we're doing it together—with researchers, entrepreneurs, community leaders, and anyone committed to a different approach.

Stay tuned for updates from Empangeni, insights from our Springer chapters, and frameworks you can apply in your own context.

Let's build this platform together.

FINAL NOTES + STAY CONNECTED



"Leadership begins when we choose to act with purpose, not just power." — KM Nala

HOW TO CONNECT

Let's keep the conversation going:

Website: www.kmnala.co.za

LinkedIn: [KM Nala Advisory](#)

Email: info@kmnala.co.za



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