



**Graduate School of Development
Policy and Practice**

Building Bridges: Leading in Public Life

Emerging African Leaders Programme

Inclusive Governance: Promoting Accountability

5 – 17 March 2017

**Cape Milner Hotel
Cape Town
South Africa**

REGISTRATION: Sunday 5 March 2017**Theme: Leading in Public Life**

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| 17h00 | Registration and welcome at Cape Milner Hotel, Tamboerskloof |
| 18h00 – 20h00 | Welcome braai and introductory comments <ul style="list-style-type: none"> Welcome by Prof. Alan Hirsch (Director of the Graduate School of Development Policy and Practice, GSDPP) Introductory remarks by Dr. Marianne Camerer (Programme Director, Building Bridges, GSDPP) Introduction of facilitation team – Dr. Maria Phalime, Mr. David Schmidt, Ms. Mabel Sithole. |

Day 1: Monday 6 March 2017**Theme: Agency (Self-Awareness and Leadership Styles)**

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| 07h00 – 08h15 | Breakfast |
| 08h30 – 10h30 | Introductory session Welcome, course overview and participant introductions followed by icebreaker game (Facilitators – Dr. Maria Phalime, Dr. Marianne Camerer, Mr. David Schmidt, Ms. Mabel Sithole.) <p>Objectives:</p> <ul style="list-style-type: none"> To identify the key leadership challenges and issues participants are grappling with. To frame the module and provide an overview of the programme. <p><i>Screen GSDPP Video as part of the introductions.</i></p> |
| 10h30 – 11h00 | Tea and Group and Individual Photographs (30 minutes) |
| 11h00 – 13h00 | Who's who in the room? Participants will have the opportunity to introduce themselves to the group in 2-3 minutes (all participants). <p>Objective:</p> <ul style="list-style-type: none"> To allow participants to introduce themselves and to establish initial trust and a 'learning community' |

Lunch (60 minutes)

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| 14h00 – 15h30 | Emotional Intelligence and Leadership Styles <ul style="list-style-type: none"> Overview input on the theory of emotional intelligence and understanding personality preferences including group exercises. (Mr David Schmidt) <p>Objectives:</p> <ul style="list-style-type: none"> To provide participants with a framework for understanding emotional intelligence and a tool for evaluating their own EI To provide participants with an understanding of different leadership styles, when to use different styles, and their own style preferences. |
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Tea (30 minutes)

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| 16h00- 17h15 | Emotional Intelligence and Leadership Styles (continued) <ul style="list-style-type: none"> Individual exercise on leadership styles. (Mr. David Schmidt) Groupwork to reflect on outcomes. (Facilitators) |
| 17h15 – 17h45 | Introduction of the assignment groups <ul style="list-style-type: none"> Overview of group assignment (Facilitators) Allocation of participants into assignment groups <p>Objectives:</p> <ul style="list-style-type: none"> To give participants a time-limited task that stretches them, requiring them to break out of their comfort zones and explore their responses to pressured team situations. To allow participants to explore the practical implementation of skills, concepts and strategies they learn over the course of the programme. To give participants the opportunity to think through both the strategy and the implementation of a major change-focused project as a means of building confidence and vision. <p>Note: The group assignment will be focused on an advocacy project that requires engagement with the public and private sector and collaboration on a multi-country basis. The group will be given a detailed problem scenario that they have to address over the course of 6 sessions. Each assignment group will do a formal presentation on their project on the last day of the module.</p> |

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| 17h45 – 19h30 | Free time |
| 19h30 – 21h00 | The Challenge of Leadership Today <ul style="list-style-type: none"> Intimate dinner with Advocate Vusi Pikoli (Western Cape Police Ombudsman and former National Director of Public Prosecutions), reflecting on the challenges of public leadership today, followed by questions and discussion. (Venue: Cape Milner Hotel) Objectives: <ul style="list-style-type: none"> To help participants understand the different skills and attributes required to be an effective leader for change. To give participants the opportunity to discuss the roles of the Constitution, the Judiciary, the Public Protector and other institutions in promoting and protecting the integrity of public leadership. To explore mechanisms of accountability in Africa. |

Day 2: Tuesday 7 March 2017

Theme: Agency (Ethics and Values)

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| 07h00 – 08h15 | Breakfast |
| 08h30 – 08h45 | Recap: Summary of previous day's learning, overview of programme for day. |
| 08h45 – 10h30 | Understanding ethics – Key concepts and Tools Inputs by Mr. David Schmidt on public ethics highlighting key issues and concepts followed by individual group exercises and discussions. Objective: <ul style="list-style-type: none"> To provide participants with a number of tools to analyse ethical dilemmas and develop appropriate responses. |
| Tea (30 minutes) | |

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| 11h00 – 12h45 | Understanding ethics Group work and role-plays on ethical scenario case studies on vexing issues confronting African leaders followed by plenary report back. Objectives: <ul style="list-style-type: none"> To enable participants to understand and appreciate the complexity of typical ethical dilemmas confronting individuals in the public sphere. To consolidate understanding of how to respond appropriately to common ethical challenges. To deepen participants' skills in communicating complex issues in a simple, direct and accessible manner. |
| Lunch (75 minutes) | |
| 14h00 – 15h45 | Integrity in the public sphere Panel discussion chaired by Dr. Marianne Camerer (GSDPP) reflecting on the role of courage and integrity in advancing the public interest. <ul style="list-style-type: none"> Honourable Bantu Holomisa (Co-Founder, United Democratic Movement) Judge Albie Sachs (Activist and former Judge of the Constitutional Court) Objectives: <ul style="list-style-type: none"> To highlight various dimensions of courage and integrity within public life To inspire participants to act with integrity in their spheres of work. |
| 15h45 | Tea (30 minutes) |
| 16h15 – 17h45 | Assignment Group Session 1 – Developing a Team |
| 18h00 | Shuttle departs for sunset at the Promenade |
| 18h00 – 20h00 | Sunset at the Promenade An opportunity for participants to enjoy the sunset at the Sea Point Promenade with a pizza picnic. (Cabs to the Cape Milner Hotel at 20h00) |

Day 3: Wednesday 8 March 2017

Theme: Agency (Finding your Truth)

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| 06h30 – 07h45 | Early Breakfast |
| 07h45 | Jammie Shuttle from hotel to Robben Island Terminal, V&A Waterfront |
| 08h30 – 12h30 | <p>Visit to Robben Island</p> <p>Tour and reflection about the meaning and lessons from Robben Island and its implications for leadership, guided by former political prisoner Mr Lionel Davis.</p> <p>Objectives:</p> <ul style="list-style-type: none"> To provide an opportunity for participants to visit the island with a former political prisoner and to get to know each other better. To provide an opportunity to reflect on what it takes to be an authentic and effective leader. |
| 13h00 – 14h30 | Lunch (60 minutes) at The Waterfront – Cape Town Fish Market |
| 14h30 – 16h30 | <p>Reflection: Journaling with Dr Maria Phalime</p> <p>Input on journaling followed by a number of journaling exercises to facilitate reflection. <i>Venue: Green Point Urban Park.</i></p> <p>Objectives:</p> <ul style="list-style-type: none"> To create an opportunity for participants to write up their reflections on the Robben Island immersion. To provide participants with basic journaling skills. |
| 16h30 – 17h00 | Free time to explore the Park |
| 17h00 | Cabs back to the Cape Milner Hotel. |
| 18h00 – 20h00 | <p>Movie Evening at the Cape Milner Hotel</p> <p>‘More than just a Game’</p> <p>Screening of film about resistance and sport on Robben Island followed by discussion led by Mr. Marcus Solomon (former political prisoner featured in the film).</p> <p>Objectives:</p> <ul style="list-style-type: none"> To consolidate and create the opportunity to reflect on the Robben Island immersion event. To identify key leadership attributes and practices of Nelson Mandela and the Robben Island prisoners. |

Day 4: Thursday 9 March 2017

Theme: Leading Change (Organisational Development)

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| 07h00 – 08h15 | Breakfast |
| 08h30 – 08h45 | Recap: Summary of previous day's learning, overview of programme for day. |
| 08h45 – 10h45 | <p>Building sustainable advocacy organisations</p> <p>Workshop with Mr Mark Heywood (Executive Director of Section 27)</p> <p>Objectives:</p> <ul style="list-style-type: none"> To introduce participants to key organisational development concepts. To empower participants with practical insights from experienced practitioners about how to address typical organisational challenges in the public and not-for-profit sectors (including funding sustainability, organisational focus, the leadership-management balance and the professionalisation vs volunteerism challenge). |
| Tea (30 minutes) | |
| 11h15 – 12h45 | Building sustainable advocacy organisations (Continued) |
| Lunch (75 minutes) | |
| 14h00 – 15h30 | Assignment group session 2 – Connecting with the challenge |
| Tea (30 minutes) | |

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| 16h00 – 17h30 | <p>Introduction to Coaching as a Leadership Competency</p> <p>Input on the integral coaching method and process with Dr Marianne Camerer followed by “speed-dating” sessions where participants and coaches meet.</p> <p>Objectives:</p> <ul style="list-style-type: none"> To introduce participants to coaching and its benefits. To ensure participants have a good understanding of the value of coaching as an important leadership competency; To enable participants and coaches to meet each other with a view to indicating their respective preferences. <p>Note: After this session, coaches will be allocated to participants based on expressed preferences.</p> |
| 17h30 – 18h15 | Free time to get dressed for Welcome Reception |
| 18h15 | Jammie shuttle leaves for UCT |
| 19h00 | Arrival at Linkoping House |
| 19h00 – 21h30 | <p>Welcome Reception at Linkoping House</p> <p>Hosted by UCT with keynote address on Public Leadership and Promoting Accountability by Prof. Penelope Andrews (Dean, UCT Law Department)</p> |

Day 5: Friday 10 March 2017

Theme: Leading Change (Africa's Development Challenges)

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| 07h00 – 08h15 | Breakfast |
| 08h30 – 08h45 | Recap: Summary of previous day learning, overview of programme for day. |
| 08h45 – 10h30 | <p>The Future of Africa: Perspectives on Africa and a Changing World</p> <p>Overview presentation by Prof. Ian Goldin (Founding Director, Oxford Martin School) followed by interactive discussion.</p> <p>Objective:</p> <ul style="list-style-type: none"> To introduce participants to key development challenges facing Africa in a changing world. |

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| Tea (30 minutes) | |
| 11h00 – 12h45 | <p>Inclusive Governance and Promoting Accountability in an African Context</p> <p>In conversation with Mr. Trevor Manuel (GSDPP Senior Fellow) exploring the art of the possible in effecting public sector and governance reform.</p> <p>Objectives:</p> <ul style="list-style-type: none"> To expose participants to practical approaches to institutional reform in a context of transition. |
| Lunch (75 minutes) | |
| 14h00 – 15h30 | <p>Assignment group session 3 – Understanding the Issue</p> <p>This session will focus on understanding critical development and governance challenges.</p> |
| Tea (30 minutes) | |
| 16h00 – 17h30 | <p>The Practical Realities of Facilitating Economic and Social Change</p> <p>Input by Prof Brian Levy (UCT GSDPP) on the “working with the grain” concept.</p> <p>Objectives:</p> <ul style="list-style-type: none"> To provide participants with ways of thinking about how to engage with reform challenges. To empower participants to develop practical strategies for effecting change at micro and macro levels. |
| 17h30 – 18h00 | Free Time |
| 18h00 – 20h00 | <p>Braai and Drumming Circle at Cape Milner Hotel</p> <p>Evening of collective drumming and music-making with Mr. Dingiswayo Juma.</p> <p>Objective:</p> <ul style="list-style-type: none"> To build community and group coherence |

Day 6: Saturday 11 March 2017

Theme: Leading Change (Creativity and Innovation)

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| 08h00 | Breakfast at the Cape Milner Hotel. |
| 09h00 | Jammie Shuttle departs for UCT. |

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| 09h30 – 14h00 | Writing Workshop with Dr. Maria Phalime Interactive session involving a range individual and group exercises to encourage creative and out-of-the-box thinking. Objective: <ul style="list-style-type: none">To reflect on visionary leadership and to cultivate a writing practice <i>Venue: The Centre for African Studies Gallery, UCT</i> |
| 14h00 | Lunch at Rhodes Memorial Restaurant |
| 16h00 | Jammie Shuttle departs for the Cape Milner Hotel |
| Evening | Free time |
| | Individual Coaching Session 1. Each participant will have an initial 1 hour coaching session with their allocated coach during the course of the week-end. The time-slots will be agreed between the participant and the coach. |

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| Day 7: Sunday 12 March 2017 Theme: Free | |
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| | Breakfast, Lunch and Supper available at the Cape Milner Hotel |

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| Day 8: Monday 13 March 2017 Theme: Collaboration (Building Partnerships and Coalitions) | |
| 07h00 – 08h15 | Breakfast |
| 08h30 – 08h45 | Recap: Summary of previous week and overview of programme |
| 08h45 – 10h30 | Global Leadership – The state of the world today Input by Prof. Achille Mbembe (University of the Witwatersrand). Objective: <ul style="list-style-type: none">Reflections about the state of Africa today in a global context. |
| Tea (30 minutes) | |

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| 11h00 – 12h45 | Re-Thinking the role of African leadership (Continued) In conversation with Prof. Achille Mbembe . |
| Lunch (75 minutes) | |
| 14h00 – 15h30 | Assignment group session 4 – Developing Strategies |
| Tea (30 minutes) | |
| 16h00 – 17h30 | Building collaborative platforms, alliances and partnerships. Topic introduced and facilitated by Ms Bulelwa Ngwena-Makalima (CEO of the Cape Town Partnership). Objective: <ul style="list-style-type: none">To help participants understand the power of building collaborative platforms, alliances/ coalitions and partnerships while appreciating the inherent pitfalls and challenges. |
| Break (30 minutes) | |
| 18h00 – 19h00 | Dinner at the Cape Milner Hotel |
| 19h00 – 21h00 | Unlikely Alliances (to be held at the Cape Milner Hotel) A film about Zimbabwe’s constitutional process called “The Democrats” followed by a discussion on collaborative leadership in pursuit of a challenging common goal. With Mr. Douglas Mwonzora (Advocate and Secretary General, MDC Party, Zimbabwe) and Prof. Brian Raftopolous (University of the Western Cape), Mr. Dzikamai Bere (National Transitional Justice Working Group, LPL Alumnus 2016) |

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| Day 9: Tuesday 14 March 2017 Theme: Collaboration (Mobilising and Communicating) | |
| 07h00 – 08h00 | Breakfast |
| 08h00 – 08h30 | BUS to Democracy Café (Spin Street, Cape Town) |
| 08h30 – 08h45 | Recap: Summary of previous day’s learning, overview of programme for day |

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| 08h45 – 10h30 | The Role of Parliament in Promoting Accountability Input by Honourable Jackson Mthembu (ANC Chief Whip, Parliament of South Africa) and Prof. Richard Calland (Department of Public Law, UCT). Objective: <ul style="list-style-type: none"> To provide an overview of institutional arrangements that prevent abuses of power and promote accountability, with a particular focus on parliament's oversight role |
| 10h30 – 11h00 | Walk to Parliament |
| 11h00 – 12h45 | Tour of South African Parliament |
| Lunch (75 minutes) Cape Milner Hotel | |
| 14h00 – 16h00 | Media Training Practical session with Ms. Mia Malan (Director, Bhekesisa) on crafting effective messages for communicating to different constituencies Objectives <ul style="list-style-type: none"> To enable participants to frame their messages as coherent compelling narratives appropriate to different audiences. To understand the impact of social media on journalism today, including “fake news” |
| Tea (30 min) and Free Time | |
| 19h00 – 20h00 | Screening of “Human” |

Day 10: Wednesday 15 March 2017

Theme: Collaboration (Innovation and Solutions)

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| 07h00 – 08h15 | Breakfast |
| 08h30 – 09h00 | Recap: Summary of previous day's learning, overview of programme for day |
| 09h00 – 10h30 | Accountability in Action Interactive session with Ms. Pregs Govender (Former Deputy Chair: South African Human Rights Commission) who will share her personal leadership journey and experiences as a gender and human rights activist. |

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| Tea (30 minutes) | |
| 11h00 – 12h30 | Accountability Campaigns in Africa – Challenges and Lessons Panel discussion on accountability campaigns and coalitions with Mr. Chris Nkwatsibwe (Ugandan Activist, LPL Alumnus 2016), Ms. Gabriella Razzano (ODAC) and Ms. Phumeza Mlungwana (SJC). |
| 12h30 – 13h45 | Lunch at the Cape Milner Hotel |
| 14h00 – 15h30 | Assignment group session 5 – Messaging and Partnerships |
| Tea (30 minutes) | |
| 15h30 – 19h00 | Individual Coaching Session |
| 19h30 – 21h00 | Free Evening/Final Group Assignment Preparations |

Day 11: Thursday 16 March 2017

Theme: Integration: Applying the Learning

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| 07h00 – 08h15 | Breakfast |
| 08h30 – 08h45 | Recap: Summary of previous day's learning, overview of programme for day |
| 08h45 – 11h00 | Advocacy Simulation game Participants will be broken into new groups to play out a simulated advocacy campaign where each participant has a particular role and personality and where groups present their conclusions. Objectives: <ul style="list-style-type: none"> To give participants an experience of an advocacy campaign in practice including the challenge of building coalitions across organisational divides. To give participants an opportunity to reflect on their collaborative leadership skills. |
| Tea (30 minutes) | |

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| 11h30 – 13h00 | Public speaking and presentation Input on public speaking and presentation skills with Kay Price-Lindsay – Business Results Group (BRG). Objectives: <ul style="list-style-type: none"> • To give participants a primer on effective public speaking including media appearances. • To give participants an opportunity to reflect on their own presentation style. • To give participants pointers to effective group assignment presentations. |
| Lunch (60 minutes) | |
| 14h00 – 15h00 | Final Assignment Group preparations |
| Tea (30 minutes) | |
| 15h30 – 17h30 | Final Assignment Group presentations <ul style="list-style-type: none"> • Presentations • Evaluative comments by Faculty panel |
| 17h30 – 19h00 | Final preparations – Cultural Evening |
| 19h00 – 21h00 | Cultural Evening at the Cape Milner Hotel with an African Food Buffet |

Day 12: Friday 17 March 2017

Theme: Integration: Conclusions

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| 07h00 – 08h30 | Breakfast |
| 09h00 – 10h00 | Recap: Summary of previous day's learning and Faculty Reflection <ul style="list-style-type: none"> • Input by the GSDPP Faculty and discussion on opportunities for alumni engagement |
| Tea (30 minutes) | |
| 10h30 – 12h30 | Wrap-up and closure <ul style="list-style-type: none"> • 3 minute reflections by each participant on what they have learnt and will take back from the programme (to be filmed) • Presentation of certificates. • Concluding comments and vote of thanks |
| Lunch | |
| 14h00 | Departure starts |

Contact Details:

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Speaker Bios

Prof. Achille Mbembe, born in Cameroon, obtained his Ph.D in History at the Sorbonne in Paris in 1989 and a D.E.A. in Political Science at the Institut d'Etudes Politiques (Paris). He was Assistant Professor of History at Columbia University, New York, from 1988-1991, a Senior Research Fellow at the Brookings Institute in Washington, D.C., from 1991 to 1992, Associate Professor of History at the University of Pennsylvania from 1992 to 1996, Executive Director of the Council for the Development of Social Science Research in Africa (Codesria) in Dakar, Senegal, from 1996 to 2000. Achille was also a visiting Professor at the University of California, Berkeley, in 2001, and a visiting Professor at Yale University in 2003. He has written extensively in African history and politics, including *La naissance du maquis dans le Sud-Cameroun* (Paris, Karthala, 1996). On the Postcolony was published in Paris in 2000 in French and the English translation was published by the University of California Press, Berkeley, in 2001. In 2015, Wits University Press published a new, African edition. He has an A1 rating from the National Research Foundation.

Judge Albie Sachs is a retired Justice of the South African Constitutional Court. His career in human rights activism began in 1955 at the age of seventeen when, as a second year law student at the University of Cape Town, he took part in the Defiance of Unjust Laws Campaign. During the next 11 years, Justice Sachs worked as an activist and lawyer defending individuals targeted by apartheid laws. After several bouts of detention and solitary confinement, Justice Sachs went into exile in 1966.

In 1988, while he working as a law professor in Mozambique, a bomb placed in Justice Sachs' car by South African security agents resulted in the loss of his right arm and the sight of one eye. After recovering from the bomb blast, Justice Sachs devoted himself to preparations for a new democratic constitution for South Africa. Following the first democratic elections in 1994, President Nelson Mandela appointed Justice Sachs to the newly established Constitutional Court, where he served for 15 years.

Since his retirement from the Court in 2009, Justice Sachs has been a frequent visiting professor at universities and law schools throughout the United States and has served as an advisor on matters of constitutional law. A prolific author, Justice Sachs has won two Alan Paton Awards, for *Soft Vengeance of a Freedom Fighter* (1991) and *The Strange Alchemy of Life and Law* (2009).

South Africa Partners honored Justice Sachs with the Desmond Tutu Social Justice Award in 2014. He spoke with South Africa Partners about his social activism and what this Award means to him.

Honourable Bantu Holomisa (Major General, Retired) Bantubonke (Bantu) Harrington Holomisa co-founded the United Democratic Movement (UDM) in 1997 and currently serves as its President. In 1999, within a period of twenty months since the UDM was established in 1997, he together with thirteen other members of the Party was elected to Parliament.

Previously, he was the Commander of the Transkei Defence Force and Head of the Transkei government (former independent homeland between 1987 and 1994) up to the first national elections in South Africa in 1994. He was one of the first two black persons accepted by the South African Army

College to do a one-year senior staff course for officers in 1984.

Between 1988 and 1989, the government led by Mr Holomisa un-banned approximately 33 organisations that were banned by his predecessors and his government worked closely with the liberation movements. As a result, Transkei had a smooth transition prior to the South African national elections of 1994. Mr Holomisa also led Transkei delegation to Convention for a Democratic South Africa (CODESA) negotiations. He was chosen by the African National Congress (ANC) Election Committee to campaign nationwide alongside Mr Nelson Mandela, Mr Thabo Mbeki, Mr Cyril Ramaphosa, Mrs Winnie Madikizela-Mandela, the late Mr Joe Slovo and Mr Steve Tshwete during the democratic election in 1994. In 1994, he received the most votes in the ANC National Congress. In 1996, he was expelled from the ANC after testifying to the Truth and Reconciliation Commission about Transkei activities concerning Transkei issues. He refused to retract his testimony arguing that what he had said was of historical knowledge to all concerned. He has served as the Deputy Minister of Environment and Tourism of South Africa in the Government of National Unity (elected in 1994). Mr Holomisa is a fervent advocate for the environment and is working towards the establishment of the Champions of the Environment Foundation. Since 1989, Mr Holomisa has addressed forums around the world, including the United Nations (UN) Security Council (on the need for the UN to monitor violence in South Africa); the Confederation of British Industry; the Carnegie Endowment, USA; the Council on Foreign Relations, USA; CSIS, USA; African-American Institute (AAI), USA; addressed Prayer Breakfast meetings in USA, Zambia and Uganda; the World Tourism Organisation; the World Travel and Tourism Council; Convention on Biodiversity and many other international conventions and meetings all over the world. In 2000, he attended a Democratic Convention in Los Angeles, USA. In the same year, he led a delegation of UDM Members of Parliament to Beijing, China, upon the invitation of the Chinese government. Since then, Mr Holomisa has addressed various international forums. The Independent Electoral Commission (IEC) requested Mr Holomisa to act as a monitor in the June 2007 elections in East Timor. In 2007 he participated in a conference on the "Democratization in Sub-Saharan Africa: What Progress Toward Institutionalization" in Ghana, and he attended the Second World Renewable Energy Assembly as well. He is regularly invited to address business, academic, civil society and religious groups. Mr Holomisa has mediated in conflict between Methodist of Southern Africa and United Methodist of Southern Africa and he also played a mediating role in solving taxi conflict in Transkei and Cape Town.

He is an able athlete, who has played rugby, soccer, tennis, and golf and was vice-captain of the Parliamentary Rugby Squad from 1994–1996. He is married with two children.

Prof. Brian Levy is the Academic Director of the Graduate School of Development Policy and Practice at the University of Cape Town. He also teaches at the School of Advanced International Studies, Johns Hopkins University in Washington DC. He worked at the World Bank from 1989 to 2012, including as manager of the Africa Vice Presidency Public Sector Reform and Capacity Building Unit, and as head of the secretariat responsible for the design and implementation of the World Bank Group's governance and anti-corruption strategy. He has published widely on the interactions among institutions, political economy and development policy. His most recent book is *Working with the Grain: Integrating Governance and Growth in Development Strategies* (Oxford U Press, 2014; info at www.workingwiththegrain.com.) He completed his Ph.D in economics at Harvard University in 1983.

Prof. Brian Raftopoulos is a leading Zimbabwean scholar and activist. Formally a Professor of Development Studies at the University of Zimbabwe from 1990–2006, he moved to Cape Town at the end of March 2006 and since 2007 has been the Director of Research and Advocacy in the Solidarity

Peace Trust, an NGO dealing with human rights issues in Zimbabwe. He has published widely on Zimbabwean history, labour history, historiography, and politics. Raftopoulos was also Mellon Senior Research Mentor at the Centre for Humanities Research at the University of the Western Cape from 2009–2013. He is a founder member of the National Constitutional Assembly in 1998, and the first Chair of a broad civic coalition called the Crisis in Zimbabwe Coalition from 2001–2003.

Ms. Bulelwa Makalima-Ngewana is the CEO of the Cape Town Partnership, Bulelwa Makalima-Ngewana is a town planner with extensive experience in managing and coordinating public-private partnerships. An urban revivalist at heart, she has spent the last eight years with the Cape Town Partnership managing, developing and promoting Cape Town's Central City as an economically thriving, creative and valued public and private space in which to live, work and play. She was one of the key role players in developing Cape Town's Central City Development Strategy (CCDS) in 2008, which puts forward a shared vision to guide future developments in Cape Town until 2018 and, 2 as CEO of the Partnership, she is the key driver of this strategy. She has also been central in Cape Town's World Design Capital 2014 bid. Bulelwa is a member of the board of a number of national and international bodies. These include investment and trade promotion agency for the Western Cape, Wesgro, Table Mountain Aerial Cableway Company and Pragma Africa. She is also a board member of the International Downtown Association (IDA), a member of the WDC 2016 International Advisory Committee for Taipei and a World Cities Summit Young Leader. She has been a mentor to a number of young professionals and was part of the Allan Gray Foundation mentorship program. She is a columnist for the Cape Times and was selected by the Singapore Government as a World Cities young leader.

Mr. Chris Nkwatsibwe is a social justice activist. His appreciation of the fact that each decision that every individual makes, whenever or wherever, affects millions of people beyond our spheres of influence, has informed every single one of his decisions.

An alumnus of the Leading in Public Life Program and a Mandela Rhodes Scholar, Chris has worked and volunteered with initiatives that seek social and political transformation in Uganda, with a perspicuous focus on young people. He has initiated and contributed to several advocacy initiatives such as; the Hope Initiative Program, the Green Light Movement, Youth Strategic Leadership Forum, Young Leaders Think-tank, and the Network Debate Africa where he is a Founding Partner. Until December last year, Chris worked with the Uganda Governance Monitoring Platform where he coordinated the Campaign for Free and Fair Elections, the Black Monday Campaign, and the Citizens' Manifesto Initiative. At the present, Chris is studying his Master of Philosophy in Development Policy and Practice at the University of Cape Town.

Advocate Douglas Mwonzora is the Secretary-General of the Movement for Democratic Change (MDC) party in Zimbabwe. Following the controversial 2008 elections and the establishment of the Government of National Unity (GNU), Mr. Mwonzora was appointed to represent the MDC party during the constitution making process. He served as the Co-Chair of the Parliamentary Select Committee (COPAC), established in April 2009 to drive the process of producing a new constitution for Zimbabwe.

Mr. Dzika Mai Bere is a Researcher for the Zimbabwe Human Rights NGO Forum (the Forum). As part of the Forum, Dzika Mai is currently the Coordinator for the National Transitional Justice Working Group (NTJWG) since May 2014. The NTJWG is a platform established by 46 organisations working in the area of transitional justice in Zimbabwe as a strategic think

tank on policy relating to transitional justice, social cohesion, accountability and reconciliation. Dzikamai coordinates the work of NTJWG across the six thematic areas, which are; gender, promotion of truth, justice and accountability, reparations and rehabilitation of victims, institutional transformation and memorialisation. This work includes building advocacy cross-linkages among different stakeholders, developing advocacy tools and initiatives for stakeholder involvement in policy issues, translating the guiding principles in different thematic areas into advocacy tools, as well as drafting policy proposals and recommendations for NTJWG, policy makers and the stakeholders in the sector. Prior to his current engagements, Dzikamai has been with the Forum as a Reseacher since August 2009. From 2009 to 2012, following the formation of the coalition government in Zimbabwe, Dzikamai was instrumental in the formation of the Transitional Justice Unit which successfully campaigned for the establishment of the National Peace and Reconciliation Commission (NPRC) in Zimbabwe. On the civil society side, Dzikamai coordinated over 68 organisations leading to the establishment of the NTJWG (2014) to provide interface between transitional justice stakeholders and official mechanisms. Before joining civil society, Dzikamai has worked as a Magistrate based in Bulawayo. He holds a Bachelor of Arts Degree in History from Solusi University and a Master of Advanced Studies in Peace and Conflict Transformation from the Swisspeace Academy in Switzerland. He is also Transitional Justice Fellow with the Institute for Justice and Reconciliation.

Ms. Gabriella Razzano is a law graduate working at ODAC as the Deputy Director and Head of Legal Research. She has a BA LLB from the University of Cape Town, graduating with distinction in Sociology. She formerly clerked with Justice Yacoob of the Constitutional Court and worked with University of Witwatersrand. She has a particular focus on access to information and freedom of expression issues. She is a Founding Director of Code for South Africa, an Internet Governance Fellow and an alumni of International Visitor Leadership Program (Global Digital Leader).

Professor Ian Goldin was the founding Director of the Oxford Martin School from September 2006 to September 2016. He is currently Oxford University Professor of Globalisation and Development and a Senior Fellow at the Oxford Martin School, and a Professorial Fellow at the University's Balliol College. During his decade as Director the School established 45 programmes of research, bringing together more than 500 academics from across Oxford, from over 100 disciplines, and becoming the world's leading centre for interdisciplinary research into critical global challenges.

Professor Goldin initiated and was Vice-Chair of the Oxford Martin Commission for Future Generations, which brought together 19 international leaders from government, business, academia, media and civil society to address the growing short-term preoccupations of modern politics and business, and identify ways of overcoming today's gridlock in key international negotiations. The Commission's report, *Now for the Long Term*, was published in October 2013.

From 2003 to 2006 he was Vice President of the World Bank, and prior to that the Bank's Director of Development Policy (2001-2003). He served on the Bank's senior management team and led the Bank's collaboration with the United Nations and other partners as well as with key countries. As Director of Development Policy, he played a pivotal role in the research and strategy agenda of the Bank.

From 1996 to 2001 he was Chief Executive and Managing Director of the Development Bank of Southern Africa and served as an advisor to President Nelson Mandela. He succeeded in transforming the Bank to become the leading agent of development in the 14 countries of Southern Africa. During this period, Goldin served on several Government committees and Boards, and was Finance Director for South Africa's Olympic Bid.

Previously, Goldin was Principal Economist at the European Bank for Reconstruction and Development (EBRD) in London, and Program Director at the OECD Development Centre in Paris, where he directed the Programs on Trade, Environment and Sustainable Development.

He has a BA (Hons) and a BSc from the University of Cape Town, an MSc from the London School of Economics, and an MA and Doctorate from the University of Oxford.

Goldin has received wide recognition for his contributions to development and research, including having been knighted by the French Government and nominated Global Leader of Tomorrow by the World Economic Forum. He has published over 50 articles and 20 books, including *Globalization for Development: Meeting New Challenges* (Oxford University Press, 2012), *Exceptional People: How Migration Shaped our World and Will Define our Future* (Princeton University Press, 2011), *Divided Nations: Why global governance is failing and what we can do about it*, (Oxford University Press, 2013), *The Butterfly Defect: How globalization creates systemic risks, and what to do about it* (Princeton University Press, 2014) and an edited volume, *Is the Planet Full?* (Oxford University Press, 2014). His latest books are *The Pursuit of Development: Economic Growth, Social Change and Ideas* (Oxford University Press, 2016) and *Age of Discovery: Navigating the Risks and Rewards of Our New Renaissance* (Bloomsbury and St Martin's Press, 2016).

Honourable Jackson Mthembu was born in June 1958 in Witbank. He grew up in Kromkrans, a reserve for Black people between Hendrina and Carolina in the then Transvaal, where he went with his grandmother Sarah Mthembu to work in the mealie fields, at age seven. His grandmother and uncles raised him. During the 1976 Soweto uprising, Mthembu was a student leader at Elukhanyisweni Secondary School in Witbank. On many occasions during school he was "chucked out for not being able to afford school fees, uniforms, books." He went to the University of Fort Hare but was later expelled, and started working at Highveld Steel as a training officer from 1980 to 1984, and as production foreman from 1986–1988. He was a senior steward at the Metal and Allied Workers Union from 1984 to 1986 and chair of the Witbank Education Crisis Committee from 1980 to 1986.

During the dark years of the 1980s, the states of emergency saw him in and out of prison. Mthembu was charged with treason and acquitted between 1986 and 1988. He led the Swapo support group in 300 taxis to the first democratic elections in 1988 in Namibia.

From deputy regional secretary of the United Democratic Front from 1988 to 1990, he went on to become the media officer for the SA Council of Churches. He is a Roman Catholic and a Methodist. From 1990 to 1994 Mthembu was the ANC spokesman in the Eastern Transvaal (Mpumalanga) region and from 1995 to 1997 the ANC national spokesman. Prior to his present appointment, as ANC national spokesman, he was speaker of the Mpumalanga Legislature from May 2006.

In addition, Mthembu was MEC in Mpumalanga for public roads and transport from 1997 to 1999. He chaired the portfolio committees on local government, education, sport, recreation and arts and culture, was ANC chief whip and was again MEC for roads and transport from May 2008 to May 2009.

Ms. Kay Price-Lindsay was the third ever woman to win the Southern African Championship of Public Speaking in 2012. She went on to represent 9 Southern African Countries at the World Semi-Finals of Public Speaking for Toastmasters in Orlando, where she placed joint 10th in the world. Kay's experience of competition speaking has made her an powerful speaking coach and mentor, and she works with numerous speakers both in Toastmasters and for TEDx events in Cape Town.

Mr. Lionel Davis was born in Cape Town in 1936. He was arrested in 1964 and sentenced to seven years on Robben Island between for committing acts of sabotage. It was during his prison years on Robben Island that he completed his Senior Certificate. After his release he was restricted under a banning order and house arrest until 1976. In 1968, while still on Robben Island he received a school leaver's Senior Certificate. At the Evangelical Art and Craft Centre at Rorke's Drift in 1980 he worked toward a Diploma in Fine Arts. His interest in art led him to complete a BA Fine Art degree with the University of Cape Town in 1994.

In 1978 and 1990 he worked as assistant organiser at the Community Arts Project (CAP) in Cape Town. Davis has contributed to literary magazines, books on education, poetry anthologies and calendars. He produced cartoons for a children's magazine and taught screen-printing at CAP. He participated in the Triangle Workshop in New York and the Thupelo Workshop in Johannesburg. In 1988 he was deeply involved in community-based children's education. He exhibited several times from 1981 to 1987, also in Gaborone, Botswana and Pine Plains, New York, USA. In 1995 he worked for the South African National Art Gallery as a part time art educator. His name features prominently in the history of the Community Arts Project, Vakalisa Art Associates, Thupelo Workshop and Greatmore Artists' Studios.

Mr. Marcus Solomon is a former Robben Island prisoner and veteran civic activist. He is a former Ashoka Fellow and has had a long-term involvement in building more sustainable communities in South Africa by mobilizing children to take action in their own neighbourhoods through the Children Resources Centre.

Mr. Mark Heywood is the Executive Director of SECTION27 (which incorporated the AIDS Law Project in 2010). He joined the AIDS Law Project (ALP) in 1994 and in 1998 he was one of the founders of the Treatment Action Campaign (TAC). He has continued to participate on the TAC Secretariat, National Council and Board of Directors. Mark was elected and served as the deputy chairperson of the South African National AIDS Council (SANAC) in 2007 until 2012. In 2009, he was also appointed as a member of the Ministerial Advisory Committee on National Health Insurance. Mark has written extensively on HIV, human rights and the law and has been part of the legal teams of the ALP, TAC and SECTION27 that have been involved in major litigation around HIV and other human rights issues in South Africa.

Ms. Mia Malan is the founding director of Bhekisisa, the Mail & Guardian's health journalism centre and the M&G's health editor. Prior to starting up Bhekisisa in January 2013, Mia she was a Knight Health Journalism Fellow in South Africa. She began her journalism career at the South African Broadcasting Corporation, where she worked as a radio and television health correspondent. She later established the first health journalism programme of the international media development organisation, Internews Network, in Kenya, which she ran for three and a half years before moving to the Internews head office in Washington, DC, where she served as a senior health journalism advisor. During this period, she helped to implement the training curricula she developed in Kenya in several other countries, including Nigeria, Ethiopia, India, Haiti and Thailand. Mia has won numerous awards for her work, including the Standard Bank Sikuvile Newspaper Journalist of the Year Award in 2013, the National Press club's 2013 and 2014 awards for print features and the Standard Bank Sikuvile Newspaper journalism awards' feature and commentary and analysis categories in 2014 and 2012 respectively. Mia has a master's degree in science journalism from the University of Stellenbosch and taught health journalism in the journalism and media studies department at Rhodes University in Grahamstown. She was a Reuters Foundation Medical Journalism Fellow at Oxford University in 2001.

She believes the key to developing engaging feature stories lies in developing journalists' storytelling skills and that is important to humanise health issues, rather than to politicise them. "If you can combine human faces with excellent writing skills – narrative writing skills with well-structured storytelling – you will get far more people involved than trying to ride on a controversy," she says. "If people see what happens to normal human beings, that's likely to lead to more action than strong quotes, in isolation, from people who know everything about policy or politics. If we can give the stories of ordinary people and grassroots projects power, and make them come alive through including their voices in our stories, we will have done our jobs."

Prof. Penelope (Penny) Andrews, commonly known as 'Penny', is a noted human rights scholar and activist and admitted as an advocate of the Supreme Court of South Africa. Prior to joining UCT in January 2016, Prof Andrews served as President and Dean at Albany Law School in New York, USA – the first female president and dean for the school since its founding in 1851. She was previously the Associate Dean for Academic Affairs at the City University of New York School of Law (CUNY), where she also sat on the Senate. Prof Andrews has also served as Professor of Law and Director of International Studies at Valparaiso Law School in Indiana, USA. Prof Andrews earned her BA (majoring in economic history; comparative African government and administration) and her LLB from the then University of Natal in Durban. She received an LLM from Columbia University School of Law in New York. She began her teaching career at La Trobe University in Melbourne, Australia and since then has been tenured at four law schools in Australia and the USA. Prof Andrews has served on significant law school committees and the boards of public interest legal organisations as well as on business councils. A member of the New York State Bar Association and the American Bar Association, she has participated in and has chaired several accreditation site teams for the American Bar Association's section on Legal Education and Admissions to the Bar. She has also consulted for the Ford Foundation, the United Nations Fund for Women, and the Victorian Commissioner for Equal Opportunity in Australia. Prof Andrews has published four books and over 50 articles that focus on international human rights law, comparative constitutional law, gender and racial equality, and the judiciary. Her most recent book, *From Cape Town to Kabul: Rethinking Strategies for Pursuing Women's Human Rights* was published by Ashgate in 2012.

Ms. Phumeza Mlungwana is a 26 year old young woman, born and raised in Khayelitsha, Cape Town. She is currently the General Secretary of the Social Justice Coalition – one of the growing social movements in South Africa. She has held different positions within the organisation. She is an Alumnus of the Building Bridges Programme within the Graduate School of Development in Policy and Practice in University of Cape Town. Her academic background is in Social Sciences. Currently enrolled for an Mphil in Criminology, Law and Society at the University of Cape Town. Phumeza serves as a trustee on two boards.

Ms. Pregs Govender joined the struggle against Apartheid as an activist since 1974. She taught English in Durban, at schools and at university, before joining the trade union movement in the 80's. She was National Educator of GAWU (now SACTWU) before heading SA's first Workers College. Pregs served on the executive structures of COSATU's National Gender Committee and the UDF-affiliated Natal Organisation of Women. During the negotiated transition, Pregs managed the Women's National Coalition, which mobilised rural and urban women to impact on SA's Constitution. She then worked in the national RDP office, integrating women's concerns into the RDP. As an ANC member, she was elected to the National Assembly in SA's first democratic election. In the 1994 budget debates she initiated SA's gender

budgeting and steered its impact on the 1998/1999 National Budget. In 1994 she was tasked with editing SA's Country Report to Beijing.

Pregs was elected Chairperson of Parliament's Committee on Women (1996–2002). This Committee ensured that 80% of its legislative priorities were enacted by 1999. During the Mbeki era, this Committee held public hearings on the gendered impact of HIV/Aids. After being the only MP to register opposition to the arms deal in the Defence Budget Vote, Pregs resigned in 2002.

Her work thereafter included being the Chairperson of the Independent Panel Review of Parliament. Her human rights activism includes being a member of the global Panel on Human Dignity. Pregs' awards include honorary doctorates in Law and Philosophy, the first Ruth First Fellowship and the Fulbright New Century Scholarship for the Global Empowerment of Women. She has authored many papers and articles and contributed to several publications. Pregs is the author of *Love and Courage*, a story of Insubordination.

In November 2008, Parliament voted unanimously for her appointment as SAHRC Commissioner by President Motlanthe. She began her term in January 2009 and was appointed Deputy Chairperson in October. She led the SAHRC programmes on Basic Services, CEDAW and PAIA.

Prof. Richard Calland has for over twenty years been working in the fields of democratic governance and sustainable development in South Africa and beyond. Based at the University of Cape Town (UCT), where he is Associate Professor in Public Law, he also heads its Democratic Governance & Rights Unit (DGRU). The DGRU's African Justice and Transparency Initiative focuses on judicial appointments, judicial 'craft' and free access to the law, supporting judicial modernisation and reform throughout the region. Calland specializes in freedom of information law and serves as a member of the Independent Access to Information Appeals Board of the World Bank. In the past, he has advised the governments of Mali, Peru, Nicaragua, Bolivia and Jamaica on transparency law reform and policy, and the Construction Sector Transparency Initiative (CoST) on matters of governance and multi-stakeholder process. Before moving to South Africa in 1994, Calland practiced law for seven years at the London Bar. From 1995–2011, he headed the Political Information & Monitoring Service and then the Economic Governance programme at Idasa – which was at that time Africa's leading democracy Institute. He is a founding member of the Council for the Advancement of the South African Constitution (CASAC) and with others he also founded the Parliamentary Monitoring Group (PMG) and the Open Democracy Advice Centre (ODAC), a law centre that supports the implementation of freedom of information law and advises whistleblowers. Calland is a Fellow of the University of Cambridge Institute for Sustainability Leadership, and has been a member of faculty on a series of strategic leadership programmes for, amongst others, the World Bank, the African Development Bank, PWC, Nedbank, Namdeb, Network Rail and Tata. He is also the co-director of the niche organisation, the African Climate Finance Hub, supporting governments and multilateral organisations in Africa on issues relating to access and use of climate finance. He is a retained adviser on governance and politics to Massmart/Walmart and regularly gives political risk analysis to the clients of investment banks such as UBS and Citi, and is a founding partner of The Paternoster Group: African Political Insight. In 2005, he spent two terms at Cambridge University, as a visiting scholar at the Lauterpacht Centre for International Law. In 2006, he spent a month as a visiting lecturer in constitutional law at the law department of Meiji University, Tokyo. Before coming to South Africa in 1994, Calland practiced law at the London Bar (called in 1987 to Lincoln's Inn). He holds an LLM from the University of Cape Town, a Diploma in World Politics from the London School of Economics and an BA(Hons) Law from the University of Durham. He is a regular commentator in the media and his political column has been

carried in the Mail & Guardian newspaper since 2001. Calland's latest book on politics, 'The Zuma Years: South Africa's Changing Face of Power', was published in August 2013 by Zebra Press.

Mr. Trevor Manuel is a senior advisor to the Rothschild Group worldwide and Deputy Chairman of Rothschild in South Africa. Trevor Manuel served as a Cabinet Minister from 1994 to 2014 under the first four successive Presidents, Mandela, Mbeki, Motlanthe and Zuma in democratic 3 South Africa. His cabinet responsibilities included Trade and Industry (May 1994 to April 1996), Finance (April 1996 to May 2009), and in the Presidency, responsibility for the National Planning Commission (May 2009 to May 2014). During his two decades as a Cabinet Minister he also served as a Member of Parliament, representing the African National Congress. His ministerial career highlights have tracked two decades of major development in the South African economy. As Minister of Trade and Industry he led the process of reintegration of South Africa into the global economy after decades of sanctions, and he introduced extension support measures for small, medium and micro-enterprises. During his lengthy tenure as Minister of Finance he stabilised the macroeconomy, significantly transformed the fiscal system in respect of taxation, expenditure and the intergovernmental system. As Chairperson of the National Planning Commission he oversaw the drafting of the broadly accepted first-ever National Development Plan for the country. As Minister he assumed a number of ex officio positions on International bodies, including the United Nations Commission for Trade and Development (UNCTAD), the World Bank, the IMF, the G20, the African Development Bank and the Southern African Development Community. In these institutions, he was also frequently elected by his peers to chair several of these bodies. Mr Manuel was also appointed as Special Envoy for Financing Development on two occasions (2001 and 2008) by successive Secretaries General of the United Nations. He served on various international commissions including the Task Force on Global Public Goods (2002/3), the Africa Commission (2005), the Commission on Growth and Development (2006 to 2010), the Global Ocean Commission (2012/4) (that he co-chaired) and the Commission on the New Climate Economy (2013/4). He was requested to chair various Task Teams including on IMF Governance Reform (2007/8) and the World Bank Doing Business Report (2013). Mr. Manuel has received a number of awards and presentations, including Africa's Finance Minister of the Year and the Woodrow Wilson Public Service Award. He has 7 honorary doctorates from South African tertiary institutions and a Doctor of Laws from MacMaster University, Ontario Canada. His South African doctorates are in the following fields: two of commerce, three of technology, one of economics and one of law. He has served as the Chancellor of the Cape Peninsula University of Technology (CPUT) since May 2008. Mr Manuel was born in 1956. He matriculated from Harold Cressy High School in Cape Town. He has a National Diploma in Civil and Structural Engineering from the Peninsula Technikon and completed the Executive Management Programme in a joint programme between Stanford University and the National University of Singapore. He is married to Maria Ramos and they live in South Africa.

Advocate Vusi Pikoli is currently the Western Cape Police Ombudsman. Between 1991 and 1994, he worked in the private legal profession, but became special advisor to the minister of justice, Dullah Omar, in 1994. He served in that capacity until 1997, when he became deputy director general of human resources in the Department of Justice and Constitutional Development.

From 1999 to 2005, he was director general in the same department, before being appointed to head up the National Prosecuting Authority, a position he held until 2008. Pikoli's published memoir, *My Second Initiation*, details his journey from his first initiation as a young man in the Eastern Cape, to his second initiation as a top-ranking government official.

Pikoli is a former trustee of the Constitutional Court Trust, and a founding member of the International Association of Anti-Corruption Authorities. He was a director of the forensic investigation division at SizweNtsalubaGobodo until February 2012. He also headed the forensics department at Gobodo Inc. He is also an independent director on the board of Cricket South Africa, where he chairs the social and ethics committee.

In August 2012, he and Kate O'Regan were appointed as co-commissioners of a commission of inquiry into allegation of police inefficiency in Khayelitsha in the Western Cape.

Faculty

Alan Hirsch is Professor of Development Policy and Practice and has directed the Graduate School of Development Policy and Practice at UCT since 2013. He was born in Cape Town and educated in Economics, Economic History and History at UCT, Wits and Columbia. After teaching economic history and economics at the University of Cape Town, he joined the South African Department of Trade and Industry in 1995, managing industry and technology policy. He worked at the South African Presidency from 2002 to 2012 where he managed economic policy, represented the Presidency at the G20, and was co-chair of the G20 Development Working Group. He currently serves on the board the European Centre for Development Policy Management, and has served on a range of boards. He was a visiting scholar at the Harvard Business School, a regular visiting professor at the Graduate School of Governance at Maastricht University, directed the International Growth Centre's research in Zambia for 5 years, and was a member of the OECD secretary-general's Inclusive Growth Advisory Panel. He writes about economic development issues, including Season of Hope – Economic Reform under Mandela and Mbeki and recently co-edited The Oxford Companion to South African Economics.

Mr. David Schmidt is a Director of Strategies for Change, an independent consultancy specializing in public leadership, innovation and strategy. David was extensively involved as an activist for justice during the 1980's. He was president of the National Catholic Federation of Students and was the first chairperson of the End Conscription Campaign, a leading and innovative campaign. He was active in UDF structures from 1983 and in 1989 was part of Mass Democratic Movement delegations to Europe to lobby for intensified pressure on the apartheid regime. He was a teacher in a Cape Flats high school from 1985 to 1987 during the years of boycott and protest.

As Western Cape Director of IDASA from 1991, he brought together the major political, civil society, municipal and business stakeholders in greater Cape Town to discuss the future of metropolitan local government and convened the initial multi-party talks. He then acted as director and facilitator of the multi-party Cape Metropolitan Negotiating Forum that concluded a comprehensive negotiated agreement regarding the future of local government in Cape Town over an intensive two-year period ending in 1995. He was then appointed as chief director for restructuring by the Cape Metropolitan Council charged with managing the massive process of unbundling and amalgamating the previous 19 administrations in the region into 7 as well as building a metropolitan wide strategic approach to the major challenges facing Cape Town. In 2000 he led the team preparing comprehensive proposals for the institutional and development programme of the new unicity Council for Cape Town. He joined the City of Cape Town as special adviser to the Executive Mayor from 2004–2006.

Since 2006, David has run Strategies for Change. He has been a prominent figure in developing regional and city strategies in South Africa and has consulted extensively to many of South Africa's major cities, the South African Cities Network and the national government departments on policy

and implementation. He is passionate about leadership development and has developed and run many innovative programmes.

He has qualifications in public management (Warwick University), economics (UCT) and law (UNISA). He has written many articles and book chapters on public leadership and municipal reform. He has a long history of involvement in civic affairs and has inter alia chaired the Board of the Development Action Group in Cape Town and the Grove Primary School Governing Body. He is a trustee of the Desmond and Leah Tutu Legacy Foundation.

Ms. Mabel D. Sithole is the daughter of diplomats who have worked with governments in Africa, the United Nations and the African Union for over 40 years. Her first-hand experience of their work ignited a passion to work with leaders in Africa in pursuit of a better continent for all people that call this beautiful place, home. She obtained her first degree in Politics and Administration from the University of Zimbabwe in 2007 where she also served as president of the Model United Nations Club. Following an internship with the International Committee of the Red Cross she was promoted to Communication Officer. In 2009, she moved to Cape Town to pursue an Honours Degree in Public Policy and Administration. Her thesis (awarded with distinction) analysed public opinion about the role of the police in protecting refugee rights in South Africa. In 2012 she graduated from UCT with an MPhil in Development Studies and has contributed to studies assessing the implementation of affirmative action and employment equity policies in South Africa's tertiary education sector. Since graduating, she has worked with international and local NGOs in South Africa in the areas of finance, strategic planning, fundraising, monitoring and evaluation. Her current research interests focus on leadership and governance in Southern Africa.

Dr. Maria Phalime is a medical doctor and award-winning author. Born and raised in the Johannesburg township of Soweto, Maria moved to Cape Town in 1991 to pursue her studies at the University of Cape Town, from where she graduated with a Bachelor of Science (BSc) degree in 1993 and a Bachelor of Medicine & Bachelor of Surgery (MBChB) in 1999. She practiced for a brief period as a general practitioner in South Africa and the United Kingdom, before leaving medical practice to pursue non-clinical interests. She has worked in trade and investment promotion and has undertaken research and consulting in the areas of economic development and business facilitation. In 2010 Maria found her voice as a writer. She studied under the acclaimed South African author, Mike Nicol. In 2012 Maria was the recipient of the inaugural City Press Nonfiction Award for her memoir, *Postmortem – The Doctor Who Walked Away*. In 2013 her novel for teens, *Second Chances*, was the English language category winner of the Maskew Miller Longman Literature Awards. In addition to writing and consulting, Maria is an accomplished speaker who has spoken at TEDx Johannesburg and numerous national speaking platforms.

Dr. Marianne Camerer is the Programme Director of Building Bridges, the new policy-focused research and outreach programme at the GSDPP. Prior to joining UCT, Marianne co-founded the international anti-corruption NGO Global Integrity and serves as a trustee of The Global Integrity Trust. She previously headed anti-corruption research at the Institute for Security Studies (ISS), was a founding director of the Open Democracy Advice Center (ODAC) and lectured in applied ethics at the University of Stellenbosch. Marianne has consulted for international organizations such as the World Bank and United Nations. She holds masters' degrees in public policy and political philosophy from Oxford and the University of Stellenbosch and has published in the governance field. Her Ph.D. in Political Studies, from the University of Witwatersrand, was on "Corruption and Reform in Democratic

South Africa" with a particular focus on the arms deal. Marianne is a Yale World Fellow and spent a semester in New Haven as a Fellow of the Yale Council on African Studies. She is passionate about leadership development and trained as an integral coach through UCT's Centre for Coaching at the Graduate School of Business. Marianne is an Advisory Board member of CAPI, the Centre for the Advancement of Public Integrity, at Columbia Law School.

Coaches

Ms. Janet van Graan is a certified Integral Coach and completed the Professional Coaching Course at UCT GSB in early 2015. She has coached individuals at middle and senior level positions in corporate and academic sectors, through career transitions, leadership development, work-life balance, creativity and communication and teams through times of change. Coaching involves meeting an individual where he or she is and skilfully accompanying them to identify and reach their own goals through a bespoke integral process. Janet works with each client to bring change at an integral level: cognitively, emotionally and somatically, leading to healthier, more effective and fulfilled lives. Within the safety of reflective and inquiring conversations, her clients become more understanding of their own unique way of being and ultimately become self-regulating and self-correcting. She has extensive experience in the creative and academic sectors, as artist, designer, lecturer, mentor, manager, team player and leader. She also currently leads the department of Design at CPUT. In her earlier adult life she worked in the NGO sector in adult literacy, arts activism, art education and as mentor to youth in care. She is a proud parent of two young adult sons, and an avid reader and film watcher.

Mr. Jiva Chokkappan has worked in the retail industry. At Truworths and Woolworths he held various senior positions in Finance and Operations. In Woolworths he worked with international Franchisees from Africa and the Middle East to grow their business and expand the Woolworths brand. As the opportunity presented itself he became a Woolworths Franchisee, owning stores in Witbank. He currently runs a manufacturing business based in Cape Town. He is a chartered Account with extensive business knowledge at operational and strategic levels. He is also a certified Integral Coach and uses coaching in his business to develop and grow his management team. He was a mentor on the Associate and Professional coaching courses at the Centre of Coaching, UCT Business School. In addition to this he has been a coach on the Young African Leaders Programme in 2015. His passion lies in developing young people by coaching them in both their personal and business lives.

Ms. Rashida Sader graduated as an educator and while working full time and managing her family commitments, acquired her Honours in Business Leadership (UCT), Masters in Commerce (UCT), and certified as an integral coach (UCT, GSB). She has worked across a number of industries, namely, education, petrochemical and financial services. She currently works as the Executive Head of Human Resources. She is a skilled coach, facilitator, leader and mentor. She is experienced in working with:

- Designing and shifting corporate culture
- Supporting individuals and groups through organisational and personal change
- Leadership and personal development
- Executive coaching
- Diversity and transformation
- Unlocking potential in the areas of sales, customer service and operations.

Her passion is to work with clients to help them to unlock their potential, gain fresh insights and go on a journey of self-discovery. Her strength lies in coaching others to design and execute on strategies and solutions, which are pragmatic and sustainable while at the time staying in flow with their emotional and somatic wellbeing. Her fulfilment comes from watching others grow, find new frontiers, overcome challenges and live a wholesome life. She takes pride in knowing that through the coaching, her clients have developed the skills to cope with current and future challenges and opportunities.

Mr. Roger Arendse is Director at Eagle Coaching, a registered coach of the Coaches & Mentors Society of SA (COMENSA) and an independent associate of several coaching service providers. He has professional training through UCT's Graduate School of Business and New Ventures West (USA) with proven proficiency as an integral coach of executives, managers, educators, and social entrepreneurs – both nationally and globally. Arendse holds several post-graduate degrees and diplomas with distinction, spanning education, employment law and theology from UCT and Western Theological Seminary, USA. He has presented at conferences and seminars, and published chapters in journals and books. He is a curious inquirer and contributor across fields of leadership, values, ethics, education, social transformation and spirituality. Arendse was a community leader and social activist in South Africa during his teens and early adulthood. His working career includes that of high school teacher, researcher, tutor, and community organizer in the 1980s. He lectured in theology at UWC in the 1990s. Thereafter, he was full time organizer of the UCT Academics' Union - advising, counselling, mentoring and coaching staff in a variety of employee and human relations matters. Arendse thrives in his vocation of personal and professional care, growth and empowerment.

Mr. Sifiso Mbuyisa is Lead Facilitator at Tindzaba Consulting, a private company with offices in Johannesburg, Cape Town and Mpumalanga. His interest is in designing systems and processes that solve complex problems for individuals, organisations and communities. He is an Associate of the UCT-Graduate School of Business, Centre for Coaching and is accredited member of the International Coaching Federation.

In addition to his practise as Integral Coach, Sifiso brings a diverse mixture of experience as a conflict transformation practitioner, mediator, manager, design thinking facilitator and trainer. He has over 15 years in the mediation, training and coaching arena. Since that time, he has become a certified coach, mediator, and works with clients using integral coaching method. With his passion for helping individuals to achieve their goals, Sifiso focuses on helping his clients to gain clarity and translate ideas and self-awakening into skills and practical action.

In addition to coaching, Sifiso has worked in the areas of international development, including United Nations and the European Union. He has extensive experience working for the NGO Sector, Public Sector and democracy supporting institutions. Sifiso has diverse experiences and has lived and worked in SADC and other African states. He has worked in Indonesia, East Timor and Australia. Whilst in the employment of the provincial government Western Cape, he built a reputation as a successful, effective mediator and facilitator of dialogue between parties in conflict. In 2014 Sifiso was appointed by The Department of Environmental Affairs to the established national panel of Environmental Mediators.

In addition to graduating with Honours in Political Science (University of Natal), Sifiso received his Masters in Law from the University of Cape Town. In addition to his professional commitments, Sifiso is a political analyst and social commentator.



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