

The Graduate School of Development Policy and Practice

2011–2016





Graduate School of Development Policy and Practice University of Cape Town

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Message from the Vice-Chancellor



When I became Vice-Chancellor in 2008, I was struck by the fact that the University of Cape Town (UCT) had many areas of expertise and research that addressed critical public policy challenges, such as public finance, health policy, education policy, urbanisation and transport policy, public law, environment and energy. Yet we lacked an institutional vehicle to ensure that public officials in senior policy and management positions, including leaders of large non-governmental organisations and public benefit organisations, would become familiar with the output of our research.

At the same time, the rapid turnover of senior public officials, and the need to equip such leaders with the generic skills of evidence-based policy, as well as strategic skills to promote their policy agendas, indicated the need for a range of educational offerings.

These needed to be tailored to the needs of people in demanding high level positions with considerable experience as well as younger people wanting to take the next step in a public policy career.

This led to the idea of the Graduate School for Development Policy and Practice at UCT. While it fills a gap in the higher education landscape in South Africa, the initial scoping of its goals demonstrated that the needs identified in South Africa were replicated across the continent.

We saw an opportunity for significant peer learning through bringing together senior managers and leaders from different African countries. Hence the commitment, early on, that about half the participants in most programmes would be from outside South Africa. This commitment also spoke directly to UCT's mission to become an Afropolitan university, a hub for intellectual exchange for the continent and with the rest of the world.

The progress through the first five years has been phenomenal. The initial ambitions have not just been realised, but exceeded. I congratulate the team on this milestone.

Dr Max Price
Vice-Chancellor
University of Cape Town

Message from the Director

The establishment of the Graduate School of Development Policy and Practice (GSDPP) is a story of sharing ideals, cooperation, strong partnerships and hard work. Here is my personal perspective.

After nearly two decades of exciting and rewarding work in government in newly democratic South Africa, the time came to move on. I wanted to contribute to public service and deploy the networks I had accumulated to this end – towards building the quality of public service in South Africa and in Africa.

Thanks to the recommendation of Jan van Heukelom, I was fortunate to have several years as a visiting professor at the Maastricht Graduate School of Governance. Each year I spent a week with masters and doctoral students from all over the world, teaching them about the political economy of reform in South Africa, learning as much as I taught.

Graduate schools like the Maastricht Graduate School of Governance draw together talented experts and impressive young leaders who care enormously about the quality of life of the vulnerable, and think hard about how the public sector can address development issues more effectively.

A decade earlier I had spent time at the Kennedy School of Government at Harvard University during a sabbatical from my public service. I also learned about how to set up graduate schools from colleagues at

the Maastricht Graduate School of Governance and from Nick Binedell who had established the Gordon Institute of Business Science, and learned about project development from Stephen Yeo.

At about the same time, Brian Levy began a discussion about how to develop a graduate programme for emerging leaders in Africa's public sector. Brian trained as an economist at Harvard after graduating in economics at UCT a year ahead of me and had become a global expert on public sector effectiveness in developing countries while working at the World Bank. Brian was keen to engage with emerging public sector managers and leaders in Africa as a teacher and mentor.

Quite by chance I happened across the installation address by Max Price, the new Vice-Chancellor of the University of Cape Town. Among many wise and innovative things Max said, he talked about his vision for UCT as an African version of a global university.

"To be a Global University" he said, "UCT needs to be an African University". "[W]hat it means for UCT to be an African university", he continued "is for UCT to become the centre in the South, competing on equal terms with the northern ivy league institutions but without trying to be a clone of those universities, rather bringing its own distinctive perspective and opportunities to relationships of intellectual partnership and engagement."





The 2014 inaugural Masters class and GSDPP staff

More specifically, Max ventured that: *“UCT must replace SOAS in political studies, Queen Elizabeth House, Oxford in African Government and post colonialism, Johns Hopkins in public health, Harvard’s Kennedy School and Columbia in executive education and public administration as it is understood for Africa.”*

I wanted to support his vision and was excited by the idea that we could transform this institution into a genuinely excellent, genuinely African, world-class centre of teaching and research. I wanted to set up UCT’s African “Kennedy School of Government”. Max appointed Deputy Vice-Chancellor Jo Beall and, after she left UCT, Deputy Vice-Chancellor Crain Soudien as very effective guides to the leadership team of the unfolding school.

The missing piece of the puzzle for the School project was the magician – the person who turns visions into reality. At the time, Judith Cornell (Jud) was working as a consultant at UNESCO in Paris but wanted to return home. An expert on industrial health and AIDS and a brilliant manager, Jud was the first employee of the germinal school, employed ‘part-time’ using

the Vice-Chancellor’s discretionary fund. When she was later appointed to a full-time position at the School her title was Director of Institutional Development and Planning.

While Brian (Academic Director), Jud, and I (Director) wrestled creatively with each other about how to develop and establish the School, we all shared the same vision. We wanted to build a mutually reinforcing network of emerging and established African public sector reformers around a growing core of practical knowledge and practical thinkers.

The distinctive nature of our offering was that it would focus on the ‘how’ of development, not the ‘what’. We would be working with people who already had a fairly good idea of what they wanted to achieve, but couldn’t work out how to be effective in a complex environment. The School would focus initially on emerging leaders already in managerial or other responsible roles in the very broadly defined public sector and related areas of work. Later we would draw in younger graduates.

We started on a high note. Francis Fukuyama, who then taught with Brian at the School of Advanced

International Studies at Johns Hopkins University, had just started the Leadership Academy for Development, a global leadership programme. He wanted to mount a course on the interface of the public and private sectors in Africa, to help public managers understand how both public and private sectors work.

This was our first executive programme, drawing participants from all over Africa, and it was crowned by a hugely successful public lecture by Francis Fukuyama, which effectively launched the School. The British High Commission in South Africa, then under Dame Nicola Brewer, contributed much-needed financial and moral support for our early executive courses. We were thrilled to be able to appoint Hannah Diaz as manager of our growing executive education programme at the end of 2014.

After 18 months of hard work by Jud and Brian, developing a syllabus and going through the process of accreditation, we started to market our Masters programme and recruited our first class in time for the 2014 academic year. We scabbled for financial support for students and found several willing contributors – Vincent Mai, Brian Menell and Koos Bekker steered bursary support towards us. The very high quality of the first cohort of students – and the quality and distinctiveness of the syllabus and teachers – meant that our flagship programme was well on its way.

The third major development was the Building Bridges programme. We developed it with Marianne Camerer, who came on board to head up our Building Bridges programme. After discussing the

proposal with potential partners, we developed a unique leadership programme with support from the Department for Foreign International Development, the Ford Foundation and the International Development Research Centre. After three successful years we are about to launch a new phase of the Building Bridges programme.

In 2016 we inaugurated our partnership with Sciences Po Executive Education, Paris, and Institut Supérieur de Management, Dakar, in teaching the Global Leadership for Africa's Development (LeAD Campus) programme for young Francophone and Anglophone African leaders. LeAD Campus went extremely well and we expect it to strengthen further in coming years.

We have also cemented a relationship with the International Inequalities Institute at the London School of Economics, with whom we are participating in the Atlantic Fellows programme, a global leadership programme for emerging leaders and researchers addressing inequality.

Alongside this we have hosted several research conferences and published various papers and books including *Working with the Grain* and the *Oxford Companion to the Economics of South Africa*. The limited number of professorial staff has meant that we do not as yet have a fully-fledged research programme. We plan to implement a stronger practice-based research programme as soon as we are able to create additional professorial chairs at the School.

In July 2015, we moved from offices scattered around the School



LeAD Campus class at Linkoping House, 2016

of Economics and the Research Administration to our own building, Linkoping House at 27 Burg Road Rondebosch. It is a fine old mansion, which houses our teaching and administrative staff, and is well suited to social events and small seminars. We do not yet have dedicated teaching facilities for the School, and most of our teaching and residential programmes take place at other university venues or conference hotels.

Over the past five years, a number of valuable associates have contributed significantly to the development and facilitation of our programmes, including Jacqui Boule, Bulelwa Makalima-Ngewana, Sibongile Muthwa, Penny Parenzee, Maria Phalime and David Schmidt.

We were pleased to be able to bring on board as visiting, honorary and adjunct professors, Thandika Mkandawire, Trevor Manuel, Lindiwe Msengana-Ndlela, Alison Gillwald and Carlos Lopes, who is about to be appointed.

We have had a number of other very distinguished regular contributors to our events including Matt Andrews, Ian Goldman, Thuli Madonsela,

Nhlanhla Nene, Vusi Pikoli and Laurine Platzky.

These past five years have been exciting, and I expect that the next five years will be just as exciting for the future of the School. As Director my two main tasks (beyond management, teaching and research) are: 1) to secure a long-term building to house our offices, teaching and other activities; and 2) to create additional Chairs at the School, which we can use to recruit a suitable successor as Director of the School and deepen our teaching and research management capacity. We are making significant progress on both of these projects, and in accessing funding for more teaching staff. I hope that we can make exciting announcements on both of these projects in the near future.

Professor Alan Hirsch
Director
Graduate School of Development Policy and Practice

Message from the Academic Director



The founding of the Graduate School of Development Policy and Practice in 2011 was an extraordinary opportunity to create from scratch a new mid-career Masters programme for Africa's public sector professionals, at the cutting edge of emerging practices.

The past two decades have witnessed enormous changes in thinking and engaging with the challenges of development. In the early 1990s, with the triumph of democracy around the world and the acceleration of globalisation, the way forward for development seemed clear. Hubris reigned. But the gap between theory and practice – or, as it sometimes is framed, between the promulgation of seemingly good policies and the failure to implement them – has become a chasm, puncturing the bubble of hubris.

In response, new thinking and practices have emerged. The new approaches shift the focus of attention from a narrow pre-occupation with prescribing what “should” be done to an exploration of the gap between what “is” and what “should” be: What actually happens that makes change difficult? Why does it happen? What might be some creative entry points for moving things forward?

While proponents of these new approaches vary in the details, all share the following principles:

- An insistence that the appropriate point of departure for engagement is with the way

things actually are on the ground – not some normative vision of how they should be;

- A focus on working to solve very specific development problems – moving away from a pre-occupation with longer-term reforms of broader systems and processes, where results are long in coming and hard to discern, and where the temptation to engage in isomorphic mimicry is correspondingly large;
- An emphasis on ongoing learning – in recognition that no blueprint can adequately capture the complex reality of a specific setting, and thus that implementation must inevitably involve a process of iterative adaptation.

Building on these principles, the purpose of the GSDPP's Masters programme is to help cultivate among its participants a commitment to *public entrepreneurship*. The aim is not simply to find an academically attractive answer to a development problem, but rather to foster efforts to identify and expand the space for action.

Effective public entrepreneurs need to engage skillfully across multiple dimensions: with the substantive content of development problems; with the political and institutional contexts within which they are embedded; with the processes of change; and with their personal attributes as leaders. The Masters

programme addresses each of these dimensions. Participants are provided with:

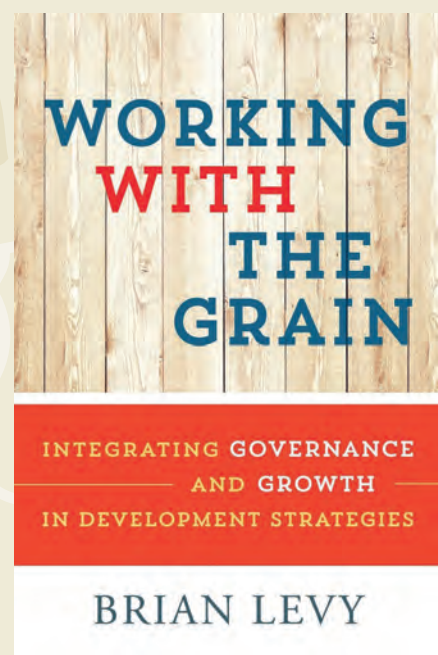
- A solid grounding (sufficient to be skillful users of knowledge, rather than academically-oriented producers) in the familiar substance of development – structural change, poverty and inequality, engaging with the global economy, using empirical evidence for policymaking, and the like;
- Tools of applied, problem-driven political economy analysis, learning to analyse and engage the complexities of power, the mixed motivations, and the strengths and weaknesses of institutions in the specific domain of policy interest – and out of that to identify practical entry points for change that both add developmental value and are workable politically;
- Experience using a problem-driven, iterative approach to change, one which puts the emphasis on experimentation – starting small, building alliances, leveraging what works and setting aside what doesn't, always with an eye on both the broader terrain and the next step; and
- An opportunity to explore the personal, inner dimensions of leadership – insight into the interpersonal dimensions of change, awareness of one's own motivations, the ways in which leaders can use their strengths to support the efforts of others, and learning how to balance pro-activity with wise restraint.

The programme is thus anchored in practice, and action learning is at its core. The teaching faculty combine a commitment to intellectual rigor with deep experience as practitioners in government, in international organisations or within civil society so know intimately both the usefulness and the limits of academic precepts.

Each semester, participants come to UCT for two weeks of intensive face-to-face work with faculty. A key part of that work is to identify a distance-learning assignment for the remainder of the semester that applies the framework and tools explored in the classroom to concrete development challenges, anchored in their workplaces.

The Masters programme has been underway since 2014, and our experience is that teaching and learning along the lines described here has created magic – a shared sense within the GSDPP's teaching and learning community of commitment, of enthusiasm, of purpose. A sense that working as a development practitioner – perhaps within the public sector, perhaps in civil society – is a journey replete with challenge, but also with possibility. Even when things seem difficult, it can be a journey of hope.

Professor Brian Levy
Academic Director
Graduate School of Development
Policy and Practice



GSDPP Directors



Alan Hirsch is Professor of Development Policy and Practice and Director of the GSDPP. He was born in Cape Town and educated in Economics, Economic History and History at UCT, the University of the Witwatersrand and Columbia University. After economic research and teaching at UCT, he joined the South African Department of Trade and Industry in 1995, managing industry and technology policy. He moved to the Presidency in 2002. He managed economic policy in the South African Presidency, represented the Presidency at the G20, and was co-chair of the G20 Development Working Group. He serves on a range of boards, including the European Centre for Development Policy Management, and is associated with a range of policy research initiatives including the International Growth Centre for which he was the Zambia Country Director. He was a visiting scholar at the Harvard Business School, a regular visiting professor at the Maastricht Graduate School of Governance and a member of the OECD Secretary-General's Inclusive Growth Advisory Group. He has written extensively 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*.



Brian Levy is Professor of Development Policy and Practice and the School's Academic Director. He also teaches at the School of Advanced International Studies at Johns Hopkins University in Washington DC. He completed his PhD in economics at Harvard University in 1983. 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*.



Judith Cornell served as the Director of Institutional Development and Planning of the GSDPP until her retirement in mid-2016. She returned to South Africa in 2011 to coordinate the establishment of the School. Before her return, she was a technical specialist in the section on HIV and AIDS and Education at UNESCO in Paris for five years. Prior to this, she was Deputy Executive Director and Director of Policy and Technical Support for the International HIV/AIDS Alliance, based in Brighton in the United Kingdom. Before moving to take up this position in 2002, she worked as a consultant on health financing issues in South Africa. During this time, she and a colleague designed and set up a new regulator for the private health insurance industry, the Council for Medical Schemes, for the national Department of Health. During the 1980s and 1990s, she worked on health financing and health policy issues, particularly in support of the trade union movement, and was the co-founder and Director of the Industrial Health Research Group at UCT. She has a Masters degree and a PhD from Warwick University.

GSDPP Adjunct Professors



Lindiwe Msengana-Ndlela is a respected senior government official and Adjunct Professor at the GSDPP. She has had a long professional association with the School, including as facilitator on a number of executive training courses for senior public servants. She is currently a Special Advisor to the South African Minister of Science and Technology. She was previously the City Manager for Nelson Mandela Bay Municipality in Port Elizabeth and for seven years served as the Director General of the (then) National Department of Provincial and Local Government. She has a PhD from the University of Warwick and a Master of Business Leadership from the University of South Africa.



Alison Gillwald is an Adjunct Professor at the GSDPP and the Executive Director of Research ICT Africa. Prior to this she was Associate Professor at the University of Witwatersrand's Graduate School of Public and Development Management. She served a term on the founding Council of the South African Telecommunications Regulatory Authority (SATRA). She was appointed to the African Ministers' Advisory Group in 2000 and in 2002 chaired the National Digital Advisory Body appointed by the Minister of Communication. She has served on the boards of the South African Broadcasting Corporation, Womensnet and Media Monitoring Project and publicly-listed company AVUSA. She has a Masters degree in Politics from the University of Natal and a PhD from the University of the Witwatersrand.

GSDPP Senior Fellows

The School has appointed eminent African thinkers and doers as Senior Fellows, who have played a key role in attracting regional political, institutional and research actors to participate in its programmes. In 2015, Thandika Mkandawire and Trevor Manuel were appointed as Senior Fellows.



Thandika Mkandawire is the inaugural holder of the Chair in African Development at the London School of Economics. A Swedish national of Malawian origin, he is an economist with many years' experience in comparative research on development issues. He studied economics at Ohio State University and the University of Stockholm, and holds a PhD from Rhodes University. From 1986 through 1996, he was Executive Secretary of the Council for the Development of Social Science Research in Africa (CODESRIA) based in Dakar, Senegal. He served as Director of the United Nations Research Institute for Social Development (1998–2009). Prior to taking up this appointment, he was Senior Research Fellow at the Centre for Development Research in Copenhagen. He has taught at

the Universities of Stockholm and Zimbabwe, and was the Olof Palme Professor for Peace with the Institute for Future Studies in Stockholm. His research interests are the political economy of development in Africa, development theory, economic policy and social policy in developing countries.

Trevor Manuel is an Honorary Professor at UCT. He had a distinguished career in public service, including as one of South Africa's (and the world's) longest-serving Ministers of Finance. During this tenure in government, he also served as Minister in the Presidency and as Head of the National Planning Commission. Before 1994, he was an activist and stalwart of the anti-apartheid movement. He is currently a senior advisor to the Rothschild

Group and Deputy Chairperson of Rothschild SA and a board member of several companies. Among many international posts, he has chaired the International Monetary Fund's Development Committee, served as Special Envoy for Development Finance for UN Secretaries-General Kofi Annan and Ban Ki-Moon, and served on the Commission for Africa and the task team on Global Public Goods. In 2011 he became a Co-chair of the Transitional Committee of the Green Climate Fund, a United Nations fund to help poorer nations combat and adapt to climate change. He has received numerous honorary doctorates and awards, including being named Africa Finance Minister of the Year in 2007.

GSDPP Senior Staff



Marianne Camerer is the Programme Director of Building Bridges. She co-founded Global Integrity, an international anti-corruption NGO, and serves as a trustee of The Global Integrity Trust and as an Advisory Board member of the Centre for the Advancement of Public Integrity at Columbia Law School. She previously headed anti-corruption research at the Institute for Security Studies, was a founding director of the Open Democracy Advice Centre and lectured in applied ethics at the University of Stellenbosch. She holds Masters degrees in Public Policy and Political Philosophy from Oxford and the University of Stellenbosch, and a PhD in Political Studies from the University of Witwatersrand. She is a Yale World Fellow and spent a semester in New Haven as a Fellow of the Yale Council on African Studies.



Hannah Diaz is the Programme Manager for the Executive Short Course programme. Prior to joining the School, she was a Senior Social Consultant at EOH Coastal & Environmental Services, where she undertook and oversaw research on the socio-economic impacts resulting from large development initiatives. Before that she worked at the Public Service Accountability Monitor as a Programme Officer in the Regional Learning Programme, working closely with civil society organisations in the field of rights-based monitoring and advocacy across South and southern Africa. She holds a BA Hons in Anthropology from Rhodes University and a Masters in Development Studies from the Institute of Social Studies, Erasmus University Rotterdam.



Elvina Moosa is the Programme Manager for the Masters Programme. Prior to joining the School, she worked as a Quality Manager at the Cape Peninsula University of Technology (CPUT), where she oversaw professional body accreditation processes and the quality reviews of academic programmes. She has also worked as a part-time lecturer at CPUT, teaching Research Methodology to BTech students, and in Administration in the CPUT Engineering Faculty. Before joining CPUT, she spent seven years working in the corporate sector. She holds an MTech degree in Quality Management from CPUT.



Kelvin Chabala is Finance and Operations Manager at the GSDPP. He joined GSDPP after more than 15 years' experience in senior finance, human resources, operations, donor compliance and management in southern Africa. He has worked in the non-profit and private sectors, including at AWARD, Royal Sechaba Foods, Shechem Investments Ltd, Stanbic Bank and Population Council. He

has a National Higher Diploma in Accountancy from the Zambia Institute of Chartered Accountants and is a student member of the Association of Chartered & Certified Accountants' global qualification. He is currently studying for an MBA in financial management with the London School of Business & Finance.

International Advisory Board

The School has an International Advisory Board comprising distinguished and influential academics and practitioners.



Jo Beall is Director of Education and Society and serves on the Executive Board at the British Council. A graduate of the London School of Economics (LSE), her past roles include as Professor of Development Studies at the LSE and as UCT Deputy Vice-Chancellor. She is a specialist on international education, international development and cities in fragile and conflict situations. She has published widely on a range of topics including governance and civil society, women and development, and cities and fragile states. She is a Fellow of the Academy of Social Sciences and was recently awarded an Honorary Doctorate by the Open University. She leads the British Council's developing research strategy portfolio, focusing on policy and programming areas central and critical to the Council's work. These include: theories and impact of cultural relations and diplomacy; cities and their role in society and the relationship with key local education, higher education and local authority institutions; the opportunities and pathways for youth and the youth bulge; and models of peace keeping and development for societies in crisis and transition.

"It was more than five years ago when, as UCT Deputy Vice-Chancellor, I and Alan Hirsch discussed the possibility of a school of development and public policy. At one level it was an initiative whose time had come and so there was rounded support for the idea. At another level there were many human, space and other material resource challenges common to all universities that had to be overcome. We were successful not least due to Alan's vision, determination and leadership and the talent, professionalism and dedication of his staff. It has been a pleasure to be a member of the International Advisory Board, to see the teaching programmes mature and flourish and international partnerships grow, including with my alma mater, the LSE. I have enjoyed being an external examiner for the Masters programme and finding that the quality of their students is as high as those from the best universities around the world. May you continue forging ahead with the important contribution you are making to effective and democratic governance across the continent."



Kwesi Botchway is a member of the President's Economic Advisory Council, Ghana, Founder and Executive Chairman of the African Policy Ownership Initiative, and a serving member of the United Nations Committee on Development Policy. He holds an LLB from the University of Ghana, an LL.M from Yale Law School, and a PhD from the University of Michigan Law School. In 1970, he launched an academic career as a lecturer at the University of Zambia, and continued with positions at the University of Dar es Salaam and the University of Ghana. After serving as Minister of Finance in Ghana from 1982 to 1995, he resumed his academic career. This took him to the Harvard Institute of International Development, the Center for International Development at Harvard, the Earth Institute at Columbia University, and the Fletcher School at Tufts University where he was Professor of Practice in Development Economics.



Francis Fukuyama is the Director of the Center for Democracy, Development and the Rule of Law at the Freeman Spogli Institute for International Studies, Stanford University. He was previously Bernard Schwartz Professor of International Political Economy at the School of Advanced International Studies at John Hopkins University and Hirst Professor of Public Policy at George Mason University. He has worked at the Rand Corporation and as a member of the Policy Planning Staff of the US Department of State. He received a BA from Cornell University in Classics, and a PhD from Harvard in Political Science. He has written widely on questions concerning democratisation and international political economy. His book, *The End of History and the Last Man*, was published by Free Press in 1992 and has appeared in over 20 foreign editions. His latest book, *Political Order and Political Decay: From the Industrial Revolution to the Globalization of Democracy*, was published in September 2014.

“Having worked with the Graduate School of Development Policy and Practice from its inception I can say that it has quickly become one of the leading new schools of public policy that is seeking to train a new generation of leaders for Africa. The conditions under which governments must function today, with highly engaged publics, social media, and global constituencies, have become more difficult than ever. This requires new approaches to scholarship and teaching, which the School readily provides.”



Mushtaq Khan is Professor of Economics at SOAS, University of London. He is Chief Executive Director of a DfID-funded multi-country research partnership consortium on Anti-Corruption Evidence. In addition to his academic responsibilities, he is a member of the United Nations' Committee of Experts on Public Administration. His research focuses on institutional economics, where he has worked on rents and rent seeking, political settlements, corruption, democratisation, property rights and land reform, industrial and technology policy, 'good governance' versus 'developmental governance' and related issues. He has extensive research interests in India, Bangladesh, Thailand, Vietnam, Tanzania, and Palestine and he also has research and teaching interests in South Korea, South Africa, Ethiopia, Pakistan and Malaysia.

“As an academic with a strong interest in policy practice in developing countries I am very pleased to be associated with the UCT Graduate School of Development Policy and Practice.”



Benno Ndulu is the Governor of the Bank of Tanzania. Previously in the World Bank he served as Sector Lead Specialist with the Macroeconomic Unit for Eastern Africa (1998–2003), Research Manager, Development Economics Group (2003–2005) and as Advisor to the Vice President and Manager of Partnership Group Africa Region of the World Bank (2005–2007). He is best known for his involvement in setting up and developing one of the most effective research and training networks in Africa, the African Economic Research Consortium. He received his PhD in Economics from Northwestern University in Evanston, after which he taught economics and published widely on growth, adjustment, governance, transport economics and trade. He also received an honorary doctorate from the ISS in the Hague in recognition of his contribution to capacity building and research on Africa. He has been involved in policy advisory roles worldwide and has served on a wide range of Boards locally and internationally.

“The Graduate School of Development Policy and Practice is a unique regional capacity building institution that effectively combines theory and practice in development management. It exposes students to lessons from highly regarded experienced development practitioners to give life to theory delivered by world class developmentalists. I am impressed by the well-rounded learning.”



Joel Khathutshelo Netshitenzhe is the Executive Director of the Mapungubwe Institute for Strategic Reflection (MISTRA), an independent research institute. He has an MSc in Financial Economics from the University of London (SOAS) and a diploma in Political Science from the Institute of Social Sciences in Moscow. Between 1994 and 2009 he served in government, variously, as Head of Communication in President Nelson Mandela’s Office, Chief Executive Officer of the Government Communication and Information Service and Head of the Policy Unit in the Presidency. From 2010 to 2015 he served on South Africa’s first National Planning Commission. He is a member of the National Executive Committee of the African National Congress and serves on the Boards of the Nedbank Group, the Council for Scientific and Industrial Research and Life Healthcare Group.

“It is an honour to be associated with the Graduate School of Development Policy and Practice given the contribution it is making to the training of leaders in various sectors of society on the African continent. From small and tentative beginnings, the School has established itself as a centre of excellence and one of the eminent platforms through which programmes relevant to Africa’s development are administered by academics who have the interests of the continent at heart. Critically, many of the School’s distinguished educators also have experience in the crucible of policy development and implementation. As it celebrates its fifth anniversary, the School has much to be proud of. It has not only put in place plans for its long-term sustainability, but it has also forged partnerships – on the continent and further afield – which will render its offerings, by any standards, even more relevant, more dynamic and more effectual.”



Dani Rodrik is the Ford Foundation Professor of International Political Economy at the John F. Kennedy School of Government, Harvard University. He has published widely in the areas of economic development, international economics, and political economy. His current research focuses on the political economy of liberal democracy and economic growth in developing countries. He is the recipient of the inaugural Albert O. Hirschman Prize of the Social Sciences Research Council and of the Leontief Award for Advancing the Frontiers of Economic Thought. His most recent book is *Economics Rules: The Rights and Wrongs of the Dismal Science* (Norton, forthcoming). He is also the author of *The Globalization Paradox: Democracy and the Future of the World Economy* (2011) and *One Economics, Many Recipes: Globalization, Institutions, and Economic Growth* (2007).

“I have spent most of my teaching career in a school of public policy and devoted most of my research to problems faced by practitioners in developing countries. The Graduate School of Development Policy and Practice sits at the intersection of these two, so I am very proud to be associated with it. Addressing the challenges of development in Africa requires a mix of solid grounding in academic scholarship, sound judgment, and eclectic experimentalism. Under Alan Hirsch’s leadership, the School has already made a tremendous start in this direction. I look forward to many more years of success and expansion.”



Professor Ngairé Woods is the inaugural Dean of the Blavatnik School of Government and Professor of Global Economic Governance. She founded and is the Director of the Global Economic Governance Programme, and is co-founder (with Robert O. Keohane) of the Oxford-Princeton Global Leaders Fellowship programme. She led the creation of the Blavatnik School of Government at Oxford University and served previously as the School’s Academic Director. She has served as an Advisor to the IMF Board, the UNDP’s Human Development Report, the Commonwealth Heads of Government, as a member of the IMF European Regional Advisory Group, and as Chair of a World Economic Forum Global Agenda Council. She is currently a Rhodes Trustee, a Non-Executive Director of Arup, a member of the Advisory Group of the Center for Global Development (Washington DC), a member of the Board of the Center for International Governance Innovation (Waterloo), a member of the Academic and Policy Board of Oxonia, a member of the Board of the Mo Ibrahim Foundation, and a Trustee of the Europeum.

Overview of the GSDPP

The Graduate School of Development Policy and Practice was established in 2011 at UCT to promote and inspire strategic public leadership in Africa. The School aims to make public service at the highest levels of leadership an aspiration for the most talented of Africa's rising generation, and is one of the few public leadership institutions located in the global South.

The School currently engages in four key activities:

1. A two-year part-time Masters Programme in Development Policy and Practice aimed at mid-career senior managers in Africa's public sector and senior professionals in the public sector;
2. Executive Education for senior public officials, non-profit organisations and those in the business community concerned with public issues;
3. The Building Bridges Programme, which connects political leaders and policy experts across Africa to deepen understanding around key challenges facing Africa, and offers a leadership development programme for emerging African leaders;
4. Research on governance and development.

UCT is already highly regarded by African intellectuals and practitioners as a platform for knowledge exchange, partnerships and practical training. Postgraduate students from Africa and the rest of the world make UCT a vibrant and cosmopolitan place: nearly a third of Masters and Doctoral students are from African countries outside of South Africa. The establishment of the School represented a significant milestone towards realising UCT's objectives of:

- Expanding expertise on Africa and offering it to the world;
- Extending networks on the continent, along with global connections and partnerships;
- Promoting student and staff exchanges and collaborative research and postgraduate programmes;
- Engaging critically with Africa's intellectuals and world views in teaching and research contributing to strengthening higher education on the continent; and
- Creating global networks of colleagues for future leaders.

The School was deliberately designed as a centre serving Africa. After only two intakes nearly

40% of students in the Masters programme came from other African countries, rising to 55% of the third intake in 2016. The Masters programme has attracted very high-level participants, including the Zambian Permanent Secretary for Labour, the adviser to the Prime Minister of Namibia, the Chief of Staff to a Provincial Governor of the Democratic Republic of Congo, the Southern Africa Director of Amnesty International, the Executive Director of the Zambian Association of Manufacturers and senior officials in the office of the President of Rwanda.

The Executive Education programme includes dedicated short courses for top officials in the South African government (attended by 10 Director Generals and scores of Deputy Director Generals), developed and delivered in partnership with key institutions including National Treasury, the Department of Planning Monitoring and Evaluation (DPME) and the Programme to Support Pro-Poor Policy Development in South Africa (PSPPD). It also offers Africa-wide courses, which have attracted government ministers, former ministers, presidential and ministerial advisors, permanent



“African Perspectives on the Post-2015 Development Agenda”, convened in September 2013 in partnership with the United Nations Development Programme and the Development Policy Research Unit, University of Cape Town

secretaries, and a wide range of senior policymakers and experts. Current and former government ministers are frequent speakers in this programme.

The first programme cycle of the Building Bridges programme on the theme of African economic integration attracted 140 influential policy and decision makers from over 20 African countries at six events convened with regional partners in South Africa, Tanzania, Senegal and Zambia. Participants included ministers and former ministers, top business people, executive directors of several development banks and the United Nations Economic Commission for Africa.

Two cycles of the *Leading in Public Life* programme in 2015 and 2016 brought together 48 young African leaders from Ghana, Kenya, Nigeria, South Africa, Tanzania, Uganda, Zambia and Zimbabwe, expanding the reach of the School to a younger generation, who form an active part of the growing School network.

The GSDPP is well-placed to promote scholarship on African experiences of development policy and practice, to shape discourses that are based on continental realities and to broaden participation by African leaders and decision makers in its programmes.

The School has established strong partnerships with other African and international institutions and universities. It has mounted joint regional activities with the United Nations Economic Commission for Africa (ECA), the UONGOZI Institute, and the Council for the Development of Social Science Research in Africa (CODESRIA). It has developed and presented short courses with partners including the International Labour Organisation, the World Bank Institute, Stanford and Johns Hopkins Universities, and the South African National Treasury and the Presidency. It has developed a joint teaching programme with Sciences Po Executive Education, Paris, and Institut Supérieur de Management, Dakar – the Global Leadership

for Africa’s Development (LeAD Campus), offering a certificate course to African executives across Francophone and Anglophone countries in responsible leadership, social engagement and business development. The School is also partnering with the International Institute for Inequality at the London School of Economics in an international research programme on inequality, and a teaching programme for emerging leaders on engaging with inequality.

In its first five years, the School has become a significant player in strengthening the capacity of public officials in South Africa and across Africa, and is at the forefront of building the skills of policymakers. The School’s plan to establish a close fellowship amongst leaders in South Africa and in Africa more broadly through promoting peer networks and building bridges between leaders in government, academia, business, civil society and the arts is already bearing fruit.

Masters Programme



Maybin Nsupila, Jud Cornell (retired GSDPP Director of Institutional Development and Planning), Rwakurumbira Munyaradzi, Alan Hirsch (GSDPP Director) and Takalani Rathiyaya at the first Masters graduation in June 2016

The School launched its first degree offering in 2014 – a pioneering two-year part-time Masters degree in Development Policy and Practice aimed at senior officials from across Africa, focusing on strategic leadership for policy reform and implementation. Students in the programme do not need to reside in Cape Town – or even in South Africa – since the teaching involves a mixture of distance learning and intensive on-site tuition and mentoring. The Masters programme offers students a multi-disciplinary degree with a balance of theoretical

and practical skills. The core curriculum is drawn from the disciplines of economics, political science and public management and is designed to address the challenge of driving effective reforms or establishing new public programmes.

Globally-recognised faculty bring to the classroom a rich combination of research and practical experience at senior levels of policy making and implementation. The first seven students from the 2014 intake graduated at UCT in June 2016.

“It has been very, very helpful as it is all related to our work. The people who designed the course were really visionary. In South Africa today we are experiencing problems with policy implementation and this programme is coming up with those kinds of solutions.”

Takalani Rathiyaya,
Head of Economic Development Programmes,
Ethekewini Municipality

2016 Thesis topics

An Exploration of Actions to Forge Public Entrepreneurship in the Implementation of the Expanded Public Works Programme in the Eastern Cape, Quinton Mageza (South Africa) (with distinction)

Governance Reforms and National Benefits: Problems and prospects in Marange diamond mining in Zimbabwe, Percy Makombe (Zimbabwe)

Exploring Skills Development within the Interface of the Public and Private Sectors, Lucas Malambe (South Africa)

*NET*ONE Cellular (PVT) Limited's Underperformance: Causes and ways forward, Rwakurumbira Munyaradzi (Zimbabwe)*

Orchestrating Backward Linkages from the Extractive Sector to other Productive Value Adding Sectors, Maybin Nsupila (Zambia) (with distinction)

The Role of Cluster Initiatives in Facilitating Firm Level Upgrading and Systematic Competitiveness: Case study on KZN clothing and textile cluster initiative, Takalani Rathiyaya (South Africa)

Islands of Effectiveness in Co-Government Arrangements: The case of three coalition-led municipalities in South Africa, Saarah Salie (South Africa)

Rescuing Urban Regeneration from Urban Patronage: Towards inclusive development in the Voortrekker Road corridor, Lauren Uppink (South Africa)

Using Quantitative Analysis to Identify Binding Development Constraints and Options for their Alleviation – Two case studies in health and vocational training in Zambia, Felix Mwenge (Zambia)

Social Protection in South Africa. A Quest for an Appropriate Dispensation through a Minimum Employment Guarantee Scheme, Nkere Skosana (South Africa)

Executive Education

The Executive Education Programme offers high-level training in areas of public policy and development to senior public leaders and officials, senior national and international actors in the private and non-profit sectors, and members of think tanks, in partnership with key national, regional and international partners (see table on pages 20–21 for a list of all courses and partners). The School also develops executive short courses in response to demand from partners, tailored to address particular themes and specific audiences.

While the offerings range widely in topic, all courses are designed to ensure that participants are exposed to the latest and best practice, and are shaped by a strong focus on practical application within participants' institutional settings. A focus on strategic public

leadership, core policy skills and public sector reform is woven through all courses.

A number of the courses are delivered and updated regularly, including courses on Evidence-Based Policy-Making and Implementation, Understanding Poverty and Inequality in South Africa, Innovations in Public Employment Programmes, and Public Policy for Private Sector Development, developed and delivered in partnership with key institutions including National Treasury, the Department of Planning Monitoring and Evaluation and the Programme to Support Pro-Poor Policy Development in South Africa.

The School has also developed a series of courses related to the themes of urban development and the intersection between

human settlements and public transport, and on regional economic development, which can be updated and offered again.

The School has significant convening power: the three courses run so far in collaboration with Professor Francis Fukuyama's Leadership Academy for Development attracted participants from ten African countries, in addition to South Africa. Participants included a past Minister of Finance (Ghana) and a future Minister of Justice (Democratic Republic of Congo) and the heads or chief executives of important institutions and companies. South Africa's six most senior mayors attended the 'competitive cities' event and three of them later spent five days at the school engaging with the challenge of public transport.



"The Role Of Public Policy In Private Sector Development", the first executive course convened in October 2011, in partnership with the Leadership Academy for Development at the Center on Democracy, Development & the Rule of Law, Stanford University

Executive Education 2011–2016

2016	
The Politics and Governance of Basic Education in South Africa	April 2016 (in partnership with the Effective States and Inclusive Development Research Centre [ESID], University of Manchester)
Evidence-Based Policy-Making and Implementation	May and October 2016 (in partnership with DPME & PSPPD in the Presidency) November 2016 (in partnership with the Department of Telecommunications and Postal Services)
Understanding Poverty and Inequality in South Africa	July 2016 (in partnership with PSPPD in the Presidency)
2015	
Housing Policy Workshop	November 2015 (in partnership with the DPME, the Government Technical Advisory Centre [GTAC] in National Treasury and the Department of Human Settlements [DHS])
Integrating Public Transport: Rethinking the role of the Minibus Taxi Industry Workshop	August 2015 (in partnership with GTAC in National Treasury)
Collaborative Leadership for Regional Development	August 2015 (in partnership with GTAC and the Economies of Regional Learning [ERLN] in National Treasury)
The Role of Public Policy in Private Sector Development	April 2015 (in partnership with the Leadership Academy for Development [LAD] at the Center on Democracy, Development & the Rule of Law, Stanford University)
Evidence-Based Policy-Making and Implementation	May and October 2015 (in partnership with DPME & PSPPD in the Presidency)
Understanding Poverty and Inequality in South Africa	August 2015 (in partnership with PSPPD in the Presidency)
4th International Knowledge Sharing Workshop	August 2015 (in partnership with DPME, the World Bank and DfID)
The Economics of South Africa Seminar Series	August 2015 (key speakers included Professors Ravi Kanbur, Haroon Borat, Alan Hirsch and Mthuli Ncube)
Performance and Expenditure Review Colloquium	July 2015 (in partnership with GTAC in National Treasury)
Resonant Leadership Workshop	February 2015 (in partnership with GTAC in National Treasury). The workshop was led by Dr Annie McKee of the Teleos Leadership Institute in the USA and the University of Pennsylvania
2014	
Understanding Poverty and Inequality in South Africa	November 2014 (in partnership with PSPPD in the Presidency)
Expenditure Reviews on Human Settlement and Public Transport	September 2014 (in partnership with GTAC in National Treasury)
Making the State Work: What We Know and What Can Be Done	April 2014 (in partnership with ESID and the Department of Political Studies at UCT)
Evidence-Based Policy-Making and Implementation	2014 (in partnership with DPME & PSPPD in the Presidency)
Building a Cohesive Society in South Africa Workshop	March 2014 (co-hosted with SALDRU, UCT, and the Research Institute for Economics and Business Administration at Kobe University)

2013	
Leadership in Public Transport for Spatial Transformation	November 2013 (in partnership with National Treasury)
African Perspectives on the Post-2015 Development Agenda	September 2013 (in partnership with the United Nations Development Programme [UNDP] and the Development Policy Research Unit [DPRU, UCT])
The Role of Public Policy in Private Sector Development	May 2013 (in partnership with LAD, Center on Democracy, Development & the Rule of Law, Stanford University)
Innovations in Public Employment Programmes	March 2013 (in conjunction with the International Labor Organization and their International Training Centre). Keynote speakers included Deputy Minister Jeremy Cronin, Mr Dinesh Jain from the Indian government and Mr Berhanu Washie of the Ethiopian government
Evidence-Based Policy-Making and Implementation	2013 (in partnership with DPME & PSPPD in the Presidency)
Institutional Reform and Development Workshop	2013 (led by Professor Matt Andrews of the Kennedy School at Harvard University and Professor Brian Levy of Johns Hopkins and GSDPP)
2012	
Building Leadership in Regional Economic Development	November 2012 (with National Treasury's Technical Advisory Unit [TAU] and ERLN). Speakers included Professor Michael Enright from Hong Kong University
Politics, Economy and Policy Design Workshop	May 2012
Leadership in Local Government – Building Globally Competitive Cities	March 2012 (in partnership with National Treasury, the South African Local Government Association [SALGA] and the World Bank Institute [WBI])
Case Teaching and Writing Workshop	2012 (in partnership with the Public Affairs Research Institute [PARI] and led by Professor Philipp Müller of the Paris-London University Salzburg and Arturo Franco, senior associate at Frontier Advisory)
2011	
The Role Of Public Policy In Private Sector Development	October 2011 (in partnership with LAD, Center on Democracy, Development & the Rule of Law, Stanford University, and led by LAD co-founder Professor Francis Fukuyama)

Building Bridges

Building Bridges is a multi-year policy-focused research and outreach programme combining fellowships, workshops, dialogues and a unique leadership development component. It leverages the unique convening power of the university environment to bring together influential Africans to deepen understanding of challenges and explore solutions through:

- **Engagement on critical issues**, including through hosting dialogues on key themes, and offering fellowships to emerging leaders, established leaders with a track record in development, influential researchers and policy makers
- **Leadership development** courses for young, emerging leaders that draw on a rich and diverse experience of leadership thinking and practice in Africa and globally.

The programme targets African countries where the School has

already established links in order to deepen and expand its reach and impact. By ‘building bridges’ between political actors and policy research experts, the programme aims to create new networks of expertise around seemingly intractable or complex problems that plague Africa, offering a constructive ‘safe’ space for frank conversation on a key theme. Each year stakeholders from across the public sphere – including journalists, civil society leaders and parliamentarians – are invited to participate in broadening this conversation at regional events.

Led by Senior Fellows Trevor Manuel and Thandika Mkandawire, the first Building Bridges programme cycle focused on African Economic Integration, and brought together over 140 influential Africans from 20 countries at several meetings and workshops held with regional partners in South Africa, Tanzania, Senegal and Zambia (see table below).

20 – 22 November, 2014	The Political Economy of African Economic Integration: Strategic Reflections Experts’ workshop, Cape Town, South Africa
8 – 20 March 2015	Leading in Public Life Young African Leaders Programme, Cape Town, South Africa
15 – 16 May 2015	Driving African Economic Integration: Penetrating the Political Economy Obstacles Policymakers’ roundtable, Cape Town, South Africa
17 – 19 August 2015	Developing National Business Communities and Regional Integration: In what ways can business help drive regional integration? East African regional workshop, Dar es Salaam, Tanzania in partnership with UONGOZI Institute of African Leadership for Sustainable Development
16 – 17 October 2015	Culture, History and Ideas: Re-evaluating Pan-Africanism West African regional workshop, Dakar, Senegal in partnership with the Council for the Development of Social Science Research in Africa (CODESRIA)
23 – 24 November 2015	Accounting for Progress in Regional Integration: Evidence and Accountability Southern African regional workshop, Lusaka, Zambia in partnership with the United Nations Economic Commission on Africa (ECA), Southern Africa



Young African leaders, *Leading in Public Life* 2015



Building Bridges Research Roundtable 2016



Young African leaders, *Leading in Public Life* 2016

In March 2015, 23 young leaders from five African countries (Kenya, Nigeria, South Africa, Tanzania and Zambia) and from business, civil society and government sectors, converged in Cape Town for the inaugural Building Bridges *Leading in Public Life*. This is a focused public leadership programme for young African professionals. It emphasises the importance of leadership in an African context – acknowledging both the specific character of African development challenges as well as the rich and diverse African experience of leadership thinking and practice.

Leading in Public Life provides a learning and networking space, with inputs from policy and thought leaders on a central theme, the development of core leadership skills and practical application of concepts and tools in real-life situations. During the annual two-week residential course, each participant is taken on a personal journey to reflect on and explore their own behaviour, values and actions. To facilitate and deepen this learning, participants are allocated an executive coach to work with, during and after the course.

In March 2016, 25 young leaders from Nigeria, Ghana, Uganda, Kenya, Zimbabwe and South Africa participated in the second *Leading in Public Life* programme on the theme of ‘Activism for Development’.

All participants are encouraged to continue their association with the School – and each other – through a growing network. *Leading in Public Life* currently includes 48 alumni from eight African countries covering West, East and Southern Africa – Ghana, Kenya, Nigeria, South Africa, Tanzania, Uganda, Zambia, Zimbabwe, while future programmes will include participants from Ethiopia and Senegal.

In 2016, we partnered with Sciences Po Executive Education, Paris, and Institut Supérieur de Management, Dakar, to develop and deliver the Global Leadership for Africa’s Development (LeAD Campus) programme for young Francophone and Anglophone African leaders.

This is a certificate programme aimed at training “360-degree managers” capable of incorporating the challenges related to growth

and sustainable development on the African continent into the practices of their companies and organisations. The intensive programme, taught in both French and English, is structured around three key topics specific to Africa: Business, Leadership and Societal Challenges.

In 2016, the first five-month certificate LeAD Campus programme attracted 25 participants – a mix of social entrepreneurs, private sector managers and public officials – from 14 Francophone and 2 Anglophone countries. The one-week sessions take place successively in Cape Town, Dakar and Paris, organised as modules focusing on leadership, business and society, respectively.

Each week-long session involved both site visits and experiential learning as well as inputs from leading academics, practitioners and politicians, all focused around themes contributing towards sustainable and economic growth in Africa.





Research

The School's research activities focus on generating evidence-based policy advice on critical development policy and practice challenges in Africa. In doing so, the School acts as a cross-cutting hub, bringing together and building on the academic resources of different faculties at UCT, as well as those of local and international partners.

Researchers at the school are deeply linked into international research networks such as the Effective States and Inclusive Development (ESID) programme based at Manchester University, the International Growth Centre (IGC) at the London School of Economics (LSE), and the European Centre for Development Policy Management (ECDPM) in Maastricht.

Over the past three years, Brian Levy, Academic Director of the

GSDPP, has directed an ongoing research project on the politics and governance of basic education in South Africa. The project has been financed and conducted under the auspices of ESID, located at the University of Manchester, and financed by the United Kingdom's Department for International Development. The resulting research outputs appear as both GSDPP and ESID working papers.

In August 2016, Building Bridges convened its first Research Roundtable at Linkoping House. Nine alumni from the *Leading in Public Life* programme presented case studies on governance, society and development in their home countries and engaged in discussion with invited experts. A report on the research roundtable and the case studies is forthcoming.



“Making the State Work: What we know and what can be done”, research workshop convened in partnership with ESID and the Department of Political Studies at UCT, April 2014

Publications

The following is a list of publications by the GSDPP, GSDPP staff and associates.

Books

Bhorat, Hl, Hirsch, A, Kanbur, R & Ncube, M (eds) (2014) *The Oxford Companion to the Economics of South Africa*. United Kingdom: Oxford University Press.
ISBN 978-0-1996-8924-8

Fritz, V, Levy, B & Ort, R (eds) (2014) *Problem-driven Political Economy Analysis*. Washington: The World Bank.
ISBN 978-1-4648-0121-1

Levy, B (2014) *Working with the Grain: Integrating Governance and Growth in Development Strategies*. New York: Oxford University Press.
ISBN 9780199363810

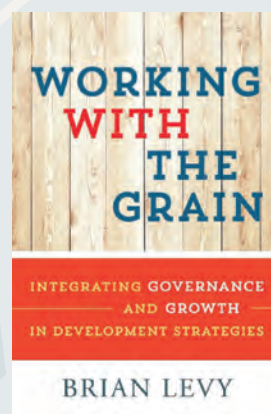
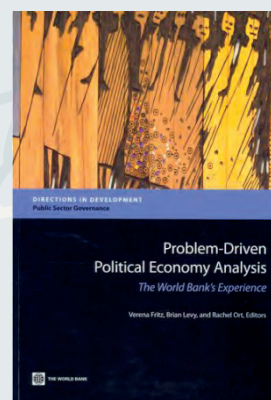
Book Chapters

Bhorat, H, Cassim, A & Hirsch, A (2017) Policy co-ordination and growth traps in a middle-income country setting: The case of South Africa. In Page, J & Tarp, F (eds) *The Practice of Industrial Policy*. (Forthcoming)
ISBN: 9780198796954

Gillwald, A (2016 forthcoming) Political Economy of the Internet in Africa. In Bauer, J (ed) *Global Political Economy of the Internet*. Cheltenham: Edward Elgar Publishing.

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ISBN 978-0-7983-0436-8

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Davies, S & Msengana-Ndlela, L (2015) "Urban Power and Political Agency: Reflections on a study of local economic development in Leeds and Johannesburg". *Cities* (April 2015) 44: 131–138.

Levy, B (2015) "Governance Reform: Getting the Fit Right", *Public Administration and Development*, 35 (4): 238-249.

Occasional Working Papers

Philip, K (2013) *The Transformative Potential of Public Employment Programmes*. Occasional Working Paper No.1. Cape Town: Graduate School of Development Policy and Practice.

Levy, B, Cameron, R, Hoadley, U & Naidoo, V (2016) *The Politics and Governance of Basic Education: A tale of two South African provinces*. Occasional Working Paper No.2. Cape Town: Graduate School of Development Policy and Practice.

Cameron, R. & Naidoo, V. (2016) *When a 'Ruling Alliance' and Public Sector Governance Meet: Managing for performance in South African basic education*. Occasional Working Paper No.3. Cape Town: Graduate School of Development Policy and Practice.

Hoadley, U, Levy, B, Shumane, L & Wilburn, S (2016) *Leadership, stakeholders and learner performance in four Western Cape schools*. Occasional Working Paper No.4, Graduate School of Development Policy and Practice: Cape Town.

Cameron, R & Levy, B (2016) *The Potential and Limits of Performance Management: Improving basic education in the Western Cape*. Occasional Working Paper No.5, Graduate School of Development Policy and Practice: Cape Town.

Case Studies

Public Affairs Research Institute (PARI) (2013) *Why the Lights Went Out: Reform in the South African Energy Sector*. A Case Study by PARI, researched and written by a PARI team lead by Tracy van der Heijden, for the Graduate School for Development Policy and Practice, UCT.

PARI (2013) *Turning the Tide: The Johannesburg Development Agency and its Role in Revitalizing the Inner City*. A Case Study researched and written by PARI for the Graduate School of Development Policy and Practice, UCT.

PARI (2015) *Financing the Future: Budget Reform in South Africa: 1994-2004*. A Case Study researched and written by PARI's Joel Pearson, Sarita Pillay and Tracy Ledger, for the Graduate School of Development Policy and Practice, UCT.

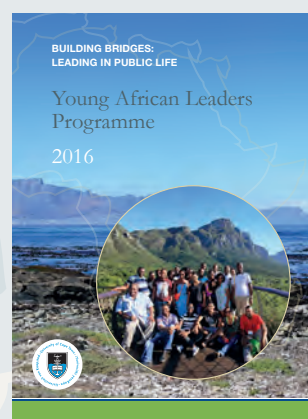
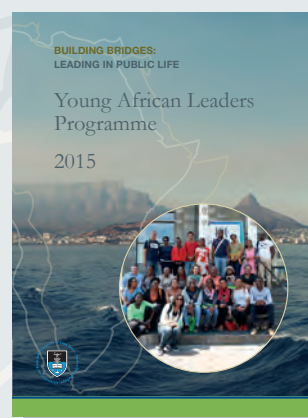
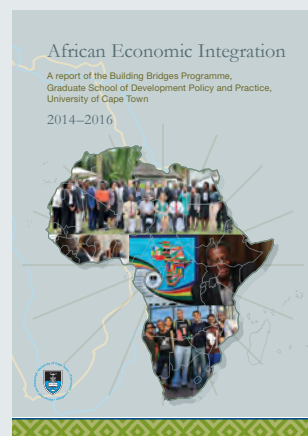
PARI (2016) *Igniting a Skills Revolution: The Joint Initiative for Priority Skills Acquisition*. A Case Study researched and written by PARI's Ntombi Mpofu and Joel Pearson for the Graduate School of Development Policy and Practice, UCT.

Reports

African Economic Integration 2014–2016: A Report of the Building Bridges Programme, Graduate School of Development Policy and Practice, University of Cape Town.

Leading in Public Life – Young African Leaders Programme 2015: A Report of the Building Bridges Programme. Graduate School of Development Policy and Practice, University of Cape Town.

Leading in Public Life – Young African Leaders Programme 2016: A Report of the Building Bridges Programme. Graduate School of Development Policy and Practice, University of Cape Town.



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Alan Hirsch
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Zorodzai Matima
Elvina Moosa
Veska Maphike
Mabel Sithole

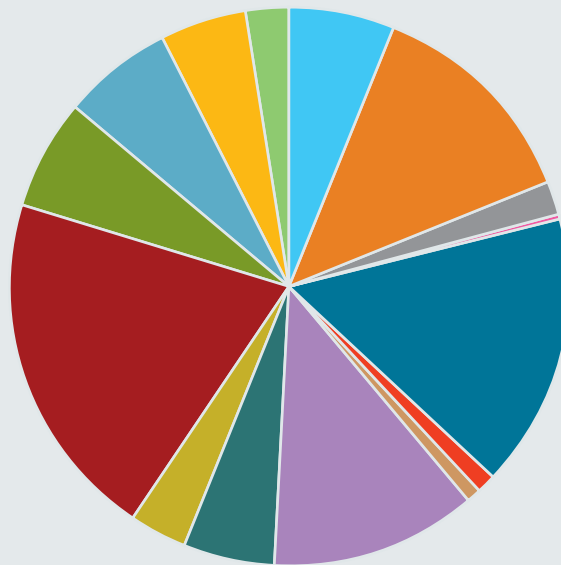
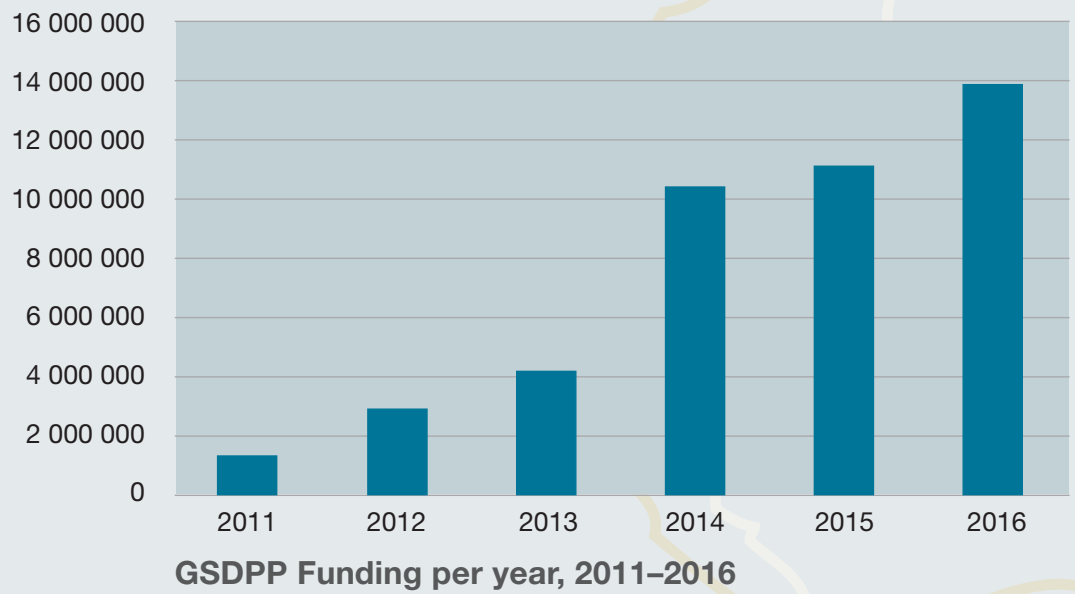
- Past GSDPP staff members:

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Finances



- | | |
|--|--|
| ■ Foreign and Commonwealth Office | ■ Mphil Revenue |
| ■ National Treasury | ■ Mphil fees – surplus |
| ■ EPP | ■ Manchester University |
| ■ TIPS | ■ DFID |
| ■ Presidency & course fees | ■ IDRC |
| ■ UNDP | ■ Ford Foundation |
| ■ ESID | ■ Sciences Po-AFD |
| | ■ LSE Partnership |

Sources of Income, 2011–2016



GSDPP staff at Linkoping House, 2016

Standing: Hannah Lindiwe Diaz (Programme Manager, Executive Education), Veleska Maphike (Programme Assistant, Executive Education), Brian Levy (Academic Director), Maria Beaunoir (Secretary & Receptionist), Mabel Sithole (Programme Assistant, Building Bridges), Wendy Hendricks (Administrator, Events & Logistics), Zorodzai Matima (Finance Officer)

Seated: Marianne Camerer (Programme Director, Building Bridges), Kelvin Chabala (Finance and Operations Manager), Alan Hirsch (Director), Jud Cornell (Director of Institutional Development and Planning, retired 2016)

Insert: Elvina Moosa (Programme Manager, Masters)

The **Graduate School of Development Policy and Practice** was established at the University of Cape Town in 2011, to promote and inspire strategic public leadership in Africa. The School aims to make public service at the highest levels of leadership an aspiration for the most talented of Africa's rising generation, and is one of the few public leadership institutions located in the global South. In its first five years, the School has already become a key player in strengthening the capacity of public officials in South Africa and across Africa, and is at the forefront of building the skills of policymakers. The School has made significant advances towards establishing a close fellowship amongst leaders in South Africa and in Africa more broadly, promoting peer networks and building bridges between leaders in government and in other fields such as academia, business, civil society and the arts.

