

**BUILDING BRIDGES:
LEADING IN PUBLIC LIFE**

Young African Leaders Programme

2016





Graduate School of Development Policy and Practice

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GSDPP INTERNATIONAL ADVISORY BOARD

The School has an International Advisory Board comprising the following distinguished academics and practitioners:

Jo Beall, Director Education and Society and an Executive Board member at the British Council, London

Kwesi Botchwey, Member of the President's Economic Advisory Council, Ghana, and former Finance Minister of Ghana (1982–1996)

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Mushtaq Khan, Professor of Economics, School of

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Benno Ndulu, Governor of the Bank of Tanzania

Joel Netshitenzhe, Executive Director of the Mapungubwe Institute for Strategic Reflection (MISTRA) former Head of Policy in the Presidency, South Africa (1999–2009)

Dani Rodrik, Ford Foundation Professor of International Political Economy, Harvard Kennedy School, Harvard University

Ngaire Woods, Founding Dean Blavatnik School of Public Policy and Professor of Global Economic Governance, University of Oxford.

Graduate School of Development Policy and Practice

The mission of the **Graduate School of Development Policy and Practice (GSDPP)**, based at the University of Cape Town, is to promote and inspire strategic public leadership in Africa with a strong emphasis on accountability and trust in governance. The GSDPP 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. A multi-disciplinary centre, the School's goal is to build an *esprit de corps* amongst leaders in South Africa and Africa more broadly, and to establish and promote peer networks and linkages between leaders in government and in other fields such as academia, business, civil society and the arts.

There are four main components to the School's activities:

- A professional Masters in Development Policy and Practice
- Executive short courses designed for public leaders and officials, international and national non-profits, think-tanks and the private sector
- The **Building Bridges** programme which brings together established and emerging public leaders, policymakers and experts from across Africa on key policy issues
- A centre for research on governance and development.

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 attract African leaders and decision makers to participate in its programmes.

Since its establishment, the GSDPP has become a significant player in strengthening the capacity of public officials in South Africa and in the rest of the continent, and in building the skills of policymakers across the continent.

The School, with its explicit mission to promote strategic leadership in Africa's public sector, is led by senior figures with extensive experience in government and international organisations – Alan Hirsch is Professor of Development Policy and Practice and Director of the GSDPP, Brian Levy is Professor of Development Policy and Practice and the School's Academic Director, Lindiwe Msengana-Ndlela is an Adjust Professor at the GSDPP and Marianne Camerer is Director of the **Building Bridges** programme.

Building Bridges is a multi-year policy-focused research and outreach programme combining fellowships, meetings and workshops and a leadership development component. By 'building bridges' between political actors and policy research experts, the programme aims to close the gap between analysis and action on the difficult issues facing Africa.

Each year stakeholders from across the public sphere in several sub-Saharan countries – including journalists, civil society leaders and parliamentarians – are invited to participate in broadening the conversation with policymakers and experts at regional events, supported by current research, data, case studies and other evidence.

This publication highlights the two-week residential *Leading in Public Life* component of the **Building Bridges** programme.

Building Bridges

Leading in Public Life

Public leadership addresses public concerns and issues and takes place in the public sphere rather than within a narrower organisational context dealing with private interests. It is leadership geared to effecting political, social, economic and ecological change whether one is working for government or outside of government in the private sector, a civil society organisation, in the media or in academia. Public leadership is particularly important at times of change and crisis. Africa is at a critical juncture – its population growth, youth ‘bulge’, urban transitions and growing economies create escalating opportunity and risk. There is need for a new generation of high quality leaders to emerge and lead change on the continent.

Leading in Public Life aims to strengthen public leadership in Africa and create networks connecting a strong cohort of ethical young leaders committed to driving change in their own countries and across the continent. Our holistic leadership model is rooted in both indigenous knowledge and global discourse on leadership with a strong focus on the key ingredients of leadership that we need to develop as Africans committed to public service. The programme emphasises the importance of acknowledging the specific character of development challenges and draws on the rich and diverse experience of leadership thinking and practice on the continent.

The two-week residential programme provides a unique learning space, combining substantive inputs from African policy and thought leaders focused on a central theme, with the development of core leadership skills and the practical application of concepts and tools in real-life situations. Emotional intelligence, ethics and values, balancing personal and professional development, creativity and innovation, self-reflection and effective communication, and practical ways to integrate learning in the lifelong journey of leadership, are key themes woven throughout the curriculum.

Leadership Model

Agency

The capacity to be an effective, courageous and ethical agent requires personal self-awareness, understanding and mastery of leadership styles and skills, and a commitment to integrity and ethics. The focus is on how an individual is performing in their immediate environment.

Driving change and innovation

The capacity to drive change and innovation involves harnessing the power of people, leading and managing, using creativity and lateral thinking, and building a vision. The focus is on the role of a leader in a wider organisational or social context, in particular how to address complex, often seemingly intractable problems and challenges.

Collaboration

The capacity to leverage networks and alliances for collaborative actions requires knowledge and skills in how to bridge divides, facilitate collaboration and communicate in a modern networked era. The focus is on leading and managing others, establishing trust and maximising the potential in people.

Integration

The capacity to explore and foster African solutions to African – and global – problems requires understanding different development paradigms and approaches and how to integrate and apply the learning in leadership. The focus is on demonstrating thought leadership and building networks of influence within countries, regions, Africa and globally.



Through this blend of conceptual and skills work with experiential learning and creative activities, each participant is invited on a personal journey to reflect on and explore their own behaviour, values and actions. To facilitate this process, each participant is allocated an executive coach to work with – both during and after the course – and all participants are invited to continue their association with the School – and each other – through a growing alumni network.

The course curriculum comprises inputs and presentations by prominent academics, activists and public figures; a comprehensive course reader and manual; daily reflection and feedback sessions; guided activities for self-evaluation and personal development, including a guided tour of Robben Island, a writing workshop at Kirstenbosch Botanical Gardens, and personal coaching sessions; documentary film screenings; and some time to enjoy music and socialise at a drumming workshop, jazz club and a cultural evening where participants share food, music and culture from their ‘home’ countries. The programme is designed and implemented by

the **Building Bridges** team with expert input and assistance from David Schmidt of Strategies for Change, and facilitated by Maria Phalime.

This report provides an overview of the 2016 *Leading in Public Life* programme, introduces the 25 young leaders from Ghana, Kenya, Nigeria, South Africa, Uganda and Zimbabwe who participated, and shares some highlights and feedback from their two-week residence in Cape Town that took place in March 2016.

Aims of the programme:

- » To grow capacity for effective and courageous ethical leaders working in public sphere
- » To enhance individual and collective leadership capacity to drive change and innovation
- » To enhance capacity to leverage networks and alliances for collaborative actions
- » To foster African solutions to African and global problems
- » To develop a common language and toolbox for leadership.

Activism for Development

Building on the solid foundations established during the first programme cycle focused on African economic integration, the theme selected for 2016/2017 is Governance Activism for Inclusive Democratic Development, or in brief, Activism for Development. Our approach is to look both for ways in which social and rights-based movements can promote development through collective action advocating for governance reforms – including specific initiatives to improve public service provision – and for ways in which authorities responsible for delivery of public goods and services can respond and engage more constructively with citizens and civil society.

Governance activism for inclusive democratic development is an approach and framing that reflects – and reflects on – the collective participatory action of citizens and/or non-governmental activist forces pushing for governance reforms aimed at accountability, including openness, transparency and delivery of key public services. It is a problem-driven approach which identifies entry points for focused engagement, ‘islands of effectiveness’ of civic action and incremental reforms and results, rather than promoting an ideal ‘good governance’ process, checklist or set of ideal parameters for change to occur. The theme is informed by research and writings by Professor Brian Levy, GSDPP Academic Director and author of *Working with the Grain: Integrating Governance and Growth in Development Strategies* (Oxford University Press 2014).

The theme involves multi-stakeholder engagement for collective action, focusing on the interaction, engagement and relationships between civil society actors, social movements and the state – a variety of stakeholders with a vested interest in the outcome – and how authority at various levels and spheres can

and does interact to work towards more constructive engagement that effects change. The agency of individual actors to promote a ‘virtuous circle’ of inclusive development is also of interest, and hence case studies will be used to showcase the ‘who’ and ‘how’ of effective (and ineffective) interventions in unpacking the theme at the various events that constitute the **Building Bridges** programme cycle.

“What democracy offers – and authoritarian alternatives do not – is an invitation to citizens to work to shape their own lives and participate peacefully in the shaping of their societies, according to their distinctive visions of freedom and justice”

Brian Levy

African economic integration was selected as the first overarching theme to launch the **Building Bridges** programme, using the framework of political economy to identify and discuss key challenges and opportunities, the forces favouring and opposing reform, and strategies to promote integration. Between November 2014 and December 2015, six meetings were convened on the theme with regional partners in four countries – South Africa, Tanzania, Senegal and Zambia – attended by 140 influential policymakers, decision-makers and future leaders from over 20 African countries.



The welcome reception at Linköping



Welcome Reception at Linköping



A reception was held on 7 March 2016 at Linköping, which houses the Graduate School of Development Policy and Practice, to welcome the young leaders to the University of Cape Town.

Professor Anwar Mall, Acting Deputy Vice-Chancellor for Transformation and Student Affairs at the University of Cape Town, hosted the event. He is a medical biochemist and Professor of Surgical Research in the Division of General Surgery at the Faculty of Health Sciences. A large part of his career has been embedded in student support, including mentoring, as the past Deputy Portfolio Manager of Student Support in the Health Sciences Faculty, and as a university residence warden since 1989. He was the Chair of the College of Wardens at the university, and has been recipient of a number of awards over the years, including the Oppenheimer Fellowship to Oxford University and a stint at the University College of London as a guest of the Royal Society of Britain.



The keynote address was given by Academic Director of the GSDPP Professor Brian Levy, who introduced the theme of Activism for Development. He shared insights from extensive experience as a development practitioner and an academic, and stressing the importance of “doing development differently”.

Professor Brian Levy is the Academic Director of the GSDPP and teaches at the School of Advanced International Studies, Johns Hopkins University, in Washington DC. From 1989 to 2012, Levy worked at the World Bank, 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 anticorruption 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*, published by Oxford University Press in 2014.



The Challenge of Leadership Today

“The greatest challenge of leadership has to be knowing when to be flexible and pragmatic, on the one hand, and when it is, instead, a moment to stand firm on principle and clarity of vision”

Nhlanhla Nene



Nhlanhla Nene, former South African Finance Minister, shared his experiences and insights on how to cope with the emotional, physical and mental challenges of leadership at an intimate dinner hosted at the course venue, the Cape Milner Hotel. In his address, Nene stressed the need for personal resilience, stamina and balance, and the importance of strong institutions to ensure that society is not subject to the whim of particular leader/s.





Guests arriving for the intimate dinner with Mr Nhlanhla Nene held at the course venue and residence, the Cape Milner Hotel

Nene served as Minister of Finance of South Africa (May 2014 to December 2015), before he was fired by President Jacob Zuma in a move that sent shockwaves through local and international markets. He previously served as Deputy Finance Minister from 2009 to 2014, as Co-Chairperson of the Portfolio Committee on Finance (2005–2008), Co-Chairperson of the Joint Budget Committee (2002–2005), and as

a long-standing Member of Parliament for the African National Congress (1999–2015). He has an Honours degree in Economics and an Advanced Diploma in Economic Policy from the University of the Western Cape, and has completed other academic courses focusing on economic policy and macroeconomic strategies at Williams College, Massachusetts, and the University of London.



Agency, Ethics and Finding Your Truth

Good leaders have a positive impact primarily because people trust and respect them, rather than for the ideas and skills they possess. They lead from the inside out, based on their personal sense of agency. They are conscious of their unique strengths and weaknesses and their individual leadership style. They are in touch with their values. They know how to manage themselves. They are able to function with integrity and adopt an ethical approach to the difficult moral dilemmas of public life. The focus on agency in the course curriculum involves inputs and exercises to deepen self-awareness and understanding of emotional intelligence and leadership styles.

Building Bridges Director **Marianne Camerer** and facilitators **David Schmidt** and **Maria Phalime** gave an overview of the course structure and the key themes explored in the curriculum – agency, leading change, collaboration and integration to apply the learning. After an introductory session in which each participant shared something unique about themselves to build initial trust and create a supportive learning environment, the focus turned to identifying specific leadership challenges and development issues in each country context. Participants identified many common development issues across countries, underlining the need and potential for networking and collaboration to drive change on the continent.

Agency

Presentations on emotional intelligence and leadership styles were followed by individual and group exercises to enable participants to draw on these frameworks and engage in self-reflection and evaluation.

A core component in the curriculum is an advocacy assignment, introduced on the first day, where participants are allocated to groups and tasked with devising an effective advocacy campaign of continental relevance that requires multi-country and multi-sectoral collaboration. The assignment is intended to move participants out of their comfort zone, to work in teams and reach consensus, drawing on the skills, concepts and strategies imparted throughout the course, and culminating in presentations on the final day. Over the course of two weeks, assignment groups met six times to develop a campaign strategy and compelling presentation tackling one of the following issues – youth voter participation in elections, educational reform and LGBTI rights on the continent.

“This was a good time for reflection and getting the country teams to bond”



“It has been rightly said that good leaders lead from the inside. What I think this means is that the privilege of true leadership is given to those whose energy derives from deep within, in the spiritual dimension of the self, rather than in the managerial or technical expertise, important as these are.”

Nelson Mandela, 2004



Ethics in Action

Inputs and exercises on ethics and values honed practical leadership tools, and the challenges of maintaining integrity in the public sphere were illustrated in a panel discussion with prominent South African public figures.

Lindiwe Msengana-Ndlela, Adjunct Professor at the GSDPP and Special Advisor to the South African Minister of Science and Technology, posed key questions for the young leaders to reflect on with regard to governance, leadership and values in public life. She stressed that even within structural problems there is a role for 'agency'.

Ferial Haffajee, *City Press* editor-in-chief, spoke of the 'VIPisation' of South African society, and the 'echo chamber' where leaders only hear what those around them say, stressing the need for activism across all spheres of society to 'reclaim' the public sector.

The focus on ethics and values drew to a close with a lively public panel discussion on *Perception and Politics: Media, Social Activism and Public Leadership* co-hosted by the GSDPP and the Centre for Film and Media Studies at the University of Cape Town. Chaired by Professor Sakhela Buhlungu, Dean of the Faculty of Humanities, SRC President Rorisang Moseli and *City Press* editor-in-chief Ferial Haffajee engaged with ideas from her book, *What if there were no whites in South Africa?* The event focused on recent trends in student activism in South Africa and the effective use of social media to shift the dominant narrative.




*“What are you constituting
– and what are you
contesting?”*

*“Leadership is a journey
– we are travelling to find
ourselves”*

Lindiwe Msengana-Ndlela

*“The fact that we still
have ethical leaders
in Africa needs to be
celebrated”*

A woman with long brown hair, wearing a black top and light-colored pants, stands at the head of a long table covered with a white tablecloth. She is gesturing with her hands as if speaking. The table is set with several clear water bottles, glasses, and papers. In the foreground, the backs of several people's heads and shoulders are visible, showing they are seated around the table listening to her. The setting appears to be a professional meeting or a workshop.

“You are the African Renaissance everyone talks about”

Ferial Haffajee

“Leaders live in an echo chamber where they only hear what those around them say”

Ferial Haffajee

Finding Your Truth



Young leaders en-route to Robben Island – Astrid Ndagano Haas, Nkosikhona Swartbooi, Telana Halley-Starkey, Edwin Kibui Rwigi, Suntosh Pillay, Marianne Akumu, Henry Mensah

A trip to Robben Island gave the young leaders an opportunity to reflect on their own leadership journey and ‘find their own truth’ in an historic site that symbolises the triumph of the human spirit over injustice and oppression. Artist and activist **Lionel Davis** led the young leaders on a tour of the prison, sharing vivid memories from his time there as a political

prisoner. An evening screening of *“More than a Game”*, a documentary showing how sport on Robben Island promoted unity and resilience, provided more food for thought and provoked an interesting discussion, facilitated by another ex-Islander **Marcus Solomon**, who features in the film.





“This was a day that has helped me realise that with so little you can accomplish so much more”

“The day was heavy emotionally. It was a real opportunity to dig deep inside myself”





On the 'Boomslang' feature at Kirstenbosch Gardens

Innovative leadership requires a different mindset or way of thinking, particularly when tackling seemingly intractable problems. Kirstenbosch Botanical Gardens provided a perfect venue for an interactive writing workshop led by **Maria Phalime** to stimulate creative thinking and reflection, midway through the course. The workshop provided an opportunity for the young leaders to reflect on their own vision of leadership and what they had experienced and learned in the first week, inspired by the natural beauty of the Gardens.

“The stone sculpture visit broadened my understanding of the need to think outside the box”





Leading Change and Working Towards African Solutions

The next section of the course focused on theories of change and practical ways to drive change effectively. We live in an era of rapid change. Globalisation, market conditions, technology, growing social and cultural diversity, and increasing inequality, have all contributed to an ever more complex and constantly changing world. In this context, change is inevitable. Factors that can influence organisational change include crises, gaps in performance, technological advances, new opportunities, changes in organisational dynamics, and internal or external pressures. Change can take place incrementally or radically. Organisations need to respond to change – whether or not that change is forced upon them or planned, and this places extraordinary demands on leadership. Driving change in a modern era involves the capacity to leverage networks and alliances, using knowledge and skills to bridge divides, manage conflict, build effective organisations and communicate effectively.

Panellists **Mark Heywood**, Director of public law sector organisation Section 27, and **Bongi Mlangeni**, Chief Executive Officer of the Social Justice Initiative, shared their insights and experiences on how to build sustainable advocacy organisations.

“Civil society is often best at demanding accountability, but worst at implementing it”

Mark Heywood

“The sessions made me realise that Africa has economic and social challenges that are informed by the historical events and systemic failures”

“There are different forms of advocacy, including confrontation – but not necessarily violent”

Bongi Mlangeni





Edgar Pieterse, Director of the African Centre for Cities at the University of Cape Town, presented an overview of socio-economic realities in Africa to provide context and background for discussion of key development challenges facing the continent.

Brian Levy, Academic Director of the Graduate School of Development Policy and Practice, elaborated on his concept of 'working with the grain', encouraging the young leaders to develop practical strategies and an incremental approach to effect change at micro and macro levels.

“I found the day hit the crux of the theoretical underpinnings for system thinking”



Trevor Manuel, GSDPP Senior Fellow and long-time Minister of Finance in South Africa, led a session on 'Working towards African solutions' in which each country group presented their key development opportunities and challenges. The session identified common challenges including corruption, inequality, voter disengagement, and security, and explored ways to harness opportunities and collaborate to find African solutions. Manuel responded to each country presentation, and urged the young leaders to keep engaging in such frank debate on difficult issues.

Manuel gave a brief history and overview of leadership on the continent, noting the shift away from a tradition of 'big leaders' and how access to information has changed the landscape of politics. He flagged the importance of ethics and values in understanding – and responding – to African challenges. Turning to the role of the Organisation for African Unity and subsequently, the African Union, Manuel pointed out that constitutions – and institutions – were designed for a different era, and lacked a framework for accountability. Despite high-level commitments and conversation on continental issues for over 50 years, the continent still faces significant challenges, including conflict, corruption and inequality. Manuel emphasised the need to build accountability from below, and to develop metrics that measure progress in terms of real improvements in the life of Africans.



“Who holds the feet of our governments to the fire to ensure that the commitments made are honoured?”

“We need to write new narratives and write our own scripts ... we need to build a cadre of people who feel confident enough to debate issues”

Trevor Manuel



Highlights from the cultural evening



“Great insight from an experienced economist with extensive knowledge about development issues across Africa”

“I really liked the format of having us present country opportunities and challenges and having Trevor Manuel respond”



Collaboration

The next section of the course focused on finding solutions to development challenges in Africa, with particular emphasis on the role of partnerships and coalitions, advocacy, mobilising and communicating at national, continental and global scales. Collaboration and driving change in a modern era involve the capacity to leverage networks and alliances, build effective organisations and communicate effectively.

The focus on collaboration for development began with a practical session on different leadership models to explore how particular leaders have managed (or not) the tensions between institutional actors and different sectors in society. Participants were provided with case studies of African leaders including Ellen Johnson-Sirleaf, Nkosazana Dlamini-Zuma and Meles Zenawi. They engaged in group discussion on the strengths and limitations of each leader's approach to dealing with a critical dilemma.

After an input on different tactics and techniques that can be used to mobilise support at a local, national, continental and global level, the young leaders presented their work and area of interest in a 'speed-dating' groupwork exercise to assist them to identify common issues and find partners for ongoing collaboration and networking.

Namhla Mniki-Mangaliso, the Executive Director of African Monitor, and **Laura Poswell**, the Executive Director of J-Pal, shared their expertise on ways to generate compelling evidence to support advocacy campaigns.

Bulelwa Ngewana-Makalima, Chief Executive Officer of the Cape Town Partnership, gave a frank, fascinating account of the real challenges – and at times, compromises – involved in navigating the political terrain and building consensus and effective, real partnerships between different sectors with different interests. In her view, partnerships require work, humility, time and resources, and “leaving your pride at the door”.

“It was encouraging to hear about a community-based movement that is effective”





Activists **Phumeza Mlungwana** and **Axolile Notywala** from the Social Justice Coalition (and alumni of the inaugural *Leading in Public Life* programme in 2015) shared lessons, challenges and achievements from their experience in helping to build a strong grassroots community-based movement around issues of social justice and government accountability.

“Coalition building and enhancing democratic development is a process not an event”

The young leaders paid an evening visit to the historical Labia Theatre in Gardens, for a viewing of *“Democrats”*, a film about Zimbabwe’s constitutional process, which provided a ‘behind-the-scenes’ view of the MDC and Zanu-PF principal negotiators during the constitutional process.

“Partnerships are not a sprint, but rather a marathon. They require work, humility, time and resources – and ‘leaving your pride at the door’”

Bulelwa Ngewana-Makalima



Applying the Learning

Good leaders recognise that the journey of leadership involves the long road. They persist in difficult circumstances and never give up. They place an emphasis on on-going learning for they know they can always improve – and they recognise that today’s skills may not be what is needed for tomorrow. The integration and application of learning in leadership was a key thread woven throughout the curriculum and course manual – in presentations, discussions, practical exercises and simulation games undertaken individually and in groups. Outings to Robben Island and Kirstenbosch Botanical Gardens provided inspiration and time for reflection on the journey of leadership and the need for ‘balance’.

Throughout the course, participants were introduced to a range of creative skills and tools for self-reflection and to enhance their ability to express themselves as leaders, including journaling and reflection, ‘visioning’, integral coaching, story-telling and effective messaging. A drumming workshop, jazz evening and a cultural evening at which participants shared music, food and entertainment from their home countries created space for relaxation, making and cementing new friendships.

The final theme of ‘applying the learning’ began with a realistic *Advocacy Simulation Game*, designed and facilitated by David Schmidt, to practice the challenges of building coalitions across organisational divides.

“The advocacy simulation game was very challenging in testing our lobbying and negotiation skills”

Gwamaka Kifukwe from the UONGOZI Institute of African Leadership for Sustainable Development in Tanzania and alumnus of 2015 *Leading in Public Life*, facilitated a session on *Public Speaking and Presentation*. Drawing on his experiences interviewing prominent decision-makers and leaders for his television shows, *In Focus* and *Meet the Leader*, he shared insights on using performance and story-telling techniques to ensure effective communication.

“It’s important to balance work with personal life ... such a key take away and my biggest challenge!”

Maria Phalime shared her personal journey from being a medical practitioner to becoming an award-winning author. She stressed the importance of balancing personal and work needs, a message that was powerfully reinforced in an exercise to test levels of burn-out.





The course concluded with an inspiring session in which groups gave their presentations on an issue of continental relevance. The young leaders were assigned to groups and over the course of two weeks, met six times to develop a campaign strategy and compelling presentation on how to address one of the following issues – youth voter participation in elections, educational reform and LGBTI rights. On the final day, the groups made their presentations to their peers, and received feedback from an esteemed Panel of Judges comprising **Faizel Ismail, Brian Levy, Judith Cornell, Gwamaka Kifukwe** and **Daniel Munene**.



Award-winning journalist **Mia Malan**, Director of the *Mail & Guardian's* Bhekisisa Centre for Health Journalism, led a writing and communication workshop to help participants reflect on their recent experiences and how this can be applied and shared in their lives. Malan emphasised the importance of storytelling and crafting messages to target particular constituencies. Each participant was required to produce a 1000-word piece on deadline on an aspect of public leadership.

“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”

Mia Malan

Coaching for Leadership

Integral coaching

Coaching is a powerful process that facilitates personal transformation and change in the individual. Leaders can then replicate the experience by integrating a coaching way of being into their own leadership style. Coaching can facilitate clarity of purpose and enhance performance, ultimately benefiting individuals, organisations and society as a whole.

“My first meeting with my coach gave me a lot of insight into myself”

During the course, the young leaders were introduced to the concept of coaching and after a ‘speed dating’ session with the five coaches, were allocated a personal coach to work with each participant during and after the programme. All coaches working with *Leading in Public Life* are certified as integral coaches by the UCT-affiliated Centre for Coaching.

“It was therapeutic and allowed me to discuss or talk about issues that I don’t normally talk about”

This unique coaching method takes a holistic approach to personal and professional development – taking into account the mental, physical, emotional and spiritual aspects of a client.

“Very powerful to have the support of a coach as an individual”

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 was a coach on the inaugural *Leading in Public Life* Programme in 2015. He has professional training through the Graduate School of Business at UCT, and New Ventures West in the USA, and a proven track record as an integral coach of executives, managers, educators, and social entrepreneurs nationally and globally. Arendse holds several postgraduate 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 organiser in the 1980s. He lectured in theology at UWC in the 1990s, before becoming full-time organiser of the UCT Academics’ Union. Arendse thrives in his vocation of personal and professional care, growth and empowerment.



Jiva Chokkappan has worked in senior positions in the retail industry. At 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 Accountant 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. Chokkappan was a coach on the inaugural Young African Leaders Programme run in 2015. His passion lies in developing young people by coaching them in both their personal and business lives.

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. Mbuyisa is an Associate of the UCT Graduate School of Business, Centre for Coaching, an accredited member of the International Coaching Federation and a certified coach and mediator using the



integral coaching method. He brings a diverse mixture of experience as a conflict transformation practitioner, mediator, manager, design thinking facilitator and trainer to his coaching, with over 15 years' experience in mediation, training and coaching. Mbuyisa focuses on helping clients gain clarity and translate ideas and self-awakening into skills and practical action. He has also worked in the areas of international development, including at the United Nations and the European Union, and in civil society. Mbuyisa has lived and worked in southern African and other African states, and has also 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 he was appointed by the Department of Environmental Affairs to the established national panel of Environmental Mediators. He holds an Honours degree in Political Science from the University of Natal, and a Masters in Law from the University of Cape Town. In addition to his professional commitments, Mbuyisa is well respected as a political analyst and social commentator.

Rashida Sader has a Masters in Commerce degree from the University of Cape Town, and is a certified integral coach from the university's Graduate School of Business.



She has worked in a number of industries spanning education, financial services and petrochemical. Her 25 years of experience span a range of roles in business, sales and service, human resource management, transformation, organisational change, business leadership, coaching and mentorship. The grounding from her qualifications and experience facilitate the provision of coaching which enables clients to deal with opportunities and challenges in ways that are insightful, actionable and sustainable. Her strength lies in coaching others to design and execute on strategies which are pragmatic.

Janet van Graan has a Masters in Fine Arts from the University of Cape Town, and is a certified Integral Coach from the Graduate School of Business. She has extensive experience in the creative and academic sectors, as artist, designer, lecturer, mentor, manager, facilitator, team player and leader. She also currently leads the Department of Design at the Cape Peninsula University of



Technology. In her earlier adult life she worked in civil society in adult literacy, arts activism, art education and as mentor to youth in care. Van Graan 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. She works with each client to bring change at an integral level: cognitively, emotionally and somatically, leading to healthier, more effective and fulfilled lives. She is a proud parent of two young adult sons, an avid reader and film watcher.

Meet the 2016 Young Leaders

Strong leadership is critical for ensuring effective and sustainable processes of development and democracy. Yet discussions about development usually focus on a range of policy and practical issues rather than the underlying 'soft' issues of leadership and management. This programme aims to address both of these aspects and emphasises the importance of leadership in an African context, acknowledging both the specific character of development challenges and the rich and diverse experience of leadership thinking and practice across the continent. A rigorous nomination and selection process is based on each applicant's level of engagement in public life, commitment to development and public service, and potential career trajectory and influence in civil society, government or the business sector. From 6–18 March 2016, 25 young leaders selected from six African countries – Ghana, Kenya, Nigeria, South Africa, Uganda and Zimbabwe – spent two weeks living and working together in Cape Town. In the pages that follow, we introduce the young leaders and their understanding of public leadership as shared with us before the course commenced, and some of what they gained and learned from their participation in *Leading in Public Life*.



Emmanuel Ametepey has worked in the area of youth development, policy advocacy, and leadership for over 7 years. He is the founder and executive director of Youth Advocates Ghana (YAG), which works to promote a sustainable and productive future for all young people. He was country coordinator for the Voice Africa's Future campaign, which elicited over 10,000 responses on the *Africa We Want*. He recently partnered with the Columbian Embassy in Accra, Ghana to promote the "Ghana-Colombia Lighting a Life for Peace Project", an alternative lighting system using solar-powered recycled plastic bottles. Youth Advocates Ghana (YAG) aims to involve more young people in the public decision-making process. This includes youth engagement in the development and implementation of Ghana's new 40 Years Development Pan being pursued by the National Development Planning Commission. Emmanuel's goal is to unite youth leaders and youth organisations around their common interests to work together in developmental planning processes, promote human rights and civic responsibility, encourage youth leadership and build capacity in the youth development field. He sees leadership as one of the biggest challenges to Africa's development. He advocates for leadership to be included as a subject in school and university curricula. In his view, there is need to improve the public sector's capacity for "transparent, accountable, timely, effective performance."

What does public leadership mean to you?

"Using one's position to bring about improvement in the lives of citizens in a given community or nation ... When people lead, things change. Whether in politics, business or leading grassroots campaigns or speaking in the national media, public leaders are ordinary people who are committed to being a voice for good."

What did you learn from participating in *Leading in Public Life*?

"My expectation coming to this training was to deepen my understanding of public policy in Africa and appreciate the challenges we face as a continent. My expectations have been met beyond measures. On a personal note, it is important that I share my experience of working in this room and in the assignment group. The first day that we met we selected a topic on homosexuality. I thought to myself, 'I don't belong here. This is not me.' I wanted to change groups. But then I thought: 'You can



do it, you can move out of your comfort zone, and appreciate things better.' So I remained in the group – my colleagues will attest to the fact that initially I was very slow to the issues we were discussing. But today as I stand here I am a changed person because to be a leader you need to have a change within yourself. I now appreciate the issues better and as a young leader going back to Ghana when LGBTI issues come up I'll be in a better position to handle it and to influence other people within my network. I think this is the change that I have confronted while I've been here, not to mention the networking opportunities and the wonderful people that we have all been able to connect with. I want to thank the organisers for this programme and for selecting me."

Area of expertise / interest: Youth development, policy advocacy and leadership

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GHANA

Henry Mensah studied at the University of Ghana and participated actively in student leadership. He received the Heads of States / Duke of Edinburgh Awards Scheme for outstanding demonstration of personal discovery and growth, self-reliance, perseverance, responsibility and service to his community. Henry is responsible for managing the budget of the Ministry of Education and its agencies in Ghana. Education accounts for about 31% of the national Budget. His contribution aids national planning and ensuring that funds are allocated to the right sectors. At age 31, Henry is in line to become a Sector Head, with proven potential to become a future leader in the Ministry of Finance. He hopes help drive innovation in Ghana and build a new network of young and emerging African public service leaders.

What does public leadership mean to you?

“Public leadership is a role that serves the community in the provision of public goods and services. Because public leadership has the public as its main stakeholder, decisions and in effect every action taken must be made with the understanding of a larger sense of social responsibility. This can be different from leadership in the private sector where the outcome of decisions is limited to only the organisation.”

What did you learn from participating in *Leading in Public Life*?

“I wanted to learn how public policy shapes development and economic plans that are going to help the people of Africa. I also wanted to learn how networking with like-minded people could help shape my very thoughts and how that could help me become a better leader in my workplace. What I've learned is that leadership doesn't start with learning skills, it starts with me. I've learned to self-reflect, I've learned to be more aware of myself, and the coaching that was given as part of the programme has really allowed me to learn about myself, my values and to be aware of my environment. I've learned that the civil service – like civil society and activists – has a very big role to play in governance. At my workplace we usually see civil society as an enemy of sorts. We think they are always giving us negative remarks, and their input is always negative. Working in this team I've learned to see them as partners, partners to bring about change, partners in the provision of social services. And one thing that I've really learned, when you are in a team or you are working in a place where you think you



can't make impact because of political tendencies that exist, where you think there is nothing for you to offer because whether you give advice or not the decisions have been taken politically anyway – I've learned to foster partnerships with colleagues and to make sure that whatever I do, I see some incremental changes.”

Area of expertise / interest: Public sector finance

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GHANA

Alhassan Ziblim is an astute leader with a passion and interest in transforming his community and especially through his work with youth in Ghana. During his studies, he served as the President of the African Students Abroad. Alhassan has worked on research projects with the Centre for Democratic Development, Tamale Office, in Ghana, Habitat for Humanity's International, Europe, Middle East and Africa office in Bratislava, Slovakia, and the Hungarian Association of NGOs for Development and Humanitarian Aid in Budapest, Hungary. Alhassan is the founder and the Executive Director of the Centre for Development and Policy Advocacy in Ghana. The Centre works to develop the capacities of youth and to improve the lives of vulnerable groups through research and evidence-based policy interventions and advocacy. It has made significant contributions to policy in the areas of health and education, through policy briefs and press statements.



What does public leadership mean to you?

"Public leadership is a process by which a leader simultaneously influences two or more members of his team or organisation in order to achieve a set goal. Public leadership requires that the leader creates a sense of united purpose among his followers which is built around a clearly defined collective vision."

What did you learn from participating in *Leading in Public Life*?

"When I came I had three expectations. One was to build my own capacity – I was thinking of a programme where I will come and take my notebook and copy notes and I will be examined (it didn't happen that way). Secondly, I was thinking of building networks because I came here through a network, someone I studied with at school. Finally, I was thinking of innovative ways of raising funding for my young NGO. I wasn't sure exactly what I was coming to do here and I was very afraid. When I told my relatives I was coming to South Africa, they warned me about xenophobic attacks which we often hear about in the media. So they warned me about my own personal security and stuff. What I am taking away, as an advocate I have seen that it is always good to suspend judgement. I thought I was coming to a very racist country, that people would rob me in a train or something of that sort. But I met a fantastic bunch of people. I would like to plead with the South Africans, South Africa is a very nice place and I encourage you to travel and

experience what it is like outside South Africa. I was very impatient with the student leader at the public panel discussion when he was very brutal with the whites. I appreciate the enormity of the problems, the hatred in the past, but you need to understand that. I'm wearing these glasses not because of my sight. It's because Ghana is very dusty so wearing glasses has become a way of life. South Africa is the first African country I have been in for two weeks without polishing my shoes."

Area of expertise: Youth leadership, development and policy advocacy

Masters degree from Central European University (Hungary) and the Institute of Social Studies of Erasmus University (Netherlands)

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Fredrick Ouko Alucheli is a champion of disability rights, awareness, advocacy and networking, and youth development in Kenya and other African countries. He is the founder and Executive Director of the Action Network for the Disabled (ANDY), run by and for young people with disabilities. Fredrick served on the Disability Rights Fund Global Advisory Panel for six years through the nomination of the United Nations Youth Section. He is also a founder and Director of Riziki Source, a social enterprise that uses technology to connect persons with disabilities to job opportunities, and he was involved in the formation of an African Youth with Disabilities Network to champion the rights of youth with disabilities across the continent. In June 2009, Fredrick was one of 20 exceptional young social entrepreneurs selected as a global fellow for 2009/2010 by YouthActionNet, a programme of the International Youth Foundation.

What does public leadership mean to you?

“Public leadership means to guide a group of people but also to create space for others to participate in achieving the desired goal.”

What did you learn from participating in *Leading in Public Life*?

“It wasn’t my first time in South Africa, but it was my first time on a very rigid programme like this one. I was kind of empty coming here but I am leaving an open person. I didn’t expect that one of the challenges I’ve been struggling with as a leader would be identified – how is my work/family balance and how does this affect my leadership capabilities. My diary is work, work, work and work some more and actually that has some correlation on how effective I can be. Those are things I never expected. You don’t read that in textbooks. Reflecting on what has happened I see how something as small as diet has an effect on my leadership and how effective I am in a day and the things I care about ... We look at all these bigger problems and how Africa is affected but we never go to the root cause of why is it that our leaders are making irrational decisions? Even me as a leader, perhaps it’s because I didn’t have a good meal, I’m hungry, my relationships aren’t working well – those are very small things that we never put a spotlight on and work on. I thought that perhaps I’d be told how to solve those problems. It didn’t happen. But what happened is I was allowed access to tools on how to solve that and within my circles and spheres



of influence be able to help other leaders realise that these very small things that you ignore are the ones that are breeding ruthless leaders, people who actually don’t care about humanity. So really I’m thankful – I didn’t know how I would cope but it ended up that everybody was friendly, everybody assisted me and it just turned out beautiful. One positive thing that I’m picking out is that we have ethical leaders in Africa who are willing to take this continent far – our responsibility is to breed many of those leaders and multiply so that we have a cross pollination and our continent goes further instead of stagnating.”

Area of expertise / interest: Disability rights, awareness, advocacy and networking

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Faith Kiboro works in the Inter-Governmental Business Unit at The Consulting House that deals with public sector work carrying out policy audits, policy formulation and implementation frameworks; evaluation of public financial management systems; assessments for both the national and devolved governments; and building models for public sector/security sector reforms. Her most recent project is one of the flagship projects in Uhuru Kenyatta's government, as part of the team constituted to implement the new vision of the National Youth Service, creating employment, training, education and livelihood opportunities for thousands of youth. Faith and her team are investigating efficient methods for public service delivery.

She believes that Africa's future hinges on investment in its people – achieving economic and social development in a more dignified way, a way that reduces dependency on aid, making decisions with integrity and thoughtfulness for others. She is passionate about Kenya and the rest of Africa. In her eyes, people are the most powerful vehicle for improving the wellbeing of humanity. Faith aspires to shape Africa's future by illustrating to people that if we build the resilience and capacity of those at the 'bottom of the pyramid' then they are better equipped to learn, share, and provide innovative solutions to their problems. Her plans include youth projects aimed at developing human capital – equipping youth with leadership skills, encouraging them to act with integrity and thoughtfulness and creating better collaboration between the public and private sector.

What does public leadership mean to you?

"Public leadership means a passion for public policy and development work – public leaders must espouse effectiveness and integrity."

What did you learn from participating in *Leading in Public Life*?

"The nomination came at an interesting time, I work in the private sector for government, and we've had a lot of projects stalled for a number of reasons. So the debate has been – is democracy overrated in Kenya? Are we taking in too many opinions and is it stalling the programme? So I told my colleagues about *Leading in Public Life* and they were like, 'What are you talking about? What are you going to learn? What's this governance activism thing?' The thing that I think I'm going to go back and say is, 'Democracy



isn't overrated and it's a context thing that we have to appreciate.' The most important thing that I learned is that development doesn't have to mean losing an African identity. I think a lot of the time, even when you look at who is funding us, there are ideas coming in from everywhere and I don't think you have to mortgage your morality or reality. You don't have to do that. You can make a hybrid of development approaches – African solutions for African problems. Being here has helped me with that, hearing what other people are doing, how they are dealing with their problems, has been very inspirational. My biggest take-away is that I always show up in life in my mind, very analytical. This programme showed me how to show up in life with my heart."

Area of expertise / interest: Political economy, public policy and security sector reform

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Ann Wawira Njiru is the founder and Executive Director of Food for Education, an NGO that works to promote food security and school attendance and performance among children at public schools in Kenya. In the last three years, their pilot programme reached over 150 school children from Ruiru Primary school in Kiambu County, Kenya. Between 2012 and 2014, 96% of students in the programme transitioned from primary to secondary school, 100% of students finished primary school and 100% of students had access to lunch every day at school. The team are working to scale up operations and provide for around 1,300 students from two schools in Ruiru sub-county. The Foundation emphasises agency, driving change and innovation, collaboration and integration, and plans to engage Kenya's local and national government on issues relating to policy and implementation of programmes that benefit primary school children. Before establishing the foundation, Ann worked with several NGOs including World Vision Australia (2010–2011) and the Watu wa Maana Children's Home (2009). In 2013, she was recognised as one of the world's Nutrition Champions in the global Transform Nutrition Programme and in 2012 was named a Spark Kenya Change maker. Ann is currently completing a Masters degree in Public Health at the Jomo Kenyatta University of Agriculture and Technology, Nairobi, Kenya.

What does public leadership mean to you?

"Public leadership is about servant leadership. My work in my community has led me to understand what it really means to serve and put the needs of my community first. In a country where public leadership is often deemed as being political, I have been able to show those in my community that true leadership is about true impact that benefits all and promotes equal distribution in resources. Public leadership must also be ethical and innovative to come up with sustainable solutions to a community's and country's problems."

What did you learn from participating in *Leading in Public Life*?

"When I first saw the nomination and it said 'African leader' I thought 'Oh I'm not one of them. I'm not an African leader.' Because when you're in Kenya, you're in a very closed space. I've never been to another African country – before I felt that Africa is too huge, there are too many problems, and I could not lead this continent of 1.1 billion people out of all the



problems. One of the biggest experiences for me has been meeting everyone here and understanding that I do not have to lead Africa out of all the problems alone. There are 24 other young leaders here and there are many others out there and if we all meet, if we all work together, and if we all form those connections we can get this continent out of all the problems that it is facing right now. Another experience, meeting everyone has given me a lot of courage because before you'd consider what you're doing and think it is so small, no one really thinks it is important. But when you get people saying that your work is valid, and all of you here looking at what we do and saying that it is good work, that is very important. So thank you very much for this programme."

Area of expertise / interest: Child nutrition, education

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KENYA

Edwin Kibui Rwigi is a catalyst for active citizenship in Kenya, with a background in civic participation through work in NGOs, including Fahamu Networks for Social Justice, Mavuno Church and the Discovery Africa Leadership Programme. Edwin is a member of a civil society, grassroots working group that organised civic education and engagement activities around the World Trade Organisation's 10th Ministerial Conference held in Nairobi in December 2015, the first time the event was held in Africa. He is involved with drafting of the 'People's Charter', which articulates a progressive grassroots position in Africa, aimed at promoting the interests of all Africans and the global South. While working with Fahamu's Community Organisers Fellowship programme, Edwin documented their journey and produced a mini-documentary and picture book on the process. His innovation saw the development of an online 'v-logging' series offering alternative news. Edwin also established a production team that now produces #PunchBack, a video series analysing current affairs that is published fortnightly on YouTube. Edwin plans to develop a grassroots and civil society tool-kit on how to engage organs of the state and other governance bodies focusing on South-South Cooperation, and is particularly interested in exploring new ways to promote student engagement at Kenya's universities.

What does public leadership mean to you?

"Public leadership can be summed up in three words – character, competence and solidarity. Public leadership is accountable and transparent, with a clear vision to pursue the good of the collective. The realisation of any vision requires capacity and needs solidarity, co-operation and partnerships."

What did you learn from participating in *Leading in Public Life*?

"I'm from Kenya and I have a confession. This is the farthest I've been from home. My stay here has been great, I've made amazing friends, I've met amazing people doing amazing things across the continent ... Reflecting on my experiences here, coming into the programme, the image that comes to mind is an ocean, and an individual trying, in a way, to drain the ocean with a teaspoon. It can be very frustrating coming from a very ideological background when you are trying to bring change through the community and you have very antagonistic tactics. Perhaps my biggest lesson coming out of this programme is to focus my



engagements, get away from grand idealistic theorising to more practical focused engagements, and to even collaborate on collaborations. And perhaps I need to rethink our engagement with government especially, the 'big bad; government. Maybe a fringe benefit that I've gotten from the programme, I don't know how deliberate it was in the design of the programme, is that as an African I've been reoriented to South Africa. It is one thing reading about Robert Sobukwe, and it's another feeling his presence here. That's a memory I'm going to carry with me for the rest of my life..."

Area of expertise / interest: Participatory development, democracy, social movements

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Jake Okechukwu Effoduh is a Research Fellow with the Nigerian Institute of Advanced Legal Studies, and is a visiting researcher at Osgoode Hall Law School, York University, Canada. Jake is a freelance journalist, widely recognised for his popular radio talk show, produced under BBC Media Action, dubbed “Talk Your Own Make Naija Better”. Focusing on governance and human rights, it airs on over 120 radio stations to a daily audience of over 24 million. Jake was part of the organising group for the #FreeAndEqualNaija Campaign, which models the UN’s Free & Equal Campaign to promote LGBTI inclusion in Nigeria’s human rights framework. He has received several awards, including national Honour and Community Awards, the Future Awards Africa 2014 Prize In Activism and Community Action, 2013 Abuja Young Lawyers Award, and 2011 Young Lawyers Alliance Award for Best Human Rights Speaker. Jake is founder and President of the Lawyers League for Minorities in Nigeria, and was co-founder and Vice President of the Sickle Cell Aid Foundation. In 2014, Jake worked to establish (and now heads) the Nigerian office of the Council on African Security and Development, an expert think tank advising African governments, ministries, agencies, universities, and international organisations. Jake plans to serve in public office by 2023.

What does public leadership mean to you?

“Public leadership is the dedication of one’s time, resources and influence to act and do things for the greater good of other individuals and the society without any expectation of reward or benefit.”

What did you learn from participating in *Leading in Public Life*?

“When I heard I was coming to this programme, I loved the title ‘Building Bridges: Connecting political leaders and policy experts to deepen dialogue and engage with wicked problems’. The skills that we’ve learned have helped us to think in this line. The first time I heard of journalism was in this programme. The first time I heard about coaching was in this programme. Ethics, values, and the theories around these, reflecting, this very programme – all my first time. What I’ve gained is that in Building Bridges we are building an African Renaissance. When I look in this room – this is the Africa that I want to see, the incremental winds, the small winds. When Nkosikhona from Khayelitsha can support a malaria campaign in Zimbabwe, that is



a small wind; when disability activists can congratulate Angela for a victory in court, that is a small wind. So for me, if there’s anything I’ve learned it is that in this continent that we live in with youth apathy, violence, insecurity and terrorism, there is no better time for me to be born than now. And this programme made me realise that. I think that we have the opportunity to rewrite history, we’ve been given so little, we’ve come from a past with so much pain, yet we in this room can create a new Africa that we want to see. One thing that I also learned, looking through the biographies, is that we’ve all achieved so much, everyone is a superstar in their field but there is way more than we can do by ourselves. I’m going back to Nigeria with the notion that it is better to light one candle than to blame the darkness.”

Area of expertise / interest: Human rights, media, public service

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NIGERIA

Samson Itodo is the founder and Head of Research, Policy and Advocacy at the Youth Initiative for Advocacy, Growth & Advancement (YIAGA) in Abuja, Nigeria, which is a youth-based NGO that promotes democratic governance, human rights and youth political participation. Samson has been active in promoting credible elections and youth participation in Nigeria and served as co-convenor of the “SayNo Campaign – a campaign against impunity”. His work led to the launch of the Youth Observatory, Nigeria’s first initiative designed to track and monitor youth participation trends in democratic processes. This initiative enabled Nigerian youth to deliver the Nigerian Youth Declaration to President Buhari on August 12, 2015, on International Youth Day. Samson has also developed programmes aimed at improving public accountability and governance to support the Independent National Electoral Commission on voter education and open election data, and the Federal Ministry of Youth Development on project management, youth budgeting and youth development. Samson facilitated a joint partnership between YIAGA and the African Governance Architecture of the African Union to publish the African Youth Journal of Democracy annually, providing a platform for promoting scholarship and research amongst young Africans. He also hosts a radio show about public accountability which airs across six states in Nigeria.

What does public leadership mean to you?

“Public leadership is a service provided by an individual who works to harness the potentials for the promotion of a good society. The concept of leadership is underpinned by the principles of integrity, empathy, accountability and inclusion.”

What did you learn from participating in *Leading in Public Life*?

“If you think of one leader who is so deeply sunk into work, and is less concerned about the people around him, about his family, about his personal relationships, I am that leader. But this programme has taught me that it is beyond the work that you do on a daily basis, it’s about being self-aware and being self-conscious. If there is one thing I have taken from here, over the past two weeks I have learned to understand myself better, I’ve learned to care about the people who are around me. I think it is very key and it is a take-home point for me. I think the Building Bridges programme



is tailored to us making the future of this continent very competitive, very innovative and making us more self-conscious and I thank you very much for this investment in the future of this continent. I am leaving here more self-conscious, more innovative, more conscious of the fact that you need to understand the power of the narrative. I work with politicians on a daily basis, but this programme has taught me how to strategically engage policy makers at different levels, whether it is international, local or regional level. I leave with a parting shot– the Building Bridges programme has placed a generational burden on us. If our leaders today had access to this sort of capacity, we probably wouldn’t be where we are today. And therefore this burden you have placed on us is a burden that in our respective spaces or spheres of influence we need to demonstrate a capacity not only to transform but to sustain impact over a long time. And I say this on behalf of my colleagues, that we will not fail you.”

Area of expertise / interest: Civil society and youth advocacy, good governance

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Mikang Longjan has a long and distinguished career as a lawyer and civil society activist. She is one of few women from the central and northern Nigerian states advocating for peaceful co-existence between different ethnic/religious groups. Mikang received the Atlas Corps one-year fellowship programme award in Washington DC and the Nigerian Youth Hall of Fame Achiever's Award for her contributions towards youth-focused service in her community. Mikang is currently working with the Open Society Initiative for West Africa (OSIWA) as the Programme Coordinator for Law, Justice and Human Rights. The initiative pursues the development of open societies by supporting and building partnerships with local and regional groups that promote inclusive democratic governance, transparency and accountability, and active citizenship. Mikang's work at OSIWA has been instrumental in the introduction of programmes focusing on the crisis-ridden areas of Northern Nigeria. Whilst living and working in Northern Nigeria Maiduguri, Borno state, Mikang became the Vice President of the Legal Aid Council. Within a year of service, the Council had freed six pre-trial detainees who had been in detention for over six months, and provided mentoring and basic amenities after their release.

What does public leadership mean to you?

"Public leadership means having a diverse multi-religious and multi-cultural background, deep respect and understanding for living and working in diverse cultural backgrounds. Leadership is about setting and not just reacting to agendas, identifying problems, and initiating change that makes for substantial improvement rather than managing change."

What did you learn from participating in *Leading in Public Life*?

"I have learned that you need to change within yourself first, especially when you know something isn't right. Even before you can effect change, ask – have you changed within yourself, within your internal environment, is there change, are you a leader within that? I found out here that my weaknesses are things I need to work on, and on my strengths ... Looking at the issues we have in Nigeria, they are enormous. And we always play the Blame Game syndrome in Nigeria, we always blame our leaders, but at the same time we look at ourselves, what have we done? Have we blamed ourselves? We never blame ourselves. We



are always judging. After this programme, meeting you all, the networks we've built – I hate that word network, I like family or friends because I feel we are not like colleagues anymore, we are more like family or friends, we are more like friends – that through what we've built in the last two weeks we should be able to change Africa, we should be able to bring change in our countries. I also feel that through the coaching sessions, there needs to be a real opportunity to really see what real impact we want to generate in the next five years, ten years. Thank you so much for this opportunity, I want to thank the entire faculty, all my family, my new family, and all the speakers really because through what we heard, the stories, the experiences, I guess for me made me really feel, or realise that, 'Mikang, you haven't done anything yet. You think you've done but you haven't done anything yet.' So I guess it's time for us to really change our mindset."

Area of expertise / interest: Justice, human rights, civil society activism, good governance

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NIGERIA

Yusuf Shamsudeen Adio joined the Centre for Democracy and Development (CDD) as an intern in 2010, and in less than five years became Senior Programme Officer. As a keen advocate of democratic accountability, Yusuf has engaged government in Nigeria at national and state levels on issues relating to budgeting, policy formulation and implementation, and delivery of public goods. Between 2013 and 2014, he managed the democratic accountability project in Kano State, Nigeria. Yusuf also volunteered with the Global Call for Action against Poverty in Nigeria. At regional level, he was a member of the ECOWAS Election Observation Mission for the 2012 General Elections in Sierra Leone, and coordinated political debates amongst presidential candidates in Burkina Faso prior to the country's 2015 presidential election. In the lead up to the 2015 Nigerian general elections, Yusuf managed a project that facilitated debates between the two leading political parties – the Peoples' Democratic Party and the All Progressives Congress. One of the major gains of the debates was a remarkable shift in discourse about elections in Nigeria from a “war-like” electoral campaign to issue-based campaigning. As a follow up, he coordinated the launch of *Buharimeter*, a project aimed at monitoring and assessing the implementation of the elected government's electoral promises.

What does public leadership mean to you?

“Public leadership presupposes capacity to systematically respond rather than react to a barrage of challenges confronting human society. The key words here are ‘systematically’ and ‘respond’. These two words entail the ability of those charged with the responsibility of steering the wheel of a state to pre-empt or identify societal challenges and draw out practical strategies to avert the challenges. To a large extent, the process of finding solution to the challenges has to be inclusive; that is, requires set of interactions between those in power or leadership position and people.”

What did you learn from participating in *Leading in Public Life*?

“When I saw ‘Addressing African challenges’ I thought, ‘Wow, we are facing a variety of such challenges on this continent and they are quite complex. So how do we devise a home-grown strategy to address our problem?’ The first thing that came to my mind was that I really wanted to know how to address the African problem. Secondly, just to meet my fellow Africans



because I prefer travelling in Africa. Now, when next I go to Nairobi I can call on Wawira and others, and Chris has already promised to take me to Uganda. I think it is important to form a network to foster our cause because we are facing a serious governance dilemma and in order for us to achieve that, we need to find a network to really fight our cause. So what have I gained from this programme? I have learned, let me steal a quotation from Maria Phalima, which is ‘Follow every action with a quiet reflection – from that quiet reflection more action will be effectively implemented.’ Taking from the sessions I’ve had with my coach, I’ve been able to discover my inner person and really understand how I respond to external factors. I have had a lot of discussions and I have learned that I’m very temperamental and in order for me to address that I have to listen to people a lot. My next take home point is the need for us to thoroughly diagnose our challenges in order to know the best approach to take and to use storytelling to address some of the challenges and influence change.”

Area of expertise / interest: Elections, democratic governance

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SOUTH AFRICA

Thato Motaung is Associate Executive Director at the African Democratic Institute, a non-profit and non-governmental organisation based in Johannesburg, South Africa. The objectives of the Institute are to enhance democracy and democratic values and encourage the development of leadership on the African continent. The Institute plans to launch a year-long Parliamentary Development and Governance Programme that will offer capacity building and education for legislators and legislatures in each African country across the continent. Thato is a human rights specialist with vast experience spanning work with the African Union, the African Democratic Institute, the Centre for Human Rights and Femme Africa Solidarite. In 2013, she served as a Research Fellow Bureau of the Chairperson H.E. Nkosazana Dlamini Zuma at the African Union Commission. She graduated cum laude with a Master of Science in European Studies in 2011, and received the Golden Key Award for Academic Excellence in 2006. Thato recently facilitated coordination of the private sector and African Union relationship, enabling the establishment of an 'Africa Against Ebola Solidarity Trust' to both react to and combat the Ebola pandemic. By coordinating South African private sector stakeholders and selection of an Executive Secretary to be based in South Africa, the pandemic was contained and effectively managed. This campaign effectively rallied the support of governments – not just South Africa – in solidarity towards both funding and generating awareness on the fatal virus.

What does public leadership mean to you?

"Public leadership entails encouraging and moulding individuals who can contribute to and become effective, informed and principled drivers in public service. Within this space they hold strong principles of accountability, integrity and transparency including understanding that leadership is privilege and responsibility which requires individuals who can dedicate their existence to serving their people for the betterment of humanity."

What did you learn from participating in *Leading in Public Life*?

"The leadership programme started as quite a challenge for me personally as I was not used to focusing on my needs and barriers to personal and professional development. To be surrounded by an equally ambitious and hopeful generation of young



leaders gave me perspective and a sense of belonging. To be equipped with the tools focused on improving you as a leader to both understand and embrace your strengths and challenges added unprecedented value to my life. I would have appreciated a greater streamlining of themes and topics as it resulted in an overload of information that was rushed due to time constraints; allowing for little reflection and internalising of information. That said, the exposure to leaders in the field, including experts, was truly beneficial; I do believe the inclusion of other country experts and guests beyond South Africa would have also been beneficial."

Area of expertise / interest: Human rights, youth development, democracy

Master of Science in European Studies, Transnational and Global Perspectives, Katholieke Universiteit, Leuven, Belgium

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SOUTH AFRICA

Suntosh Pillay is a health activist, currently working in South Africa's health sector as a clinical psychologist and manager of services at the King Dinuzulu Hospital Complex in KwaZulu Natal. Suntosh is involved with training intern clinical psychologists, coordinating community mental health and support programmes and strategic planning for mental health. He has authored 4 chapters in 2 psychology textbooks (in press). He is a recipient of a Mandela Rhodes Scholarship and several awards, including the *Mail & Guardian's* Top 200 Young South Africans, 2015, and *The Witness* True Stories Writing Awards (2013 and 2014, opinion category). Suntosh has served as Chairperson of the Board of Directors of the Mandela Rhodes Community. He is a public intellectual and social activist who writes extensively about issues of social justice for the *Mail & Guardian*, *Times Media*, *Independent Media*, *Daily Vox*, *The Sunday Tribune* and *The Witness*. Suntosh is completing a PhD. He is an active Council member of the Psychological Society of South Africa (PsySSA), as chairperson of the Equity and Transformation Committee and core member of the Africa LGBTI Human Rights Project.

What does public leadership mean to you?

"Public leadership means being the most effective, ethical change agent I can be within my spheres of influence. It means taking a step back and leading with a bird's eye view of the 'public', thus recognising the social forces impacting on people and myself as a leader, especially the social determinants of health, in my context. It also means recognising the limits of what is possible on my own, knowing when and how to draw on social capital, and leveraging teamwork as a force for social good."

What did you learn from participating in *Leading in Public Life*?

"My expectations were completely open-ended. I knew that the power of a space is all that we really need – I just knew that there were people from Africa that were going to meet and I knew that something amazing would happen out of that. My expectations were completely exceeded ... My journey can be summarised by a few quotes that stand out in my mind. Probably the best compliment was from Ferial Hafferjee when she said, 'So you are the African Renaissance that we've been talking about' – that really speaks to the generational burden that is put on us. Or, to quote Frantz Fanon, 'Every generation needs



to define their mission and then either fulfil it or betray it.' I have no doubt that we will all fulfil it. The second quote is from Marcus Solomon, quoting that wonderful African proverb, 'If you want to move fast walk alone, and if you want to move far, walk together.' I think it speaks to the sense of solidarity and the burden on all of us to keep connected and technology allows that. The third is by Trevor Manuel when he just said, 'Read more'. I've really learned how well-read many of you are, and what a sense you all have of the regional politics going on around you ... I really feel that, maybe it's just me, or South Africans in general, we often know very little about what's happening north of us. I've gotten a much more personalised sense of the kind of happenings around the rest of the continent. It's been fantastic. I really hope to connect with all of you again."

Area of expertise / interest: Psychology and public health, leadership development

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SOUTH AFRICA

Stacey Ann Pillay is deeply committed to making a contribution in the health sector in South Africa. As a senior manager for Africa Health Placement (AHP), a “social-profit” organisation that aims to find, place and keep the health workforce needed to deliver health for all, she has secured agreements with 4 provinces in South Africa. She is the sponsor/driver of the development, oversight and implementation of the AHP programme, *You’ve been spotted*, which has been pivotal in reinforcing the organisational culture and creating a positive customer experience for customers. Stacey Ann is actively involved with organisational planning and decision making, managing a recruitment team of over 20 people dedicated to sourcing, registering and placing foreign and locally qualified doctors in the South African public healthcare sector. Her team contributes to over 4 million consults a year, and her job requires strong leadership, diplomacy, humility and persuasiveness in leading interactions with senior leaders in the Department of Health and regulators.

What does public leadership mean to you?

“Leadership is a great privilege that allows you to influence change and direct the people around you towards this. As a leader there should be a great sense of responsibility and accountability for the confidence that has been placed in you and for the mandate you hold.”

What did you learn from participating in *Leading in Public Life*?

“The nomination, the selection, and this whole process in itself is so reaffirming for all of us in this room. You give so much validity to the hard work that I know that each one of my peers do, so thank you. I had three expectations coming into this programme. The first one was that I would build a network of peers. Most of us don’t have peers to be sounding boards, to share experiences with, to learn from, we’re leading people everyday, we have to be that figurehead. My second one was to get some technical knowledge about leadership, we all are quite young and I imagine our curve to leadership has been quite steep so I wanted something technical that I could take back and improve how I lead. And the third was that as a person, I would open up, learn from being vulnerable and exposed, and grow. What I got from this course was a life-changing experience; it was a mental and spiritual journey and transformation. I never expected



to have built such authentic relationships in a short period of time and to gain skills that will change how I do things and who I am. The third thing I got out of this, it was a humbling experience, of how little I know but also so empowering that I have a whole continent of knowledge and opportunities to leverage off. I was a bit embarrassed because what I will take out of this course is that South Africa’s problems are African problems that we will only overcome if we unite, that economics can be fun, and that I can’t only work in my vacuum of human resources or healthcare but I need to have a developmental agenda. The last thing I want to say is that we need to say to each other and to our leaders, ‘Vulindlela’, open the gates to Africa because that is where the solution lies.”

Area of expertise / interest: Human resources, public health

Honours Degree, University of South Africa

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SOUTH AFRICA

Telana Halley-Starkey has a legal background and has worked extensively with National, Provincial and Local Governments in South Africa. As a State Law Advisor for the Western Cape Provincial Government, her key area of focus is human settlements and the provision of housing in terms of the Housing Act and the Housing Code. There is a backlog of title ownership of subsidy housing in South Africa. Although post-1994 Government planned to provide the beneficiaries of subsidies with homes, this has been a long process. Telana has availed herself to a Title Backlog reference group within the Department of Human Settlements, which looks at innovative and practical solutions to address the backlog.

Her role as a State Law Advisor is to ensure that public power is exercised appropriately. Her focus is currently on housing, but she hopes to move on to work with National Government structures to address service delivery in the areas of education, housing, and sanitation. Telana was previously employed as a Parliamentary Researcher with the South African Local Government Association (SALGA), a Legal Advisor to the South African Heritage Resources Agency (SAHRA) and an Associate with the East London-based law firm Smith Tabata Inc. Telana hails from the Eastern Cape and in her student year at Rhodes University she was elected the first black female president of the Student Representative Council which afforded her a seat on the University Senate and Council.

What does public leadership mean to you?

“I view public leadership as the ability to think innovatively, using creative solutions that go beyond norms and standards to address problems within civil society. A public leader puts people first and considers service above self. A public leader embodies honesty and integrity without neglecting change. A public leader considers challenges as opportunities and harnesses the skills in a team in order to take such a team forward into a direction that yields growth and more opportunities. A public leader consults, researches and holds the rule of law in high regard before making a decision. Above all, a public leader is transparent at all times and embodies tolerance and compassion.”

What did you learn from participating in *Leading in Public Life*?

“What I thought I would learn on this programme was that I would sit in my seat and absorb, get tips on



how to be a good leader, and maybe harness some of those skills. But what really happened is I had a personal journey, and a lot of what I've learned was an internal reflection on my own values and what I held dear. Throughout the course, whether we were learning about evidence or about collaboration, the theme that went through everything for me was ethics and values, and what am I prepared to die for? And does my current situation and my current ideals on leadership conflict with what I am prepared to die for. I think that is what I will take back, and continuously try to challenge myself, always asking myself what is my truth?”

Area of expertise / interest: Public law, social development

BA (Politics & Law) LLB, Rhodes University, South Africa; LLM Master in Public Law, University of Cape Town, South Africa

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Nkosikhona Swartbooi is the Coordinator for Citizen Based Monitoring at Ndifuna Ukwazi in Khayelitsha, Cape Town. Ndifuna Ukwazi provides legal services, research and training to social movements and community-based organisations, and works closely with the Social Justice Coalition (SJC). SJC's goal is to advance the rights to life, dignity, equality, freedom and safety to all people, especially those living in informal settlements. Nkosikhona served as the SJC chairperson (both honorary and elected) and helped set up a sports league and tournament to engage youth and counter gang membership in the Western Cape. Nkosikhona has worked with Ndifuna Ukwazi's Local Government Programme, contributing to participatory community-based research that provided evidence for campaigns demanding increased local government accountability on service delivery of sanitation and other basic services. Nkosikhona has presented social audit findings at public hearings with the City of Cape Town and has been invited to speak at the University of Cape Town on several occasions. He also helped to facilitate workshops on how to implement the recommendations made by Khayelitsha Commission of Inquiry into Policing within the community with all stakeholders.

What does public leadership mean to you?

"Public leadership, to me, means to hear, amplify and support voices about the lived experiences of poor communities that are not usually heard, in order to achieve greater social justice and positively impact people's lives."

What did you learn from participating in *Leading in Public Life*?

"Before I came here, when I was nominated and saw the criteria for this programme – the first is to have a degree, the second is to be 25 years. I quit studying electrical engineering because I felt I wasn't doing enough for my community ... A room filled with academics is a room full of theories that are never implemented. That is the perception that many activists have. But my perception has been changed. We tend not to listen, or to look at the issues that our government friends face, the reasons why theories are not implemented. I had a negative perception about people working for the government. Today I understand why and my perception has been changed. I was criticised highly by my family for quitting studying – because working in the activism world is not stable.



But when Maria told us her story I was motivated ... when she said she left her job to actually do something that will impact in someone's life, that really touched my heart. I was happy and relieved that I now have a story to tell my family, that there is someone who left her career just for the love and for the passion of doing something good and valuable to the community. So thank you very much."

Area of expertise / interest: Social development, social movements, activism for development

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UGANDA

Kennedy Mugume is an influential young leader in human rights and environmental protection in the Bunyoro sub-region of western Uganda. In this area of Uganda, since 2011 petroleum exploration activities have led to land speculation, which has increased land tenure insecurity for communities, involuntary and illegal displacement, loss of common property and environmental degradation. Since 2013, Kennedy has been the Regional Coordinator for the Bunyoro Albertine Petroleum Network on Environmental Conservation (BAPENECO). He also works with the Mid-Western Region Anti-Corruption Coalition (MIRAC). Kennedy worked previously with the World Wide Fund For Nature Uganda Country Office (WWF- UCO), the Community Agribusiness Capacity Service and the Kabarole District local government Department of Natural Resources. He received a Certificate Training in Conflict Identification, Handling and Monitoring from USAID SAFE, and a Certificate in Monitoring of Human Rights Violations and Reporting by UNHCR in Uganda. Kennedy plans to continue his work as a change agent and to influence policies in favour of societal needs. He also hopes to start an anti-corruption campaign that will hold leaders accountable to the people.

What does public leadership mean to you?

“Public leadership means total self-sacrificial commitment and persistence towards delivering solutions to the community who entrusts a leader with power. It is the ability to address societal needs and garner community support to address local concerns.”

What did you learn from participating in *Leading in Public Life*?

“When I was invited to participate in this programme, many things ran into my mind. When I looked at people’s bios and compared theirs with mine, I said ‘Oh my God, who am I?’ But I was also so impressed that I was going to be accepted with great brains, great African brains, people from various backgrounds, and I will be in a position to learn a lot from them and in a position to share a wealth of experience that I’ve got from Uganda. And so I need to affirm that, ladies and gentlemen, my expectation has been fully and fully attained. One key issue which ran into my mind vividly during the course is the fact that African challenges are the same. I initially used to blame my country, ‘Why is this happening? Why is this happening?’ But when we shared our different experiences I realised that we



really have more or less challenges but we don’t need to blame the generations which have passed, those generations have done their part and so the challenge is in our court. The ball is within our court. As young leaders, we are challenged and this challenge should be taken as an opportunity; thanks to the two weeks’ engagement and all the skills and knowledge that have been imparted, we will be in a position to go back to our respective countries, and most especially in Uganda, to offer solutions. I am not about holding my leader accountable only – what is my contribution towards developing my country?”

Area of expertise / interest: Human rights, environmental protection, coalition building

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Marianne Akumu is the Transitional Justice Coordinator with the Agency for Co-operation and Research in Development (ACORD). ACORD's activities include sustainable livelihoods, gender, health rights and peace building and Marianne is responsible for planning and implementing all projects relating to peace and conflict management. She has over five years' experience working in the private sector, civil society and the public service, and has been involved across the spectrum from research, advocacy, policy formulation to implementation. She has worked with international organisations including the United Nations Environment Programme (UNEP), UNAIDS, and the Legal Darfur Desk with the African Union (AU). Marianne's academic background is in law, gender and governance issues.



What does public leadership mean to you?

"Leadership in any form is about creating an environment or opportunity for others to reach their full potential and make a meaningful contribution to the task at hand or society in general. Leadership is intrinsically about the ability to inspire and motivate others. Public leadership involves all these elements, while working towards a greater societal goal. Public leaders in all spheres can create linkages between the local and global and encourage solutions that while context specific, can provide solutions to global problems. Leadership is not only about the action but also the values that drive the process and the solution."

What did you learn from participating in *Leading in Public Life*?

"Before I came on this programme, I did not consider myself a leader. So when I was nominated, I was not too sure why. Then I was accepted and that was shocking to me. I read everyone's bios and I was amazed at what young people are doing on this continent. So I thought, well even if I'm not a leader it would be good to rub shoulders with some leaders and learn something from them. The first people I met were fellow Ugandans who I did not know – we spent the first day and the whole evening talking about our country, the challenges we are facing, what we think the solutions are and that already inspired me. Then we met the rest of the group and I can honestly say that while I've learned a lot from the programmes, all the amazing people we've met, all the different places we've been, I've learned something from each and

every one of you. One of the most amazing people I met was Marcus Solomon on the day we went to Robben Island ... he was one of the most positive people I've ever met, someone who had been locked up for many years, separated from his family, and was able to come through that, and still feel he had something to contribute to society. So he started a movement to support girls and women who've been sexually abused. He said something which we all know, we've all heard before, 'Change comes from within.' Suntosh was wearing the shirt with the Mahatma Ghandi quote, 'Be the change you want to see in the world. For me that really encapsulates what this course has been about. Whatever change I want to make in the world starts with me, and each of us is a leader in our field, even those who've not undertaken this course but perhaps they don't have the tools to help them achieve this and that is what this course has done. It has given me the tools to better not just myself but the community."

Area of expertise / interest: Transitional justice

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Astrid Rosemary Ndagano Haas

is the Country Economist for South Sudan and Uganda at the International Growth Centre (IGC), where she works with the governments of both countries and academics on research for evidenced based policy making. Astrid has an established track record in high level, evidence-based policy engagement, and has worked with several international organisations in different contexts. Astrid is the recipient of several awards – the Johns Hopkins Bologna Centre top-ranked applicant grant (2007–2008), the Salzburg Global Seminar Fellowship (2013), ODI Fellowship (2010), and was nominated for the International Day for the Eradication of Poverty ‘Stand Up, Speak Out’ event as part of ‘Women for Development’, with former UN Deputy Secretary General, Dr. Asha Rose Migiro, and former Executive Director for UNFPA, Ms. Thoraya Obaid. She served as a junior member on the Johns Hopkins School of Advanced International Studies Europe Advisory Council, and continues her engagement with the University by providing advice and mentorship to current and newly admitted students.

What does public leadership mean to you?

“I draw my inspiration about the meaning of public leadership from my grandmother, who led the way for women’s rights in Uganda and East Africa in general. She taught me that good public leadership means imagining a vision of a place that could be more prosperous and better than what you have today and then working towards making your imagination real. For my grandmother, this meant a place where women could fill leadership roles like men.”

What did you learn from participating in *Leading in Public Life*?

“The music at the jazz club we went to seemed like a combination of very unexpected journeys that I’ve travelled the past two weeks, things that I didn’t expect when I started. I came into this very apathetic, frustrated, cynical, about the state of Africa. It’s something that I am very passionate about and I have been working for a long time, but I don’t see change and I realised that’s because of the narrative we live in. It’s not just about always expecting the positive, it is about being optimistic and being the change. There is so much optimism for Africa and it is represented here in this room. Another thing I realised is that as a leader you have to be pushed out of your comfort zone



and throughout this week I’ve been pushed out of my comfort zone. For example, I am very passionate about LGBTI rights, and I could never understand why people don’t understand why this is a human right. But on the assignment I had to work with a very diverse group of people and I had to listen. And the journey that we went through together to understand each other was such an incredible learning process. Another example is when Trevor Manuel said that we have to read more. I love to read, I read a lot, but I realised that I read everything that affirms my own view. So to be able to understand, and to become a better leader, I have to read the rest. Finally I couldn’t be in South Africa and not quote my all-time favourite leader, Madiba when he said, ‘Your playing small does not change the world.’ What you’ve given us here are the tools to make that change. I stand here today and I say I’m proud to be African and I’m proud to be a young African leader.”

Area of expertise / interest: Economics, policy analysis

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Chris Nkwatsibwe is the Resource Person for the Uganda National NGO Forum, a national membership and network organisation that plays a pivotal role in influencing social economic and political discourse. He works closely on electoral reform, supporting the Citizen Manifesto process and citizen engagement and mobilization. Chris is the co-founder of the Youth Leaders Forum in Uganda, which brings together young leaders from different youth formations in civil society and political parties. He is also a champion and co-founder of two very self-sustainable initiatives – the Hope Initiative Programme, an initiative of the Centre for Constitutional Governance that provides advocacy and capacity-building to young people, and the Youth Fest, a creative platform for youth and youth-led organisations. Chris founded Network Debate Africa, connecting debate trainers and judges to promote active citizenship. Chris has received several awards including the IRI/UYONET Leadership Academy organised by International Republican Institute in 2014; the most outstanding trainee on the Young Leaders Training Programme of the Freidrich Ebert Stiftung, Kampala, Uganda in 2013; and the Best Domestic Debate Trainer British Parliamentary Format at the University Debate Championship organised by Open Space Initiative Kampala, in 2013.

What does public leadership mean to you?

“Public leadership involves influence which can be interpreted as the capacity to have an effect on the character and or attitude of a person or a group of persons to act in a particular way and follow a particular path. Inspiration is pivotal to propelling action and effecting change. Public leadership thus involves inspiring others to take collective action in pursuit of a common goal and objective.”

What did you learn from participating in *Leading in Public Life*?

“Before I came here, I had one expectation: to learn. Learn from the facilitators and learn from the people whose profiles I had read. It is very hard to tell you what I’ve learned in the past two weeks ... every day was special and amazing. As a social justice activist, one of the things that I am going to take away is that most times we see the injustices in our countries, in our world and imagine that we have to solve everything. But I’ve learned that I need to start where I am, do what I can with what I have. I think that is



very important, and knowing that there are a number of people out there doing things to make change. It doesn’t make sense to focus on everything because there are other people working on the same things you want to change. The second thing is, as an activist sometimes you are confronted with compromises, and presented with deep conflicting realities about whether to preserve yourself or go out there and fight for the cause. I think having the first two sessions with my coach, and learning how to resolve this, is one of the highlights that I need to underscore because I have met a football coach but I haven’t met a life coach. Lastly, and of course this is the most difficult part, the amazing people that I have met here. The participants are amazing and I feel like we got a new family here where the Building Bridges team – Mabel, Marianne, Maria, David, and Valeska – took care of us. Everyone welcomes you, and they are smiling, and by the end of the first day you are not only colleagues but you are friends. I think this is one of the beginning parts of the African integration.”

Area of expertise / interest: Youth activism, electoral reforms, democratic participation

Bachelors Degree, Makerere University, Kampala, Uganda

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ZIMBABWE

Dzikamai Bere is Coordinator of the National Transitional Justice Working Group for the Zimbabwe Human Rights NGO Forum, a coalition of 21 organisations in Zimbabwe. He is responsible for leading, coordinating and monitoring the implementation of a comprehensive work plan for 2014 to 2024, aimed at enhancing capacity in policy analysis and assessment of ongoing justice programmes. He is also an Institute for Justice and Reconciliation Transitional Justice in Africa Fellow. Dzikamai is the founding member of the Transitional Justice Unit (2009) and led the research team on the Taking Transitional Justice to the People Programme both in Zimbabwe and the diaspora in 2010 and 2011. In 2011, he was awarded the Familien-Vontobel-Stiftung scholarship to study peace and conflict transformation at Swisspeace Academy (formerly World Peace Academy) in Switzerland. In 2014 and 2015, he was a contributor to *The Standard* newspaper's "Justice Matters" column. Dzikamai is a Board member of the Girls Wisdom Hub Foundation (GWH), that helps girls from disadvantaged backgrounds to access education and training in essential life skills.

What does public leadership mean to you?

"Public leadership is being a servant of the people, providing active motivation and lived inspiration for others to act towards the common good. Leadership in Africa has lost the 'service' present in servant-hood. It is my view that our continent is crying for a rebirth, a leadership transformation that recalls public leadership to the obligation to 'serve' and not be 'served'."

What did you learn from participating in *Leading in Public Life*?

"St Augustin, one of the leading thought leaders and the bishop of Hippo, once told his congregation that 'What I am for you frightens me, but what I am with you consoles me.' It's frightening to be referred to as a young African leader because when we look at the challenges they can't match my thin and narrow shoulders. There are three things that I want to take away. The first thing is just the time out. We had a wonderful session with Maria, and I've already started reading the first chapter of her book. It was a great opportunity for me to be able to step back from the hot zone and reflect, and recharge, and maybe take better care of me than my smart phone. The second thing was meeting the Building Bridges team. Many times when you meet a team it is one or two people



with the actual passion and everyone else trying to chase that particular passion. But the Building Bridges team is all fired up. They have taught me something very important and I have been reflecting about it quite a lot -- that what we need as African leaders is not the fire to burn our buttocks to get us to move forward, but what we need is the fire to burn inside us and inspire us to challenge a legacy that says we are third world and third class. That's what we need to do. And the third thing I am taking away is the content, the reskilling that I experience here, meeting experts, people who are working in the academic field, people who are leading in public service. Time with this group has actually built in us a challenge to say that maybe in our lifetime we actually have the capacity to realise the century-old African hope that everyone is talking about."

Area of expertise / interest: Transitional justice, human rights, women's empowerment

Master of Advanced Studies in Peace and Conflict Transformation (World Peace Academy, Basel, Switzerland)

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Mmeli Dube is a civil society and research consultant working with the Public Policy Institute of Zimbabwe. His role is to identify public policy gaps in human rights and governance and generate evidence through research to support civil society advocacy on these issues. Mmeli presently coordinates national-level service delivery campaigns on access to water, and has previously led campaigns for electoral reform. He is widely respected for his effectiveness in civic education, public policy research and youth development. He works as a voluntary organisational development consultant and policy and advocacy trainer in the embryonic stages of the Bulawayo Vendors and Traders Association (BVTA), Vendors network in the Midlands province encompassing Gweru, Kwekwe and Zvishavane and Hwange Vendors and Traders Association. Mmeli also worked with the National Youth Development Trust, an organisation that has amplified the voices of youth in Zimbabwe, Bulawayo Agenda and different Residents Associations.

What does public leadership mean to you?

“My view of public leadership was framed by my childhood in rural Silobela, in the Midlands province, and my teenage years in rural Kezi in Matabeleland South province in Zimbabwe. Leadership means service and inspiration. Leadership has meant emerging out of this background (of conflict, poverty and inequality) with a robust passion and vision for a better society.”

What did you learn from participating in *Leading in Public Life*?

“Some time last year a friend came by my office, and we had a heart-to-heart talk about our work in Zimbabwe. He said to me, ‘There is a programme that I want to recommend you attend.’ He told me about this programme. I said, ‘I’ve attended a lot of programmes and if I attend this one it just adds to the certificates, now it will just be a certificate with UCT on it. It may look different but maybe I will remain the same.’ I must say that working for seven years in civil society in Zimbabwe and seeing no change had completely drained me, completely drained me. When I look to my right, there is no new idea. When I look to my left, there is no new idea. We feel we have tried everything and the challenges are persistent. Needless to say that the session we did on burn-out was one of the very fundamental things that I got.



So when I came in I hoped that I will get a space to recharge my batteries, revive hope about my country and Africa, I will also get positive energy from other young people who are achieving great things out there. I will understand Africa better. And I was curious about the diaspora youth, their linkages to Africa, I must be honest ... if you speak in football terms, you say foreign-based players. So I wanted to connect with them and see if they are still connecting with our challenges. I must say I am walking away from this space very much inspired. I am walking away from this space with people outside the burnt-out circle that I spend time with so much every day. I walk away from this space with new sources of solidarity. I walk away from this space with hope for Africa. I walk away from this space a very much changed and re-energised man. I thank you.”

Area of expertise / interest: Human rights, public policy, governance and democracy

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ZIMBABWE

Rosewita Katsande is the Programme Manager at the Youth Empowerment Transformation Trust (YETT), which is at the forefront of championing youth participation in national discourse and broader development processes in Zimbabwe. Rosewita has a long record of work with youth in Zimbabwe, including as a teaching assistant and later a Lecturer at the University of Zimbabwe, before joining YETT in 2006. Her current responsibilities at the Trust include overseeing implementation of projects including grant and financial management, and monitoring and evaluation of projects and activities. YETT has been leading advocacy initiatives to encourage youth participation in electoral processes, development of a national healing framework and the constitution. Rosewita was involved in provision of providing support for capacity building among marginalised groups of youth to strengthen youth organisations and enhance their role in national development through implementation of initiatives that address some key challenges in youth development including HIV/AIDS, education and youth participation in decision-making.

What does public leadership mean to you?

“Leadership is the process of influencing social change. Public leadership addresses public concerns and issues and takes place in the public sphere. It is geared towards effecting political, social, economic and ecological change within the government, private sector, civil society organisation and academia.”

What did you learn from participating in *Leading in Public Life*?

“It was an amazing experience to share moments during the programme as we grappled with the life-changing world of public leadership. When I came I had three expectations. One, I wanted to enhance my leadership capacity. Two, I wanted to develop or create networks and alliances. And lastly, I was expecting that through the conversations we all going to come up with solutions in terms of how we deal with the developmental challenges facing Africa. I must testify that this experience for me, I learned a lot, it was transformative, I got to meet other participants from different countries, to learn what they are working on, their challenges, the amazing work they are doing in their respective countries. I also met a lot of people, young activists, professors, academics, social activists, the whole list. The process was so enriching for me. This process I must also say, gave me an opportunity



to reflect on myself as a public leader. The moments that we started journaling, I will continue the process. The coaching exercise, before this programme, maybe when we discussing or having conversations around leadership, I will look at others, but the coaching session has taught me that as a leader I also need to be self-aware and work on some of the limitations that are making me not realise my full potential. So moving forward I'm going to be sharing the vast knowledge that I have learned from this programme, and mobilizing or influencing other people in Zimbabwe to say there is still hope. I think it is also important that in Zimbabwe as in Africa, we start changing the narrative, which is another thing I learned. So my heart is with you as we embark on this journey of public leadership, many thanks to the Graduate School of Development Policy and Practice team. I'm proud to be part of this group and I promise you we are going to make a lot of impact in our communities and also in Africa.”

Area of expertise / interest: Youth participation, active citizenship

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ZIMBABWE

Kudzai Makomva is the Founding Director, Secretariat, with the SADC Malaria Elimination 8 Ministerial Initiative, an initiative to coordinate an ambitious 8-country effort to eliminate malaria in southern Africa by 2030. Kudzai has worked in a number of African countries ranging from Liberia to Tanzania. Her focus has mainly been in the health sector, pioneering roles through establishing operations in new countries or managing catalytic projects that integrate business-oriented solutions to management of public health initiatives. Kudzai also serves as Chair of the Board of PAY, an organisation providing holistic development to youth in the lowest income neighbourhood of Windhoek. Kudzai is a recipient of the Harvard Leadership Award for Black Women, a prestigious award made annually to 6 black women selected from a class of 1,600 whose leadership has contributed to the Harvard community and beyond.

What does public leadership mean to you?

“Public leadership involves recognising the critical role of government in effecting change, and becoming a trusted advisor who will be tasked to lead ambitious and innovative projects that will bring true transformation in the lives of Africa’s people.”

What did you learn from participating in *Leading in Public Life*?

“When I read the email letting us know the theme for this year’s *Leading in Public Life*, it had the words activism and governance, and I was a little unsure what to expect because the theme the year before had more to do with economics which was issues that I’m very much into. So I was a little bit unsure coming into the programme what to expect, I thought activists, they make so much noise. But I realised over the last two weeks that I am in fact an activist. I hadn’t identified my role but what I’m actually trying to do is activism. One of our most powerful sessions was the trip to Robben Island when I had an opportunity to reflect on the risks and the fearless approach that the leaders then took and I thought ‘Wow, what is our generation doing? What am I doing? What fearless measures am I taking?’ I think a really big realisation for me was the need in my activism, and a commitment to be much more bold in the way that I go about my work. In the last year, I assumed a role which was really challenging in terms of leadership, so this programme has come at a really opportune time, I’ve had an opportunity to reflect, to see who I am, and the impact I want to take



moving forward. One of my other favourite sessions was when everybody went around and said what they were doing. I was floored by the things that I realised that I was able to learn, the number of contacts I wanted to keep, because I realised that I have something to learn from every person despite my initial hesitation about the activist approach, and humbled. Finally, and I left this until the end because one of the best parts was the opportunity to spend some time with Zimbabweans here in Cape Town, people I would very likely not have met back in Zimbabwe, and just realising the sacrifices that people are making personally, young leaders are making personally in my country, when we often feel we’re so defeated by the situation there. I’ve just been so moved, so appreciative to my fellow Zimbabweans – my sincere thanks to you comrades for continuing the fight, you really inspire me.”

Area of expertise / interest: Economics, Health Organisational Change

Bachelor’s Degree, Harvard University, United States

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ZIMBABWE

Angela Mudukuti is the International Criminal Justice Lawyer at the Southern Africa Litigation Centre (SALC). Her responsibilities at SALC include – running strategic litigation cases; research; report writing and analysis; drafting press releases; regional advocacy and capacity building. Through her work at SALC and the International Criminal Court, Angela has been able to fight against impunity and seek justice for victims of crimes against humanity, genocide and war crimes. She has worked with victims and witnesses and, together with other partners, has contributed to advancing international criminal justice in southern Africa. She has also worked on various advocacy campaigns targeted at raising awareness on important issues of global concern. Angela worked previously at the Centre for Applied Legal Studies (CALS) in Johannesburg, South Africa; the International Institute for Higher Studies In Criminal Sciences (ISISC) in Sicily, Italy; the International Criminal Court (ICC) at the Hague, the Netherlands; and with Atherstone & Cook Law Firm in Harare, Zimbabwe. In 2015, Angela was recognised by the *Mail and Guardian's* “Law Report” as a young leader. She is currently a bi-monthly contributor to *The Star* newspaper where she focuses on important issues such as justice, equality, impunity and human rights.

What does public leadership mean to you?

“Public leadership means setting an example that others can follow. It means humbling yourself to do the work that no one wants to do and planning ahead for the greater good. Public leadership requires patience, dedication, self-awareness and the capacity to identify with people from all walks of life.

What have you learned from participating in *Leading in Public Life*?

“To be honest I had no expectations coming into this because I wanted to come in as a blank slate and absorb as much as I could. I had concerns about being in a room of Type A personalities, everybody's got something to say, everybody's got an opinion, everybody's a professional. But what I'm going to leave with, and what has struck me the most, is the people who are in this room, the individuals, the personalities, the personal journeys and experiences, and their commitment to their cause. That's really inspiring for me because they say that evil flourishes when good people do nothing, and there are good people in this room, and you are just a representation



of the organisations that back you and support you. So there's hope. There's a lot of hope and I've really been encouraged by that. Because the challenges we face are monumental and hearing everybody's story and the issues they work on, we've got a long way to go – but if this is a reflection of the future then I think we'll get there somehow. I'm eternally grateful to the Building Bridges team. I've enjoyed getting to know everybody and the message I'm going to take back is that there are a lot of people working very hard for a just cause and that's all of us and I hope you all remember that, not to get disillusioned and not to give up, and to remember to support each other. Someone said that it's lonely at the proverbial top and it's true but you know now that we can build this network and support each other and encourage each other in our work and we should do that. Otherwise people who spend all their time and effort on programmes such as this won't see the fruit of their labour and I think that's really important.”

Area of expertise / interest: International criminal law, human rights

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Speakers and Presenters

(IN ALPHABETICAL ORDER BY SURNAME)

Sakhela Buhlungu acted as the moderator at a well-attended and lively public seminar on *Perception and Politics: Media, social activism and public leadership* held on the evening of 8 March at UCT campus, in partnership with the Centre for Film and Media Studies. Buhlungu is Dean of the Faculty of Humanities at the University of Cape Town. He joined UCT in November 2014, from the University of Pretoria where he was Professor of Sociology and Vice-Dean for Postgraduate Studies and Ethics in the Faculty of Humanities. He has served previously as the Vice Dean of the Faculty of Humanities and Professor of Sociology at the University of Pretoria, and as Professor and Head the Sociology Department at the University of the Witwatersrand. During the 1990s, Buhlungu worked in the trade union movement. He has conducted extensive research and published widely on many topics in the field of sociology and labour studies. His most recent book, *COSATU's Contested Legacy: South African Trade Unions in the Second Decade of Democracy*, edited with Malehoko Tshoamedi, was published by the Human Science Research Council in 2012. Buhlungu studied at the University of the Transkei and the University of Cape Town, before obtaining a Masters and PhD degree at the University of the Witwatersrand.

Judith Cornell Until mid-2016, Judith Cornell was the Director of Institutional Development and Planning of the Graduate School of Development Policy and Practice at UCT, which she co-founded with Alan Hirsch and Brian Levy. She returned to South Africa in 2011 to coordinate the establishment of the School. Before returning to South Africa, 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 of the International HIV/AIDS Alliance, based in Brighton, UK. Before moving to the UK for this position in 2002, she spent some years as a consultant on health financing issues in South Africa. Among other work during this period, 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. In the 1980s and 1990s, she worked in South Africa on health financing and health policy issues, particularly in support of the trade union movement, and was Director of the Industrial Health Research Group at UCT, which she co-founded and where she worked from 1980 to 1999. After university, she worked in the theatre and was a founder member of the Market Theatre, and then spent several years in freelance research and educational work. She has a B.A, Performance Diploma in Speech and Drama, and Diploma in Health Management (Economics and Financial Planning) from UCT and an MA (Sociology of Labour) and PhD from Warwick University.



Lionel Davis acted as guide and mentor to the young leaders on their tour of Robben Island, sharing his own experiences as a political prisoner there to inspire them to reflect on their own journey of leadership. Davis was born in District Six, Cape Town, in 1936. He is a long-time cultural activist, whose name features prominently in the history of the Community Arts Project, Vakalisa Art Associates, Thupelo Workshop and Greatmore Artists' Studios. Drawing, painting, and printing, and often combining these media, Davis works in visual modes that range from the realist to the abstract. His themes include everyday scenes as well as reflections on black and African identity.



Ferial Haffajee drew on her long experience as a journalist, editor and author to share insights on the challenges of leadership and integrity in the public sphere in South Africa. Since 2009, Haffajee has been the Editor-in-Chief of *City Press* newspaper, the country's third largest newspaper with a readership of over 1.8 million. From 2004 to 2009, Haffajee was editor of the *Mail & Guardian* newspaper. She worked as a journalist at the *Financial Mail* and at the South African Broadcasting Corporation (SABC) in both radio and television. Haffajee is an alumnus of the Africa Leadership Initiative, a project of the Aspen Institute, was winner of the 2004 Shoprite-Checkers woman of the year award, the 2006 Media magazine's Women in Media award, a Sanlam financial journalism award, Naspers group's most prestigious internal prize, the Phil Weber award, and the 2014 International Press Freedom Award from the the Committee to Protect Journalists (CPJ). In 2008, Haffajee was named a Young Global Leader by the World Economic Forum. She serves on the boards of the International Women's Media Foundatoin, the World Editors Forum, the International Press Institute and the Inter Press Service. She is a Council member of the South African National Editors Forum's ethics and diversity committee. She is the author of a book published in 2015 by Pan McMillan, in which she examines South African history and the current political situation through the lens of a provocative question and the book's title, *What If There Were No Whites In South Africa?*.

Mark Heywood spoke about the challenges involved in building sustainable advocacy organisations, drawing on his extensive experience. Heywood is the Executive Director of SECTION27, which incorporated the AIDS Law Project in 2010. SECTION27 is a public interest law centre that seeks

to achieve substantive equality and social justice in South Africa. Guided by the principles and values of the Constitution, the organisation uses law, advocacy, legal literacy, research and community mobilisation to achieve access to healthcare services and basic education. Heywood 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.

Alan Hirsch, Director of the Graduate School of Development Policy and Practice and Professor of Development Policy and Practice at the University of Cape Town outlined the School's vision and invited the young leaders to participate in growing a network of leadership to drive change on the African continent at the formal dinner held at Linkoping. Hirsch has a long and distinguished career in government service and academia. He was educated in Economics, Economic History and History at UCT, Wits and Columbia. 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 number 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. Hirsch was a visiting scholar at the Harvard Business School and 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*.



Gwamaka Kifukwe shared his expertise about effective communication in public speaking and media presentations. Kifukwe is a civil servant working as the Programme Coordinator, Sustainable Development, at the Institute of African Leadership for Sustainable Development (UONGOZI Institute). He also hosts TV shows 'In Focus' and 'Meet the Leader', which explore sustainable development issues in Africa with decision-makers and practitioners from around the world, and leadership lessons from, and biographies of, current and former Heads of State and major international organisations in private, public and civil society. In 2015 Kifukwe was selected as a participant in the inaugural *Leading in Public Life* programme, and subsequently played a pivotal role in organising and facilitating the first **Building Bridges** regional workshop. Co-hosted by UONGOZI Institute and **Building Bridges**, the event brought together business people, young leaders, GSDPP/**Building Bridges** alumni and other stakeholders in Dar es Salaam in August 2015 to discuss the role of national business communities in driving regional integration in East Africa, as part of the theme of African Economic Integration. Kifukwe has been a member of the World Economic Forum's Global Shapers Community since 2013 (serving as Curator for 2013/14 for Dar es Salaam), and is an inaugural (2014) YALI Mandela-Washington Fellow (Public Management track). He self-defines as a pan-Africanist, and is passionate about tackling the problems in secondary and vocational education facing Africa as well as addressing the relationships between government and the public on the continent. He completed his PhD in Geography in 2012 at the University of Nottingham titled '*The Geography of Development Experts and Expertise in Tanzania: 1992 – 2007*'.

Faizel Ismail served on the panel of judges reviewing the group advocacy campaign presentations on the final day of the course. Ismail led the newly democratic South Africa's trade negotiations from 1994, including with the European Union, Southern African Development Community, Southern African Customs Union and other bilateral trading partners. He served as the Ambassador Permanent Representative of South Africa to the World Trade Organization from 2010 to 2014, and is an advisor on international trade and economic development to the Department of Trade and Industry. He has a Masters in Philosophy (Development Studies) from the University of Sussex, and a BA and LLB degree from the University of Kwa-Zulu Natal.

Dingiswayo Juma facilitated an evening workshop of music-making and drumming workshop as a group exercise focusing on the need to harmonise different roles to build an effective team. Juma is the rhythmasizer, facilitator, performer and co-director of Juma Drums. He gives lessons and workshops in drumming, mbira, kalimba, African body percussion dance and song. He is an experienced instrument maker of African lamellophones Mbira and Kalimba and he offers instrument repair services like drum re-skinning, repair and customization. As a performing artist in djembe drumming and mbira music Juma tours national and internationally with the Juma Drums Ensemble and mbira bands Simbarembira and Ambuya Nyati. He collaborates and performs regularly with many professional drumming groups and companies throughout South Africa.

Brian Levy is the Academic Director of the GSDPP and teaches at the School of Advanced International Studies, Johns Hopkins University, in Washington DC. From 1989 to 2012, Levy worked at the World Bank, 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 anticorruption 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*, published by Oxford University Press in 2014.

Mia Malan

ran an intensive workshop session on writing and communication focused on how to craft effective messages targeting different audiences. Malan is the founding director of Bhekisisa, the *Mail & Guardian's* health journalism centre and the newspaper's health editor. Malan



was previously a Knight Health Journalism Fellow in South Africa. She began her journalism career at the South African Broadcasting Corporation, working 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, before moving to the Internews head office in Washington, DC, as a senior health journalism advisor. Malan has won numerous awards for her work, including the Standard Bank Sikuville Newspaper Journalist of the Year in 2015, the Discovery Health Journalist of the Year award in 2013, the National Press Club's 2013 and 2014 awards for print features and the Standard Bank Sikuville Newspaper journalism awards' feature and commentary and analysis categories in 2014 and 2012 respectively. She has a Master's degree in Science Journalism from the University of Stellenbosch and taught 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.

Bulelwa Makhalima-Ngewana

gave a fascinating, informative account of the real challenges – and at times, compromises – involved in navigating the political terrain and building effective, real partnerships between different sectors with different interests. As Chief Executive Officer of the Cape Town Partnership, Makhalima-Ngewana plays a key role in developing, driving and realising a shared vision for Cape Town. She 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 a key role player 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, 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 Allen Gray Foundation mentorship program. She is a regular columnist for the Cape Times and was selected by the Singapore Government as a World Cities young leader.

Anwar Mall, Acting Deputy Vice-Chancellor for Transformation and Student Affairs at the University of Cape Town, welcomed the young leaders to Cape Town, South Africa and the university at a formal dinner held at Linkoping. He is a medical biochemist and Professor of Surgical Research in the Division of General Surgery at the Faculty of Health Sciences. A large part of his career has been embedded in student support, including mentoring, as the past Deputy Portfolio Manager of Student Support in the Health Sciences Faculty, and as a university residence warden since 1989. He was the Chair of the College of Wardens at the university, and has been recipient of a number of awards over the years, including the Oppenheimer Fellowship to Oxford University and a stint at the University College of London as a guest of the Royal Society of Britain.

Daniel Munene Daniel Munene is currently the Academic Development Coordinator of the Education Development Unit (EDU) in the Commerce faculty. Prior to joining UCT, Daniel was the Andrew Mellon lecturer in Economics at Rhodes University. He has held a visiting research fellowship at the Centre for Economic analysis of risk (CEAR), Georgia State

University and visiting fellowship in Economics at the Western Australia School of Mines (WASM), Curtin University. Daniel is on the executive board of the Saartjie Baartman Centre for Women and Children and is currently the Vice-chairperson of the Board. He is also a trustee for UCT retirement fund and sits on the Investment committee. Daniel holds an honours degree in Economics and Arabic from University of Nairobi, as well as honours in Economics and Masters of Commerce in Financial Markets both from Rhodes University.

Trevor Manuel provided powerful input during a session focusing on the need for innovation in finding African solutions to development issues. Manuel is a senior advisor to the Rothschild Group worldwide and Deputy Chairman of Rothschild in South Africa. He served as a Cabinet Minister from 1994 to 2014 under the first four Presidents in democratic South Africa – Mandela, Mbeki, Motlanthe and Zuma. 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 Manuel stabilised the macro-economy, 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. 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). 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 since May 2008. He is married to Maria Ramos and they live in South Africa.

Bongi Mlangeni shared her insights and experiences in a session focusing on building and sustaining advocacy organisations. Mlangeni is the chief executive officer of the Social Justice Initiative (SJI), an advocacy and fundraising non-profit organisation that connects South African philanthropists to facilitate support of non-profits promoting public and private accountability, active citizenry, and fair access to rights and opportunities. She has over 20 years' experience in media and communication in South Africa and internationally. After a 10-year career in journalism, in 2004 Mlangeni left South Africa and worked as a communications consultant for international organisations. In 2012, she returned to the country and joined the anti-corruption movement. Mlangeni was the founding Deputy Director and Communications Head at Corruption Watch. She has also consulted for policy research and advocacy institutions, including the Graca Machel Trust and Public Affairs Research Institute.

Phumeza Mlungwana used the Social Justice Coalition as a case study of coalition building and advocacy work. Mlungwana, a 26-year-old community activist, was born and raised in Khayelitsha, Cape Town. She was one of the young leaders selected to attend the first *Leading in Public Life* programme in 2015.



Mlungwana is the General Secretary of the Social Justice Coalition, a fast-growing social movement that campaigns to advance the constitutional rights to life, dignity, equality, freedom and safety for all people, particularly those living in informal settlements. It is a grassroots social movement comprising 12 branches, located mainly in Khayelitsha. Mlungwana's academic background is in Social Sciences and she is currently enrolled for an M Phil in Criminology, Law and Society at the University of Cape Town. She also serves as trustee on two Boards.

Namhla Mniki-Mangaliso,

Programme Director at the African Monitor, presented on use of evidence generated through research to advocate for policy and practice change, and to monitor the impact of implementation. Prior to joining the African Monitor, Mniki-Mangaliso held a number of posts as a lecturer, consultant, trainer and researcher. Between 1999 and 2004 she lectured at the Institute of Social Development at the University of the Western Cape, and in political studies at the University of Cape Town. She was also a senior researcher at the Children's Institute, based at the University of Cape Town, which has played a major role in research and advocacy for the rights of all children. Mniki-Mangaliso holds a Bachelor of Arts degree and a post-graduate degree in Development Studies.

Lindiwe Msengana-Ndlela shared her perspective on governance, leadership and values in public life, drawing on her extensive experience across all three spheres of government in South Africa to discuss the role of leadership in closing the gap between public service and civil society. Msengana-Ndlela is Special Advisor to the Minister of Science and Technology, and an Adjunct Professor at the Graduate School of Development Policy and Practice. Her long association with the School includes as facilitator on high-level training courses targeting senior public servants. Msengana-Ndlela has a PhD from the University of Warwick in the United Kingdom, a Master of Business Leadership from the University of South Africa, and undergraduate degrees from the University of South Africa and Rhodes University. She has served in senior management roles in key government departments including as City Manager for Nelson Mandela Bay Municipality in Port Elizabeth, Eastern Cape; as Director General for seven years at the National Department of Provincial and Local Government; and as an Accounting Officer in all three

spheres of government. Her work with policy actors is directed at learning, sharing and developing capacity for principled action, innovation and rigorous use of evidence in decision-making in the public sector.

Nhlanhla Nene gave the keynote address on 'The Challenge of Leadership Today' at an intimate dinner for the young leaders and the GSDPP team, which sparked frank discussion and engagement on how to balance the demands of leadership and public service. Nene served as Minister of Finance of South Africa (May 2014 to December 2015). He previously served as Deputy Finance Minister from 2009 to 2014, as Co-Chairperson of the Portfolio Committee on Finance (2005–2008), Co-Chairperson of the Joint Budget Committee (2002–2005), and as a long-standing Member of Parliament for the African National Congress (1999–2015). Nene served on the Board of Directors 2010 FIFA World Cup Local Organising Committee. He has an Honours degree in Economics and an Advanced Diploma in Economic Policy from the University of the Western Cape, and has completed other academic courses focusing on economic policy and macroeconomic strategies at Williams College, Massachusetts, and the University of London.

Axolile Notywala gave input based on his experience as an activist with the Social Justice Coalition in a case study of their work as part of a session focused on conflict management in coalition building. He has held various leadership positions within the organisation and currently heads up their Local Government Programme. Notywala was a key figure in the pioneering of the use of social audits in South Africa as a community-led process for advancing participation, transparency and accountability. He is a Non-Executive Director of My Vote Counts, a non-profit company campaigning to improve the accountability, transparency and inclusiveness of elections and politics in South Africa. In 2015, Notywala participated as a young leader in the first *Leading in Public Life* programme.

Edgar Pieterse gave a powerful overview of socio-economic realities on the African continent as background to reflection and discussion in groups on how to tackle the key challenges of urbanisation, inequality, youth and youth unemployment, education and climate change. Professor Pieterse is the South African Research Chair in Urban Policy and Director

of the African Centre for Cities, where he is also a member of the Public Culture Research Group. He is also Visiting Extraordinary Professor at the University of Stellenbosch, where he teaches postgraduate students about sustainable cities, and is attached to the University of Cambridge Programme for Sustainability Leadership. Pieterse is leading a team of experts to work on developing an Urban Development Framework for South Africa, and is involved in a wide range of innovative projects, including Urban Culture, The Density Syndicate, and City Desired I City Divided. He is the author and co-author of many books and publications, including the 2013 publication, *Urbanisation Imperatives for Africa: Transcending Policy Inertia*, and is co-creator of *The African Cities Reader*.

Laura Poswell shared insights from her experience of the use of research and evidence in activism for development. Poswell is Executive Director for J-PAL Africa based at the Southern African Labour Development Research Unit (SALDRU), at the University of Cape Town. Her role involves working with governments and NGOs in Africa to decipher policy lessons about what works and collaborating with researchers and policy makers to conduct randomised evaluations that address policy questions facing African decision-makers. Poswell has an M.BusSc. from the University of Cape Town. Her last role with FUEL Trust involved working in close partnership with South Africa's Department of Basic Education to implement a service delivery enhancement programme with the National School Nutrition Programme. She previously worked as a researcher for the Development Policy Research Unit at the University of Cape Town.

Marcus Solomon led the discussion on lessons in leadership offered by Nelson Mandela, after a screening of a documentary about Robben Island 'More than just a game'. As a former Robben Island prisoner and veteran civic activist, Solomon was able to share some of his personal experiences about the integrity and courage exemplified by the political prisoners on the Island, the challenges they faced and the sacrifices they made. He is a former Ashoka Fellow and has had a long-term involvement in building more sustainable communities in South Africa by mobilising children to take action in their own neighbourhoods through the Children Resources Centre, Gugulethu, Cape Town.

Faculty

Marianne Camerer is the Programme Director of **Building Bridges**

and the driving force behind the *Leading in Public Life* programme. Camerer is passionate about leadership development, and played a key role during the course as a presenter and facilitator. 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. 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 PhD 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. Camerer is a Bucerius Fellow and 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. She is an Advisory Board member of CAPI, the Centre for the Advancement of Public Integrity, at Columbia Law School.

Maria Phalime was a facilitator and presenter throughout the two-week programme.

Phalime, a qualified medical doctor and award-winning author, shared some defining moments in the trajectory of her life journey to encourage and inspire participants. Born and raised in the Johannesburg township of Soweto, she moved to Cape Town in 1991 to pursue



her studies at the University of Cape Town, graduating with a Bachelor of Science (BSc) degree in 1993 and a Bachelor of Medicine & Bachelor of Surgery (MChB) 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.

David Schmidt facilitated and presented key sessions throughout the course. As a Director of Strategies for Change, an independent consultancy specialising in leadership, innovation and strategy, Schmidt has a long association with the GSDPP, and played a central role in designing and organising the *Leading in Public Life* programme. He has been a prominent figure in developing regional and city strategies in South Africa and in facilitating multi-stakeholder dialogue. He has been a member of the top management teams of both the Cape Town Metropolitan Council and the City of Cape Town and has consulted extensively to many of South Africa's major cities, the South African Cities Network and the national government departments. He is a seasoned local government expert with well-developed process facilitation and change management skills. Most recently Schmidt worked as a facilitator between the taxi industry and the City of Cape Town and as transaction advisor for the establishment of the Integrated Rapid Transport



Vehicle Operating Company. He has a strong interest in leadership and has run a number of innovative programmes to build leadership capacity including an international shoulder-to-shoulder top management exchange programme and a municipal leadership peer review programme. Schmidt has degrees in public management, economics and law.

Mabel Sithole is the Programme Assistant for **Building Bridges**, and played a major role in the communications and efficient logistics required to ensure that the course ran smoothly, and in providing support for the young leaders. As the daughter of diplomats who have worked with governments in Africa, the United Nations and the African Union for over 40 years, Sithole's firsthand experience ignited a passion to work in pursuit of a better continent for all people that call Africa 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 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.



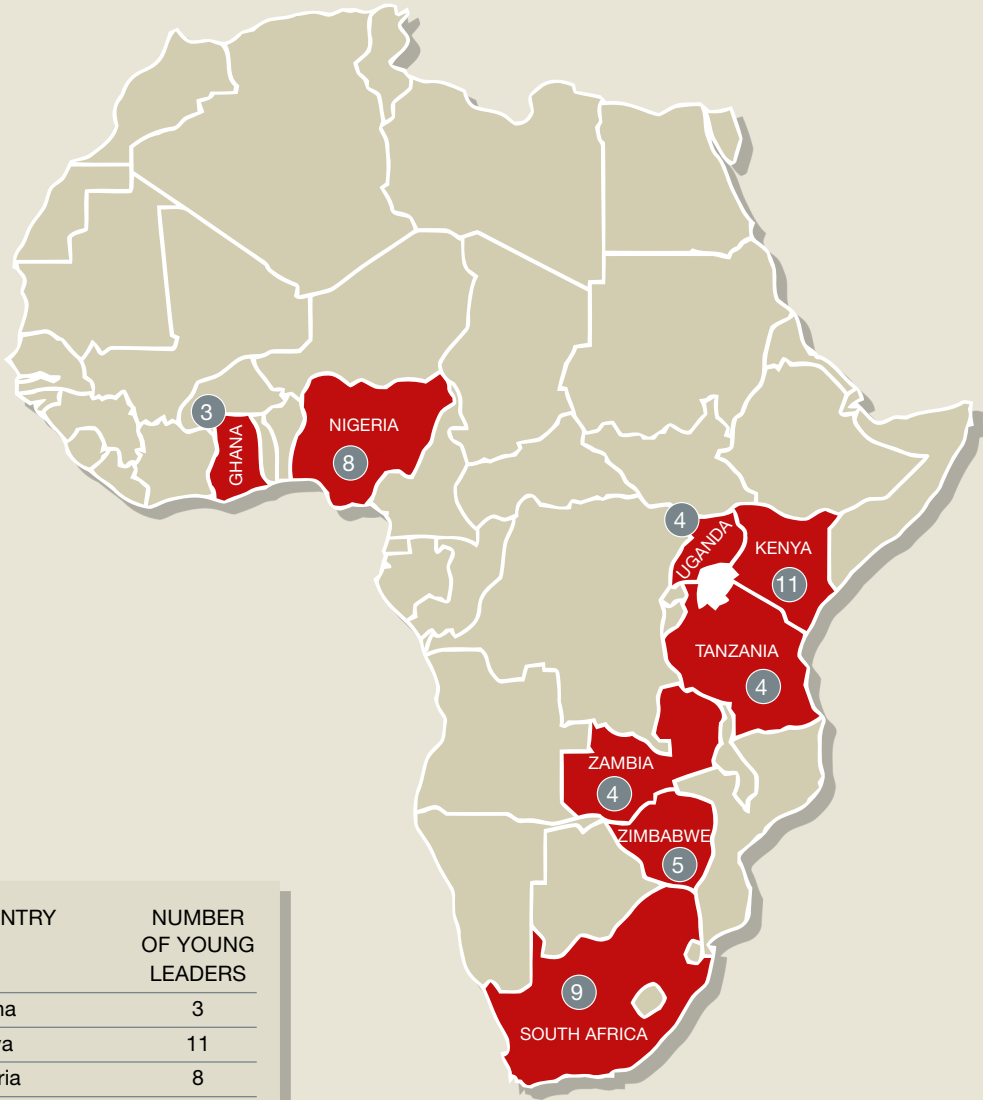


Leading in Public Life is shaped by the extraordinary energy of the young African leaders who come to Cape Town for two weeks in March. The energy each of the participants bring as an individual is only trumped by their intense interaction as a group; here new friendships are formed, inter- and intra-country networks created and over the course of the two weeks, as barriers dissolve, trust emerges. From my perspective, it is the trust between individuals who have come together as a unique group that is the main take-away from the programme. There is magic that happens, with unforeseen consequences, when energetic, talented, committed, super-smart and extraordinarily nice people convene. Trust is the cement that will allow the programme and its alumni network to flourish.

Dr Marianne Camerer, Building Bridges Director

LEADING IN PUBLIC LIFE

YOUNG AFRICAN LEADERS



COUNTRY	NUMBER OF YOUNG LEADERS
Ghana	3
Kenya	11
Nigeria	8
South Africa	9
Tanzania	4
Uganda	4
Zambia	4
Zimbabwe	5
Total	48

From 6–18 March 2016, 25 young leaders selected from six African countries – Ghana, Kenya, Nigeria, South Africa, Uganda and Zimbabwe – spent two weeks living and working together in Cape Town. **Building Bridges** *Leading in Public Life* Young African Leaders programme combined substantive inputs from key public figures and experts on the theme of Activism for Development with the development of core leadership skills and the practical application of concepts and tools in real-life situations. Each participant was allocated an executive coach to work with – both during and after the course – and all participants were invited to continue their association with the Graduate School of Development Policy and Practice at the University of Cape Town through its alumni network.



Building Bridges is supported by:

