

**BUILDING BRIDGES:**  
LEADING IN PUBLIC LIFE

# Young African Leaders Programme

2015





## **Graduate School of Development Policy and Practice**

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### **Building Bridges Programme**

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The pioneer class for the GSDPP Master of Philosophy in Development Policy and Practice at the University of Cape Town, 2014



Participants, facilitators and GSDPP staff at an executive course on Understanding and Engaging with Poverty and Inequality in South Africa, offered in partnership with the Presidency, 2014

# 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 (UCT), is to promote and inspire strategic public leadership in Africa. As a multi-disciplinary centre, the School and its offerings are designed to make public service at the highest levels of leadership an aspiration for the most talented of the community's rising generation.

The School's goal is to build an esprit de corps amongst leaders in South Africa and Africa more broadly, and to 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:

- An executive Master of Philosophy in Development Policy and Practice
- Executive 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, policy makers and experts from across Africa on key policy issues
- A centre for research on governance and development.

## GSDPP International Advisory Board

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**Professor Kwesi Botchwey** Member of President's Economic Advisory Council, Ghana (Finance Minister of Ghana, 1982–1996)

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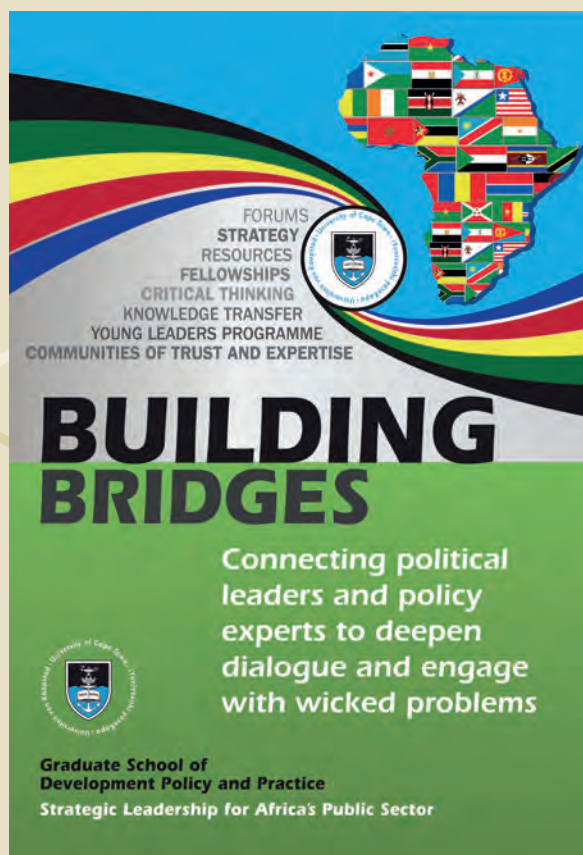
## Building Bridges

**Dr Marianne Camerer** Director, Building Bridges Programme

# Building Bridges

**Building Bridges** is a multi-year policy-focused research and outreach programme combining fellowships, meetings and workshops, both public and closed, and a leadership development component. The key objective is to 'build bridges' that help to close the gap in analysis and thinking on Africa between political actors – within and amongst African countries – and policy research experts, both African and international. 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 a dialogue with policy makers and experts around a common theme, supported by independent and cutting-edge research and data. African economic integration was selected as the 2014–2015 annual programme theme organised by Building Bridges.

Strategically underpinned by high-level practitioners and researchers who are fully immersed in debates, Building Bridges aims to create new networks of expertise around particular 'wicked problems' that plague the continent and to deepen relationships, build trust and further understanding, and seek solutions amongst a diverse array of actors who influence policy decisions which impact Africa at international, regional and local level.



The Building Bridges annual programme cycle consists of four events structured to stimulate productive discussions on an annual theme:

- A workshop for African experts
- A roundtable for policymakers and business leaders under Chatham House rules
- **Leading in Public Life – a leadership development programme for young African leaders**
- Regional multi-stakeholder workshops.



# Annual theme: African economic integration

**The Building Bridges annual programme of events was launched with an expert workshop on *The Political Economy of African Economic Integration: Strategic Reflections*, held in Cape Town under Chatham House rules from 20–22 November 2014.**

The overall impact of African economic integration will benefit all African countries, yet powerful vested interests and challenges that require political capital or a political champion continue to inhibit progress. There is need to mobilise, country by country, especially in the regional hegemons, to broaden support, with particular focus on progressive elements in the private sector, in civil society, in parliaments, among youth leadership and in the media. Mobilisation is needed in pan-African horizontal networks and vertical networks within countries.

The workshop focused on the political economy of economic integration in Africa, identifying forces favouring and opposing reform, and developing strategies to help drive the integration agenda around the following key themes:

- » **The big picture** What is our vision and where are we when it comes to African economic integration?
- » **The big question** Why is economic integration not happening?
- » **The rules of the game** In what ways have formalised institutions advanced and/or frustrated the pursuit of greater regional integration?
- » **Africa in the world** How are changing global power dynamics impacting economic integration in Africa?
- » **'Trade follows the flag?'** What is the role of the private sector in stimulating integration?
- » **Broadening the conversation** How do civil society organisations and other stakeholders such as the media and parliamentarians engage with integration issues?



Thandika Mkandawire, Chair in African Development at the London School of Economics and a visiting Professor and Senior Fellow at the GSDPP, gave the keynote address at the experts' workshop

The following broad recommendations emerged from the workshop:

- Deepen a common vision and identity, including a compelling narrative around the agenda for economic integration
- Strengthen and deploy monitoring tools, including an agreed upon metrics framework
- Expand knowledge and research capacities to build an African community of thinkers, policy practitioners and experts
- Build trust through convening regular dialogues with multiple stakeholders
- Align domestic and regional agendas to support regional integration treaties and frameworks
- Invest in infrastructure for integration to stimulate trade, productivity and the movement of people
- Anchor accountability by supporting and strengthening oversight mechanisms and processes.

These recommendations will be used to inform other key events in the annual programme cycle for 2014/2015 focused on African economic integration. Reports on the workshop and other key events are available at [www.gsdpp.uct.ac.za](http://www.gsdpp.uct.ac.za).

# 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 effect political, social, economic and ecological change whether one is working for government or outside of government in the private sector, a civil society organisation, or engaged as an active citizen, or playing a public role 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.

It is in within this context that Building Bridges launched *Leading in Public Life* in 2015, as a programme emphasising 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. From 8–20 March 2015, 23 young leaders from Kenya, Nigeria, South Africa, Tanzania and Zambia gathered in Cape Town, South Africa, to participate in the inaugural *Leading in Public Life* Programme.



Building Bridges Programme Director Marianne Camerer introducing *Leading in Public Life*

**Marianne Camerer**, Programme Director of Building Bridges, is the driving force behind the Leading in Public Life programme. Her experience as a Yale World Fellow and training as an integral coach at UCT's Graduate School of Business informed the conceptualisation and design of the course. Camerer holds a PhD in Political Studies from Wits University, Masters' degrees in public policy and political philosophy from Oxford and the University of Stellenbosch. She co-founded the international NGO Global Integrity and was a founding director of the Open Democracy Advice Center (ODAC). Camerer headed anti-corruption research at the Institute for Security Studies (ISS), and lectured in applied ethics at the University of Stellenbosch. She serves as a trustee of The Global Integrity Trust and is an Advisory Board member of the Centre for the Advancement of Public Integrity at Columbia Law School and the Allard Prize for International Integrity.





SITTING: Christine Mwangi; Asha Mweru; Neema Ndunguru; Wanjiku Nyoike; Cassandra Matale; Kevin Osido; STANDING: Nshamba Muzungu; Idris Ademuyiwa; Gwamaka Kifukwe; Martha Olotu; Makhosazana Zwane-Siguqa; Dennis Onyango; Ndanga Kamau; Phumeza Mlungwana; Otibho Obianwu; Axolile Notywala; Alice Kabwe-Grollnek; Rebeca Gyumi; Dmitri Holtzman; Simon Oginni; Nosiku Kalonga; Olufolahan Adeleke; Nancy Muigei

The two-week residential programme provided a unique learning space, combining substantive inputs from African policy and thought leaders focused on the central theme of African economic integration, 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 GSDPP and UCT through developing an alumni network. Participants were drawn from mid-career applicants (aged 25–35) working in government, civil society and the business sectors. A rigorous nomination, application and selection process was followed, based on each participant's level of engagement in public life, commitment to development and public service, and potential career trajectory and influence.

This report introduces the young leaders of 2015, shares some feedback on what they learned and provides a pictorial overview of some highlights of the inaugural programme.

Young leaders and guests at the launch dinner







**Max Price** became Vice-Chancellor of the University of Cape Town in July 2008. From 1996 to 2006, he was Dean of the Faculty of Health Sciences at the University of the Witwatersrand. He has degrees from the universities of the Witwatersrand (Medicine), Oxford (BA), and London (Public Health) and has published extensively on public health policy and health science education. Price was a research fellow in health economics at the London School of Hygiene & Tropical Medicine (1986/7); and Director of the Centre for Health Policy at Wits University. Amongst his awards are the Rhodes Scholarship, the Outstanding Young South African Award, an Honorary Fellowship of the Colleges of Medicine of SA, and the Takemi Fellowship in International Health at Harvard School of Public Health.

At the launch dinner on 8 March 2015 held in the University's historic Archie Mafeje Room, Vice Chancellor **Dr Max Price** welcomed the young leaders and other distinguished guests. Addressing the young leaders, he drew on his own experiences of the challenges of leadership and highlighted the importance of values and ethics.

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



Founding Director of the Graduate School of Development Policy and Practice **Alan Hirsch** outlined the vision of the GSDPP to develop a new generation of leaders, equipped to address the critical challenges – and opportunities – that Africa presents.

“ It is easier to rationalise a decision to yourself, but much harder when you have to justify it to a group of people whose judgments you respect ”

Max Price

“ Leaders must be able to listen, share and persuade. Strong leaders are confident in their being. You must understand the nature of risks, but unless you're prepared to take risks you might as well stay in university doing course after course on leadership ”

Trevor Manuel



**Trevor Manuel** is currently Senior Adviser to the Rothschild Group. He served as a Cabinet Minister in South Africa from 1994 to 2014. His Cabinet responsibilities included Trade and Industry, Finance and Minister in the Presidency, responsible for the National Planning Commission. Manuel was appointed as Special Envoy for Financial Development in 2001 and 2008 by successive Secretaries General of the United Nations. He has served on various international commissions, and has chaired the IMF Governance Reform (2007/8) and the World Bank Doing Business Report (2013) task teams. Manuel has received a number of honorary degrees, awards and presentations, including Africa's Finance Minister of the Year and the Woodrow Wilson Public Service Award. He is currently a Senior Political Fellow at the GSDPP. Manuel provided expert input during a session on African economic integration, highlighting the importance of ethical leadership and the need to 'work outwards' in tackling Africa's many challenges.

In the keynote address, GSDPP Senior Fellow and UCT Honorary Professor **Trevor Manuel** shared some of his extensive experience of leading in public life, and urged the young leaders to base their leadership on integrity, honesty and a commitment to serve. He applauded them for already being leaders in their respective communities and challenged them to identify key areas where they could make a difference.

# Leadership model and approach

**Leading in Public Life is a focused public leadership programme aimed at developing a strong cohort of ethical African leaders committed to change. It emphasises the importance of leadership in an African context – acknowledging the specific character of development challenges and the rich and diverse experience of leadership thinking and practice on the continent.**

## 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.

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 effect political, social, economic and ecological change whether one is working for government or outside of government in the private sector, a civil society organisation, or engaged as an active citizen, or playing a public role in the media or in academia.

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.

**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.



*‘Knowledge is power,  
without knowledge,  
without understanding,  
without continuing our  
own knowledge, without  
understanding where other  
people are, I don’t think we  
can keep moving people in  
the right direction’*

**Phumeza Mlungwana**



The young leaders visiting the National Botanical Gardens at Kirstenbosch for a visioning workshop

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 that through a unique blend of conceptual and skills work with experiential learning and creative activities that encourage participants to explore their own behaviours and values.

The *Leading in Public Life* programme comprised:

- An intensive two-week residential training course in Cape Town
- A personal coaching programme
- Establishment of an alumni network.

Ethics and values, the need to balance personal and professional development and to integrate lessons learned into each participant’s personal journey of leadership were key themes woven throughout the curriculum. The course comprised inputs and presentations by prominent academics, public figures and human rights activists; a comprehensive course reader and materials; daily reflection sessions; activities for self-evaluation and personal development, including a visioning and writing workshop, and personal coaching; group work and team building exercises; experiential learning through site visits to Kirstenbosch, Robben Island and local non-governmental organisations; documentary film screenings, a drumming workshop and a cultural evening. The course was designed and facilitated by the Building Bridges team with expert input and assistance from consultants Jacqui Boule and David Schmidt of Strategies for Change.

# Young leaders of 2015

## Zambia

### Alice Tenjiwe Kabwe-Grollnek

is a child development specialist. From 2006 to 2010 she led a project investigating child development and neurological complications at Zambia's largest referral hospital, the University Teaching Hospital, where she designed interventions to support child development practices in clinical settings and homes. In 2008, Kabwe-Grollnek established the Developmental Intervention Clinic, Zambia's first multidisciplinary assessment and intervention clinic to support young children with neurodevelopmental challenges. She co-founded the *Universal Baby™ Project*, a public health intervention that leverages technology to translate the science of early childhood into culturally appropriate video messages highlighting good parenting practices. Kabwe-Grollnek has been a consultant for the Zambia Ministry of Education and NGOs on early childhood development, and is currently the Zambia National Representative to the World Forum on Early Education and Care. She holds a Masters degree in Human Development and Psychology from Harvard University.



**Cassandra Matala** lives in the rural western province of Zambia. A social worker by profession and passion, she is committed to development in her community and nation. Matala holds a Diploma in Social Work and is in the second year of study for a degree in Social Work Practice and Development. Currently she is a Programme Manager for a youth organisation, Adolescent Reproductive Health Advocates, in Mongu, Zambia. Matala has worked as a social worker for the past ten years. She describes herself as a patriotic Zambian who looks forward to taking up new challenges to help her mother country and others in Africa and around the world benefit from her hard work, dedication and passion.

**Nosiku Kalonga** is Founder and Director of Mmabana Organization in Zambia, a community-based organisation specialising in youth and child development. She is a trained psychosocial counsellor and has volunteered at public clinics in HIV and AIDS counselling and testing. Kalonga is a Mandela Washington Fellow (class of 2014) and a Vital Voices Lead fellow class of 2015. She holds a Bachelor of Laws degree from the University of South Africa. Kalonga belongs to two professional women's bodies – the Zambia National Women's lobby and the Zambia Association of University Women (ZAUW) that collectively address matters affecting the wellbeing of women. She is also a member of YWCA-Zambia and a board member of a local organisation working in palliative care for chronically-ill patients.



### **Nshamba Mulondwe Muzungu**

is a specialist in public relations and development communication. He studied Journalism at Evelyn Hone College, holds a Bachelor of Arts Degree in Public Relations from Cavendish University, Zambia, and a Masters degree in Journalism from the University of Hong Kong. Currently, Muzungu works as Programme Officer at MISA Zambia, which aims to build capacity at community radio stations in rural areas to enhance freedom of expression, spur engagement with policy makers and build democratic culture. He has been instrumental in leading advocacy campaigns, mobilising and strengthening community radio stations to effectively engage with stakeholders to promote social accountability. Muzungu believes that community radio can be an effective tool for social change especially in countries where poverty and illiteracy are rife.



# Tanzania

**Gwamaka Kifukwe** is based at the Institute of African Leadership for Sustainable Development. He is responsible for the Green Growth Platform and the Young and Emerging Leaders initiative – the former aims to build social capital amongst senior decision-makers and opinion-leaders that enables sustainable and inclusive growth, while the latter identifies, nurtures and supports young and emerging leaders. Kifukwe is both the lead researcher and host of nationally televised interview shows, *In Focus* and *Meet the Leader*. In 2013, he was recognised for his leadership potential, achievements and commitment to improving his community and invited to join the World Economic Forum's Global Shapers Community for Dar es Salaam, as the inaugural elected curator. Kifukwe is also an inaugural Mandela-Washington Fellow (Public Management Track) under the Young African Leaders Initiative.



**Martha Olotu** is the Grants Manager of the Foundation for Civil Society, the largest support mechanism for civil society organisations in Tanzania, responsible for a portfolio of over 1 000 organisations implementing developmental projects worth over USD14 million. Before joining the Foundation, Olotu was head of the outreach, monitoring and evaluation department of the Southern Africa Human Rights NGO Network, which aims to ensure that governments implement commitments under human rights instruments and national policies, laws and other strategies for the realisation of socio-economic development in Tanzania and beyond. She is a qualified advocate with a Masters degree in Law from the University of Cape Town, and is a co-facilitator of the Transformational Leadership for Women Empowerment programme.



**Neema Ndunguru** spent her childhood and formative years in East, West and Southern Africa. She is a certified Project Manager with extensive experience in Pan-African development projects. Ndunguru is currently the Director for Business Environment at the President's Delivery Bureau in Tanzania, where she supports implementation of national priority initiatives aimed at creating an enabling business environment. She served previously as a Project Manager with the Investment Climate Facility for Africa, managing over 20 investment climate improvement projects across eight African countries. Ndunguru has also worked with the East African Development Bank where she gained exposure to some of the challenges facing the private sector in the region. A social anthropologist at heart and by training, she also holds a Master of Philosophy Degree in Development Studies.



**Rebeca Gyumi** is a qualified lawyer, currently working as a TV and radio presenter at Femina, a youth-focused behaviour change and strategic communication organisation. She is involved in a range of campaigns and charities as a volunteer and ambassador, advocating for safe schools and quality education to Tanzanian students. Gyumi has participated in and facilitated various national and international fora focusing on youth empowerment. In 2013 she was selected by the US embassy in Tanzania to attend an International Visitors Leadership Programme for youth. Gyumi serves as Vice-President for the Tanzania Association of US State Alumni (TUSSAA), Trek4Mandela Tanzania leg ambassador, as a mentor for fellow young people initiatives, a Global Shaper of the World Economic Forum (WEF) and a Board member of SNV-Netherlands OYE project.

## South Africa

**Axolile Notywala** is an activist with the Social Justice Coalition (SJC), a grassroots social movement campaigning for health and safety in some of South Africa's largest and dangerous townships. He has held various leadership positions within the organisation including as General Secretary from 2010–2011. Currently Notywala is the Project Manager of the SJC's Imali Yethu (Our Money) Project, which focuses on promoting public engagement with government budgets to ensure accountability and lobby for the fair allocation of funds in marginalised communities. Notywala led three social audits conducted by the SJC in 2013 and 2014. He is also a Director and board member of My Vote Counts, a non-profit company campaigning to improve the accountability, transparency and inclusiveness of elections and politics in South Africa.



**Dmitri Holtzman** is the Executive Director of the Equal Education Law Centre (EELC), a public interest law organisation established in 2012 that focuses on strategic litigation and advocacy to advance the right to education in South Africa. He obtained a BA in Law and English Literature from the University of Cape Town in 2006, after which he completed his LLB at the University of the Western Cape. While at university, Holtzman was National Chairperson of the Students for Law and Social Justice. He was the Deputy Head of Equal Education's Policy, Communications, and Research Department until 2011, before becoming the founding Executive Director of the Equal Education Law Centre.

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## **Makhosazana Zwane-Siguqa** is

a multi-award winning journalist and currently editor of *DRUM* Magazine. Before *DRUM*, she was editor of *Move!* Magazine and founding editor of *Move! Best Parent*, the first black parenting title in South Africa. On her appointment in 2011, Zwane-Siguqa was the youngest ever editor for the iconic brand *DRUM*. She was named as one of the *Mail & Guardian's* top 200 young people to take to lunch in 2012, and is currently serving as a council committee member for the South African Editor's Forum (SANEF).



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**Phumeza Mlungwana** is a 25 year-old social activist, born and raised in Khayelitsha, Cape Town. She is passionate about – and committed to advancing – social justice. In 2010, Mlungwana obtained a Bachelor Arts Honours degree in Sociology from the University of the Western Cape. She is currently the General Secretary of the Social Justice Coalition, a fast-growing social movement organising in urban townships in South Africa, and previously occupied positions as a Project Manager and a Chairperson within the organisation.

# Nigeria

**Idris Ademuyiwa** is a research fellow at the Centre for the Study of the Economies of Africa in Abuja. He obtained a Bachelor and a Masters degree in Economics from the University of Ibadan, Nigeria. Ademuyiwa's research experience cuts across public policy institutions, academia and economic think tanks. Previously, he worked with the National Planning Commission, Abuja, and the Centre for Econometrics and Allied Research at the University of Ibadan. Ademuyiwa is passionate about translating quality research into sound policy and participates actively in conferences on the subject. His primary areas of research interest include international trade and regional integration, development economics and programme impact evaluation. Ademuyiwa has published in peer-reviewed journals and contributed some chapters to books in his areas of research.



**Simon Oyewole Oginni** is a pan-African scholar from Atakunmasa, in the eastern part of Ilesha in south-western Nigeria. He has received several awards for his contribution to youth development in Nigeria and Africa, both through scholarly publications and his involvement in civil society organisations. Oginni is co-founder and CEO of Youth Network for Development and Integration of Africa and doubles as a research consultant on Women's Health and Adolescents Development. His interests include governance, Africa economic integration, public policy, gender studies and digital forensic and criminal investigation (financing terrorism). Oginni is currently on a scholarship award from the African Union Commission, and is studying for an MSc in Governance and Regional Integration at the Pan African University Institute, and a Masters degree in Forensic Accounting and Criminal Investigation at IICFP.



**Olufolahan Adeleke** is the Head of Research with the Mandela Institute, School of Law, at the University of Witwatersrand. Previously, he headed up the programme at the Right to Information Unit, South African Human Rights Commission, and was a researcher at the Supreme Court of Appeal, South Africa, and at the Open Democracy Advice Centre. Adeleke is a member of the Access to Information working group of the African Network of Constitutional Lawyers, and of the Institute of Directors and Society of International Economic Law. He holds a PhD from the University of Witwatersrand, an LLM and a law degree from the University of Cape Town, and has authored a number of publications on human rights, transparency and international investment law.



**Otibho Obianwu** is a Programme Coordinator in the HIV & AIDS Unit at the Population Council, Nigeria, and has experience in designing, implementing, and monitoring HIV prevention programmes targeting vulnerable populations in Nigeria. She is currently leading an evidence-based advocacy project focused on improving the response of government and non-governmental organisations to the HIV-related vulnerabilities of Nigerian youth. Obianwu also serves as a volunteer at the Women's Health and Equal Rights Initiative, a non-profit focused on promoting the well-being and protecting the rights of sexual minority women in Nigeria. She holds an MD from Columbia University and an MPH from the Harvard School of Public Health.

# Kenya

**Asha Mweru** has a proven track record of being bold enough to believe she can change the world. She founded her own start-up business with other students while still studying at Strathmore University and fell in love with entrepreneurship. Mweru believes that entrepreneurship is a key element in bringing economic freedom to Africa. She is currently employed as the Kenya Country Manager for Sinapis Organization, a business accelerator providing world-class entrepreneurship training, and is part of a global network of start-ups, Startup Grind, powered by Google for Entrepreneurs. Mweru is a proven leader with practical knowledge about entrepreneurship and innovation in Africa, and how to establish and scale-up programmes that add value for entrepreneurs.



**Christine Mwangi** is the Deputy Director of the Centre for Public Policy and Competitiveness at Strathmore Business School and the Programme Director of their Masters in Public Policy and Management programme. She is responsible for developing Executive Education programmes in Public Policy, establishing collaborative research partnerships, and for strategic management of the graduate programme. Prior to joining Strathmore, Mwangi worked as a senior research analyst at Columbia University's Earth Institute in New York, statistically analysing the progress of Millennium Villages in 14 African countries and contributing to policy papers evaluating their impact on development objectives. She has worked as a consultant and senior auditor at Deloitte and Ernst & Young respectively, and is currently pursuing a second Masters degree, specialising in Development Economics. Mwangi is co-founder of Lotus Consulting that empowers young professional women to meet the challenges of the 21st century.

**Dennis Onyango** is a technology for development expert based in Nairobi, Kenya. He currently works at the BOMA Project, a micro-finance organisation that helps women build pathways out of extreme poverty, and is founder and lead consultant at Uwazi, a technology consulting firm working with non-profits. Onyango is interested in how social change organisations can use technology and data to scale their programmes and amplify their impact. He previously worked at Sanergy as an insights and innovation associate, where he was involved in using technology to improve processes, integrate and analyse data. In addition, he leads discussions in the public sector about how to build an ethical culture, and lead organisations in a people-centred way, and he volunteers at the Kenya Salesforce Non-profit User Group. Onyango holds a Bachelor of Technology degree (Hons) from the University of Eastern Africa, Baraton.



**Kevin Osido** has over 10 years of experience working directly with communities as well as national, regional, international and humanitarian organisations, focusing on issues of governance and democracy, human rights, youth empowerment and poverty alleviation. He has lead Citizen Action groups, roundtables with Governors and Town Hall Meetings, in addition to political and youth programmes, including the Nairobi Slum Leaders Assembly and political party youth training. Osido is the founder of the Rarieda Youth Empowerment Centre, working with youth in wider Western Kenya around human rights and other political issues. Kevin holds a Bachelor's degree in Integrated Community Development, Peace, Reconciliation and Communication from Daystar University, and is currently studying for a Master of Science degree in Governance at the International Leadership University in Nairobi.

**Nancy Muigei** is a Human Rights officer at the British High Commission in Nairobi. She also serves on the Board of the Young Women Leadership Institute, a progressive feminist organisation. Muigei describes herself as a poet who is interested in the Horn of Africa. She has received various prestigious awards including the NORAD scholarship at the University Oslo (2009) and the Netherlands Fellowship Programme in 2011–2012. Muigei holds a Masters in Development from the International Institute of Social Studies of the Erasmus University of Rotterdam, having specialised in Conflict, Reconstruction and Human Security.



**Ndanga Kamau** is a non-practising barrister and is currently employed as the Oil and Gas Advisor at Oxfam in Kenya. Prior to joining Oxfam, she was an associate in the international arbitration practice of an international law firm based in Houston, Texas, specialising in investor-state arbitration and public international law. Kamau has coached moot court teams in Kenya and the United States and is committed to pro bono research and work in a range of areas. She holds a Bachelor's degree in Economics from the University of Cape Town, South Africa, a Masters in International Dispute Settlement jointly conferred by the University of Geneva Law School and the Graduate Institute, Geneva, Switzerland, and postgraduate diplomas in law from City Law School and the Inns of Court School of Law in the United Kingdom.



**Wanjiku Nyoike** is a Development Planning Consultant at the Capacity Development Division of the United Nations Economic Commission for Africa (UNECA). She was previously a Research Associate working on policy, development and research at the Macroeconomic Policy Division of UNECA. Nyoike has also worked at the International Criminal Court, Oxfam Great Britain, the United Nations High Commission for Refugees and the United Nations Human Settlement Programme. She recently co-edited a book published by Palgrave on Regional Integration and Policy Challenges in Africa. Nyoike has a Masters degree in Public Policy from the University of Oxford and a Bachelor of Arts in International Relations from the United States International University.



*'In the Leadership in Public Life programme we try to balance conceptual and skills work with experiential learning and activities that enable participants to explore their behaviours and values in the pressured political and work environments in which they have to operate. The journey of leadership involves the long road. Good leaders persist in difficult circumstances. They never give up. They recognise that today's skills may not be what is needed for tomorrow, and that the leadership journey is one of on-going learning and improvement.'*

Course manual

# From personal agency to leading change

**Agency** involves personal self-awareness, understanding and mastery of a range of leadership styles and skills, courage and a commitment to integrity and ethics. Effective leadership starts with the individual leader. The programme began with sessions focusing on emotional intelligence and leadership styles to provide a framework for participants to identify their own styles, strengths and values. In a keynote address on leading in public life, **Judy Sikuza**, Programme Manager for the Mandela Rhodes Foundation, challenged the participants – as the next generation of African leaders – to reflect honestly on why they want to lead and to ensure their vision includes human rights for all. She stressed the need for understanding complex systems and collaborating across sectors to achieve systemic change in Africa, and the critical importance of balancing inner work with public leadership. A TED-type panel discussion with inputs from Zimbabwean activist and scholar **Brian Raftopoulos**, South African social justice activist **Mandisa Shandu** and world-renowned cartoonist **Zapiro** highlighted their experiences of the need for courage and integrity in public life. This was highlighted in an in-depth interview of human rights lawyer and activist **Beatrice Mtetwa** by political analyst and academic **Richard Calland**.



*‘When we visited Robben Island I reflected on Mandela’s quote that good leaders lead from inside ... It made me think: Am I really becoming the change that I want to see in others?’*

Rebeca Gyumi

*‘I have learned that leading is not only about other people ... but about changing ourselves before changing others’*

Simon Oyewole Oginni







A visit to Robben Island, with guide and former political prisoner **Lionel Davis**, gave the participants a chance to reflect on their own leadership journey at this historic site. Following an evening screening of *'More than Just a Game'*, a docu-drama about a football league on Robben Island, former prisoner and activist **Marcus Solomon** led discussion on leadership inspired by the example of Nelson Mandela and the political prisoners on Robben Island.

*'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 ... Leading from the inside also means that one's values and purposes are drawn from an intuitive understanding of the needs and expectations of followers'*

Nelson Mandela 2004



# Tackling Africa's challenges

**Driving change and innovation** involves harnessing the power of people, leading and managing in organisations and society using creativity and lateral thinking to address complex problems and build a collective vision. The first annual theme of the Building Bridges programme was African economic integration, with particular focus on identifying political forces favouring and opposing reform, and developing innovative strategies that target and mobilise stakeholders in all sectors – civil society, national and regional parliaments and institutions, youth organisations, and the private sector – to build trust and a common vision and identity.

GSDPP Director **Alan Hirsch** outlined African economic conditions to introduce the key development challenges, with particular focus on the realities and drivers of poverty and inequality.

GSDPP Academic Director **Brian Levy** spoke on the challenge of reform, drawing on his most recent book, *Working with the Grain: Integrating Governance and Growth in Development Strategies*, to encourage participants to develop practical strategies for effecting change at micro and macro levels.



*'I am going home with renewed hope and vision, to share this knowledge with others and claim our African identity'*

**Nosiku Kalonga**

GSDPP Directors Alan Hirsch and Brian Levy



GSDPP Senior Fellow **Trevor Manuel** gave a keynote address on 'Working outwards to African solutions', highlighting key issues requiring a joint response and exploring how young African leaders can contribute to finding solutions.

**Tandeka Nkiwane**, special adviser to the CEO of the New Partnership for Africa's Development (NEPAD), provided an overview of the institutional landscape in Africa to give participants tools for understanding the forces for and against social change.

*'This course has made me realise that there are a lot of issues that we need to discuss as Africans honestly to be able to move forward'*

**Christine Mwangi**



**Lawrence Edwards**, Economics Professor at UCT, made a detailed presentation on the opportunities for – and challenges to – African integration. He identified the key areas for how Africa should move forward the regional integration agenda as:

- deepening Free Trade Agreements – 'on the border' and 'behind the border' reform
- mobilising societal pressures
- redefining the role of regional powers
- ensuring implementation of institutional structures.

# Collaboration and driving change

**Collaboration** and 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. Political commentator **Richard Calland** presented on the dynamics of collaboration between sectors in building functional democracies. Participants gained deeper insight into the practical 'nitty gritty' of building alliances and partnerships from the experiences of panellists **Bulelwa Makalima-Ngewana** of the Cape Town Partnership, **Gladwell Otieno** of the Africa Centre for Open Governance and **Mukelani Dimba** of the Open Democracy Advice Centre.

Human Resources specialist **Nontsikelelo Ndumela**, Chrysalis Academy CEO **Lucille Meyer** and TSibA co-founder **Leigh Meinert** shared personal experiences of team and organisation building on a panel entitled 'Getting the best out of people'. A screening of 'A Bloody Miracle', followed by discussion with film-maker **Meg Rickards**, provided insight into the violent conflict that threatened the transition to democracy in South Africa.

Training also focused on ways to mobilise and build alliances at all levels – from local to global – with site visits to local NGOs to experience innovative ways of mobilising for social change in poor urban communities around Cape Town.



The young leaders visited Etafeni Day Care Centre in Nyanga, AMANDLA EduFootball and Equal Education in Khayelitsha





*'Leadership is not about  
me but a collective  
service to the community,  
for the community and by  
the community'*

Axolile Notywala



# Integrating leading and learning

**Integrating leading and learning** – and understanding diverse development paradigms, approaches and cultures – is key for developing innovative solutions and building networks of influence – within countries, regions, Africa and globally. Innovation and creativity were core themes woven throughout the curriculum through activities, with local site visits and a cultural evening providing a relaxed opportunity for participants to get to know one another and learn more about the cultures in each country represented. Professional coach, mediator and conflict transformation practitioner **Sifiso Mbuyisa** introduced the role of the coaching relationship in leadership development. Each participant was assigned a coach to work with during and after the course to consolidate their personal and professional growth.

Mid-way through the course, the young leaders attended a ‘visioning’ workshop facilitated by writer **Maria Phalime**, drawing on the inspiration of Kirstenbosch Botanical Gardens. Training in social media, regular reflection and writing sessions provided a chance for the participants to practise skills and consolidate their learning process. Over the duration of the residential programme, participants worked on a group assignment to integrate and practice the skills, concepts and strategies covered in the curriculum. Each group had to identify a continental problem affecting large numbers of people that offers significant potential for change, and present an action plan targeting policy-makers, partners and the media in a plenary session on the final day.

*‘This programme has really taught me to start the journey within. The same passion I have for the world I should have for myself ... it starts with me. I am truly grateful and I am looking forward to working with my coach’*

**Otibho Obianwu**







*'Putting 20 plus leaders together  
in a room and seeing how you  
lead in that environment has  
taught me important lessons'*

**Dmitri Holtzman**



# Speakers and presenters

**Richard Calland** gave an input on the challenges of building functional democracies and institutions, with particular focus on ways to manage dynamics and tensions between various institutional actors and sectors. Calland also hosted an 'on the couch' session interviewing prominent human rights activist Beatrice Mtetwa on the importance of defending institutions of democracy. Currently an Associate Professor in Public Law at UCT, Calland headed the Political Information & Monitoring Service and then the Economic Governance programme at IDASA, Africa's leading democracy institute, from 1995–2011. He is a founding member of the Council for the Advancement of the South African Constitution and one of the founders of the Parliamentary Monitoring Group (PMG) and the Open Democracy Advice Centre (ODAC). Before moving to South Africa in 1994, Calland practiced law at the London Bar. His political column has been published in the *Mail & Guardian* since 2001, and his latest book *The Zuma Years: South Africa's Changing Face of Power* was published by Zebra Press in 2013.

*'I think the programme is unique because it focuses on the individual, how you carry yourself and how you relate to people as an individual'*

Nshamba Muzungu

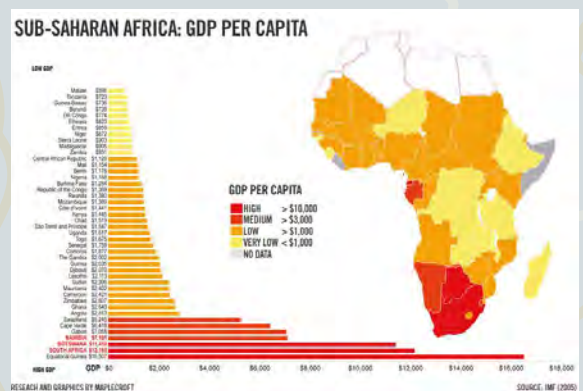
**Lionel Davis** acted as guide and mentor to the young leaders on their tour of Robben Island, sharing his own experiences as a political prisoner to inspire them to use the leadership journey of Nelson Mandela and others to reflect on their own leadership journey. Davis was born in District Six, Cape 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.



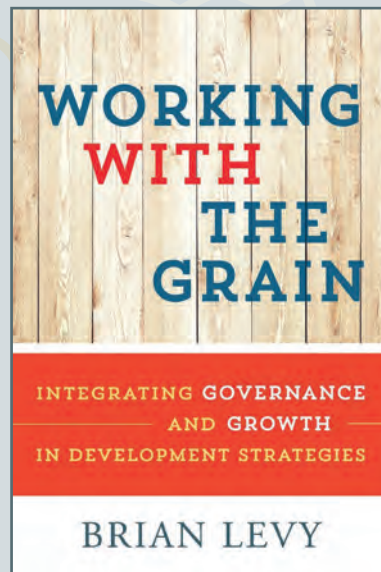
**Mukelani Dimba** related some of his experience of the practicalities and complexities of building issue-based coalitions across Africa in a panel focused on ‘Building collaborative alliances, partnerships and coalitions’. Dimba is the Executive Director of the Open Democracy Advice Center (ODAC), specialising in freedom of information and whistleblower protection laws. Mukelani has worked on accountability and transparency issues in South Africa, Mozambique, Malawi, Tanzania, Uganda, Ethiopia, Kenya, Nigeria, Ghana, the Democratic Republic of the Congo. He is a member of the Open Government Partnership's steering committee and board member for the Parliamentary Monitoring Group, My Vote Counts and the Council for the Advancement of the South African Constitution. Previously he served as the chairperson of the Africa Freedom of Information Centre (Uganda) and a member of the advisory board for the Open Society Foundations' Right To Information Fund (USA).



**Lawrence Edwards** gave an informative, powerful presentation on the opportunities for – and challenges to – African integration. Edwards is Professor in the School of Economics at UCT, a Research Associate of the South African Labour and Development Research Unit (SALDRU) and Policy Research on International Services and Manufacturing (PRISM) at the University of Cape Town. His research interests focus on international trade and labour, the determinants of trade flows and trade policy. He is the author (with Robert Lawrence) of *Rising Tide: Is Growth in Emerging Economies Good for the United States* and has published extensively in journals including the *Harvard Business Review* and the *South African Journal of Economics*. Edwards' research has a strong policy orientation and has been conducted for Institutions including the World Bank, the OECD, the African Development Bank, the South African National Treasury, the Department of Trade and Industry, the UK ESRC, IZA, CEPR/DFID and recently the Zambian and Swaziland governments.



**Brian Levy** presented on the challenges of reform, sharing innovative ways of thinking about how to engage with challenges facing Africa, and how to develop practical strategies for effecting change at micro and macro levels. Levy is the Academic Director of the GSDPP and teaches at the School of Advanced International Studies, Johns Hopkins University in Washington DC. He worked at the World Bank from 1989 to 2012, including as manager of the Africa Vice Presidency Public Sector Reform and Capacity Building Unit, and as head of the secretariat responsible for the design and implementation of the World Bank Group's governance and anti-corruption strategy. Levy 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.



**Bulelwa Makalima-Ngewana** traced the history of the Cape Town Partnership, that aims to build a real partnership between the City, the private sector and the public. As CEO of this partnership, Makhalima-Ngewana played a key role in developing Cape Town's Central City Development Strategy in 2008, which sets out a shared vision to guide future developments until 2018 and is the key driver of this strategy. She was also central in Cape Town's successful bid for World Design Capital in 2014. Makalima-Ngewana is a town planner with extensive experience in managing and coordinating public-private partnerships. She serves on a number of national and international bodies, including the Central City Improvement District, Wesgro, the Table Mountain Aerial Cableway Company, the International Downtown Association, the WDC 2016 International Advisory Committee for Taipei and is a World Cities Summit Young Leader.



**Sifiso Mbuyisa** introduced and managed the coaching component, working with the young leaders and their coaches throughout the programme. Mbuyisa is a certified coach and mediator using the integral coaching method, with over 10 years' experience in the mediation, training and coaching arena. Until 2012, he was a Senior Manager responsible for Human Rights and Social Justice Programmes with the Western Cape Government. Mbuyisa has worked in the international development arena, including with the United Nations and the European Union, and has extensive experience in the civil society sector in South Africa and elsewhere. He is a political analyst and social commentator and has published extensively in local and peer-reviewed academic journals.

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*'The approach that the coach takes is to focus on you as an individual, rather than looking for other people to provide solutions for you'*

**Cassandra Matala**



**Leigh Meinert** shared her experience of team and organisation building in the Tertiary School in Business Administration (TSiBA), on a panel entitled 'Getting the best out of people'. Meinert is one of the co-founders of TSiBA, a private, not-for-profit higher education institution. She has served as its managing director and currently convenes their curriculum for Leadership and Self-Development. Meinert chairs the boards of two other youth development organisations in a voluntary capacity. The *Mail & Guardian* nominated her as one of the country's "Top 200 Young People" in 2006, 2007 and 2011 and she is often invited to speak on the topics that are her abiding passions – young people, leadership, education and spirituality.

**Lucille Meyer** spoke about her work with young people, particularly those most marginalised, at the Chrysalis Academy on a panel on 'Getting the best out of people'. Meyer is currently CEO of the Academy, a residential youth programme based in Tokai, Western Cape. She is a trained yoga therapy teacher, trauma release practitioner and a certified Quantum Energy Coach. Her extensive work experience includes community development in the Eastern Cape, as a trade unionist with the National Domestic Workers Union, Assistant Secretary to the Parliament of South Africa, Chief Director in the Office of Deputy President Thabo Mbeki, and Deputy Director General in the Presidency of Thabo Mbeki, and CEO of Cape Nature.



Beatrice Mtetwa and Richard Calland in conversation

**Beatrice Mtetwa** shared her courageous personal journey and commitment to defending human rights and institutions of democracy, despite harassment and threats to her safety, in a lengthy 'on the couch' interview with Richard Calland. Mtetwa is a Zimbabwean human rights lawyer and activist, and is currently an Adjunct Professor with Carleton University in Ottawa, Canada. After graduating with a LLB degree from the University of Botswana and Swaziland, she worked as a prosecutor in Zimbabwe from 1983–1989. Mtetwa has received honorary degrees and various international awards in recognition of her work including from the Law Society of England and Wales, Committee to Protect Journalists, Inamori, Ivan Allan Junior Prize for Social Courage, USA International Woman of Courage 2014, LSZ Water Kamba Rule of Law Award, Index on Censorship for Free Expression Law Award, and the American Bar Association International Human Rights Award.

**Nontsikelelo Ndumela** shared insights drawn from her extensive experience as a clinical psychologist and in human relations in the corporate sector about organisational and team building, with particular focus on how to get the best out of people. Ndumela has experience in talent management, designing and implementing leadership development and action learning programmes. She has occupied senior leadership roles and her current client profile includes Standard Bank, RGA, Old Mutual, Sanlam, and Liberty Life. Her experience and training have allowed her to develop a deep understanding of human behaviour and an ability to facilitate personal change.



*'If we don't understand where we come from and where we are going, we won't be able to take others with us'*

**Christine Mwangi**

**Tandeka Nkiwane** provided an overview of the institutional landscape in Africa in a session on 'Tackling Africa's Challenges'. As the Special Advisor to the Chief Executive Officer at NEPAD Planning and Coordinating Agency, Inter-Institutional affairs, she was able to provide invaluable context and tools for young leaders to understand the forces for and opposed to change. Nkiwane has worked with a number of regional and international organisations including the African Union, the United Nations, the African Development Bank, and the Southern African Development Community. Her areas of expertise include international political economy, regional integration, gender and politics, as well as peace and security in Africa.





**Gladwell Otieno** spoke about her extensive experience of building collaborative platforms, alliances and partnerships across Africa. Otieno is the founder and Executive Director of the Africa Centre for Open Governance (AfriCOG), a governance and anti-corruption civil society organisation based in Kenya. A graduate of the University of Massachusetts, Boston and the Free University of Berlin, she is Vice Chairperson of the Board of Trustees of the African Leadership Centre of King's College London and the University of Nairobi, outgoing Vice Chairperson of the United Nations Convention against Corruption Coalition Coordination (UNCAC) Committee, and a Board member of the Partnership for Transparency Fund. Otieno served previously as Executive Director of Transparency International–Kenya, and is a founder member of the international steering committee of the Open Government Partnership. She has provided expert advice on governance and anti-corruption to local and international institutions including the World Bank, DFID and anti-corruption commissions and governments in several African countries.

*'I have made some very useful networks that will be instrumental in helping me achieve my vision'*

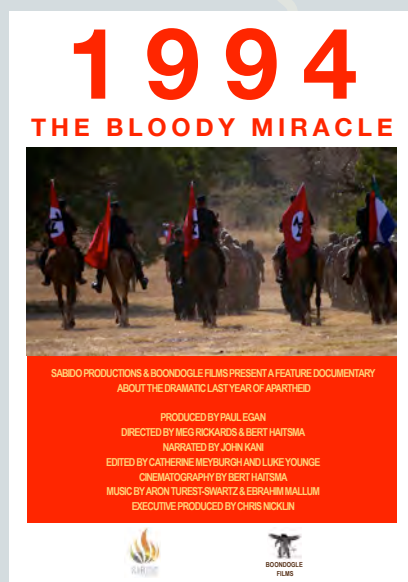
**Dennis Onyango**

**Maria Phalime** was a core facilitator for the programme. She ran a visioning and writing workshop at Kirstenbosch, and worked with the young leaders to integrate tools for self-reflection. Phalime is a medical doctor and award-winning author. She practiced briefly as a general practitioner in South Africa and the United Kingdom, before leaving to pursue non-clinical interests. Phalime has worked in trade and investment promotion, research and consulting in the areas of economic development and business facilitation. In 2012 she received the inaugural City Press Nonfiction Award for her memoir, *Postmortem – The Doctor Who Walked Away*, and in 2013 her novel for teens, *Second Chances*, won the English language category of the Maskew Miller Longman Literature Awards. Phalime is an accomplished and inspiring speaker who has spoken at TEDx Johannesburg, and numerous national speaking platforms.



**Brian Raftopoulos** spoke on a panel about 'Integrity in Public Life', sharing some of the challenges of working for human rights amongst the marginalised, drawn from his personal experience as a leading scholar and activist in Zimbabwe. Formerly a Professor of Development Studies at the University of Zimbabwe, since 2007 Raftopoulos has been the Director of Research and Advocacy for the Solidarity Peace Trust, an NGO dealing with human rights issues in Zimbabwe. He has published widely on Zimbabwean history, labour history, historiography, and politics and is a regular contributor to public debates in Zimbabwe. Raftopoulos serves on the Advisory Editorial Board of the *Journal of Southern African Studies* and is an Editor of *Kronos*, a journal of Southern African histories. He was a founder member of the National Constitutional Assembly in 1998, first Chair of the Crisis in Zimbabwe Coalition from 2001–2003, and worked with the Movement for Democratic Change (MDC) in its early years. Raftopoulos is a Board member of the Labour and Development Institute of Zimbabwe, and was Chair of the Board of Zimbabwe Institute from 2002–2013.

**Meg Rickards** introduced *1994: The Bloody Miracle*, a documentary film that goes behind the scenes to highlight the violent context in which the miracle of South Africa's first-ever democratic elections occurred, and led discussion after the screening. Rickards co-directed the film, which has been flighted on local and international television stations. Her miniseries and feature versions of the fictional *Land of Thirst* have been broadcast throughout Africa and distributed in North America and the Middle East. Rickards has written scripts for UNICEF, and her short film *Azure* won various awards and has been used by the World Population Organisation. Rickards has a PhD in Film Studies from UCT, studied at the London Film School and completed the Writers' and Directors' programmes at the Binger Film Lab in Amsterdam.



**David Schmidt** and **Jacqui Boule** are directors of Strategies for Change, an independent consultancy specialising in leadership, innovation and strategy. They facilitated and presented key sessions on the course including tackling ethical dilemmas, emotional intelligence, leadership styles and public leadership, coalition building and conflict management, mobilisation and building alliances and networks, managing organisational and social change. David Schmidt also designed and facilitated the group assignment. He has been a prominent figure in developing regional and city strategies in South Africa and facilitating multi-stakeholder dialogue. Schmidt has degrees in public management, economics and law. He is a seasoned local government expert with well-developed process facilitation and change management skills. He has a strong interest in leadership and has run a number of innovative programmes to build capacity, including an international shoulder to shoulder top management exchange programme, and a municipal leadership peer review programme. Jacqui Boule has headed up NGOs working on issues of poverty and urban development, managed a large scale public works programme and been an advisor to the Government of Indonesia on its cluster based programme for lagging regions, consultant to the government of Malawi on its national framework for local economic development, and a consultant and advisor to several local municipalities and public sector departments in South Africa. She is experienced at bringing public, private and community stakeholders together to develop a common vision and plan to stimulate development. She has an institutional bias and has focused on leadership within institutions. She has a BA in Economics and Political Science from the University of KwaZulu-Natal and an MBA from UCT.



**Mandisa Shandu** spoke of her journey and challenges she has faced as an activist in a session focusing on ethics in public life. Shandu is an attorney currently working as a legal researcher at Ndifuna Ukwazi, an NGO that works with social justice organisations to campaign for justice and equality in poor communities. Her research interests include urban land reform, access to sanitation in informal settlements and participatory local government budgets. Shandu is a member of the Social Justice Coalition's Secretariat, a community-based organisation working in Khayelitsha. She worked as a candidate attorney at Edward Nathan Sonnenberg and was admitted as an attorney in February 2014.

**Judy Sikuza** gave the keynote address on 'The Challenges of Leadership' to stimulate reflection about the skills and attributes required to be an effective leader for change. Sikuza is the Programme and Projects Manager at the Mandela Rhodes Foundation in Cape Town. In 2009, she worked at the US Equal Employment Opportunity Commission as an intern to the District Director of New York. Between 2010 and 2013, Sikuza worked in the private sector as an Organisation Development Consultant. She is a non-executive Board Director of Oxford University Press Southern Africa and a panel advisor on the 'Year Beyond' Leadership and Social Innovation Challenge. Sikuza has received recognition including as an Abe Bailey Fellow and as a delegate on Michelle Obama's Young African Women Leaders forum.



**Marcus Solomon** led discussion on the 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.

**Zapiro** (aka Jonathan Shapiro) spoke about his long experience as a cartoonist and satirist, from his involvement in the United Democratic Front that emerged in the early 1980s to lead internal opposition to the apartheid regime. South Africa's best-known and most awarded cartoonist, Zapiro has worked for

*Mail & Guardian* since 1994, *Sunday Times* since 1998 and *The Times* since 2009. He has published 19 best-selling annuals as well as *The Mandela Files*, *Vuvuzela Nation* and *Democracy*. His awards include the Mondi Shanduka Journalist of the Year, two honorary doctorates, the Principal Prince Claus award (2005), Press Freedom awards from the International Publishers' Association, the Media Institute of Southern Africa and Cartoonists' Rights Network International. In 2013 and 2014 he was celebrated as one of the '100 World Class South Africans' by *City Press*. In 2013 he was honoured for his contribution to press freedom and social commentary with the renaming of NY 106 as Zapiro Lane in the Name Your Hood Campaign in Gugulethu, Cape Town.



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# ‘What we learned’

## Feedback from the class of 2015

Feedback from the inaugural ‘Class of 2015’ will shape the *Leading in Public Life* programme in future years. In the closing session, each participant reflected briefly on the lessons and insights they had gained. View the video clips on [www.gsdpp.uct.ac.za](http://www.gsdpp.uct.ac.za).

*‘I came here as a manager but  
I am leaving as a leader...’*

Kevin Osido



*‘Recognising my change  
and tightening my theory  
of change has shifted my  
perceptions on leadership...’*

Olufolahan Adeleke



*‘I myself need to change  
before I can change others...’*

Simon Oyewole Oginni



*‘I knew I wanted to solve things.  
I knew I wanted change ...  
now I know how...’*

Asha Mweru



*‘Leadership is probably Africa’s  
greatest challenge...’*

Gwamaka Kifukwe



*‘This programme made me  
conscious of who I am and  
what power I have...’*

Nancy Muigei







*'I learned that you don't have to make instant 'big bang' decisions – incremental change matters...'*

Christine Mwangi



*'We need to go fast, but more importantly we need to go deep...'*

Dennis Onyango



*'Knowledge and reading are important but we must also trust our intuition as leaders...'*

Wanjiku Nyoike



*'This programme has really taught me to start the journey within...'*

Otibho Obianwu



*'I have learned the need to reflect, to sit down and assess myself...'*

Idris Ademuyiwa



*'I have met amazing people trying to achieve the same goals across Africa... how do we take that forward in our struggles?'*

Phumeza Mlungwana







*'I learned that making mistakes, falling and getting back up is what makes you strong...'*

Axolile Notywala



*'I go back home with a clear mind on what leadership is all about...'*

Nshamba Muzungu



*'Being with such a diverse, inspiring group has been a powerful lesson and opportunity...'*

Dmitri Holtzman



*'Leadership is not static and it is not only for a select few...'*

Makhosazana Zwane-Siguqa



*'It is high time to look in the mirror and not be afraid of the person that I see...'*

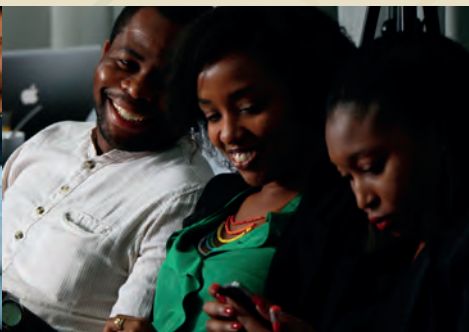
Martha Olotu



*'I now know that leadership is about courage, determination and vision – and emotional intelligence...'*

Rebeca Gyumi





*'If I want to be able to lead people  
I must be able to lead myself in  
the right direction first...'*

Cassandra Matale



*'I go home comforted to know  
that you are all on this journey  
with me...'*

Ndanga Kamau



*'I am looking forward to all of us  
holding each other accountable  
... and to the changes we are  
going to implement...'*

Alice Tenjiwe Kabwe-Grollnek



*'My future is about continuing to  
learn to lead and continuing to  
lead through my learning...'*

Neema Ndunguru



*'I will apply the skills and  
knowledge in my daily work and  
continue to be a bridge between  
the poor and the powerful....'*

Nosiku Kalonga





Between 8–20 March 2015, 23 young leaders from Kenya, Nigeria, South Africa, Tanzania and Zambia – drawn from government, civil society and the business sectors – converged in Cape Town to participate in the inaugural Building Bridges *Leading in Public Life* Young African Leaders programme. The two-week residential programme combined substantive inputs from African policy and thought leaders focused on the central theme of African economic integration, 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 an alumni network.

Building Bridges is supported by:

