



**THE  
NELSON  
MANDELA  
SCHOOL**  
of Public Governance



**UNIVERSITY OF CAPE TOWN**  
IYUNIVESITHI YASEKAPA • UNIVERSITEIT VAN KAAPSTAD



# THE NELSON MANDELA MEMORIAL AND SCHOOL OF PUBLIC GOVERNANCE

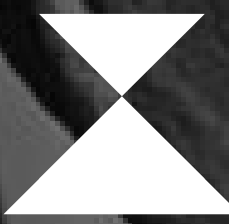

A collaboration between The Mandela School, SANParks and the Nelson Mandela Foundation





# A Living Memorial


Nelson Mandela preferred that his memory be honored not with statues or monuments, but with living institutions that represent and reproduce the values for which he stood. Our Living Memorial space includes:

- The Nelson Mandela School of Public Governance with its program of teaching and research on inclusive accountable governance and development.
  - A public Center of Memory, celebrating the values for which Mandela stood. This will be an exhibition space, curated by the Nelson Mandela Foundation and focused on the struggle for freedom in the Cape.
  - A 250-seat conference center for events and community engagements.
  - A work hub space for Atlantic Philanthropies legacy programs and the Nelson Mandela Foundation
  - Access to, and information about, the Table Mountain National Park. South Africa National Parks will host a gateway to Table Mountain on the site to encourage an appreciation of the natural beauty of the mountain and the importance its conservation.
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# The Need

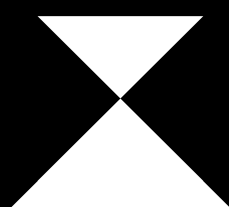
- Competent, ethical and informed governance is the key to African development: even the best of intentions and policies require commitment and professionalism among those entrusted with implementation. Africa consists of some 54 countries, whose governments and civil service rely on many hundreds of thousands of legislators and civil servants.
- Currently there is no memorial to Nelson Mandela in the Western Cape.



Africa is the world's youngest and fastest growing continent. 60% of its 1.2 billion people are below the age of 25. By 2050, Africa's population is projected to double to around 2.4 billion people – larger than China and India combined.

# The Objective

To establish a purpose-built school for African governance on the slopes of the Table Mountain UNESCO World Heritage site, within a publicly accessible memorial to one of the world's greatest and most ethical leaders.



“Corruption remains problematic in many African countries and one of the main triggers is inadequate governance. In particular, the lack of transparency and accountability, weak oversight institutions, limited enforcement mechanisms and insufficient capacity have to be addressed urgently.”

The United Nations Economic Commission for Africa, African Governance Report 2016



# The Rationale

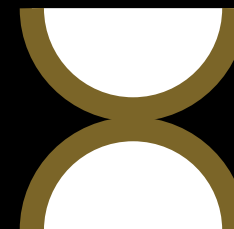
Despite the gap in governance capacity in many African countries, the continent has very few centers focusing on governance, and no schools of government that target the emerging leaders in Africa's public sphere.

The Nelson Mandela School of Public Governance is a culmination of a major new expansion of the Graduate School of Development Policy and Practice – an organisation with a 7-year track-record of providing world-class education in an African context. It is based at the University of Cape Town: Africa's highest-ranked university.



# The Educational Environment

- Other Schools of Government in South Africa and on the rest of the continent have public policy programmes, but these are aimed at students exiting undergraduate programmes and those working in relatively junior levels of government.
- Schools of Management in Africa tend to be stronger in private sector management than public and focus on skills rather than strategic capacity.
- National Schools of Government are mostly successful at induction programmes for public sector and developing transverse skillsets like IT, finance and HR, but are not focussed on senior levels or strategic skills.



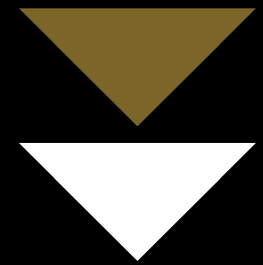
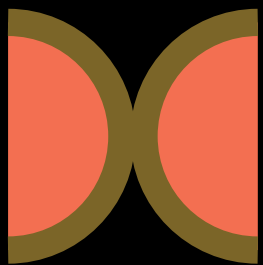
# A Unique Location on the Slopes of Table Mountain

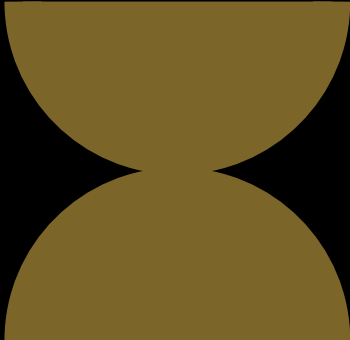
The University of Cape Town's Upper Campus is set against the slopes of the Table Mountain Range. To the northern side lies Rhodes memorial – a grand Cape granite stone memorial to Cecil John Rhodes and, as such, a disputed landmark in the Cape landscape.

The location on the southern side of the University of Cape Town's Upper Campus is designed to give the living memorial a visual prominence similar to Rhodes Memorial, offering an important visual and political counterpoint.

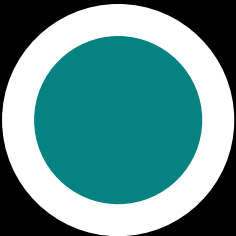
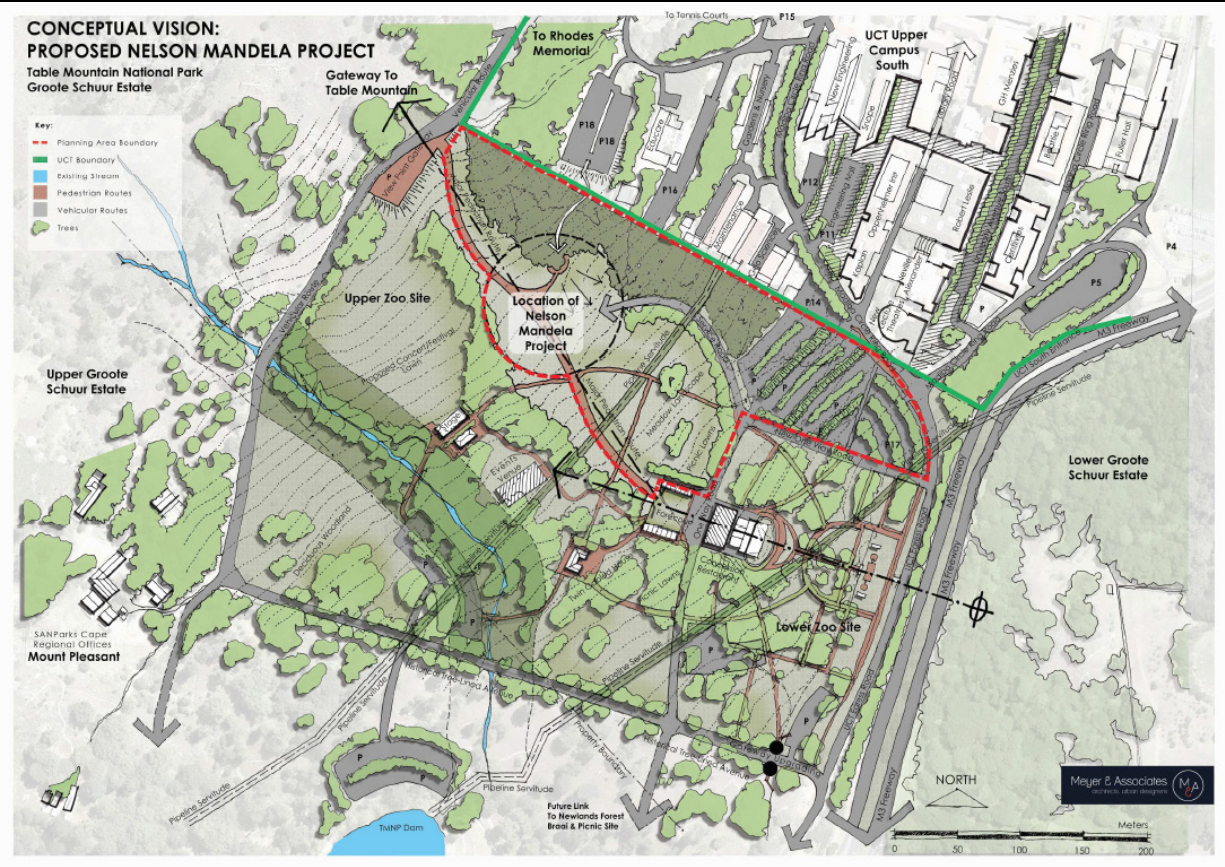


The left hand circle marks the proposed site of the Nelson Mandela School. The circle on the right marks the existing Rhodes Memorial.





While the building design will be determined through an architectural competition, it is intended to be sympathetic to the spectacular natural setting and, in conformity with Mandela's wishes, maintain a functional rather than monumental style. Access to the School will be kept separate from the public memorial and a footpath will join the centre to the University.



# A Curriculum for Africa's Future Leaders

## Academic:

The Mandela School offers a part-time **Master's in Development Policy and Practice** designed to appeal to senior managers and professionals in the public sector, from Africa and working on African issues. There are a small but growing number of PhD students. As a general aim, 50% of participants on all programs come from African countries other than South Africa.

- 5 Cohorts to date, representing 11 African countries
- Participants have included National Directors in 3 African governments, senior policy analysts, economists and parliamentary advisors.

## Executive Short Courses:


The School has established a widely recognised range of **executive short courses** in various public policy and development areas. These provide high level training to senior public officials, national and international actors in the private and non-profit sectors, and members of think tanks.

- Ten executive courses designed and offered, with the popular **Evidence-Based Policymaking** running biannually
- Over 600 senior government representatives trained to date
- Key partners include the **DPME in the South African Presidency**, the **London School of Economics, International Labour Organisation, BADEA** and the **South African National Treasury**.

## Leadership advancement:

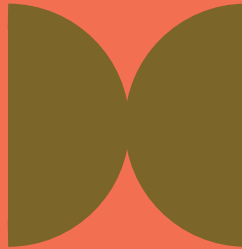
The Building Bridges program fosters personal leadership growth and forges impactful networks around key policy issues on the continent. They present three key annual projects:

- an **Emerging African Leaders programme**
- an **executive leadership programme** in collaboration with **Sciences Po** in Paris and the **Institute for the Study of Management** in Senegal
- a series of **high level expert meetings** to deepen understanding of – and seek multi-disciplinary solutions to – key challenges facing the continent.



“We had people [on the course] who have been through hell openly share their stories and tell it like it is: that it had to stop with someone and that person had to be me. It was very inspiring. I think at the end we all wanted to be part of change.”

- Phumelele Ngcobo, SA National Treasury, Jobs Fund. Master's Degree Alumnus.



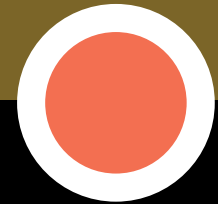
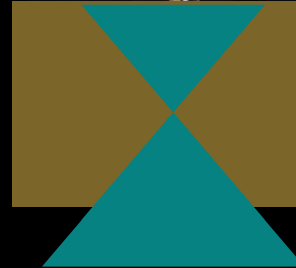
“I felt that this course was what South Africa required: a new way of doing development. I have learned so much that I am prepared to introduce the lessons in my District.”

- Zolile Williams, Municipal Manager, Joe Gqabi District Municipality.



“These dialogues are fundamentally important. They exist too sparsely across the African continent. There are too few occasions where thinkers and practitioners get together to talk.”

- Trevor Manuel, former SA Minister of Finance. 2017 High Level dialogue on Government Accountability and Building Trust.



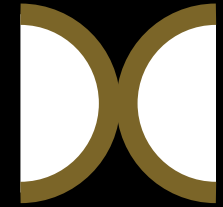
“We truly share a sense of Pan Africanism. We all share a sense of agitation at where the continent is currently at and we share a sense of responsibility for it. That's what's come up in the honest conversations we've had when you recognise yourself in somebody else's words, when you recognise your passion in the work that they're doing.”

- Rumbidzai Chisenga (Zimbabwe), Program Manager at the Mandela Institute for Development Studies. Emerging Leader Alumni 2018.





# Mandela School at a Glance



## An established track record:

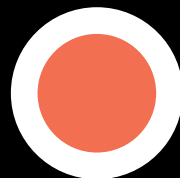
- Over 1300 graduates since inception
- 96% say their chosen course was “extremely or largely” useful in their development work
- 99% continue to use course principles in their everyday work
- 93% say their course gave them a valuable professional network in Africa
- 96% have since been able to implement significant policy or attitude change at their places of work, with 50% saying this shift was ‘major’.

## Long-term teaching partnerships:

- London School of Economics
- Sciences Po in Paris
- Institute for the Study of Management (ISM) in Dakar
- Public Affairs Research Institute at the University of the Witwatersrand

## Close work with several African leadership and research centers, including:

- the Uongozi Institute in Dar es Salaam
- the Institute for Peace and Security Studies at the University of Addis Ababa
- the Council for the Development of Social Science Research in Africa (CODESRIA)
- United Nations Economic Commission for Africa (UNECA)



# Mandela School Alumni

The Mandela School has a growing and influential network of alumni from across the African continent - a drawcard for prospective participants.



MPhil



Executive Education



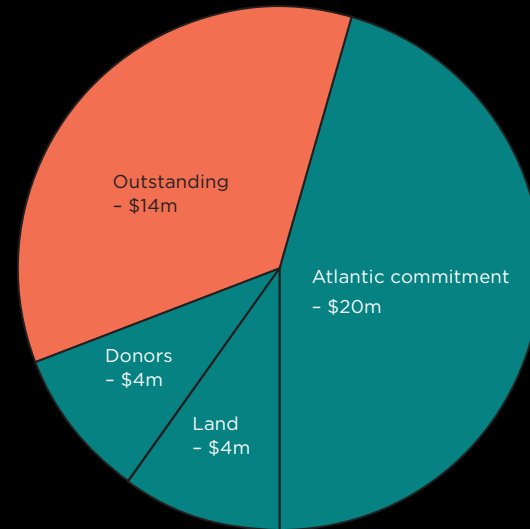
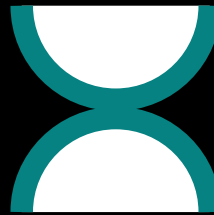
Building Bridges



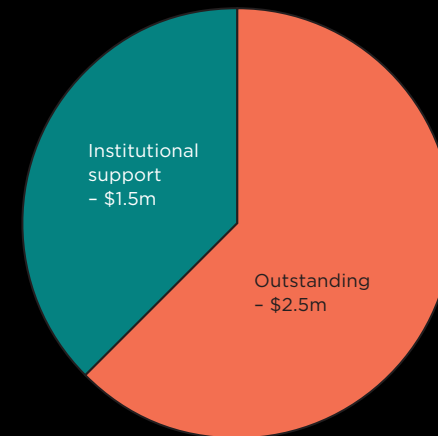
# Financials

The estimated cost of the building project is \$42 million (R590 million), including all landscaping and land-related costs. The institutional support fund to cover basic maintenance costs and the establishment of a Chair would cost a further \$4 million.

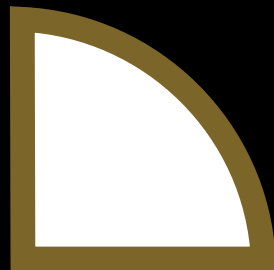
The Atlantic Philanthropies has committed \$20 million towards the cost of the building and \$1.5 million towards the development of the Mandela School. Several individuals have pledged personal donations, to the collective value of a little over \$4 million. With the value of the land leased by SANParks estimated at \$4 million (or R56.5 million), we now seek \$14 million for building costs and \$2.5 million for institutional support. As with any such campaign, significant donations will be recognised with donor plaques and Naming Rights for individual spaces and facilities, as appropriate.



**Building and land related costs – \$42m**



**Institutional support – \$4m**



# International Advisory Board



**Professor Jo Beall** is Director of Education and Society and a member of the Executive Board at the British Council



**Professor Mushtaq Khan** is Professor of Economics at the School of Oriental and African Studies at the University of London



**Joel Netshitenzhe** is the Executive Director of the Mapungubwe Institute for Strategic Reflection (MISTRA)



**Professor Dani Rodrik** is the Ford Foundation Professor of International Political Economy at Harvard's Kennedy School of Government



**Professor Francis Fukuyama** is the Olivier Nomellini Senior Fellow at the Freeman Spogli Institute for International Studies (FSI), resident in FSI's Center on Democracy, Development, and the Rule of Law at Stanford University



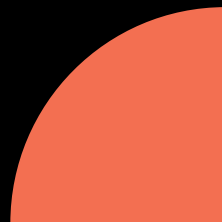
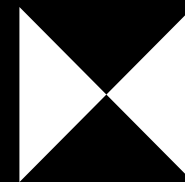
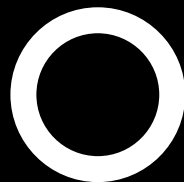
**Professor Benno Ndulu** is former Governor of the Central Bank of Tanzania, now Professor at the Blavatnik School of Government, Oxford University, and Academic Director of the Pathways for Prosperity Commission.



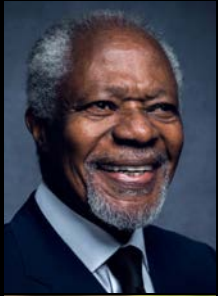
**Dr Adebayo Olukoshi** serves at the International Institute for Democracy and Electoral Assistance (IDEA) as Regional Director for Africa and West Asia.



**Professor Ngaire Woods** is the inaugural Dean of the Blavatnik School of Government and Professor of Global Economic Governance (Oxford University)



# Patrons of the Memorial and School Project



**Kofi Annan  
(in memoriam)**



**Dame Judith  
Macgregor**



**Professor  
Njabulo  
Ndebele**



**Joanne  
Yawitch**



**Senator  
Russ Feingold**



**Graca Machel**



**Professor  
Mamokgethi  
Phakeng**



**Ambassador  
Donald Gips**



**Archbishop  
Thabo Makgoba**



**Dr Siphon  
Pityana**



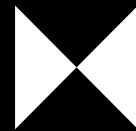
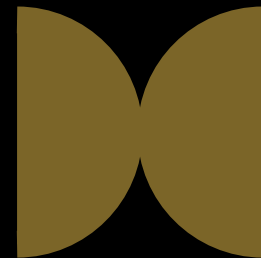
**Sello Hatang**

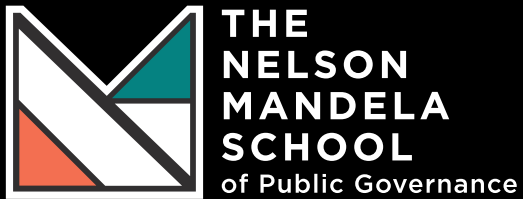
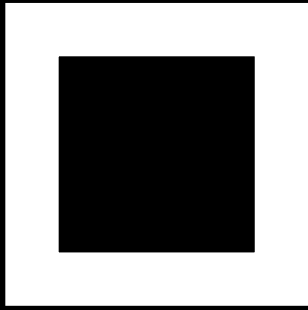


**Lord Mark  
Malloch-Brown**



**Simon Walker**





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