



**THE  
NELSON  
MANDELA  
SCHOOL**  
of Public Governance



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



# TRAINING COURSE PROGRAMME

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**DATE:** 17 September 2018 – 21 September 2018

**VENUE:** Breakwater Lodge, Waterfront

This course, a collaborative initiative between the Mandela School of Public Governance (NMSPG) at the University of Cape Town, and the Arab Bank for Economic Development in Africa (BADEA), is focused on improving project implementation of development projects within African countries. The course is directed at representatives from Project Implementing Units. These representatives are responsible for the implementation of a range of infrastructure-related development projects across Africa.

The course is purposefully structured to introduce participants to a suite of tools that enable efficient responses to implementation challenges. The overall objective of the course is to provide participants with insights and possible tools on how to address the delays in project implementation. The specific objectives for this five-day course are as follows:

- Improve the understanding of BADEA's rules and regulations governing the implementation and evaluation stages of the project cycle
- Improve the capacity of PIUs to systematically identify problems and challenges facing project implementation
- Introduce a results based management approach and identify necessary project management and leadership skills to adopt this
- Introduce tools to support project planning, risk management, stakeholder management and monitoring and evaluation

## Specific learning outcomes

- To apply Results Based Management (RBM) approach to key components of project management, inclusive of procurement & disbursement, project implementation, M&E and project closure as well as relationship management
- To develop risk assessment frameworks linked to the key components of project implementation & overall management
- To introduce various tools more specifically the logframe
- To increase participants 'comfort' to work with the logframe structure
- To introduce ethical leadership principles and framework for proactive and adaptive leadership
- The approach to the training course is premised on a participatory approach to learning, whereby formal/theoretical input will be informed by practice experiences and the introduction of tools will be provided together with practice opportunities.

DAY	Thematic Focus	Key resource experts
Day 1	Managing development projects	Prof Alan Hirsch, Prof Carlos Lopes, Ms Wilma Wessels Ziervogel, Mr Andries Mangokwana, Dr Allison Anthony
Day 2	Implementing development projects	Ms Wilma Wessels Ziervogel, Mr Andries Mangokwana, Dr Abimbola Windapo
Day 3	Working with frameworks to support improved project implementation	Ms Wilma Wessels Ziervogel, Mr Andries Mangokwana
Day 4	Working with frameworks to support improved project implementation	Ms Wilma Wessels Ziervogel, Mr Andries Mangokwana
Day 5	Taking swift action to mitigate risk	Dr Steven Kou, Dr Marianne Camerer, Ms Mabel Sithole, Ms Wilma Wessels Ziervogel, Mr Andries Mangokwana

## About the Nelson Mandela School of Public Governance at the University of Cape Town

The Mandela School provides professional and academic training and forums for discussion for senior public officials, elected office bearers and those engaged in public policy in South Africa, other African countries and beyond.

We also engage in original research and generate evidence-based policy advice on critical development policy and practice challenges in Africa. In doing so, it builds on the academic resources of the different faculties at the University of Cape Town, as well as those of local and international partners, and draws on a rich network of practitioners.

The Mandela School seeks to strengthen links between the research community and the policy community and promotes the development of strategic leadership in government, including a strong emphasis on accountability in government.

## About the Arab Bank for Economic Development in Africa (BADEA)

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BADEA, which has headquarters in Khartoum, Republic of Sudan, was established pursuant to the resolution of the 6th Arab Summit Conference at Algiers (28th November 1973). The Bank began operations in March 1975.

BADEA is a financial institution owned by eighteen Arab countries members of the League of Arab States (LAS), which signed its Establishing Agreement in 18th February 1974. The Bank is an independent International Institution enjoying full international legal status and complete autonomy in administrative and financial matters. BADEA is governed by the provisions of its Establishing Agreement and the principles of international law.

The Bank was created for the purpose of strengthening economic, financial and technical cooperation between the Arab and African regions and for the embodiment of Arab-African solidarity on foundations of equality and friendship. To achieve this end, the Bank was given a mandate to:

- Participate in financing economic development in African countries
- Stimulate the contribution of Arab capital to African development
- Help provide the technical assistance required for the development of Africa

BADEA committed to working closely with other development partners with the objective of advancing the development aid agenda, maximizing aid effectiveness and creating synergy. BADEA's underlying strategy is to combine its efforts with those of the African beneficiary countries, multi-lateral regional and international development agencies, bilateral aid agencies, and non-governmental organizations.

# BIOGRAPHIC DETAILS

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## Guest Speakers

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### ***Dr Allison Anthony***

**Allison** is currently a lecturer at UWC in Administrative Law and also teaches Public Procurement Law at Stellenbosch University on occasion. She is an admitted attorney and a research associate of the African Procurement Law Unit situated at Stellenbosch University. Allison completed her doctorate in construction procurement law. She is the author of a few publications on public procurement law in South Africa. Allison is currently writing a book on construction procurement law which will be published during 2019. She also does various presentations both nationally and internationally at public procurement conferences. Allison has been involved in facilitating public procurement training to government officials and will be doing so for the attorneys profession in November this year.

### ***Dr Marianne Camerer:***

**Marianne** directs the Building Bridges programme at the Mandela School. Building Bridges is a leadership development platform that brings together key African stakeholders, both researchers and practitioners, in an inter-generational dialogue with the aim to deepen understanding around challenges confronting the continent. In 2014 she initiated the flagship Emerging African Leaders Programme which now has over 100 alumnus from ten African countries. She works with a team of facilitators to develop innovative executive training for senior public officials and social entrepreneurs in Africa, with a particular focus on ethical leadership and accountability. Prior to joining UCT, Marianne co-founded the international anti-corruption NGO Global Integrity and headed anti-corruption research at the Institute for Security Studies (ISS). Marianne is passionate about leadership development and qualified as an integral coach through UCT's Centre for Coaching at the Graduate School of Business. She currently serves on the advisory board of the Allard Prize for International Integrity and the Centre for the Advancement of Public Integrity (CAPI) at Columbia Law School. Marianne holds masters' degrees in public policy and political philosophy from Oxford and the University of Stellenbosch. Her Ph.D. in Political Studies, from the University of Witwatersrand, focused on "Corruption and Reform in Democratic South Africa".

### ***Prof Alan Hirsch:***

**Alan** is Professor of Development Policy and Practice and has directed the Mandela School at UCT since 2013, when it was known as 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 teaching economic history and economics at the University of Cape Town, he joined the South African Department of Trade and Industry in 1995, managing industry and technology policy. He worked at the South African Presidency from 2002 to 2012 where he managed economic policy, represented the Presidency at the G20, and was co-chair of the G20 Development Working Group. He currently serves on the board the European Centre for Development

Policy Management, and has served on a range of boards. He was a visiting scholar at the Harvard Business School, a regular visiting professor at the Graduate School of Governance at Maastricht University, directed the International Growth Centre's research in Zambia for 5 years, and was a member of the OECD secretary-general's Inclusive Growth Advisory Panel. He writes about economic development issues, including *Season of Hope - Economic Reform under Mandela* and Mbeki and recently co-edited *The Oxford Companion to South African Economics*.

### ***Dr Steven Kou:***

**Steven** has lectured at the Graduate School of Business, UCT; Stellenbosch Business School; School of International Relations, Shanghai International Studies University. He has carried out fieldwork on post-war reconstruction in Liberia and in South Sudan and has traveled extensively to Angola, Mozambique and Zimbabwe advising Fortune 500 clients in oil and gas, ICT, financial as well as infrastructure sectors on political and security risks.

Between 2015 and 2017, Steven was the Africa political risk consultant for London headquartered Control Risks Group, the largest specialist political risk consultancy in the world. Steven took his undergraduate and masters degree at UCT. He completed his PhD in International Relations at the University of St. Andrews, Scotland on a South African NRF overseas doctoral scholarship.

### ***Prof Carlos Lopes:***

**Carlos** is an Honorary Professor at the Mandela School and current AU High Representative to support Member States in the negotiation of a new agreement with the European Union post-2020. Professor Lopes served as Executive Secretary of the United Nations Economic Commission for Africa. Prior to this, he was UN representative in Zimbabwe and Brazil, director for development policy at the UN Development Programme, director of the UN System Staff College, Executive Director of UNITAR, Director of the United Nations System Staff College and the late former UN secretary-general Kofi Annan's political director.

### ***Ms. Mabel D. Sithole:***

**Mabel** is a Political Studies PhD Candidate at the University of Cape Town and Programme Officer of the Building Bridges Programme. She is a human rights, development practitioner and researcher with over 10 years' working experience in Africa. She has a passion for leadership development and inclusive governance in Africa to promote sustainable change. 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. In 2009, she moved to Cape Town to pursue an Honours Degree in Public Policy and Administration. Her thesis (awarded with distinction) analysed public opinion about the role of the police in protecting refugee rights in South Africa. In 2012, she graduated from UCT with an MPhil in Development Studies and has contributed to studies assessing the implementation of affirmative action and employment equity policies in South Africa's tertiary education sector. She has worked with INGOs including the International Committee of the Red Cross (ICRC) and Skillshare International and consulted with the Government of South Africa on a number of projects including the Western Cape Provincial Government and the Parliament of South Africa.

### ***Dr Abimbola Windapo:***

**Abimbola** is an Associate Professor at the Department of Construction Economics and Management, University of Cape Town, with more than 30 years of professional and academic experience in the construction industry. She has held various teaching and administrative positions at the University of Lagos, Nigeria and gained professional experience as a construction professional at Bouygues Nigeria Ltd and in private consulting. She is a Registered Construction Project Manager and Professional Construction Mentor with the South African Council for the Project and Construction Management Professions (SACPCMP), Fellow of the Nigerian Institute of Building and Registered Builder with the Council of Registered Builders of Nigeria (CORBON). Her research focus is in the area of sustainable housing and construction industry development, business and project management from a performance and practice perspective and has won many personal awards for research and publications. Her current research pursuits are aimed at leading the construction industry and businesses that develop housing projects and infrastructure towards high performance and sustainable practices, through appropriate management practices and pursuits in the responsible development, disposal, sourcing of materials and products. She is the Editor of the Construction Business and Management Journal, published by the University of Cape Town Library (<http://journals.uct.ac.za/index.php/jcbm/index>) and Team lead of the Construction Business and Management Research Group. Visit <https://abimbolawindapo.academia.edu/> and [https://www.researchgate.net/profile/Abimbola\\_Windapo](https://www.researchgate.net/profile/Abimbola_Windapo) to view a copy of her detailed CV and publications.

## Facilitators

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### ***Mr Andries Mangokwana:***

**Andries** has a Masters in Social Science specialising in Social Planning and Administration from UCT. In addition, he has a post graduate certificate in Financial Analysis from Wits University, South Africa. He has extensive experience working within the region conducting training, research and evaluation as well as providing technical support to donors, government and civil society organisations.

Andries has extensive experience in the field of grant management, organisational development, monitoring and evaluation. He has conducted training with a cross-section of stakeholders to strengthen capacity to undertake M&E, has led several complex evaluations as well as provided technical support to various initiatives, inclusive of working with implementers in order to strengthen their capacity to deliver water to communities. He is a South African with deep understanding of the socio-economic and political issues affecting the country

### ***Ms Wilma Wessels-Ziervogel:***

**Wilma** is a Managing Member and Senior Consultant at Southern Hemisphere. She has an Honours degree in Organisational Psychology from UNISA and an MPhil in Monitoring and Evaluation from the University of Stellenbosch (awarded with distinction). She also has a certificate in Project Management. She has been working in the social development sector for more than 14 years. During this time Wilma has conducted numerous evaluations, particularly in the area of public health, child rights/protection, early childhood development, education and gender. Wilma has supported the evaluation, planning and capacity building processes for some infrastructure pro-

grammes (such as the Expanded public works programme and for the Department of Transport and Public Works), environmental sector programmes (e.g. Malawi Tea 2020 Revitalisation Strategy), and supported evaluations of institutional capacity building programmes (for example of the Tsela Kgopo OVC and Gender Programme on behalf of USAID Botswana). She has facilitated both public and in-house courses for government, NGOs and international agencies, has managed the accreditation process for the business and designs course materials. Wilma has worked on evaluations/training projects Botswana, Rwanda, Uganda, Angola, Mozambique, Zambia and Malawi.

## Support Team

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### ***Ms Wendy Hendricks:***

**Wendy** currently works in Events and Logistics for the Mandela School. Most recently, she was the Personal Assistant for the Chief Executive Officer of the Western Cape Provincial Development Council, a public entity facilitating socio-economic development among stakeholders in the Western Cape. Prior to that she was the Personal Assistant to the Executive Director of the Urban Foundation. She also worked at SALDRU, UCT at various times, working on amongst others, the Carnegie conference : 'Towards C3 – Strategies to Overcome Poverty and Inequality'.

### ***Ms Veleska Maphike:***

**Veleska** is a Programme Assistant in the Short Courses Programme. She completed her undergraduate studies in Public Administration and her Master's Degree in Political Studies, at the University of the Western Cape. Veleska has worked for a number of NGOs including the Institute for Justice and Reconciliation (IJR), Ikamva Labantu and the Catholic Parliamentary Liaison Office (CPLO). Her skills include research, writing papers and reports, fundraising, monitoring and evaluation, and planning/managing events. Her interests include peace and security, transitional justice, the African Union, and African current affairs. Lately she has come to appreciate the work of grassroots community projects, particularly in the field of Early Childhood Development.

### ***Ms Penny Parenzee:***

**Penny** was part of the team responsible for implementing the DPME's Programme to Support Pro-Poor Policy Development (PSPPD), an EU-funded research and capacity building initiative. She has recently joined the UCT GSDPP team on a part-time basis. She has a background in Law and Social Policy, and has been involved in monitoring the implementation of various pieces of legislation and examined policy processes related to land, violence against women, and sexual and reproductive health and rights in South Africa, SADC and East Africa. She has extensive experience in conceptualising and implementing training initiatives. She has conducted research, lead M&E initiatives, undertaken budget monitoring and expenditure tracking as well as provided technical support to institutions seeking to strengthen their research and training efforts. Ms Parenzee is a recipient of the prestigious Fulbright Scholarship. Over a two-year period, she completed two Masters programmes at Bryn Mawr College in Philadelphia, USA and holds a Masters degree in Law and Social Policy and a Masters degree in Clinical Social Work.

## DETAILED PROGRAMME: BADEA TRAINING COURSE

### DAY 1: 17 September 2018

**Theme:** Managing development projects

**Objective:**

*To provide insights into the core factors that need to be considered in the successful management of development projects, recognizing challenges and sharing practices*

<b>SESSION 1:</b> 8.30 – 10.45	<b>SESSION 2:</b> 11.15 – 12.15	<b>SESSION 3:</b> 12.15 – 13.15	<b>SESSION 4:</b> 14.15 – 15.00	<b>SESSION 5:</b> 15.30 – 17.00	<b>End of Day</b>
Welcome and Intro	Setting the scene: What is Development and What does it mean for the African context?	Results Based Management and Development projects	Group work exercise: Ingredients for good practice package	Procurement & Disbursement: Current realities	Evaluation
<b>INPUT</b> Prof Alan Hirsch / BADEA representative	<b>INPUT</b> Prof Carlos Lopes	<b>PANEL: TBC</b>	<b>FACILITATOR</b> Ms Wilma Wessels-Zievogel Mr Andries Mangokwana	<b>INPUT</b> Dr Allison Anthony & BADEA representative	
<b>FACILITATORS</b> Ms Wilma Wessels-Zievogel Mr Andries Mangokwana				<b>FACILITATOR</b> Mr Andries Mangokwana	

**Morning Tea: 10:45 – 11:15**

**LUNCH: 13:15 – 14:15**

**Afternoon Tea: 15:00 – 15:30**



## DAY 2: 18 September 2018

### Theme: Implementing Development projects

#### Objective(s):

*To analyse the key project stakeholders and understand their needs, interests and possible challenges that they bring and how to manage these To deepen the understanding of participants of contract administration, specifically FIDIC contracts*

SESSION 1: 8.30 – 09.00	SESSION 2: 09.00 – 12.00	SESSION 3: 12.00 – 13.00	SESSION 4: 14.00 – 15.00	SESSION 5: 15.30 – 17.00	End of Day
Recap	Relationship management – Understanding stakeholders in context & learning from the field	Implementation – Contract administration (FIDIC part 1: Input)	Implementation – Contract administration (FIDIC part 2: Group work)	Linking Contract Administration to BADEA requirements	Evaluation
<b>FACILITATOR</b> Ms Wilma Wessels-Zlevoege	<b>FACILITATOR</b> Mr Andries Mangokwana	<b>INPUT</b> Dr Abimbola Windapo	<b>FACILITATOR</b> Dr Abimbola Windapo	<b>FACILITATOR</b> Dr Abimbola Windapo with input from BADEA representative	

**Morning Tea: 10:30 – 11:00**

**LUNCH: 13:00 – 14:00**

**Afternoon Tea: 15:00 – 15:30**

## DAY 3: 19 September 2018

**Theme:** Working with frameworks to support improved project implementation

### Objective(s):

*To closely examine two management components, namely procurement and disbursement systems – focusing on BADEA rules and regulations, existing country practices, inclusive of challenges as well as examples of useful management systems to effectively implement procurement and disbursement procedures.*

*To introduce participants to practice frameworks, namely a logframe, that will inform not only planning but also M&E (and thus input into Supervision Missions)*

SESSION 1: 8.30 – 09.00	SESSION 2: 09.00 – 10.30	SESSION 3: 11.00 – 13.00	SESSION 4: 14.00 – 15.00	SESSION 5: 15:30 – 17:30	End of Day
Recap/Open Window	Planning, Monitoring, Evaluation and Learning: Introducing the Logframe	Group Activity: Off-site	Group work: Defining projects using a Logframe	Group Feedback & Exploring M&E Indicators	Evaluation
<b>FACILITATOR</b> Mr Andries Mangokwana	<b>FACILITATOR</b> Ms Wilma Wessels-Zievogel		<b>FACILITATORS</b> Ms Wilma Wessels-Zievogel Mr Andries Mangokwana	<b>FACILITATORS</b> Ms Wilma Wessels-Zievogel Mr Andries Mangokwana BADEA INPUT	

**Morning Tea: 10:30 – 11:00**

**LUNCH: 13:00 – 14:00**

**Afternoon Tea: 15:00 – 15:30**

## DAY 4: 20 September 2018

**Theme:** Working with frameworks to support improved project implementation

### Objective:

To introduce participants to practice frameworks, namely a logframe, that will inform not only planning but also M&E (and thus input into Supervision Missions)

SESSION 1: 8.30 – 09.00	SESSION 2: 09.00 – 10.30	SESSION 3: 11.00 – 12.30	SESSION 4: 13.30 – 15.00	SESSION 5: 15:30 – 17:00	End of Day
Recap	Group work: Developing Indicators & Presentations	M&E – Data collection & Review processes	Group Presentations: Data collection methods & plans	M&E system strengthening: Input and Group Discussion	Evaluation
<b>FACILITATOR</b> Ms Wilma Wessels-Zievogel	<b>FACILITATOR:</b> Ms Wilma Wessels-Zievogel	<b>FACILITATOR</b> Mr Andries Mangokwana	<b>FACILITATOR</b> Mr Andries Mangokwana	<b>FACILITATOR</b> Ms Wilma Wessels-Zievogel	
<b>Morning Tea: 10:30 – 11:00</b>		<b>LUNCH: 12:30 – 13:30</b>		<b>Afternoon Tea: 15:00 – 15:30</b>	

## DAY 5: 21 September 2018

**Theme:** *Taking swift action to mitigate risk*

### Objective:

*To engage with strategies to address problems and unlock implementation barriers*

<b>SESSION 1:</b> 8.30 – 09.00	<b>SESSION 2:</b> 09.00 – 10.30	<b>SESSION 3:</b> 11.00 – 13.00	<b>SESSION 4:</b> 13.00 – 14.00
Recap	Mitigation and risk	Leadership: Being proactive and adaptive in practice	Evaluation Closing & Certificates
<b>FACILITATOR</b> Mr Andries Mangokwana	<b>INPUT:</b> Dr Steven Kou	<b>INPUT</b> Dr Marianne Cameron / Ms Mabel Sithole	<b>FACILITATOR</b> Ms Wilma Wessels-Zievogel

**Morning Tea: 10:30 – 11:00**

**LUNCH: 14:00 – 15:00**