

**BUILDING BRIDGES**

# Emerging African Leaders Programme

2017





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

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### **Building Bridges Programme**

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- 2 Graduate School of Development Policy and Practice
- 4 Building Bridges: Emerging African Leaders Programme
- 6 Inclusive Governance: Promoting Accountability
- 8 Agency
- 10 Leading Change
- 12 Collaboration and Accountability
- 14 Integration
- 16 Meet the 2017 Emerging Leaders
- 34 Integral Coaching
- 36 Speakers and Faculty
- 46 Feedback from the Class of 2017

# 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 continent's rising generation.

The School promotes the development of strategic public leadership, including a strong emphasis on public sector reform, accountability and trust in governance. The GSDPP provides professional and academic training and forums for discussion for senior public officials and those engaged in public policy in South Africa, other African countries and beyond.

The School trains top graduates to prepare them for public leadership positions and provides executive

training for senior managers and elected office bearers. Some of its programmes are also designed for international organisations, non-profit organisations, think-tanks and the private sector.

The GSDPP also engages in research, consultancy and policy advice on issues related to development policy and practice in Africa. In doing so, it builds on the academic resources of the different faculties at UCT, as well as those of local and international partners.

One of the School's core activities is bringing together policy makers, experts and other leaders in society around key policy issues. The centrepiece of this effort is the Building Bridges programme which brings together established and emerging leaders from all over Africa to engage with intractable problems with the view to establishing new networks of expertise and trust.

## GSDPP INTERNATIONAL ADVISORY BOARD

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

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

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

**Francis Fukuyama**, Olivier Nomellini Senior Fellow at the Freeman Spogli Institute for International Studies, Stanford University

**Mushtaq Khan**, Professor of Economics, School of Oriental and African Studies, University of London

**Benno Ndulu**, Governor of the Bank of Tanzania

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

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

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



Back row: Mr Kelvin Chabala (Finance and Operations Manager), Ms Maria Beaunoir (Office Manager), Mr Zorodzai Matima (Finance Officer), (inset) Prof Brian Levy (Academic Director)

Middle row: Ms Veleska Maphike (Programme Officer, Executive Education), Ms Petra Davids (Office Maintenance), Dr Carla Lever (Communications Manager), Ms Zikhona Sikota (Programme Officer, Masters Programme), Ms Wendy Hendricks (Administrator, Events & Logistics), Ms Mabel Sithole (Programme Officer, Building Bridges), Dr Marianne Camerer (Programme Director, Building Bridges)

Front row: Prof Carlos Lopes (Hon Professor, GSDPP), Ms Elvina Moosa (Programme Manager, Masters Programme), Ms Hannah Diaz (Programme Manager, Executive Education), Prof Alan Hirsch (Director, GSDPP)

# Building Bridges: Leading in Public Life

**The Emerging African Leaders Programme aims to strengthen public leadership in Africa and create new networks, connecting a strong cohort of courageous and ethical leaders committed to driving change in their own countries and across the continent.**

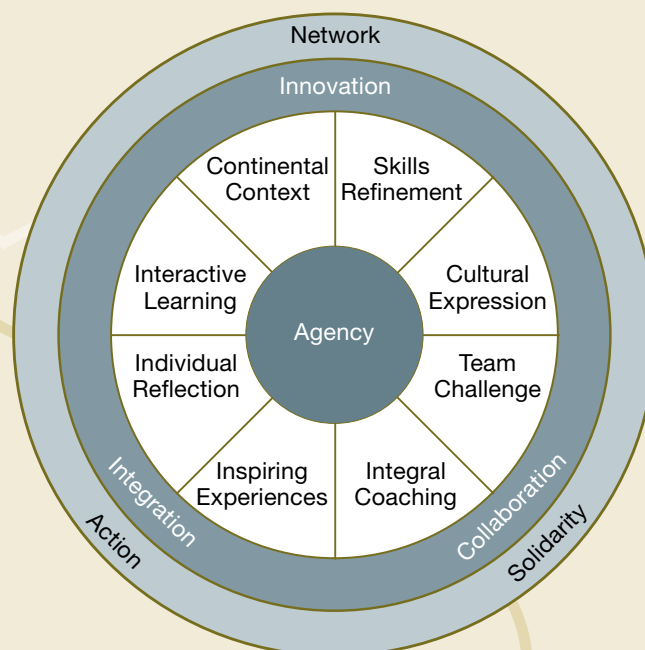
Between 2015 and 2017, 74 emerging leaders from 10 African countries – Ethiopia, Ghana, Kenya, Nigeria, Senegal, South Africa, Tanzania, Uganda, Zambia and Zimbabwe – have attended the programme. Participants are invited on a personal journey, to pause and take some “time out” to reflect on and explore their own personality, style of leadership, behaviour, values, actions and vision.

Strong leadership is critical for promoting accountability and ensuring inclusive governance in all sectors of society. Discussions about development usually focus on policy and practical issues, or the challenges of current African leadership, yet often fail to address how to inspire, cultivate, capacitate and, ultimately, enable the next generation of African leaders.

Our holistic public leadership development model is rooted in both indigenous knowledge and the global discourse on leadership with a strong focus on **agency** as the key ingredient of leadership we need to develop as Africans committed to public service. The programme emphasises the importance of acknowledging the specific character of development challenges and the rich and diverse experience of leadership thinking and practice on the continent.

The programme has three pillars:

- » Face-to-face training delivered during an intensive, multi-disciplinary two-week leadership residency hosted in Cape Town, South Africa;
- » A programme of professional integral coaching for each participant that continues post the residency to enhance the career development trajectory of participants; and
- » An alumni network of graduates to foster the sharing of information, learning and a community of leadership practice.



**This graphic depicts the key ingredients of our approach:**

- The critical competencies – individual agency at the centre expressed through the leadership competencies of collaboration, innovation and integration;
- The core methodologies of integral coaching, team challenge, individual reflection, interactive learning, inspirational experiences, skills refinement, continental context and cultural expression as the spokes of the approach; and
- An on-going alumni network of solidarity, action and on-going learning.

The programme provides a unique learning space, combining substantive inputs on a central theme, with the development of core leadership skills and the practical application of concepts and tools in real-life situations. These include, emotional intelligence, ethics and values, balancing personal and professional development, creativity and innovation, self-reflection and effective communication.

The course curriculum comprises inputs from prominent academics, experienced activists and key public figures; individual and group exercises; daily reflection and feedback sessions; self-evaluation and personal development activities, including a guided tour of Robben Island, a writing workshop and personal coaching sessions; documentary film screenings and panel discussions; and time to relax, socialise and network. The programme is implemented by the Building Bridges team and GSDPP faculty, with expert input from **Mr David Schmidt** of Strategies for Change and **Dr Maria Phalime**, course facilitator and award-winning author.

Guest presenters in 2017 included key public figures and activists from South Africa, Zimbabwe and Cameroon: **Justice Albie Sachs** and **Advocates Vusi Pikoli** and **Douglas Mwonzora**; **Honourable Jackson Mthembu** and **Honourable Bantu Holomisa**; **Profs Achille Mbembe**, **Penny Andrews**, **Brian Levy**, **Ian Goldin**, **Alan Hirsch**, and **Brian Raftopolous**; **Ms Pregs Govender** and **Ms Bulelwa Makalima-Ngewana**; **Mr Lionel Davis**, **Mr Marcus Solomon** and **Mr Mark Heywood**. Their biographies, included at the end of this report, testify to their individual and collective contribution to public leadership in Africa.

This report introduces the 26 emerging leaders for 2017 – from Ethiopia, Ghana, Senegal, South Africa, Tanzania and Zambia – and shares some highlights and feedback from their two-week journey. It includes brief biographies of all distinguished guest speakers, GSDPP faculty and facilitators, and the executive coaches – all of whom are core to the success of this innovative leadership development programme.



# Inclusive Governance – Promoting Accountability

**'Inclusive Governance: Promoting Accountability' was the theme for the 2017 Building Bridges Emerging African Leaders programme (EALP), aligned with the GSDPP's strategic objective of promoting ethical public leadership in Africa. The theme explores the potential for constructive multi-stakeholder engagement – within and between individuals and institutions in civil society, public sector and the state – to effect progress towards inclusive governance and accountability.**

Tackling Africa's challenges and promoting inclusive development requires strong public leadership but is, in many instances, hampered by elite capture, corruption, and a lack of public accountability. Frustration at limited space for citizen engagement and tolerance of political dissent and opposition contributes to mistrust. To navigate this tension requires public leadership from all stakeholders. There are few platforms that facilitate frank and informed conversations on issues related to governance and development between activists, policy makers and practitioners.

The objective of Building Bridges – with its focus on supporting governance reformers both in and outside of the state – is to keep the door open and create 'safe' spaces for constructive engagement. We seek to equip leaders from across sectors with knowledge and capabilities to shift the current cynicism about the state of institutional governance in Africa towards more positive engagement that can contribute to national and regional development.

Our work with emerging leaders in ten African countries over the past three years has demonstrated the value of sharing experiences from in-country and grassroots campaigns. The lessons learnt inform both theoretical and practical lenses on the relationship between civil society and the state in promoting democratic governance and development. The focus on individual agency and demand-driven citizen involvement, beyond mere formal 'participation' adds a new dimension to initiatives aimed at inclusive development. It is about building bridges between state and non-state actors including business leaders, civil society leaders, development agencies, academics, public intellectuals and activists.



Opening dinner keynote speaker Advocate Vusi Pikoli addressing the emerging leaders on the importance of accountability and integrity in public life



Justice Albie Sachs and the class of 2017 after a panel discussion on Integrity in the public sphere





Keynote speaker and UCT Dean of Law, Prof Penny Andrews, with UCT Honorary Prof Trevor Manuel at the formal reception held at Linkoping House

*“If you want to change the world, change yourself ... and institutions”*

**Prof Penny Andrews**



Movement for Democratic Change Secretary-General Advocate Douglas Mwonzora, Prof Brian Raftopolous and transitional justice expert Mr Dzikamai Bere at a panel discussion on Zimbabwe



African National Congress Chief Whip Jackson Mthembu leading the group on a tour to the South African Parliament



Ms Pregs Govender sharing her experiences as a gender and human rights activist in a session on 'Accountability in Action'



African political theorist and thought leader Prof Achille Mbembe addressing the group on rethinking the role of African leadership

# Agency

**The focus on agency involved presentations by faculty, inputs by guest presenters and keynote speakers. Individual and group exercises provided space for participants to deepen self-awareness and their understanding of ethics and integrity in leadership, through practical implementation of skills, concepts and strategies.**

In the opening session, Building Bridges Director **Dr Marianne Camerer** and facilitators **Mr David Schmidt** and **Dr Maria Phalime** outlined the course structure and the key themes woven through the curriculum – **agency, leading change, collaboration** and **integration**. Each participant introduced themselves, and the group played an icebreaker game to establish trust and a conducive learning community for their two-week journey.

## Self-awareness and leadership styles

A highlight of the focus on leadership was an intimate dinner with keynote speaker **Advocate Vusi Pikoli**, Western Cape Police Ombudsman and former head of the National Prosecuting Authority. He shared insights from his extensive personal and professional experience in South Africa and beyond on the challenges of public leadership, and the vital role of the Constitution and judicial institutions in ensuring governance and accountability in democracies.



Effective public leadership starts with the individual leading from the 'inside out' based on their own sense of **agency**. The focus of this section of the programme is on enabling and empowering participants to understand their strengths and weaknesses and leadership style through understanding their personality profiles. This includes an understanding of individual values and the ability to function with integrity and adopt an ethical approach to be able to confront the difficult moral dilemmas of public life.

## Ethics and values

The importance of – and challenges to – maintaining integrity in the public sphere were illustrated in a panel discussion with prominent South African public figures.

The discussion benefited from the contributions of distinguished guest speakers **Honourable Bantu Holomisa**, leader of South African opposition party the United Democratic Movement, and **Justice Albie Sachs**, a life-long activist and former Constitutional Court Judge. They shared some extraordinary and inspiring stories from the struggle against apartheid and the building of a new constitutional democracy in South Africa. Justice Sachs stressed the feminisation of courage. The discussion highlighted the need for courage, commitment and sacrifice in addressing national challenges and building a stronger continent.



## Finding your truth

A trip to heritage site Robben Island, a place referred to by Nelson Mandela and his fellow political prisoners as 'our university', gave the emerging leaders a sobering but inspiring opportunity to reflect on the journey of leadership. The sacrifices of generations of African leaders imprisoned there were graphically illustrated through a personal guided tour by former political prisoner, artist and activist **Mr Lionel Davis**. While many of these leaders went 'from prison to Parliament', others continued to contribute to changing their communities and societies without their names appearing in history books.

**Dr Maria Phalime** led a session on journaling as a tool for personal and political reflection, inspired by the Robben Island trip, in Green Point Urban Park. The day ended with an evening screening of *More than a Game*, a documentary about how prisoners on Robben Island used sport to promote unity and resilience. Activist **Mr Marcus Solomon**, who also served time on the Island and features in the film, facilitated discussion after the screening, giving participants the space to share their reactions to an inspiring and emotional day.



Good leaders have a positive impact primarily because people trust and respect them, rather than for the ideas and skills they possess. They are conscious of their unique strengths and weaknesses and their individual leadership style. They are in touch with their values. They know how to manage themselves. They are able to function with integrity and adopt an ethical approach to the difficult moral dilemmas of public life.

# Leading Change

**We live in an era of rapid change. Globalisation, market conditions, technology, growing social and cultural diversity, and rising inequality, all contribute to an increasingly complex and constantly changing world. Factors that can influence organisational change include crises, gaps in performance, technological advances, new opportunities, changes in organisational dynamics, internal or external pressures and so on. Change can take place incrementally or radically.**

This section of the course focuses on organisational development to tackle Africa's development challenges and how innovation and creativity in leadership development can drive effective change. Organisations need to respond to change – whether or not that change is forced upon them or planned, and this places extraordinary demands on leadership. Driving change in a modern era involves the capacity to leverage networks and alliances, using knowledge and skills to bridge divides, manage conflict, build effective organisations and communicate effectively.

*“When you’re actually in a room talking you suddenly realise just how similar the challenges are that we’re experiencing in African public leadership”*

## Organisational development

**Mr Mark Heywood**, Executive Director of public interest law centre Section 27, and long-time human rights activist, led an inspiring workshop on building sustainable advocacy organisations. He drew on experience from his history in pioneering effective social movements in South Africa, including the AIDS Law Project and the Treatment Action Campaign, and his former roles on the South African National AIDS Council and the Ministerial Advisory Committee on National Health Insurance. This practical workshop and discussion covered typical organisational challenges in both the public and non-profit sectors, including financial sustainability, accountability, and balancing professionalisation and volunteerism.



Keynote speaker and Dean of Law at the University of Cape Town, **Prof Penny Andrews**, welcomed the emerging leaders at a formal reception at Linkoping House. She shared some personal stories of her leadership journey – from growing up on the Cape Flats, to studying law, and a distinguished teaching career at prestigious law schools in Australia and the United States. In January 2016, she returned to UCT to take up her post as Dean of Law, from a position as the first female President and Dean of Albany Law School in New York.



## Africa's development challenges

In this section, distinguished guest speakers shared their insights and experience of the challenges facing the continent, and the need for strong leadership to promote inclusive governance and accountability.

**Prof Ian Goldin**, Founding Director of the Oxford Martin School and an international expert on globalisation and development, presented an overview of changing perspectives of Africa in a changing world. He highlighted the impact of globalisation and growing connectivity, and the challenges – and opportunities – posed by urbanisation, migration, education, the 'youth bulge' and corruption across the continent, and the need to manage instability in the context of leading change.

In an input on 'Inclusive Governance and Promoting Accountability in an African context', **Prof Trevor Manuel**, GSDPP Senior Fellow, shared insights from his extensive experience at the highest levels of government, in the public sector and his formative years as a leading activist in the struggle against apartheid. He spoke frankly about the challenges facing African leadership, and stressed the 'art of the possible' – practical ways to address these challenges and effect institutional reform and accountable leadership. After an intense day of input and engagement, participants relaxed at a drumming evening facilitated by drumming maestro **Mr Dingiswayo Juma**.

In the final presentation on the theme of the development challenges facing Africa, GSDPP Academic Director **Prof Brian Levy** elaborated on the concept of 'working with the grain'. He encouraged the emerging leaders to draw on this incremental approach in tackling the practical realities of promoting reform and facilitating economic and social change at micro and macro levels.

## Innovation

Innovative leadership requires a different mindset or way of thinking, particularly when tackling seemingly intractable problems. Throughout the course, participants were provided with a range of creative skills and tools for self-reflection to enhance their ability to express themselves as leaders, including through journaling and reflection, 'visioning', integral coaching, story-telling and effective messaging.

This competency deals with leading and managing change and innovation in the complex and political environment that characterises the public arena. The focus is on how to tackle the multi-faceted, often seemingly intractable problems, that public leaders are sometimes called on to address. It is about unlocking the wisdom required to help people achieve major transitions and transformations, through building visions that enable change.



# Collaboration and Accountability

**Collaboration requires working effectively with others: how to manage people to maximise their potential, how to develop and lead effective teams, how to establish trust and productive relationships, how to manage conflict and inter-personal dynamics and how to build coalitions and partnerships inside and beyond the boundaries of their organisation, or sector of work.**

This section of the course focused on African leadership in a global context; building partnerships and coalitions; the role of institutions and organisations in accountability; and practical lessons learned from accountability campaigns in Africa.

**Prof Achille Mbembe**, renowned African philosopher, political theorist and public intellectual, provided a broad overview on global leadership and the current state of the world. He shared critical insights about Africa today, which provided the context for a frank, engaged conversation with participants on re-thinking the role of African leadership.

**Ms Bulelwa Makalima-Ngewana**, Chief Executive Officer of the Cape Town Partnership, introduced the topic of building collaborative platforms, alliances and partnerships, sharing from her extensive experience of the opportunities, and challenges involved, in working with different sectors representing different interests. This kick-started a lively discussion on the benefits of collaboration, and the inherent pitfalls, in driving effective change.

Good leaders harness the energy and talent of others to achieve goals. They embody the spirit of Ubuntu. They know how to get the best out of all the people they work with. They seek out partners beyond the boundaries of their own organisations and build alliances, coalitions and partnerships. Collaborative leadership is about the process of harnessing collective energy. As a collaborative leader, your main job is to establish, maintain, and safeguard the collaborative process that allows everyone to participate fully in the group effort. The challenge is to lead the process, not the people. Collaboration, driving change and ensuring accountability involve the capacity to leverage networks and alliances, build effective organisations and communicate effectively.



Participants in conversation with Prof Achille Mbembe

The focus on collaboration and alliance politics crystallised in an evening session on Zimbabwe, which began with a screening of *The Democrats*, an acclaimed Danish documentary providing a ‘behind-the-scenes’ perspective on the process to draft a new constitution in Zimbabwe’s troubled coalition government. The film illustrated graphically the dynamic between institutionalised power and democratic power, and between the public and private faces of politicians. In the words of film reviewer Bilge Ebirir: *“It truly is a movie about politics, and it’s among the more mesmerizing ones you’ll see — even if you know very little about Zimbabwe itself.”*



**Ms Mabel Sithole** chaired a panel discussion with **Advocate Douglas Mwonzo**, Secretary General of the Movement for Democratic Change (MDC-T), who also featured in the documentary; **Mr Dzikamai Bere** (EALP 2016), coordinator for the National Transitional Justice Working Group in Zimbabwe; and **Prof Brian Raftopolous**, a leading Zimbabwean scholar and human rights activist now teaching at the University of the Western Cape. They shared their experiences of Zimbabwe and the importance of the constitution in promoting inclusive governance and accountability which stimulated discussion about their own country contexts among the emerging leaders.

## Accountability in action

The Democracy Café in the city centre was the location for a session on 'The Role of Parliament in Promoting Accountability'. In a session facilitated by **Dr Marianne Camerer**, African National Congress Chief Whip, **Honourable Jackson Mthembu**, shared his reflections on the institutional arrangements that prevent abuses of power and promote accountability, with a particular focus on the oversight role of a democratic Parliament. Participants were then treated to a guided tour of the South African Parliament.

In a session focused on 'Accountability in Action', **Ms Pregs Govender**, lifelong human rights activist and former Deputy Chair of the South African Human Rights Commission, shared reflections from her personal leadership journey and experiences as a gender activist during the struggle against apartheid and in eminent positions in civil society, government and Chapter 9 institutions since democracy. Elected as an ANC MP in the first democratic government, she was the only MP to register opposition to the notorious arms deal in the Defence Budget vote, and subsequently resigned from Parliament in 2002.

The theme of collaboration wrapped up with a panel discussion drawing out the challenges and lessons of activists involved in accountability campaigns in Africa. The panel drew on the experiences of two EALP alumni, **Mr Chris Nkwatsibwe** (2016), a social justice activist with extensive experience in civic and youth engagement in Uganda, and **Ms Phumeza Mlungwana** (2015), currently General Secretary of the Social Justice Coalition which campaigns for the constitutional rights of all South Africans, particularly those living in informal settlements. **Ms Gabriella Razzano** of the Open Democracy Advice Centre (ODAC) and Founding Director of the non-profit civil technology lab Code for South Africa, shared her experience and insight into the open data alliance and the role of technology in accountability campaigns.



# Integration

**Integration is about being able to apply and develop the learning in the individual and organisational contexts in which the emerging leaders live and work. It also deals with understanding Africa's development challenges and the range of approaches to addressing such challenges.**

It is about demonstrating thought leadership and building networks of influence both within countries but also regionally, continentally and globally. Good leaders recognise that the journey of leadership involves the long road. They persist in difficult circumstances. They place an emphasis on lifelong learning for they know they can always improve. Such leaders recognise that today's skills may not be what is needed for tomorrow. The leadership journey is therefore one of learning, improvement and responsiveness to context.

The integration and application of learning in leadership was a key thread woven throughout the curriculum and learning materials – in presentations, discussions, practical exercises and simulation games undertaken individually and in groups. Outings to Robben Island, the South African Parliament and the Green Point Urban Park provided inspiration and time for reflection



on the journey of leadership and the need for life 'balance', while film screenings of *The Democrats* and *Human* provided food for thought and personal reflection on topical issues.

The final theme of 'Integration: Applying the Learning', was explored through an advocacy simulation game. This was a group exercise where each participant was allocated a particular role and personality: the simulation gives participants a feel for how playing particular roles modifies people's behaviour and values and opened up deep questions about ethical leadership.

Award-winning journalist **Ms Mia Malan**, Director of the Mail & Guardian's Bhekisisa Centre for Health Journalism, ran a practical media training session – sharing skills to craft effective messages that target and reach different constituencies. She stressed the importance of understanding social media and its real-time impact on the news agenda and journalism, particularly in an era of 'fake news'.

*"If people see what happens to normal human beings, that's likely to lead to more action than strong quotes, in isolation, from people who know everything about policy or politics. If we can give the stories of ordinary people and grassroots projects power, and make them come alive through including their voices in our stories, we will have done our jobs."*

**Mia Malan**





A vibrant cultural evening gave participants the chance to share more about their home countries in a relaxed environment, using music, performance, food and song – a pan-African celebration of diversity that celebrated new friendships and networks to support their common commitment to a shared future.

In the closing session, GSDPP faculty shared their vision for growing the network of alumni, and encouraged everyone to engage actively through formal opportunities, and to cement the friendships – and alliances – that had developed over the course of an action-packed two weeks. Each emerging leader was given an opportunity to reflect on what they had learned and would take home from the programme. The section that follows introduces each participant with a brief ‘snapshot’ biography, and shares something that they learned from their participation in this unique and innovative leadership programme.



## Advocacy assignment

Participants are allocated to teams and meet regularly throughout the course to devise an advocacy campaign on topical issues that require multi-sectoral and multi-country collaboration. The group presentations to their peers and a panel of judges is a highlight of the course. This assignment provides a space for participants to integrate and practice what they have learned, and to get to know one another better.



**Ms Kay Price-Lindsay** of the Business Results Group gave an input on effective public speaking and presentation, including media appearances. The input provided timely pointers for final preparation before the formal group assignments at the close of the day.



Retired GSDPP Institutional Director, **Dr Judith Cornell**, surrounded by members of the winning team

# Meet the 2017 Emerging Leaders

This year saw our regional footprint increase, with participants from Ethiopia and Senegal for the first time joining emerging leaders from Ghana, South Africa, Tanzania and Zambia.

The brief biographies that follow highlight the extraordinary calibre of participants, who qualified after a rigorous, competitive nomination and selection process based on their level of engagement in public life and their potential leadership trajectory in civil society, government or the private sector.

*“The group is an absolute powerhouse – there was a lot of ‘realness’ from day one: their willingness to be vulnerable and open from the get-go impressed me deeply”*

**Dr Maria Phalime**



## ETHIOPIA

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**Helen Yosef Hailu** is a communications specialist with expertise in journalism, media relations, research and teaching. She is a relationship builder, a team player, and a consistent performer with a record of effective and efficient delivery, and in raising an organisation's profile. Helen began her career as an English teacher, and then worked as a community development and social worker. Her professional path then turned to journalism as she pursued her childhood dream of becoming a journalist. A logical extension of that was her move to the communications field and teaching. Helen is a strong believer that face-to-face communication and books still matter, that feminism is for everybody (as Bell Hooks would say) and that there is nothing called an African problem. When not working, she enjoys trawling museums, attending book and music festivals, and practicing yoga. Helen has an academic background in political science and international relations and holds an MA in Media, Peace and Conflict studies.



**Makda Tessema** is a democracy and governance fellow in the African Governance Secretariat, housed in the Department of Political Affairs at the African Union. She is seconded to assist the Secretariat with implementation of their youth engagement strategy in democratic governance processes. Makda previously worked for the British Council as a programme manager for a regional programme promoting youth engagement in leadership. She was also a programme director for the Young Women's Christian Association, a grassroots local organisation, handling portfolios related to young women's rights, women's economic empowerment, sexual and reproductive health, girls' education and empowerment. Makda holds an LLM in International Law and Human Rights and an MA in Sociology.



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**Meti Bekele** works as a senior project officer at the Ethiopian Academy of Sciences, a non-profit and non-governmental organisation with the vision of promoting scientific knowledge in Ethiopia. She facilitates the implementation of various projects of the Academy, which serve to advance its larger vision of instilling a culture of inquiry and appreciation for the arts. Currently, Meti is responsible for following up on the Science Centre and Creative Arts Centre of the Academy, established as a space where people can learn about science and art in an interactive and engaging manner. In Ethiopia, where formal education typically follows lecture methods, such interactive centres play a significant role in presenting an alternative approach to learning and encouraging curiosity among students. While Meti is using her years of experience in planning, reporting and project management to actively engage in education and art, she plans to integrate more of her interests and use her skills to advocate for other critical issues that warrant more focus in Ethiopia. Meti holds a Masters in Peace and Security Studies from Addis Ababa University.



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**Yoadan Shiferaw** is a proud pan-African youth from Ethiopia, currently working as a programme manager for Talent Youth Association, a local non-governmental organisation. She is an advocate for a range of youth engagement development initiatives with special focus on literacy, the Sustainable Development Goals and youth sexual and reproductive health. She has served as the president of the Rotaract Club of Keroggie, as a country chair for Rotaract Clubs of Ethiopia (district 9212), as a youth champion for Voice Africa's Future, a global youth ambassador for A World at School, a youth leader for Horn of Africa Leadership and the Learning for Action programme, a global shaper of the World Economic Forum at the Addis Ababa hub, and is a Young African Leaders Initiative (YALI) East Africa fellow. She has played a leading role in representing young people from Ethiopia and Africa on a number of national, regional and international platforms. Yoadan studied Law and Peace and Security Studies at Addis Ababa University, School of Law, and the Institute for Peace and Security Studies, on a programme conducted in collaboration with the University for Peace (a UN-mandated university).



**Zebib Tekle** works as an administrative officer for the United Nations Economic Commission for Africa. She volunteers to deliver personal development training to young people supported by locally established education centres and churches. She believes that it is possible to make the world a better place through changing the mindset of even one young person. To this end, she established a community school providing free education to over 100 children in a small town in Ethiopia. She is keen to restart this initiative to improve access to basic education for orphans and vulnerable children. She holds a BA in Sociology and Social Anthropology and a Masters in Business Administration from Addis Ababa University (AAU), Ethiopia and Sikkim Manipal University of Health, Medical and Technological Sciences, India, respectively. During her studies at AAU, she was the founder and leader of Youth Leadership Development Club, which worked on a number of development issues by involving and empowering students to prepare them to be responsible citizens.



## GHANA

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**Esther Amankwah** is an independent media practitioner, a freelance journalist and a TV host. She is currently the chief executive officer of Arrows Communications and Media Bureau, a multi-media communications and marketing group focusing on rural development issues. She is an advisory Board member and lead trainer for Youth Advocates Ghana (YAG) and a communications consultant for Midran-Royals Limited. Her interests include public interest advocacy, women and rural development, corporate governance, and communications. She was the 2006 winner of the prestigious One-touch Telecommunications Award for Exemplary Leadership as Women's Commissioner of the African University College of Communications. She holds a BA in Sociology and Information Studies from the University of Ghana, a diploma in Journalism and Communication Studies from the African University College of Communications and a certificate in Radio and Broadcast Journalism from the Ghana Broadcasting Training School in Accra. She recently completed her Masters in Public Relations at the Ghana Institute of Journalism.



**Lord Percivals Agbavor Jnr** is an auditor and a youth development practitioner. He is head of the Internal Audit Unit of the Afadzato South District-Ghana, Secretary to the Audit Report Implementation Committee, Member of the Finance and Administration Committee, District Coordinator for Public Private Partnership and District Chairman for the Civil and Local Government Staff Association, Ghana. He is founder and executive director of the Lord Agbavor Foundation, an organisation committed to the development and empowerment of women and youth, particularly in rural areas. During his studies, he was the press and information secretary and an executive member of the University Students' Association of Ghana, president of the Faculty of Industrial Art Students Association, president of the Foundation for Future Leaders International, and a member of the Students Parliament and its Constitution and Legal Affairs Committee. Lord holds a BA in Industrial Art from the Kwame Nkrumah University of Science and Technology, a diploma in Human Resource Management from the Institute of Commercial Management in the United Kingdom, and is a final year international law student at the University of London.



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**Selassie Tay** is a microfinance expert and development practitioner with over eight years', serving mainly in management and leadership roles. He is currently the national commercial operations manager for iDE Ghana on a sanitation project to widen access to affordable, gender-sensitive household toilets in three northern regions. He grew up in a community that offered few life opportunities to youth and women, and was motivated to found the Tongu Youth Agenda for Development, a non-governmental organization dedicated to empowering youth and women and accelerating the socio-economic development of his community. He dreams of establishing a community school for entrepreneurship to train and resource the next generation of grassroots female entrepreneurs. He has a passion for finance and social enterprise, and enjoys watching news and cartoons for relaxation. His life objective is to make a positive impact on his world. Selassie holds a Masters in Business Administration (Finance), and is currently enrolled in the Certified Expert in Microfinance course at the Frankfurt School of Finance and Management.



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**Selina Defor** is a multilingual administrative and research assistant at the Research and Development Division of the Ghana Health Service. She is working on a project to strengthen health systems and policy and improve health outcomes for mothers and children in West and Central Africa. She is involved in establishing a multidisciplinary community of practice to promote evidence-based decision making about health in West Africa. Selina led the first-ever gender audit of the Social and Human Development and Governance Cluster of the United Nations Africa Regional Coordination Mechanism, and promoted the mainstreaming of gender equality within the programmes and activities of partner agencies. She conducted gender research on one of the African Union/NEPAD flagship regional development policy frameworks, the Comprehensive African Agricultural Development Programme, and developed recommendations for a gender-sensitive framework for agricultural development and food security. Selina recently launched an initiative to mentor and mobilise resources and support for the education of girls from deprived families, and organise career counselling workshops for these young women.



## SENEGAL

**Djiby Diagne** is a bilingual professional (French/English) with 10 years' experience in economic and financial analysis, and project management. He led the Projects Monitoring Department of the Delivery Unit of the Emerging Senegal Plan, located in the Presidential Office, and manages a large team of sectoral specialists, project managers and their staff. Before returning home in 2013, he held several positions as an economist and financial analyst. He started his career in 2005, with back-to-back internships at the French Ministry of Economy and Finance and the African Development Bank. He then joined the French Embassy in Cameroon, where he served as an economist and business development officer. He has significant experience in finance, focusing on structuring and financing projects in Africa. He graduated from Sorbonne University, Paris, in 2005 with a Masters in Development Economics, and from Sciences Po Paris with a Masters in Finance and Strategy. He studied at Dillard University, New-Orleans, in the US, and in 2016 received an executive certificate from the LeAD Campus, Global Leaders for Africa's Development programme.



**Mame Madia Thiam** is passionate about local development, education and photography. She hopes to contribute to the development of a peaceful and prosperous Africa through the elimination of violence and promotion of education. Her work experience in Senegal includes involvement with Empire des Enfants, a centre for street children, and internships at various non-profit organisations, including the Rosa Luxemburg Foundation and the Open Society Initiative for West Africa. Mame is an African Leadership Academy alumna and a MasterCard Foundation scholar. She graduated recently with a Bachelor of Arts and Sciences degree from Quest University Canada in British Columbia. Her self-designed major explored questions on how to effectively facilitate development, and her thesis bridged local and global contexts.





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**Papa Moda Loum** is a banking professional and entrepreneur currently working as an associate at Citibank. He collaborates across project finance and risk management to structure and arrange funding for infrastructure projects aimed at supporting inclusive growth and providing basic needs. He has a wealth of academic and professional experience in various countries including Nigeria, the United States and Senegal. In 2013 organised by the LeaderShape Institute©, he co-founded SeneBright Initiative, a leadership development programme to mobilise, inspire and prepare Senegalese youth as agents of change and growth in their communities. He is currently working on an educational app to make the learning experience fun, interactive and personalised. He is an avid reader and a basketball enthusiast. Papa holds a Bachelor of Economics from Colby College, United States, and an International Baccalaureate diploma from the United World College of South East Asia in Singapore. While studying in the United States, he participated in initiatives to promote civic engagement and constructive dialogue on crucial social issues such as income inequality, gentrification, and institutionalised racism.



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**Rama Salla Dieng** is a Senegalese feminist, researcher and writer. She received the 2015 Ibrahim Governance and Development doctoral award, and is currently a doctoral researcher in International Development at SOAS, University of London. Between 2010 and 2015, Rama worked successively as a research assistant and a research fellow at the United Nations African Institute for Economic Development and Planning, based in Senegal. Prior to that, she worked in the charity sector in France and at the UNDP country office in Mauritius. In 2009, she was selected by the Moremi Initiative for Women's Leadership as one of the 25 most promising young African women committed to bringing change. She is the convenor of a series of interviews on current African issues in which she interviews policy-makers, scholars and artists. She is also involved with several feminist organisations, including FRIDA, The Young Feminist Fund and Development Alternatives with Women for a New Era. Rama was a 2013 Chevening scholar, and holds an MSc Research in International Development from SOAS, specializing in African Economic Development and Gender. She also holds degrees in Politics from the Bordeaux Institute of Political Studies (Sciences Po Bordeaux) France.



## SOUTH AFRICA

**Busisiwe Mtabane** is a Pan-African feminist, journalist and activist. She is currently the national communicator for the Right2Know Campaign in South Africa, but plans to return to radio broadcasting as it is her first love. She worked previously as a radio presenter and producer for Bush Radio's flagship show Sakhisizwe (Building the Nation). In 2015, she was selected as one of the Mail & Guardian's 200 young South Africans who are shaping the country's future. She is passionate about human rights issues and gender equality. Working for the Right2Know Campaign has exposed her to another spectrum of activism. She draws inspiration from great African leaders like the late Robert Mangaliso Sobukwe and Thomas Sankara, who said we must "never be shamed of being Afrikan". Busi speaks five South African languages, and is passionate about learning new languages. She is inspired by Mosunmola Abudu, founder of Ebony Life Television, and Khanyi Dhlomo, founder and CEO of Ndalo Media, who have proven that anything is possible if you put your mind, the work and time into it.



**Matodzi Amisi** is a director of evaluation in the Department of Planning Monitoring and Evaluation based in the Office of the Presidency. She has over 10 years' experience in research and evaluation of housing/human settlements within the public service. For the past three years, she has been involved in developing the South African National Evaluation System and promoting the use of evaluations to support evidence-based policy and decision-making in government. She has worked closely with both the Departments of Social Development and Human Settlements. Matodzi brings extensive experience in translating and brokering research/evaluation evidence to improve application in policy and management decisions within government.



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**Olawunmi Ola-Busari** is a policy associate at the Africa office of the Abdul Latif Jameel Poverty Action Lab (J-PAL), based at UCT. Her work with government officials and savings and credit cooperatives in Rwanda helped to facilitate access to credit for water tanks for dairy farmers in two districts. In Sierra Leone and Kenya, she is assisting civil society organisations to publicise inter-party debates between political candidates in upcoming elections. In 2015, she managed the planning and delivery of the 2015 Improving Electoral Participation conference in Accra, Ghana, on behalf of J-PAL Africa. Prior to joining J-PAL, she worked as a volunteer at the STEP/Proyecto Access programme at Hostos Community College, where she assisted in an evaluation of progress towards the objective of increased participation of underrepresented minorities in the Science, Technology, Engineering, and Mathematics fields. She holds a Bachelor's degree in Economics from Bard College, and plans to pursue further education in public policy, with particular focus on local government and urban development.



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**Rendani Mamphiswana** is an assistant technology manager at Sasol. He is the founder and president of Takalani Foundation, an organisation dedicated to youth leadership development, where he leads a core team of 20 professional and student volunteers. Since its inception, the Foundation has reached over 1,000 learners in four South African provinces. Rendani also launched a network of non-profit leaders to foster collaboration, share lessons and support new entries. He is passionate about the possibility of applying innovation principles to create Afrocentric socioeconomic models. His view is that when the environment is right, life flourishes. It is the task of the leader to create a flourishing environment. He brings extensive professional expertise to the social development space, along with strong problem-solving and organisational skills. Rendani holds a BEng Hons Technology Management (2015) and a BSc in Chemical Engineering (2008) from the Universities of Pretoria and Witwatersrand respectively. He is a part-time master's student in Engineering and Technology Management at the Graduate School of Technology Management, University of Pretoria.



**Tristan Görgens** is the acting director for human development in the Policy and Strategy Unit, Department of the Premier, Western Cape Government. He is responsible for driving cross-departmental policy making, such as the recently completed Food and Nutrition Security Strategic Framework, and the facilitation of strategic, transversal planning and decision-making structures across the province. He was previously the urban land researcher for the Isandla Institute, a public-interest think tank which builds communities of practice between communities, academics and government officials to drive urban transformation. Their focus was on working with communities and NGOs to understand the potential of the right to the city in a South African context and to build a body of practice and an advocacy agenda to influence the approach to informal settlement upgrading in the country. This culminated in a co-edited book, *Upgrading Informal Settlements in South Africa: A partnership-based approach*, published recently by UCT Press. He has lectured at the University of Cape Town and been involved with a number of NGOs working on community-driven development and disability rights. Tristan is a Mandela Rhodes Scholar and a Steven Bantu Biko Leadership Fellow.



## TANZANIA

**Carolyn Kandusi** is chief executive director for Ubuntu Hub, the first youth hub in Arusha, empowering small and micro entrepreneurs with basic skills to start and scale up businesses and be responsible citizens. Carolyn and her team have developed a training model, the Class Enterprise Model, that gives students real life experience in establishing and running a business. Carolyn worked previously as gender manager with Pastoralists Indigenous NGO forum, which advocates for the rights of indigenous communities. She trained over 600 women, traditional leaders, community champions and community-based organisations on gender and women's rights, and served on the team advocating for the inclusion of pastoralism as a national economic priority and recognition of the rights of hunter gatherers in the-then proposed Constitution of Tanzania. She loves to mentor, encourage and empower women and youth to build their self-esteem, reshape broken dreams and help them find purpose in life. She is a passionate development and governance expert, civic leader, mentor and philanthropist. Carolyn holds a BA in Mass Communication and an MSc in Leadership and Governance.



**Jebra Kambole** is an Advocate of the High Court of Tanzania and the co-founder and head of Litigation of Law Guards Advocates, a multifaceted legal firm in Dar-es-Salaam. He is one of the few lawyers who participate in public education on law and human rights in the media, and has been a regular guest on Star TV (Tanzania), East Africa TV, Clouds FM, EA Radio, and Radio Free Africa, amongst others. Jebra participated in the Misc Civil Case no. 5 of 2016 between Rebecca Gyumi Versus the Attorney General of Tanzania, heard in the High Court of Tanzania. In July 2016, in a remarkable ruling, the Court declared child marriage is unconstitutional. Currently, Jebra is working on cases challenging the Cyber Crime Act of 2015, and is one of the lawyers representing the Media Council of Tanzania, Legal and Human Rights Centre and Tanzania Human Rights Defenders Coalition against the Attorney General of Tanzania before the East Africa Court of Justice. This case seeks to challenge the Media Service Act threatening freedom of expression. He is a member of the Tanganyika Law Society Committee of Constitutional and Legal Affairs. Jebra is a public figure, a lawyer and a human right activist. He believes changes starts with him and it is his passion to see a society with legal and social justice.



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**Mwimbe Fikirini** has many years' experience in programme management across a broad range of areas, including economic and product development, gender and development, law, human rights and reproductive health rights, and governance. She manages a Gates Foundation Programme at CARE International in Tanzania, with a focus on financial inclusion and enhancing proven models like CARE's Village Savings and Loans Associations and technology to support rural women and households. She has extensive experience working with organisations like the Tanzania Women Lawyers Association, the banking sector through programme partnerships – National Microfinance Bank, and AccessBank – and international NGOs in Tanzania. She also has international work experience as an intern with the International Criminal Tribunal of former Yugoslavia, the International Tribunal for Rwanda, and the Organisation for the Prohibition of Chemical Weapons, the 2013 Nobel Prize winner. She holds an LLB from the University of Reading and a Masters in Gender and International Development from the University of Warwick.



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**Nura-Lisa Karamagi** is a dynamic Tanzanian woman and a lawyer by profession. She works with the UONGOZI Institute, an independent government agency in Tanzania that supports African leaders to attain sustainable development for their nations and for Africa. Until 2011, she worked with Ako Law in Association with Clyde and Co., after which she joined the tourism industry. She worked with the Archipelago Group of Companies for five years on education projects on Mafia Island, Tanzania. Due to her unwavering passion and commitment to Tanzanian tourism and advocacy for dialogue amongst public and private sector stakeholders she continues to serve as a Board member for the Hospitality Association of Tanzania. She is passionate about dialogue as a key constituent of inclusive governance. Nura-Lisa holds a law degree from Nelson Mandela Metropolitan University in Port Elizabeth, South Africa, and a Masters in Development Studies from the Institute of International and Development Studies Geneva, Switzerland.



## ZAMBIA

### **Bwalya Natasha Musoma-Mutumba**

began her career as an assistant to a company managing director. In 2012, she joined the NGO world working for the Jesuit Centre for Theological Reflection as an information officer and later as a programme officer. In 2015, Bwalya joined ActionAid as the campaigns officer on tax justice. She is responsible for developing and delivering activities as part of the Tax Justice campaign to promote progressive and equitable tax reform in Zambia. She has also been involved in several campaign initiatives across the ActionAid federation, which covers 45 countries, with 26 countries participating in the Tax Power campaign. She has worked on tax justice advocacy and participated in lobbying activities for the implementation of progressive tax policies. She has participated in exhibitions such as the tax fair, road shows and the commercial and agricultural show that provide platforms to campaign on tax and mobilize support for fairer taxes. She is married with one adorable little girl. Bwalya holds a BA from the University of Zambia, with a double major in Library and Information Science and Development Studies.



### **Chipokota Mayamba Mwanawasa**

is a lawyer and agri-entrepreneur with expertise in structuring deals and business facilitation across Africa. She is also very passionate about issues of social injustice and the empowerment of youth and women. She took a year off from directing her commercial farming and agribusiness ventures to work as a political strategist in the 2016 Zambian presidential, parliamentary, and local government elections. She is a fluent French speaker. Chipokota holds a Masters in Commercial Law from the University of Cape Town, and a joint Honours degree in English and French Law from the University of Kent and Université de Bordeaux IV.



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**Kabwe Julianna Musonda** is a chemical engineer working as a researcher at the Institute for Natural Resources, United Nations University, in Zambia. Her job aims to ensure that research and technology can ‘trickle down’ and impact the bottom line, and to explore how natural resources can benefit local communities. She aims to establish an energy and agriculture integrated model that improves the livelihoods of rural small-scale farmers and stimulates economic development by lowering food production costs, providing a clean energy source and utilizing waste streams. The project will initially target women in the society as they are often the core providers in their homes. Kabwe wants renewable, clean and sustainable energy to become a reality in Zambia, something that actually works, something that can be scaled up, and something that can make a difference. Kabwe intends to use the opportunity provided by this programme to grow and mature as a servant leader who puts the needs of others before her own, especially the less fortunate and disadvantaged. She is a keen feminist who insists on the use of science, technology, engineering and maths order to level the gender playing field in her society and country.



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**Ngosa Simachela** is a legal practitioner with ten years standing in private practice at the Zambian Bar. She currently serves as a member of the Council of the Law Association of Zambia, and is responsible for their International Relations Committee. Ngosa also serves as the editor-in-chief of the Council’s Newsletter, a bi-monthly publication. She is a member of the Audit and Risk Committees of the Ministry of Agriculture and the Examinations Council of Zambia. In August 2016, she served as an adjudicator on the inaugural Local Government Elections Tribunal established under the Amended Zambian Constitution. Ngosa is a member of the Southern African Development Community Lawyers Association and served on their election observer mission to South Africa in May 2014. She is an officer of the International Bar Association Africa Regional Forum, a specialised committee looking specifically at challenges facing lawyers on the African continent. She was instrumental in hosting the Regional Forum Conference in Livingstone, Zambia, in November 2015, on the theme of ‘Economic Development and the Rule of Law in Africa’. She is passionate about the rule of law and the use of the law as an instrument of social order, justice and accountability.







**Dr Maria Phalime**, led a writing workshop to inspire and encourage creative thinking. The emerging leaders were encouraged to reflect – and look forward – to envisage where they see themselves in the future. This culminated in an exercise in which participants each wrote up their vision for themselves and for Africa. The poem below contains an extract from each of their moving personal contributions.

*I have a dream ...*

*of a united, borderless Africa that benefits its people with the vast raw mineral wealth and other natural resources – an Africa not torn apart by unnecessary conflicts and civil wars*

*I have a dream ...*

*to be a story teller – to extract, gather and tell our stories, ordinary stories that can become unifiers, healers and legacies that restore faith in humanity*

*I have a dream ...*

*that Africa will speak with one voice, be in control of its own destiny and be free from poverty and hunger*

*I have a dream ...*

*that one day Africa will be able to speak as equals with the western world*

*I have a dream ...*

*To teach, train, impart vision and be a motivation and inspiration to many children and youth*

*I have a dream ...*

*that I will be brave in the face of fear, I will act more, do more and worry less*

*I have a dream ...*

*my dream is small, but deep – I want to be the kind of man, partner and particularly father, that we need to address sexism and racism*

*“What stood out for me was the opportunity to dream and be held accountable for this dream. I loved listening to the dreams of my colleagues.”*



At the cultural evening, participants handed over a ‘book of dreams’ as a symbolic token of their commitment to being held accountable for realising their individual and collective visions for Africa.

*I have a dream ...*

*of an African society in which every child will have access to education*

*I have a dream ...*

*that one day my country will be economically independent with a strong civil society and citizenry which will not tolerate or entertain corruption*

*I have a dream ...*

*where I will lead women to achieve their goals and harness their potential in life*

*I have a dream ...*

*Of a united and working Africa, where her people take part in enjoying the value offered by her vast material resources beneath the earth’s surface*

*I have a dream ...*

*of a world where women can be women and feel free and empowered to talk and write about their freedoms and they must live them*



***I have a dream ...***

*to live a full life, give my daughter a family and fall in love over and over again with life, people and God*

***I have a dream ...***

*of disrupting the traditional education system to provide young women and men with access to skills and support to build a new generation from the grassroots*

***I have a dream ...***

*of a platform where people with mental illness share and support each other and tell their stories ... where there will be more access to mental health services, more acceptance, less suffering and less suicide*

***I have a dream ...***

*To one day in the future be a great influence – I have not had it easy in life and I would like to use my experience to change the lives of many people*

***I have a dream ...***

*Of having children who are decent citizens of the world, with pan-African values, with conviction to fight indifference and injustice, who believe that being different is perfection*

***I have a dream ...***

*that people will learn to harness their power ... that people will no longer need heroes ... that all humans will be people*

***I have a dream ...***

*that one day the shackles of hunger, illness, poverty and mental alienation will be broken from the ankles, the heads, the hands of children, men and women*

***I have a dream ...***

*that one day, I will look back on this journey and appreciate my role as a global citizen*



***I have a dream ...***

*Of an Africa where all girls will realise their full potential knowing that they can achieve anything they want to*

***I have a dream ...***

*that I will be an active citizen in whichever community in which I find myself and be committed to bringing dignity to anyone marginalized*

***I have a dream ...***

*that Rhodes will fall, that fees will fall, that data will fall, that not only black lives will matter, but that the world puts humanity first*

***I have a dream ...***

*of being a catalyst for change and amplifying the voices of the voiceless, using love and courage to spread positive fire to hearts broken*

***I have a dream ...***

*of a continent without borders, its inhabitants moving freely, where every child has access to education, no mother dies giving birth ... where my people are free of the mental slavery that hold it back now*

***I have a dream ...***

*that I see my dream come true – of one Africa – I see that I am the true change maker and that the change starts from me and you.*



***“The day allowed us to dream together as a team – and to explore ways of feeding into each other’s dreams”***

# Integral Coaching

**Coaching is a powerful process that facilitates and supports personal transformation and change in the individual. Leaders can then replicate the experience by integrating a coaching way of being into their own leadership style. By facilitating clarity of purpose and enhanced performance in leaders, coaching benefits individuals, organisations and society.**

During the programme, **Dr Marianne Camerer** introduced how coaching can help achieve personal and professional goals, and encourage personal accountability. In a 'speed-dating' exercise, participants met the five executive coaches and selected their preferred coach to work with in eight individual coaching sessions – two face-to-face sessions during the residential programme, and six follow-up sessions via Skype after their return home. All coaches are certified by the UCT-affiliated Centre for Coaching in integral coaching, which adopts a holistic approach to personal and professional development.

**Roger Arendse** is Director at Eagle Coaching, a registered coach of the Coaches & Mentors Society of SA (COMENSA) and an independent associate of several coaching service providers. He has professional training through the Graduate School of Business at UCT, and New Ventures West in the USA, and a proven track record as an integral coach of executives, managers, educators, and social entrepreneurs nationally and globally. Arendse holds several postgraduate degrees and diplomas with distinction, spanning education, employment law and theology from UCT and Western Theological Seminary, USA. He has presented at conferences and seminars, and published chapters in journals and books. He is a curious inquirer and contributor across fields of leadership, values, ethics, education, social transformation and spirituality. Arendse was a community leader and social activist in South Africa during his teens and early adulthood. His working career includes that of high school teacher, researcher, tutor, and community organiser in the 1980s. He lectured in theology at UWC in



the 1990s, before becoming full-time organiser of the UCT Academics' Union. Arendse thrives in his vocation of personal and professional care, growth and empowerment.

*"The coach embodies and becomes for the participant an active and deep listening, thinking and collaborative partner in her/his ongoing personal and professional care, growth and empowerment ... Coaching helps to expand and deepen their capacity and competency for more courageous and compassionate leadership and service."*

**Jiva Chokkappan** has held senior positions in the retail industry. At Woolworths, he worked with international franchisees from Africa and the Middle East to grow their business and expand the company brand. When the opportunity arose, he became a Woolworths franchisee, owning stores in Witbank. He currently runs a manufacturing business based in Cape Town. He is a chartered accountant with extensive business experience at operational and strategic levels. He uses coaching in his business to develop and grow his management team. He was a mentor on the Associate and Professional coaching courses at the Centre for Coaching, UCT Business School. His passion lies in developing young people by coaching them in both their personal and business lives.



*"These young leaders focus on making the lives of other people better, often forgetting to look after themselves ... Coaching has allowed them to connect with their inner self as they start to learn new competencies, creating more balance in their lives."*



**Sifiso Mbuyisa** is lead facilitator at Tindzaba Consulting, a private company with offices in Johannesburg, Cape Town and Mpumalanga, with an interest in designing systems and processes that solve complex problems for individuals, organisations

and communities. He is an Associate of the UCT Graduate School of Business, Centre for Coaching, an accredited member of the International Coaching Federation and a certified coach and mediator. Sifiso brings a diverse mixture of experience as a conflict transformation practitioner, mediator, manager, design thinking facilitator and trainer to his coaching, with over 15 years' experience in mediation, training, coaching and conflict resolution, Sifiso focuses on helping his clients gain clarity and translate ideas and self-awakening into skills and practical action. He has worked in international development, including at the United Nations and the European Union, in civil society and as a mediator in provincial government. In 2014, he was appointed by the Department of Environmental Affairs to the national panel of Environmental Mediators. He holds an Honours degree in Political Science from the University of Natal, and a Masters in Law from the University of Cape Town. In addition to his professional commitments, Mbuyisa is a political analyst and social commentator.

*"It is clear that coaching in this programme results in both an increased self-awareness and making 'leadership' less distant and more attainable for the emerging leaders."*



**Rashida Sader** has a Masters in Commerce degree from the University of Cape Town, and is a certified integral coach from UCT's Graduate School of Business. She has work experience in a number of industries spanning education, financial services

and petrochemical, in a range of roles in business, sales and service, human resource management, transformation, organisational change, business leadership, coaching and mentorship. Her professional qualifications and experience facilitate coaching which enables clients to deal with opportunities and challenges in ways that are insightful, actionable and sustainable. Her strength lies in coaching others to design and execute on strategies which are pragmatic.

*"Coaching helps the emerging leaders to make sense of the bigger issues they are dealing with ... It reminds them of the value of keeping things simple, of being fully present, enjoying the journey as much as the destination."*

**Janet van Graan** has a Masters in Fine Arts from the University of Cape Town, and is a certified Integral Coach from the Graduate School of Business/



She has extensive experience in the creative and academic sectors, as artist, designer, lecturer, mentor, manager, facilitator, team player and leader. She also currently leads the department of Design at the Cape Peninsula University of Technology. She worked previously in civil society in adult literacy, arts activism, art education and as mentor to youth in care. She Graan has coached individuals at middle and senior level positions in corporate and academic sectors, through career transitions, leadership development, work-life balance, creativity and communication and teams through times of change. She works with each client to bring change at an integral level: cognitively, emotionally and somatically, leading to healthier, more effective and fulfilled lives. She is a proud parent of two young adult sons, an avid reader and film watcher.

*"As the emerging leaders navigate and lead in times of change, their discovery and articulation of their need to balance personal with public, to explore and address their own needs, enables them to become more spacious, deeper, gentler and more powerful humans, in the service of their vision."*

# Speakers and Faculty

(ALPHABETICAL BY FIRST NAME)



**Prof Achille Mbembe**, born in Cameroon, obtained his PhD in History at the Sorbonne in Paris in 1989 and a DEA in Political Science at the Institut d'Etudes Politiques (Paris). He was Assistant Professor of History at Columbia University, New York, from 1988-1991, a Senior Research Fellow at the Brookings Institute in Washington, D.C., from 1991 to 1992, Associate Professor of History at the University of Pennsylvania from 1992 to 1996, Executive Director of the Council for the Development of Social Science Research in Africa (Codesria) in Dakar, Senegal, from 1996 to 2000. Achille was also a visiting Professor at the University of California, Berkeley, in 2001, and a visiting Professor at Yale University in 2003. He has written extensively in African history and politics, including *La naissance du maquis dans le Sud-Cameroun* (Paris, Karthala, 1996). *On the Postcolony* was published in Paris in 2000 in French and the English translation was published by the University of California Press, Berkeley, in 2001. In 2015, Wits University Press published a new, African edition. He has an A1 rating from the National Research Foundation.



**Justice Albie Sachs** is a retired Justice of the South African Constitutional Court. His career in human rights activism began in 1955 at the age of seventeen when, as a second year law student at the University of Cape Town, he took part in the Defiance of Unjust Laws Campaign. During the next 11 years, Justice Sachs worked as an activist and lawyer defending individuals targeted by apartheid laws. After several bouts of detention and solitary confinement, Justice Sachs went into exile in 1966. In 1988, while he was working as a law professor in Mozambique, a bomb placed in Justice Sachs' car by South African security agents resulted in the loss of his right arm and the sight of one eye. After recovering from the bomb blast, Justice Sachs devoted himself to preparations for a new democratic constitution for South Africa.

Following the first democratic elections in 1994, President Nelson Mandela appointed Justice Sachs to the newly established Constitutional Court, where he served for 15 years. Since his retirement from the Court in 2009, Justice Sachs has been a frequent visiting professor at universities and law schools throughout the United States and has served as an advisor on matters of constitutional law. A prolific author, Justice Sachs has won two Alan Paton Awards, for *Soft Vengeance of a Freedom Fighter* (1991) and *The Strange Alchemy of Life and Law* (2009). South Africa Partners honored Justice Sachs with the Desmond Tutu Social Justice Award in 2014.

## Honourable Bantu Holomisa

(Major General, Retired)

Bantubonke (Bantu)

Harrington Holomisa co-founded the United Democratic Movement (UDM) in 1997 and currently serves as its President. Previously, he was the Commander of the Transkei Defence Force and Head of the Transkei government (former independent homeland between 1987 and 1994) up to the first national elections in South Africa in 1994. He was one of the first two black persons accepted by the South African Army College to do a one-year senior staff course for officers in 1984.



Between 1988 and 1989, the government led by Mr Holomisa un-banned approximately 33 organisations that were banned by his predecessors and his government worked closely with the liberation movements. As a result, Transkei had a smooth transition prior to the South African national elections of 1994. He was chosen by the African National Congress Election Committee to campaign alongside Mr Nelson Mandela, Mr Thabo Mbeki, Mr Cyril Ramaphosa, Mrs Winnie Madikizela-Mandela, the late Mr Joe Slovo and Mr Steve Tshwete during the democratic election in 1994. In 1994, he received the most votes in the ANC National Congress. In 1996, he was expelled from the ANC after testifying to the Truth and Reconciliation Commission about Transkei activities concerning Transkei issues. He refused to retract his testimony arguing that what he had said was of historical knowledge to all concerned.

He has served as the Deputy Minister of Environment and Tourism of South Africa in the Government of National Unity (elected in 1994). Mr Holomisa is a fervent advocate for the environment and is working towards the establishment of the Champions of the Environment Foundation. Since 1989, Mr Holomisa has addressed forums around the world, including the United Nations (UN) Security Council (on the need for the UN to monitor violence in South Africa); the Confederation of British Industry; the Carnegie Endowment, USA; the Council on Foreign Relations, USA; CSIS, USA; African-American Institute (AAI), USA; addressed Prayer Breakfast meetings in USA, Zambia and Uganda; the World Tourism Organisation; the World Travel and Tourism Council; Convention on Biodiversity

and many other international conventions and meetings all over the world. The Independent Electoral Commission (IEC) requested Mr Holomisa to act as a monitor in the June 2007 elections in East Timor. He is regularly invited to address business, academic, civil society and religious groups. Mr Holomisa has mediated in conflict between Methodist of Southern Africa and United Methodist of Southern Africa and he also played a mediating role in solving taxi conflict in Transkei and Cape Town. He is an able athlete, who has played rugby, soccer, tennis, and golf and was vice-captain of the Parliamentary Rugby Squad from 1994–1996. He is married with two children.

**Prof Brian Levy** is the Academic Director of the Graduate School of

Development Policy and Practice at the University

of Cape Town. He also 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. He has published widely on the interactions among institutions, political economy and development policy. His most recent book is *Working with the Grain: Integrating Governance and Growth in Development Strategies* (Oxford University Press, 2014; info at [www.workingwiththegrain.com](http://www.workingwiththegrain.com).) He completed his PhD in economics at Harvard University in 1983.

**Prof Brian Raftopolous** is a leading Zimbabwean scholar and activist.

Formally a Professor of Development Studies at the University of Zimbabwe from 1990–2006, he moved to Cape Town at the end of March 2006 and since 2007 has been the Director of Research and Advocacy in 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. Raftopoulos was also Mellon Senior Research Mentor at the Centre for Humanities Research at the University of the Western Cape from 2009–2013. He is a founder member of the National Constitutional Assembly in 1998, and the first Chair of a broad civic coalition called the Crisis in Zimbabwe Coalition from 2001–2003.

## Ms Bulelwa Makalima-Ngewana

is the Chief Executive Officer of the Cape Town Partnership (CTP), and a qualified town planner with extensive experience in managing and coordinating public-private partnerships. An urban revivalist at heart, she has spent the last eight years with the CTP managing, developing and promoting the central city as an economically thriving, creative and valued public and private space in which to live, work and play. She was a key role player in developing Cape Town's Central City Development Strategy (CCDS) in 2008, which proposes a shared vision to guide future developments in Cape Town until 2018 and, is a key driver of this strategy. She also played a central role in Cape Town's World Design Capital 2014 bid. She is a board member of a number of national and international bodies, including Wesgro, Table Mountain Aerial Cableway Company, Pragma Africa and the International Downtown Association (IDA), and a member of the WDC 2016 International Advisory

Committee for Taipei. She has been a mentor to a number of young professionals and was part of the Allan Gray Foundation mentorship program. She is a columnist for the Cape Times and was selected by the Singapore Government as a World Cities young leader.



**Mr Chris Nkwatsibwe** is a social justice activist. His appreciation of the fact that each decision that every individual makes, whenever or wherever, affects millions of people beyond our spheres of influence, has informed every single one of his decisions. An alumnus of the LPL programme (2016) and a Mandela Rhodes Scholar, he has worked and volunteered with initiatives that seek social and political transformation in Uganda, with a perspicuous focus on young people. He has initiated and contributed to several advocacy initiatives such as: the Hope Initiative Program, the Green Light Movement, Youth Strategic Leadership Forum, Young Leaders Think-tank, and the Network Debate Africa where he is a Founding Partner. Until December 2016, he worked with the Uganda Governance Monitoring Platform where he coordinated the Campaign for Free and Fair Elections, the Black Monday Campaign, and the Citizens' Manifesto Initiative. He is currently studying his Master of Philosophy in Development Policy and Practice at UCT.

**Advocate Douglas Mwonzora** is the Secretary-General of the Movement for Democratic Change (MDC-T) party in Zimbabwe. Following the controversial 2008 elections and the establishment of the Government of National Unity (GNU), Mr. Mwonzora was appointed to represent his party during the constitution making process. He served as the Co-Chair of the Parliamentary Select Committee (COPAC), established in April 2009 to drive the process of producing a new constitution for Zimbabwe. He is one of key figures in the acclaimed documentary, *Democrats*, which provides





fascinating insight into the complex, collaborative process behind developing a new constitution in Zimbabwe.

**Mr Dzikamai Bere** is a researcher for the Zimbabwe Human Rights NGO Forum (the Forum), and has served as Coordinator for the National Transitional Justice Working Group (NTJWG) since May 2014. The NTJWG is a platform established by 46 organisations working in the area of transitional justice in Zimbabwe as a strategic thinktank on policy relating to transitional justice, social cohesion, accountability and reconciliation.



He coordinates its work across six thematic areas – gender, promotion of truth, justice and accountability, reparations and rehabilitation of victims, institutional transformation and memorialisation – including developing advocacy tools and promoting multi-stakeholder engagement, and drafting policy proposals and recommendations. From 2009 to 2012, following the formation of the coalition government in Zimbabwe, he played an instrumental role in the formation of the Transitional Justice Unit, and the establishment of a National Peace and Reconciliation Commission in Zimbabwe. Before this, he worked as a magistrate in Bulawayo. He holds a BA in History from Solusi University and a Master of Advanced Studies in Peace and Conflict Transformation from the Swisspeace Academy in Switzerland. He is a Transitional Justice Fellow with the Institute for Justice and Reconciliation and an alumnus of the LPL programme.

**Ms Gabriella Razzano** is Director and Head of Legal Research at the Open Democracy Advice Centre (ODAC) in Cape Town. She has a BA LLB from UCT, graduating with distinction in Sociology. She formerly clerked with Justice Yacoob of the Constitutional Court and worked at the University of the Witwatersrand. She has a particular interest in access to information and freedom



of expression issues. She is a Founding Director of Code for South Africa, an Internet Governance Fellow and an alumnus of the International Visitor Leadership Program (Global Digital Leader).

**Dr George Mukundi Wachira** is an Advocate of the High Court of Kenya and serves as the Chief Executive Officer of Maendeleo Group – an Africa Focused Strategy, Development and Advisory Firm on Political & Business Risk Analysis; Democratic Governance; Sustainable Development; Peace and Security. He was the founding head of the African Governance Architecture (AGA) Secretariat, Department of Political Affairs, African Union (AU) Commission (2012–16). Mukundi has a Master in Public Administration (MPA) Degree from Harvard University, Kennedy School of Government, Doctor and Master of International Human Rights Law Degrees from the University of Pretoria. He serves on several multi and bilateral initiatives in Africa on democratic governance, adaptive leadership, peace and security and is a Member of the African Leadership Network.

**Prof Ian Goldin** was the founding Director of the Oxford Martin School from September 2006 to September 2016, and is currently Oxford University Professor of Globalisation and Development and a Senior Fellow at the School, and a Professorial Fellow at the University's Balliol College. From 2003 to 2006 he was Vice President of the World Bank, and prior to that the Bank's Director of Development Policy (2001–2003). From 1996 to 2001 he was Chief Executive and Managing Director of the Development Bank of Southern Africa and served as an advisor to President Nelson Mandela, on several government committees and boards, and as Finance Director for South Africa's Olympic Bid. He has a BA (Hons) and a BSc from UCT, an MSc from the London School of Economics, and an MA and Doctorate from the University of Oxford. He has received wide recognition for his contributions to development and research, including being knighted by the French Government and nominated as a Global Leader of Tomorrow by the World Economic Forum. He has published over 50 articles and 20 books, and his recent books include: *The Pursuit of Development: Economic Growth, Social Change and Ideas* (Oxford University Press, 2016) and *Age of Discovery: Navigating the Risks and Rewards of Our New Renaissance* (Bloomsbury and St Martin's Press, 2016).



## Honourable Jackson Mthembu

was born in Witbank, and grew up in Kromkrans, a reserve for Black people between Hendrina and Carolina in the-then Transvaal, where aged seven, he went to work in the mealie fields with his grandmother Sarah Mthembu. During the 1976 Soweto uprising, he was a student leader at Elukhanyisweni Secondary School in Witbank. On many occasions during school he was “chucked out for not being able to afford school fees, uniforms, books.” He attended the University of Fort Hare but after his expulsion, began work at Highveld Steel as a training officer (1980–1984), and production foreman (1986–1988). He was a senior steward for the Metal and Allied Workers Union in mid-1980s, and chair of the Witbank Education Crisis Committee from 1980 to 1986.

During the dark years of the states of emergency in the 1980s, he was in and out of prison, including being charged with treason and later acquitted. He led the SWAPO support group in 300 taxis to the first democratic elections held in Namibia in 1988. From deputy regional secretary of the United Democratic Front from 1988 to 1990, he went on to become media officer for the South African Council of Churches. He is a Roman Catholic and a Methodist. In the pre-election period from 1990 to 1994, he was ANC spokesman in the Eastern Transvaal (Mpumalanga) region. Prior to his present appointment as ANC Chief Whip, he served as ANC national spokesman and as Speaker of the Mpumalanga Legislature. In addition, he served as MEC for public roads and transport in Mpumalanga from 1997 to 1999. He has chaired the portfolio committees on local government, education, sport, recreation and arts and culture.

**Dr Judith Cornell** served as the Director of Institutional Development and Planning at the GSDPP until mid-2016. She returned to South Africa in 2011 to coordinate the launch of the School with Profs Alan Hirsch and Brian Levy. Before her return, she was a technical expert in the HIV and AIDS section at UNESCO in Paris, France, and the Deputy Executive Director for the International HIV/AIDS Alliance in Brighton, United Kingdom. Dr Cornell has decades of experience in public health in South Africa, with particular focus on health financing and policy issues. She holds a BA Performance Diploma in Speech and Drama from UCT, and a Masters and PhD from Warwick University in the United Kingdom.

**Ms Kay Price-Lindsay** was the third woman ever to win the Southern African Championship of Public Speaking, in 2012. She went on to represent nine Southern African countries at the world semi-finals of Public Speaking for Toastmasters in Orlando, where she placed joint 10th. Her experience of competition speaking has made her a powerful speaking coach and mentor, and she works with numerous speakers both in Toastmasters and for TEDx events in Cape Town.

**Mr Lionel Davis** was born in Cape Town in 1936. He was arrested in 1964 and sentenced to seven years on Robben Island for sabotage. During his prison years, he completed his Senior Certificate. After his release, he was restricted under a banning order and house arrest until 1976. At the Evangelical Art and Craft Centre at Rorke’s Drift in 1980 he worked toward a Diploma in Fine Arts. His interest in art led him to complete a BA Fine Art degree at UCT in 1994. In 1978 and 1990 he worked as assistant organiser at the Community Arts Project in Cape Town. He has contributed to literary magazines, books, poetry anthologies and calendars, and produced cartoons. He participated in the Triangle Workshop in New York and the Thupelo Workshop in Johannesburg. He exhibited several times between 1981 to 1987, also in Gaborone, Botswana and Pine Plains, New York, USA. In 1995, he worked for the South African National Art Gallery as a part-time art educator.



**Mr Marcus Solomon** is a former Robben Island prisoner and veteran civic activist. 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.

### Mr Mark Heywood

is the Executive Director of Section 27, a public interest law centre that incorporated the pioneering AIDS Law Project in 2010. He joined the AIDS Law Project (ALP) in 1994 and in 1998 was one of the founders of the Treatment Action Campaign (TAC), which played a leading role in the campaign for public anti-retroviral therapy. He continues to participate on the TAC Secretariat, National Council and Board of Directors. In 2007, he was elected and served for five years as the deputy chairperson of the South African National AIDS Council (SANAC). In 2009, he was appointed a member of the Ministerial Advisory Committee on National Health Insurance. He has written extensively on HIV, human rights and the law and has been part of legal teams that have been involved in major litigation and effective campaigns around HIV and other key human rights issues in South Africa.



**Ms Mia Malan** is the founding director of Bhekisisa, the *Mail & Guardian* health journalism centre, and is the paper's health editor. Prior to starting Bhekisisa in 2013, she was a Knight Health Journalism Fellow in South Africa. She began her journalism career at the South African Broadcasting Corporation



as a radio and television health correspondent. She later established the first health journalism programme of the international media development organisation, Internews Network, in Kenya, which she ran for three and a half

years before moving to the head office in Washington, DC. During this period, she helped implement the training curricula she developed in several countries, including Kenya, Nigeria, Ethiopia, India, Haiti and Thailand. She has received numerous awards for her work, including the Standard Bank Sikuville Newspaper Journalist of the Year Award (2013), the National Press Club awards for print features (2013 and 2014) and the Standard Bank Sikuville Newspaper awards for feature and commentary and analysis categories (2014 and 2012 respectively). She has a Master's degree in Science Journalism from the University of Stellenbosch and has taught journalism and media studies at Rhodes University. She was a Reuters Foundation Medical Journalism Fellow at Oxford University in 2001.



**Prof Penelope Andrews**, commonly known as 'Penny', is a noted human rights scholar and activist and admitted as an advocate of the Supreme Court of South Africa. Prior to joining UCT as the Dean of Law in January 2016, she served as President and Dean at Albany Law School in New York, USA – the first female president and dean for the school since its founding in 1851. She was previously the Associate Dean for Academic Affairs at the City University of New York School of Law (CUNY), where she also sat on the Senate. Prof Andrews has also served as Professor of Law and Director of International Studies at Valparaiso Law School in Indiana, USA. Prof Andrews earned her BA (majoring in economic history; comparative African government and administration) and her LLB from the then University of Natal in Durban, and an LLM from Columbia University School of Law, New York. She began teaching at La Trobe University in Melbourne, Australia and has since been tenured at four law schools in Australia and the United States. She has served on significant law school committees and the boards of public interest legal organisations

as well as on business councils. A member of the New York State Bar Association and the American Bar Association, she has participated in and has chaired several accreditation site teams for the American Bar Association's section on Legal Education and Admissions to the Bar. She has also consulted for the Ford Foundation, the United Nations Fund for Women, and the Victorian Commissioner for Equal Opportunity in Australia. Prof Andrews has published four books and over 50 articles that focus on international human rights law, comparative constitutional law, gender and racial equality, and the judiciary. Her most recent book, *From Cape Town to Kabul: Rethinking Strategies for Pursuing Women's Human Rights* was published by Ashgate in 2012.

**Ms Phumeza Mlungwana** is a

26-year-old woman, born and raised in Khayelitsha, Cape Town. She is currently the General Secretary of the Social Justice Coalition, a fast-growing South African social movement aimed at promoting social justice for all, particularly those living in informal settlements. She has held various positions within the organisation. She is an alumnus of the inaugural Emerging African Leaders Programme and was a speaker at the 2016 EALP programme. Her academic background is in Social Sciences, and she is currently enrolled for an Mphil in Criminology, Law and Society at UCT. In addition to her studies and activism, she serves as a trustee on two boards.



**Ms Pregs Govender** joined the struggle against apartheid as an activist in 1974. She taught English in Durban, at schools and at university, before joining the trade union movement in the 1980s. She was National Educator of GAWU (now SACTWU) before heading South Africa's first Workers College. She served on the executive structures of the National Gender Committee of COSATU, and the United Democratic Front affiliate, the Natal Organisation of Women. During the negotiated transition, she managed the Women's National Coalition, which mobilised rural and urban women to have their voices heard in the formulation of South Africa's



first democratic Constitution. She worked in the national Reconstruction and Development (RDP) office, integrating women's concerns into the RDP. As an ANC member, she was elected to the National Assembly in the country's first democratic election. In the 1994 budget debates she initiated South Africa's gender budgeting and steered its impact on the 1998/1999 National Budget. In 1994, she was tasked with editing the Country Report to Beijing. She was elected Chairperson of Parliament's Committee on Women (1996–2002), which ensured that 80% of its legislative priorities were enacted by 1999. During the Mbeki era, the Committee held public hearings on the gendered impact of HIV/Aids. After being the only MP to register opposition to the arms deal in the Defence Budget Vote, she resigned from Parliament in 2002. Her work since includes as Chairperson of the Independent Panel Review of Parliament, and as a member of the global Panel on Human Dignity.

Her awards include honorary doctorates in Law and Philosophy, the first Ruth First Fellowship and the Fulbright New Century Scholarship for the Global Empowerment of Women. She has authored many papers and articles and contributed to several publications. She is the author of *Love and Courage*, a story of Insubordination. In November 2008, Parliament voted unanimously for her appointment as a South African Human Rights Commissioner by President Motlanthe. She began her term in January 2009 and was appointed Deputy Chairperson in October. She led the SAHRC programmes on Basic Services, the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW) and the Promotion of Access to Information Act (PAIA).

**Prof Trevor Manuel** accepted appointment as Senior Fellow at the School, as well as an Honorary Professorship at UCT. Prof Manuel had a distinguished career in public service, including as one of South Africa (and the world's) longest-serving Ministers of Finance. During his tenure in government, he also served as Minister in the Presidency and as head of the National Planning Commission. His ministerial career highlights have tracked two decades of major development in the South African economy. As Minister of Trade and Industry he led the process of reintegration of South Africa into the global economy after decades of sanctions, and he introduced extension support measures for small, medium and micro-enterprises. During his lengthy tenure as Minister of Finance he stabilised the macroeconomy, significantly transformed the fiscal system in respect of taxation, expenditure and the intergovernmental system. As Chairperson of the National Planning Commission he oversaw the drafting of the broadly accepted first-ever National Development Plan for the country. As Minister he assumed a number of ex officio positions on International bodies, including the United Nations Commission for Trade and Development (UNCTAD), the World Bank, the IMF, the G20, the African Development Bank and the Southern African Development Community. Before 1994, Mr. Manuel was a stalwart of the anti-apartheid movement and an activist. He is currently a senior advisor to the Rothschild Group and Deputy Chairperson of Rothschild SA and a board member of several companies. Among many international posts, he has chaired the International Monetary Fund's Development Committee, served as Special Envoy for Development Finance for UN Secretaries-General Kofi Annan and Ban Ki-Moon, and served on the Commission for Africa and the task team on Global Public Goods. In 2011, he became a Co-chair of the Transitional Committee of the Green Climate Fund, a UN fund to help poorer nations combat and adapt to climate change. Prof Manuel has received numerous honorary doctorates and awards, being named Africa Finance Minister of the Year in 2007.



**Advocate Vusi Pikoli** is currently the Western Cape Police Ombudsman. Between 1991 and 1994, he worked in the private legal profession, but became special advisor to the Minister of Justice, Dullah Omar, in 1994. He served in that capacity until 1997, when he became Deputy Director General of Human Resources in the Department of Justice and Constitutional Development. From 1999 to 2005, he was Director General in the same department, before being appointed to head up the National Prosecuting Authority, a position he held until 2008.

His published memoir, *My Second Initiation*, details his journey from his first initiation as a young man in the Eastern Cape, to his second initiation as a top-ranking government official. Pikoli is a former trustee of the Constitutional Court Trust, and a founding member of the International Association of Anti-Corruption Authorities. He was a director of the forensic investigation division at SizweNtsalubaGobodo until February 2012. He also headed the forensics department at Gobodo Inc. He is also an independent director on the board of Cricket South Africa, where he chairs the social and ethics committee. In August 2012, he and Justice Kate O'Regan were appointed co-commissioners of a commission of inquiry into allegation of police inefficiency in Khayelitsha in the Western Cape.

# Faculty

## Prof Alan Hirsch is

Professor of Development Policy and Practice and has directed the Graduate School of Development Policy and Practice at UCT since 2013. He was born in Cape Town and educated in Economics 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 Governing board and Exco the European Centre for Development Policy Management and the on the Management Board of the Atlantic Fellows Programme at the International Inequalities Institute, London School of Economics. 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*.

**Mr David Schmidt** is a Director of Strategies for Change, an independent consultancy specialising in leadership, innovation and strategy. He has been a prominent figure in developing regional and city strategies in South Africa and in facilitating multi-stakeholder dialogue. He



has been a member of the top management teams of both the Cape Town Metropolitan Council and the City of Cape Town and has consulted extensively to many of South Africa's major cities, the South African Cities Network and the national government departments. He is a seasoned local government expert with well-developed process facilitation and change management skills. Most recently, he has worked as a facilitator between the taxi industry and the City of Cape Town and as transaction advisor for the establishment of the Integrated Rapid Transport Vehicle Operating Company. He has a strong interest in leadership and has run a number of innovative programmes to build leadership capacity including an international shoulder-to-shoulder top management exchange programme and a municipal leadership peer review programme. He has degrees in public management, economics and law. He has written many articles and book chapters on public leadership and municipal reform. He has a long history of involvement in civic affairs and has inter alia chaired the Board of the Development Action Group in Cape Town and the Grove Primary School Governing Body. He is a trustee of the Desmond and Leah Tutu Legacy Foundation.

**Ms Mabel D Sithole** is an international development practitioner working with the Graduate School of Development Policy and Practice. She is also pursuing a PhD with the Centre for African Studies at the University of Cape Town. Mabel obtained her first degree in Politics and Administration from the University of Zimbabwe in 2007, where she was elected president of the Model United Nations Club and chairperson of the Politics and Administration Student Association. She served as the Communication Officer of the International Committee of the Red Cross Regional Delegation for Southern Africa between 2006 and 2009 before moving to Cape Town. She has worked with the British NGO,



Skillshare International, as the Regional Programme Officer, with partners including GIZ, Hogan Lovells, DFID, the British Premier Football Association (PFA) and UNICEF. Her research work through academics and consulting projects includes refugee rights and policy frameworks in South Africa; the implementation of affirmative action and employment equity policies in South Africa's tertiary education sector; parliamentary projects investigating drug and substance abuse in the Western Cape; evaluation of Coaching For Hope's life skills programme; developing a qualitative framework for the assessment of the Independent Electoral Commission in South Africa; evaluation of the Western Cape government training and development policies and their impact; evaluation of ICT tools for medical students by Edge Learning Media and other research departments including the Centre for Higher Education and Technology at UCT.

**Dr Maria Phalime** is a medical doctor and award-winning author.

Born and raised in the Johannesburg township of Soweto, she moved to Cape Town in 1991 to pursue her studies at the University of Cape Town, from where she graduated with a Bachelor of Science (Bsc) degree in 1993 and a Bachelor of Medicine & Bachelor of Surgery (MBChB) in 1999. She practiced for a brief period as a general practitioner in South Africa and the United Kingdom, before leaving medical practice to pursue non-clinical interests. She has worked in trade and investment promotion and has undertaken research and consulting in the areas of economic development and business facilitation. In 2010 she found her voice as a writer. She studied under the acclaimed South African author, Mike Nicol. In 2012 she was the recipient of the inaugural City Press Nonfiction Award for her memoir, *Postmortem – The Doctor Who Walked Away*. In 2013 her novel for teens, *Second Chances*, was the English language category winner of the Maskew Miller Longman Literature Awards. In addition



to writing and consulting, she is an accomplished speaker who has spoken at TEDx Johannesburg and numerous national speaking platforms.

**Dr Marianne Camerer** is the

Programme Director of Building

Bridges the leadership development platform and outreach

programme at the

GSDPP. Prior to

joining UCT, she

co-founded the

international anti-

corruption NGO

Global Integrity and

serves as a trustee of

The Global Integrity Trust. She

previously headed anti-corruption research at the

Institute for Security Studies (ISS), was a founding

director of the Open Democracy Advice Center

(ODAC) and lectured in applied ethics at the University

of Stellenbosch. She has consulted for international

organizations such as the World Bank and United

Nations. She holds masters' degrees in public policy

and political philosophy from Oxford and the University

of Stellenbosch and has published in the governance

field. Her PhD in Political Studies, from the University

of Witwatersrand, was on "Corruption and Reform in

Democratic South Africa" with a particular focus on

the arms deal. She is a Yale World Fellow and spent a

semester in New Haven as a Fellow of the Yale Council

on African Studies. She is passionate about leadership

development and trained as an integral coach through

UCT's Centre for Coaching at the Graduate School of

Business. She is an Advisory Board member of CAPI,

the Centre for the Advancement of Public Integrity, at

Columbia Law School.



# Feedback from the class of 2017

*"It was an enriching two-week journey – I leave with more clarity of vision, and an instrument to hold myself accountable – journaling!"*

**Helen Yosef Hailu**



*"I view leadership very differently now – I realise it's not about power or position because if you lead from that you lead from a place of slavery and we want to be free."*

**Ngosa Simachela**



*"We become better leaders when we work on ourselves – so that's what I did, I worked on myself, so that I can give more to the world."*

**Makda Tessema**



*"I feel happy and privileged to be part of this vibrant group of young people who have a bigger vision of Africa and I feel connected to each and every one of you."*

**Zebib Tekle**



*"The journey to Robben Island changed my whole life – it gave me thousands of reasons to hold on, a million reasons to push until I achieve all my goals."*

**Esther Amankwah**



*"I have realised I don't have to have it all figured out ... all that is expected of me is to do what I can with what I have and what I know."*

**Meti Bekele**



*"Coming here I thought leadership was for the strong, the perfect ... this has made me realise that leadership is a journey and not a destination."*

**Selassie Tay**



*"Self-awareness is a practice that you have to work at every day. I have learned to start where I am, with what I have and to do as much as I can with those around me."*

**Olawunmi Ola-Busari**



*"I want to pledge before all of you – that I have identified what I want to fight for and I am willing and ready to pay the price."*

**Lord Percivals Agbavor Jnr**



*"For the group assignment, we started with nothing, we didn't even know each other. Two weeks later, we have proposals we can submit to the African Union!"*

**Djiby Diagne**



*"You have shown me humanity is not just about the self but the other – I had expectations and I was ready for it, but this went beyond those expectations."*

**Mame Madia Thiam**



*"My biggest take away is that accountability starts from the bottom – before holding our leaders and our presidents accountable, we have to hold each other accountable."*

**Papa Moda Loum**





*"I learned to be a sponge – to soak in all the different stories and experiences, to take in all of what the speakers shared with us – and I am transformed."*

**Rama Salla Dieng**



*"We come from different parts of Africa, yet our realities and our problems are so similar and we have a similar vision of the future of the continent."*

**Yoadan Shiferaw**



*"I leave determined to revive all my buried dreams – my first step is to give my self-care the maximum attention it needs."*

**Selina Defor**



*"The Robben Island visit gave me courage and inspired me to face fear, because you should stand up for what you believe in."*

**Jebra Kambole**



*"This really expanded my vision of the conversation we need to have across society about decolonizing knowledge."*

**Tristan Görgens**



*"Usually when we hear about Africa, it's just the negative stuff – we don't hear about the positive work done, especially by young people. I am leaving inspired."*

**Busisiwe Mtabane**



*"Leadership is a journey of self-discovery and the programme provides ample space for that kind of learning. I have really learned from everybody here."*

**Matodzi Amisi**



*"By connecting with everyone here, I had the opportunity to connect with Africa's future, and I see that Africa is rising."*

**Rendani Mamphiswana**



*"As an African leader, we need to think about how we are going to create succession. I am a founder, and from here I got so much courage and inspiration."*

**Carolyn Kandusi**



*"It was a journey about finding yourself. I haven't found my centre but this has let me reflect that I might have more than one centre and that's fine."*

**Mwimbe Fikirini**

*"It's been truly enriching, the speakers we had, engaging with peers, talking to the faculty – have left me with a lot of important questions about my role."*

**Chipokota Mayamba Mwanawasa**



*"When you arrive in a room with young leaders, you want to be remembered and stand out ... but I quickly realised how much you all gave me, and I want to live those lessons."*

**Kabwe Julianna Musonda**



*"This was the first workshop or training I've gone to that has a human element – it touches your heart, it speaks to your heart. We've become a family."*

**Nura-Lisa Karamagi**



*"The lesson I am taking home, is that everything we care about will happen in the future, so find ways to be present to yourself and your heart."*

**Bwalya Natasha Musoma-Mutumba**

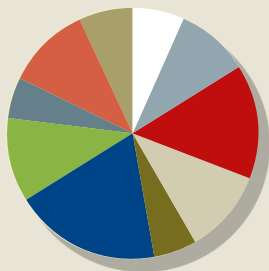
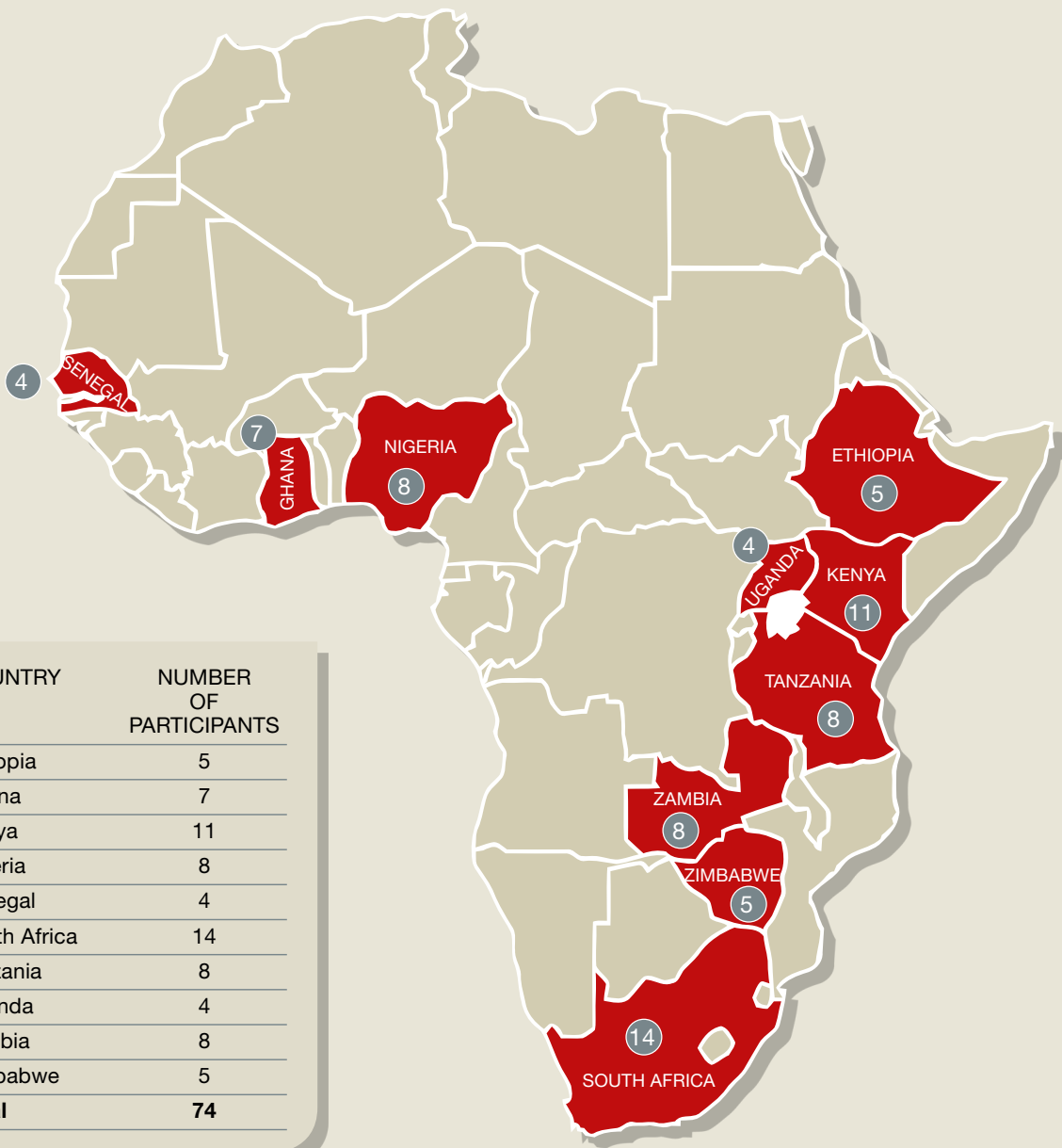


## TABLE MOUNTAIN, CAPE TOWN, SOUTH AFRICA

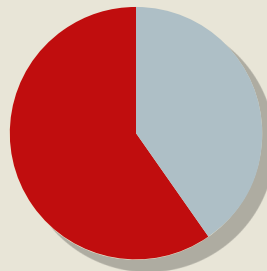
*“We need to keep the fire burning in our countries, in our regions, in the continent – we all have wonderful ideas and dreams that we need to embody... I hope we realise some of our dreams together as a team.”*



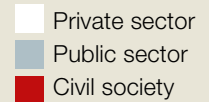
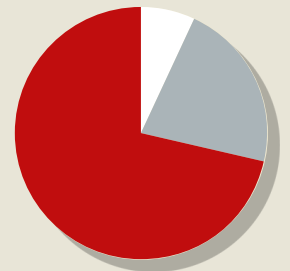
# EMERGING AFRICAN LEADERS 2015–2017



Country Distribution amongst Emerging African Leaders (2015–2017)



Gender Distribution amongst Emerging African Leaders (2015–2017)



Sector Distribution within Country Groups (2015–2017)

From 5 to 17 March 2017, 26 emerging leaders gathered in Cape Town for the third Emerging African Leaders programme, hosted by the **Building Bridges** programme of the Graduate School of Development Policy and Practice at the University of Cape Town. The programme aims to nurture a growing network of capable, ethical leaders that contribute to inclusive governance and accountability to address the 'big challenges' for development in Africa.

Under the theme of 'Inclusive Governance: Promoting Accountability', participants engaged with their country fellows and emerging leaders from other African countries and regions, along with a range of prominent public leaders, including former South African Finance Minister Trevor Manuel, Justice Albie Sachs, human rights and gender activist Pregs Govender, public intellectual Professor Achille Mbembe and prominent Zimbabwean opposition politician Advocate Douglas Mwonzora.

Since its launch in 2015, 74 emerging African leaders from ten African countries have participated in the programme. This year saw participation by 19 women and 7 men nominated from civil society, the public sector and the private sector in six African countries – Ethiopia, Ghana, Senegal, South Africa, Tanzania, Zambia.



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