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The year 2015 proved to be a significant and exciting one for the Wits School of Governance (WSG). There was a lot of staff movement, and the School bade farewell to long-serving Head of School Professor Thomas Mogale, who took up a position of Dean at UNISA in 2016. New staff joining the School, myself aside, included our new Distinguished Professor, Patrick Bond; the former Speaker of the National Assembly, Hon Max Sisulu, joined us as both a Visiting Research Fellow and PhD candidate. Dr Laila Smith took up the reins at CLEAR-AA, replacing Dr Tim Clynick.

The School’s profile grew considerably. In January 2015, a Roundtable on Labour and Social Development took place, opened by Minister Mildred Olifant, following on from the OR Tambo Debate of October 2014 entitled, Achieving an Inclusive Society – creating synergies between social protection, the labour market and the economy.

A few months later, Minister Malie Nkoana-Mashabane commended the ongoing collaboration between her department (DIRCO) and the OR Tambo Debate Series Partnership, referring specifically to the 3rd OR Tambo Debate held in November 2014, entitled, International Relations + Economic Diplomacy Inclusive Regional Growth?

In March 2015, the inaugural Development and Rights Dialogue was held in celebration of Human Rights Month, entitled Development & Rights: The Constitution, Development and Rights, in partnership with the European Union. We were extremely proud to host special guests and struggle stalwarts, Ahmed Kathrada and Advocate George Bizos.

The second dialogue was held in July 2015, in celebration of Mandela Month, entitled, The Mandela Memorial Dialogue: Social Justice and Development. This was held in collaboration with the Friedrich-Ebert-Stiftung (FES), and the Public Protector Thuli Madonsela, Pregs Govender, Kaajal Ramjathan-Keogh, Mark Heywood and Zwelinzima Vavi in a well-attended debate.

In December 2015, in celebration of international Human Rights Day, the third dialogue was held in partnership with the European Union, and focused on the Constitution, human rights and transformation. Panellists included Deputy Minister of Justice John Jeffreys, Hanif Vally, Stavros Lambrinidis, Bizos, Professor Pierre de Vos, Mondli Makhanya and SRC representative Fasiha Hassan.

These events were complemented by outputs such as Professor Susan Booysen’s book Dominance and Decline: The ANC in the Time of Zuma, and the work on Higher Education in BRICS Countries co-edited by Professor Pundy Pillay, part of an on-going drive to raise the profile of the School in traditional academic work, in bridging the gap between the academic and more popular outputs, and in engaging the Wits community – and students most of all – in vigorous debate and discussion. We expect more of the same in 2016.
Introduction to WSG

The year saw the WSG research output figures increase again, doubling year-on-year. This is critical as we steadily turn the School onto a more traditionally academic path, while retaining our original niche of imparting key skills to public officials (elected and professional), NGO workers and others. The School now has to ensure that the change of name, from the old School of Public & Development Management to the School of Governance, is accompanied by balancing our commitment to development and adopting a developmental approach to who and how we teach on the one hand; with greater depth, complexity and increasing research output on the other.

Governance is not a traditional academic discipline, but demands multi- and/or transdisciplinary, which in turn makes greater demands on both academic staff and students. We need to retain our developmental understanding of our student base, their backgrounds and their needs. But we and our students need to raise the bar, as we enter the third decade of democracy in South Africa, and need a skills base in the public sector to match. As such our Doctoral and Masters by Dissertation programmes will gain more prominence over time, as we seek ways of getting to grips with the wicked problems that beset governance in South Africa whether at local, provincial, national, or continental levels.

The formal academic programme remains our raison d’être, with new degrees such as the recent offering in the field of Monitoring and Evaluation (M&E) attracting substantial demand. The pressure is on WSG to grow our range of offerings; diversify our staff in terms of skills, demographics and pedagogy; and anticipate better what a School focusing on governance needs to have, ranging from African security to green governance to M&E to public sector finance and beyond.

Finally, while the School is justifiably proud of our academic core, the Executive Education Unit (EDU) is a key part of the academic venture in offering busy people a much shorter and more focused academic experience, in a wide range of areas. The EDU offered certificate courses in multiple fields including Programme and Project Management, Housing Policy Development and Management, Government Communications and Marketing, Development and Management of Local Government, M&E, Economic Development and Policy, Regional and Local Economic Development, Climate Change and Green Economy, Public Sector Risk Management, Public Finance and Fiscal Management in Local Government, Crime Prevention Management, Governance and Public Leadership, and Defence and Security Management.

In short, the School is extremely well-positioned to grow and meet the challenges of 2016. We thank all our donors, partners, staff and above all our students for supporting, challenging and keeping us on our toes. We hope to provide the quality and content our students want and deserve.
The School’s degree programmes, which aim to build capacity in the public and development sector, continue to attract leaders, decision makers and practitioners from the continent and the rest of the globe.

WSG offers a range of Masters specialisations which articulate from the Postgraduate Diplomas in Management. Graduates of the Masters of Management (MM) are able to critically engage and apply a range of analytical and interpretive lenses to complex issues within the broad reach of the State and civil society and their respective roles as social change and development agents.


The PhD and MM through dissertation degrees could be regarded as the School’s flagship research programme even though we have a significant research component in the Masters in Public and Development Management, and Masters in Public Policy degrees.

In 2015, 74 students were registered in the PhD programme (of whom 33 were first-time registrations) and 12 students enrolled in the Masters by Dissertation degree (10 new students).

In 2015, seven WSG students graduated with PhD degrees. The table below shows the variety of governance, economic, and broader public administration nature of the research undertaken, reflecting the multi-disciplinary nature of the School.

### PhD graduates in 2015

<table>
<thead>
<tr>
<th>Year</th>
<th>Last Name</th>
<th>First Name</th>
<th>Programme</th>
<th>Research Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>Misheck</td>
<td>Chirwa</td>
<td>PhD (P&amp;DM)</td>
<td>Transformation of the security sector in Malawi: 1994 to 2014</td>
</tr>
<tr>
<td>2015</td>
<td>Desia</td>
<td>Colgan</td>
<td>PhD (P&amp;DM)</td>
<td>Perceptions of democracy education among preset and inset students and teacher educators at a college of education</td>
</tr>
<tr>
<td>2015</td>
<td>Angelita</td>
<td>Kithatu-Kiwekete</td>
<td>PhD (P&amp;DM)</td>
<td>Mobilizing local revenue capacities of African cities: Johannesburg and Nairobi</td>
</tr>
<tr>
<td>2015</td>
<td>Nimrod</td>
<td>Mbele</td>
<td>PhD (P&amp;DM)</td>
<td>Corporate governance in state-owned enterprises</td>
</tr>
<tr>
<td>2015</td>
<td>Anywhere</td>
<td>Mutambudzi</td>
<td>PhD (P&amp;DM)</td>
<td>Conflict and the resolution process in Zimbabwe from 2000 to 2013</td>
</tr>
<tr>
<td>2015</td>
<td>Nomusa</td>
<td>Qunta</td>
<td>PhD (P&amp;DM)</td>
<td>A review of the effectiveness of development finance institutions in KZN</td>
</tr>
</tbody>
</table>
In 2015, the WSG attracted over 1000 students, almost double the amount since 2010. The steady growth in student enrolment numbers can be attributed to the quality of academics at the School, the excellent supervision and support and course material that is relevant to the current local and global issues.

### Total number of student enrolments

<table>
<thead>
<tr>
<th>Year</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>602</td>
<td>581</td>
<td>600</td>
<td>721</td>
<td>823</td>
<td>1039</td>
</tr>
</tbody>
</table>

### Student enrolments by qualification type

- **Postgraduate Diploma**
- **Master’s Degree (Coursework & Research Report)**
- **Master’s Degree (Research Report)**
- **Doctoral Degree**

#### 2010

- Total: 602
- Postgraduate Diploma: 22
- Master’s Degree (Coursework & Research Report): 506
- Master’s Degree (Research Report): 4
- Doctoral Degree: 70

#### 2011

- Total: 581
- Postgraduate Diploma: 36
- Master’s Degree (Coursework & Research Report): 486
- Master’s Degree (Research Report): 4
- Doctoral Degree: 55

#### 2012

- Total: 600
- Postgraduate Diploma: 46
- Master’s Degree (Coursework & Research Report): 492
- Master’s Degree (Research Report): 5
- Doctoral Degree: 57

#### 2013

- Total: 721
- Postgraduate Diploma: 243
- Master’s Degree (Coursework & Research Report): 413
- Master’s Degree (Research Report): 8
- Doctoral Degree: 57

#### 2014

- Total: 837
- Postgraduate Diploma: 385
- Master’s Degree (Coursework & Research Report): 378
- Master’s Degree (Research Report): 11
- Doctoral Degree: 63

#### 2015

- Total: 1039
- Postgraduate Diploma: 467
- Master’s Degree (Coursework & Research Report): 483
- Master’s Degree (Research Report): 14
- Doctoral Degree: 75
### Student enrolment by gender

<table>
<thead>
<tr>
<th>Year</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>57.5%</td>
<td>42.5%</td>
</tr>
<tr>
<td>2011</td>
<td>57%</td>
<td>43%</td>
</tr>
<tr>
<td>2012</td>
<td>58.5%</td>
<td>41.5%</td>
</tr>
<tr>
<td>2013</td>
<td>52%</td>
<td>48%</td>
</tr>
<tr>
<td>2014</td>
<td>52%</td>
<td>48%</td>
</tr>
<tr>
<td>2015</td>
<td>51%</td>
<td>49%</td>
</tr>
</tbody>
</table>

### Student enrolment by race

<table>
<thead>
<tr>
<th>Year</th>
<th>African</th>
<th>Indian</th>
<th>Coloured</th>
<th>White</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>87%</td>
<td>5%</td>
<td>3%</td>
<td>5%</td>
</tr>
<tr>
<td>2011</td>
<td>88%</td>
<td>3%</td>
<td>3%</td>
<td>6%</td>
</tr>
<tr>
<td>2012</td>
<td>88%</td>
<td>4%</td>
<td>3%</td>
<td>5%</td>
</tr>
<tr>
<td>2013</td>
<td>86%</td>
<td>4%</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>2014</td>
<td>87%</td>
<td>4%</td>
<td>4%</td>
<td>5%</td>
</tr>
<tr>
<td>2015</td>
<td>86%</td>
<td>3%</td>
<td>4%</td>
<td>3%</td>
</tr>
</tbody>
</table>

### Student enrolment by nationality

<table>
<thead>
<tr>
<th>Year</th>
<th>South African</th>
<th>International</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>85%</td>
<td>85%</td>
</tr>
<tr>
<td>2011</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td></td>
<td></td>
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<td>2013</td>
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<td>2014</td>
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<td></td>
</tr>
<tr>
<td>2015</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Executive Education

Executive Education programmes

In 2015, the Executive Development Unit (EDU) continued to offer a wide range of specialised courses, designed to meet the needs of practising public and development managers. These courses were designed to enable practitioners to develop their knowledge and skills in a range of broad thematic and sectoral areas.

Multiple short courses were delivered to a variety of clients in all spheres of government, a variety of flexible models. These courses were offered in single blocks of study, block-release sessions over a number of months, workshops, seminars; and some combination of these options.

Short Courses delivered in 2015

CERTIFICATES IN:
- Programme and Project Management
- Housing Policy Development and Management
- Government Communications and Marketing
- Development and Management of Local Government
- Public and Development Sector Monitoring and Evaluation
- Certificate in Economic Development and Policy
- Regional and Local Economic Development Programmes
- Climate Change and Green Economy
- Public Sector Risk Management
- Public Finance and Fiscal Management in Local Government
- Crime Prevention Management
- Advanced Governance and Public Leadership
- Community Development
- Defense and Security Management
- Public Management

Executive Education collaborations

The EDU partnership with the Department of Human Settlement (DHS) expanded in terms of synergy with the Department’s provincial capacity-building aims and objectives, by means of the rolling-out of a number of housing courses in various provinces.

Partnering with the Gauteng City Region Academy (GCRA) and the Milpark Business School, the EDU delivered training and capacity building in the Senior Management Development Programme and Middle Management Development Programme for the Gauteng Government. WSG took responsibility for the Programme Monitoring and Evaluation and Macro Economics modules.

The EDU partnered with Capricorn College in Limpopo Province to deliver the Certificate in Programme and Project Management to Further Education and Training College teachers and officials.
Executive Education

events

OR Tambo Debate Series on implementing the National Development Plan (NDP)

The OR Tambo Debate Series was launched in July 2014, with the inaugural debate themed: How to implement the National Development Plan.

The debate series was premised on conversations among stakeholders including government, business, labour and civic society. It examined opportunities and constraints in the implementation of the Plan whilst contributing towards building institutional capacity of the State and society.

The Series has grown significantly, attracting a wider audience through various media and greater attendance at these debates. Through our social media partner, BRIDGE, the debates have received considerable coverage on social media.

In January 2015, a Roundtable on Labour and Social development took place. This event, which followed on from the OR Tambo Debate held in October 2014, entitled, Achieving an Inclusive Society – creating synergies between social protection, the labour market and the economy, was opened by the Labour Minister, Mildred Olifant.

In May 2015, International and Cooperation Minister Maite Nkoana-Mashabane in her budget presentation in Parliament, commended the ongoing collaboration between her department and the OR Tambo Debate Series Partnership. She referred specifically the third Debate held in November 2014, entitled, International Relations + Economic Diplomacy = Inclusive Regional Growth?. The minister praised the partnership in terms of its facilitation regarding the implementation of the NDP recommendations on strengthening South Africa’s foreign policy.

In July 2015, an education-focused debate was held, entitled Basic Education + Accountability = Inclusive Growth. This debate featured Minister Angie Motshekga, Dr Nic Spaull, Mr Sizwe Nxasana, Dr Siphile Mthiyane and was moderated by Mr Cas Coovadia. The position paper was co-authored by Professors Anne Mc Lennan and Graeme Bloch.

In 2015 a formal agreement between the United Nations Development Programme (UNDP) and WSG was signed for, thereby cementing the partnership and the collaboration on the OR Tambo Debate Series. This was agreement is a precursor to an overarching agreement to be signed between the UNDP and the Department of Planning, Monitoring and Evaluation.
Development & Rights Dialogue Series

In March 2015, the WSG Development and Rights Dialogue Series was launched to provide an opportunity to explore how key development goals, such as reducing poverty, unemployment and inequality, and achieving a socially cohesive nation, translated into the rights guaranteed by our Constitution.

The inaugural dialogue was held in March 2015, in celebration of Human Rights Month, and was entitled, Development & Rights: The Constitution, Development and Rights in partnership with the European Union; featuring special guests and struggle stalwarts, Ahmed Kathrada and George Bizos.

The second Development and Rights dialogue was held in July 2015, in celebration of Mandela Month, and entitled, The Mandela Memorial Dialogue: Social Justice and Development. This was done in collaboration with the Friedrich-Ebert-Stiftung. Panelists included the Public Protector Thuli Madonsela, Pregs Govender, Kajaal Ramjathan-Keogh, Mark Heywood and Zwelinzima Vavi. The dialogue was moderated by Professor Bonita Meyersfeld.

In December 2015, in celebration of international Human Rights Day, the third dialogue was held in partnership with the European Union, and entitled, The Constitution, Human Rights and Transformation. Panelists included Deputy-Minister John Jeffrey, Hanif Vally, Stavros Lambrinidis, Bizos, Professor Pierre de Vos, Mondli Makhanya and Fasiha Hassan.

Annual Open Day

Minister of Home Affairs, Malusi Gigaba delivered the keynote address at the annual WSG Open day. He discussed the role of Higher Education institutions in assisting the current government through equipping public servants with the requisite skills and capacity that would enable the public service to achieve its good governance goals of transparency, accountability and public value.

The annual Open Day enables prospective students, as well as their friends and families to visit the School, and to explore the academic courses and programmes offered, whilst providing an opportunity for interaction with WSG academics and staff. The EDU organises the annual Open Day.
Research at WSG is assuming increasing importance and is reflected, inter alia, in the increasing number of research degree (e.g., PhD and MM-Dissertation) students, journal and book publications by staff, and a continuing discourse between members of the WSG community (academics and students) and members of the broader community on a range of relevant economic, social and political issues.
Research and Publications

It is encouraging to note that the number of publication units increased from 6.23 in 2012 to 12.62 in 2015.

This table shows the output of journal publications and book chapters by author in 2015.

<table>
<thead>
<tr>
<th>Author/s</th>
<th>Article</th>
<th>Publication</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ivor Sarakinsky and Ebrahim Fakir*</td>
<td>A brief history of factionalism and new party formation and decline in South Africa: the case of COPE</td>
<td>Journal of African Elections</td>
</tr>
<tr>
<td>Susan Booysen</td>
<td>Election 2014 and the ANC’s duet of dominance and decline</td>
<td>Journal of African Elections</td>
</tr>
<tr>
<td>Mark Orkin</td>
<td>Developing a diagnostic tool and policy instrument for the realization of decent work</td>
<td>International Labour Review</td>
</tr>
<tr>
<td>Pundy Pillay and four others</td>
<td>Improving the fit: Making the Skills Development Levies Act work better in South African national departments</td>
<td>Journal of Public Administration</td>
</tr>
<tr>
<td>Ramolobi Matlala* and Dikgang Motsepoe</td>
<td>Institutional Arrangements to support the implementation of Local Economic Development in the City of Tshwane Metropolitan Municipality</td>
<td>Academic Journal of Interdisciplinary studies</td>
</tr>
<tr>
<td>Michael Muller</td>
<td>The ‘Nexus’ as a step back towards a more coherent water resource management</td>
<td>Water Alternatives</td>
</tr>
<tr>
<td>Susan Booysen</td>
<td>The 2015 parliamentary elections in Lesotho</td>
<td>Electoral Studies</td>
</tr>
<tr>
<td>Neissan Besharati and Paulo Esteves*</td>
<td>The BRICS, South-South Cooperation and the International Development Field</td>
<td>Contexto Internacional</td>
</tr>
<tr>
<td>William Gumede</td>
<td>Marikana: a crisis of legitimacy in the institutions that form the foundations of South Africa’s 1994 post-apartheid political settlement</td>
<td>Social Dynamics</td>
</tr>
<tr>
<td>William Gumede</td>
<td>The politics of mining nationalisation in South Africa</td>
<td>Journal of Public Policy</td>
</tr>
<tr>
<td>Michael Muller and three others</td>
<td>Built infrastructure is essential</td>
<td>SCIENCE</td>
</tr>
<tr>
<td>Patrick Fitzgerald and Salim Latib</td>
<td>A model for assessing and shaping public service leadership development interventions</td>
<td>Journal of Public Administration</td>
</tr>
<tr>
<td>Merle Werbeloff</td>
<td>The effects of hybrid pay incentives on work-team performance – a longitudinal study</td>
<td></td>
</tr>
<tr>
<td>Pundy Pillay</td>
<td>Research and Innovation in South Africa</td>
<td>Book chapter</td>
</tr>
<tr>
<td>Neissan Besharati</td>
<td>The case of the South African Development Partnership Agency</td>
<td>Book chapter</td>
</tr>
<tr>
<td>Paul Benjamin and Debbie Collier*</td>
<td>Measuring labour market efficiency</td>
<td>Book chapter</td>
</tr>
<tr>
<td>Ivor Sarakinsky</td>
<td>Party political finance and multi-party democracy in South Africa’s 2014 election</td>
<td>Book chapter</td>
</tr>
<tr>
<td>Ivor Sarakinsky</td>
<td>Corruption</td>
<td>Book chapter</td>
</tr>
<tr>
<td>Mark Orkin and three others</td>
<td>Militants or managers? Cosatu and democracy in the workplace</td>
<td>Book chapter</td>
</tr>
</tbody>
</table>

Note: * indicates contributors outside WSG
**Books**

The following books were published by WSG academics in 2015.

*Dominance and Decline: The ANC in the Time of Zuma*
Susan Booyse

Professor Booyse assesses Zuma's imprint across the four faces of ANC power that the author identified in her 2011 book *The ANC and the Regeneration of Political Power*. These are the ANC organisationally, in relation to the people, in elections and government. During the time under study in *Dominance and Decline* the president's interests supersede those of the party and State. As Zuma's potential replacements start contending the succession politics take shape, the book considers whether the ANC will be able to recover the damages and reclaim previous heights. Its verdict is that the ANC will reverse the Zuma imprint with difficulty, even if the citizens may still reward the ANC for transcending Zuma.

*Higher Education in the BRICS Countries*
Pundy Pillay, Simon Schwartzman and Romulo Pinheiro (editors)

In spite of the increasing attention attributed to the rise of the BRICS, few studies have looked at the ways in which broader social expectations with respect to the role of higher education across the BRICS have changed, or not, in recent years. The point of departure in this book is that, contrary to the conventional wisdom focusing on functionalist perspectives, higher education systems have a tendency for evolving in a rather unpredictable fashion as a result of the complex interplay between a number of internal and external factors, including governmental agencies, markets, and specific institutional traditions and cultures of HE institutions.

**Conversations**

Our fortnightly seminar/workshop series, “Conversations” provides an ideal, informal opportunity for WSG academics and others from within the university community and beyond to engage in debate around relevant economic and socio-political issues.

Listed below are some of the topics that were presented in 2015:

1. **Anthoni van Nieuwkerk:** Where is the African voice? Reflections on the ‘International’ in International Studies
2. **Patrick Fitzgerald:** The Mount Grace three Process
3. **Manamela Matshabaphala:** Leadership and good governance in the public service – lessons from African philosophy
4. **Frank Meinijtjes:** In the context of poverty and inequality, the complementary roles of non-governmental organisations and social movements in advocating progressive policy and programmes
5. **Job Mokgoro:** Reconfiguration of national government departments
6. **Gavin Cawthra:** Military interventions, violent extremism and the changing nature of peacekeeping in Africa: implications for the global security system
7. **Michael Muller:** What do we learn about regions and regionalism from the water management discourses?
8. **David Everatt:** Public mood in Gauteng as measured by the IPSOS Khayabus survey of April 2015
9. **Darlington Mushongera:** Outsourcing and bureaucratic efficiency in the public sector
10. **Kieron Crawley:** Parliamentary capacity for oversight in South Africa
11. **Laila Smith:** Assessment of the capacity to drive the National Evaluation System forward in South Africa
Conferences

Listed below are some of the conferences attended and papers presented by WSG staff in 2015.

1. Patrick Bond: Mining and Sustainable Development, Cyprus.
2. Patrick Bond: Climate and the Blue economy, Wits University.
5. Michael Muller: Contribution of cooperative management of water resources to regional integration in SADC, some lessons for regional industrialization? TIPS Conference, Wits.
6. Michael Muller: WaSH implementation strategies responsive to the SDGs: a Southern perspective, University of North Carolina, USA.
7. Pundy Pillay: Designing a Pro-poor Bus Fare Policy for the City of Johannesburg, (co-authored with Michael Muller and Mark Orkin), Thredbo Transport Conference, Santiago, Chile.
CLEAR-AA is a global initiative aimed at strengthening developing countries’ capacities in monitoring and evaluation (M&E) and performance management (PM) to support a focus on evidence-based decision-making.

The initiative was established in January 2011 to respond to increasing government and civil society demands for practical and applied M&E and PM capacity-building and to address the current limited availability of relevant local evaluation expertise in many developing countries in several regions.

CLEAR-AA is financed through a multi-donor trust fund and is housed at the WSG and is a project of Wits University.

CLEAR-AA’s four main achievements over the period under review:

- CLEAR-AA has expanded its human resource capacity by trebling its staff, recruiting five visiting research associates as well as establishing a database of affiliates/evaluators across Anglophone Africa.

- Significant strategic programming has occurred which has established four business lines that form the basis of CLEAR’s work in the region. These programmatic areas are allowing CLEAR-AA to ensure its outputs are reaching towards the achievement of outcomes that will allow CLEAR-AA to deliver on its mandate in strengthening ECD capacity in the Anglophone region.

- CLEAR-AA has strengthened its visibility on the continent by hosting various initiatives, key amongst these was a dialogue in Anglophone Africa (South Africa in October) as well as one in Francophone Africa (Benin in July) with strategically important representatives from National Planning departments and M&E units as well as academic institutions across the continent to explore how evaluation findings are beginning to permeate public policy reforms. The 11 African countries that were represented at the dialogues are Ghana, Uganda, Nigeria, Kenya, Benin, Burkina Faso, Cote d’ Ivoire, Senegal, Botswana, Zimbabwe and Zambia.

- CLEAR-AA’s governance has improved through the establishment of an Advisory Council with continental representation (Uganda, Ghana and South Africa) in order to guide CLEAR-AA’s expansion into the African region. There has also been ongoing engagement with its host institution, through regular use of some of the WSG staff in CLEAR-AA tailored training.
Two international dialogues were held, co-hosted with CLEAR-AA Francophone Africa, one in Benin and one in South Africa. Each of these promoted inter-regional dialogue on key issues in evaluation capacity development with Benin focused on National Government ECD needs and South Africa on how to build demand from key drivers in the national evaluation system.

CLEAR-AA’s engagement with DPME in 2012, 2013 and 2014 largely focused on curriculum development for in-service training for the roll-out of National Evaluation System. In 2015, we delivered a tracer study on past CLEAR-AA courses developed and piloted for DMPE’s in-service training.

In 2015, we provided technical assistance to develop a research strategy and research protocols to guide the management of studies undertaken by this Transport SETA. The research strategy development consisted of identifying areas within TETA where research is most likely going to lead to provision of knowledge and evidence that could be used to strengthen the performance and profitability of the transport sector in South Africa.

We are a technical partner in a two-year research project led by the Department of Basic Education of the South African Government and Wits School of Education. The research is funded by DFET and the North West Provincial Department of Education. The RCT evaluates three interventions aimed at improving early grade (Grade 1) Setswana reading.

The Parliamentary programme continues to grow and strengthen the network of parliamentarians interested in evaluation in SA, through building stronger links with the APNODE. Additionally, access to information for this network has improved through a revamped section for legislative oversight on the CLEAR-AA website.
Training and workshops delivered by CLEAR-AA

**Results Based Management Executive Training:** CLEAR-AA delivered the Public and Development Sectors Results Based Management course through Wits School of Governance.

**M&E in Legislative Oversight:** We trained over 100 parliamentarians in 2015 through the delivery of a module in “Oversight Monitoring and Evaluation” as part of the School’s certificate programme in Governance and Leadership. This is through a three year partnership between the National School of Government, Parliament and the WSG.

**M&E in HIV/AIDS Regional Training on Advanced-Level Monitoring and Evaluation for HIV and AIDS and M&E course in partnership with JICA** was delivered by CLEAR-AA to participants from across six SADC countries – Botswana, Lesotho, Namibia, South Africa, Swaziland and Zimbabwe. The participants were from national government ministries and departments (Health, Public Service and Administration, Office of the Prime Minister), HIV and AIDS National Coordinating Bodies, civil society organisations and academic/training organisations.

**Certificate in the Results-Based Monitoring and Evaluation** in partnership with the WSG.

**Impact Investing Workshop; Building the field, Measuring success** in partnership with ET Jackson and Associates.

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**Seminars**

The seminar series, delivered through the Deepening Evaluation business line, hosted three seminars as part of the EvalAfrica series:

- Meta-Analysis seminar in collaboration with the University of Pretoria and 3IE.
- Systematic Reviews in collaboration with the Education Department at Wits and the Education department.
- Evidence Synthesis in collaboration with JPAL and DPME.
WSG in the media

The academics at the School are continuously being asked to contribute to interviews for print, online and broadcast media. During this reporting period, the respective Advertising Value Equivalency for media coverage, which is what the editorial coverage would cost if it were advertising space (or time) was just over R14 million. This is remarkable considering that pro-active media was limited in the absence of a communications team.

These are some of the media that our academics were featured:

PRINT AND ONLINE


BROADCAST

POWER FM, Talk Radio 702/Cape Talk, ENCA, SABC, Alex FM, Radio CCFM, Radio Al-Ansaar, Radio Today, ANN7, MNET, Cliff Central, CNBC Africa

Highlights

During the July graduation ceremonies, there were a few media reports on the 14 parliamentarians, including Deputy Minister for Rural Development and Land Reform Mcebisi Skwatsha, who graduated with a Postgraduate Diploma in Management: Governance and Public Leadership. This ceremony was attended by Deputy Speaker of the National Assembly Lechesa Tsenoli, as well as National Council of Provinces chair Thandi Modise and speakers from various provincial legislatures. Former deputy president Kgalema Motlanthe addressed this ceremony.
Human Resources & Administration

The WSG introduced an array of highly skilled employees:

- **Professor David Everatt** was appointed as the new Head of the School.
- **Dr Laila Smith** joined the school as the new director of CLEAR-AA.
- **Mrs Gakiema Abrahams** appointed the new PA to Head of School.
- **Mr Niessan Besharati** moved to CLEAR-AA as a technical specialist.
- **Mr Kieron Crawley** moved to CLEAR-AA as a senior technical specialist.
- **Professor Anthoni Van Nieuwkerk** was appointed the new WSG Academic Director.
- **Ms Simone Smith** took a new post as research assistant.
- **Mr Max Sisulu** joined the school in the capacity of a visiting Research Fellow.
- **Dr Ivor Sarakinsky** returned from a year-long sabbatical leave where he pursued research in areas of the green economy and public governance.
- **Dr Manamela Matshabaphala** resigned as the Academic Director.
- **Prof Patrick Bond** joined the WSG as a Distinguished Professor.

The school bid farewell to **Dr Timothy Clynick** and **Ms Jo-dene Swart**.

In October 2016, the administrative staff including Finance, Marketing and Executive Education moved to a heritage building, Trematon. Donald Gordon therefore is the hub for the School’s academics.
### Support staff

- Ashraf Labat: LAN Administrator
- Audrey Rabany: Finance Officer
- Bolitumelo Molefe: Programme Officer
- Bongiwe Mswele: Events/Co-ordinator
- Dino Gavelides: LAN Administrator
- Gakiema Abrahams: PA to Head of School
- Gloria Mogale: Senior Project/Programme Co-ordinator
- Kgomoletso Malahle: Programme Coordinator
- Linda Mzileni: Academic Delivery Unit Manager
- Mankosana Mngomezulu: PA to Academic Director
- Miriam Sibanda: Senior Operations Administrator
- Moneerah Ismail: Financial Administrative Assistant
- Naseen Abdulla: Receptionist/Admin Assistant
- Phindle Mohanoe: Administrative Assistant
- Raymond Kgagudi: Business Development Manager
- Stanley Serobatshe: Administrative Assistant
- Thandiwe Maditse: Assistant Research Administrator
- Zubeida Bagus: Financial Manager

### Temporary staff

- Catherine Moat: Lecturer
- Emmanuel Thakanyane: Finance Officer
- Gillian Godsell: Senior Lecturer
- Koffi Kouakou: Senior Lecturer
- Koogandhreen Pillay: Program Manager
- Merle Werbeloff: Lecturer
- Simone Smith: Administrative Officer
- Zibusiso Manzini-Moyo: Administrative Assistant

### Academic staff

- Professor David Everatt: Head of School
- Alex van den Heever: Adjunct Professor
- Anne Mc Lennan: Associate Professor
- Anthoni Van Niekerk: Associate Professor
- Dikgang Motsepe: Senior Lecturer
- Gavin Cawthra: Professor
- Horacio Zandamela: Senior Lecturer
- Ivor Saraikinsky: Senior Lecturer
- Kambidima Wotela: Lecturer
- Lynn Hewlett: Senior Lecturer
- Mananela Matshabaphala: Senior Lecturer
- Murray Cairns: Principal Tutor
- Pundy Pillay: Professor
- Patrick Fitzgerald: Adjunct Professor
- Patrick Bond: Professor
- Salim Latib: Lecturer
- Susan Boosien: Professor
- Thotse Motswaledi: Lecturer
- Thomas Mogale: Associate Professor

### Associate and Visiting staff

- Amusaa Inambao: Associate Professor
- Arnold Muller: Adjunct Professor
- Barry Gilder: Research Fellow
- Edward Maloka: Adjunct Professor
- Frank Meintjes: Research Fellow
- Godfrey Mokate: Adjunct Professor
- Graeme Bloch: Research Fellow
- Isayvani Naicker: Research Fellow
- Kirti Menon: Research Fellow
- Lekoa Mollo: Research Fellow
- Lewis Ndhlovu: Research Associate
- Louis Picard: Professor
- Mary Metcalfe: Adjunct Professor
- Mark Orkin: Professor
- Max Sisulu: Research Fellow
- Michael Sachs: Research Fellow
- Michael Muller: Research Associate
- Mohammed Jahed: Adjunct Professor
- Mouctar Diallo: Research Associate
- Paul Benjamin: Associate Professor
- Paul Kibuuka: Research Fellow
- Richard Levin: Associate Professor
- Stephen Porter: Research Fellow
- Theodorus Potgieter: Research Fellow
- Tomaz Salomao: Research Fellow
- William Gumede: Professor
Partners and Funders

Berlin School of Economics and Law
Centre for Sustainability in Mining and Industry
City of Johannesburg
City of Tshwane Metropolitan Municipality
Civilian Secretariat for Police
Department for International Development
Department of Community Safety Gauteng and KwaZulu Natal
Department of Education
Department of Performance Monitoring and Evaluation
Department of Science and Technology
Department of Social Development
Deutsche Gesellschaft für Internationale Zusammenarbeit
Gauteng Department of Co-operative Governance and Traditional Affairs
Geneva Centre for the Democratic Control of Armed Forces
Ghana Institute of Management and Public Administration
Government Technical Advisory Centre / National Treasury
International Labour Office

Kenya School of Government
KPMG Services (Pty) Limited, South Africa
Local Government Sector Education and Training
Microsoft South Africa (Pty) Limited
Open Society Initiative for Southern Africa
Oliver and Adelaide Tambo Foundation
Safety and Security Sector Education and Training Authority
Services Sector Education and Training Authority
Social Science Research Council
South African Police Service
The African Development Bank
The Passenger Rail Agency of South Africa
The World Bank Group
United Nations Development Programme
University of Pittsburgh
Vaal University of Technology
Zimbabwe Peace and Security Programme

Governance
The Advisory Board of WSG consists of the following members:

Professor Richard Levine (Chair)
Professor Christo De Coning
Dr David Barnard
Mr John Moalusi
Ms Judith February
Mr Khaya Ngema
Advocate Lentswe Mokgatle
Dr Mark Orkin
Mr Rashid Seedat
Dr Sean Phillips
The financial year

Summary statement of Income and Expenditure 2014 | 2015

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<tr>
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<th>2014</th>
<th>2015</th>
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<tbody>
<tr>
<td><strong>REVENUE</strong></td>
<td>58,590,587</td>
<td>80,036,868</td>
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<td><strong>EXPENSES</strong></td>
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<td>Salaries</td>
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<td>Operating expenses</td>
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<td>University contribution</td>
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<td><strong>SURPLUS/ DEFICIT C/F</strong></td>
<td>2,999,699</td>
<td>12,248,355</td>
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1 Surplus funds are related to restricted project grant funded, and externally funded work.