## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome by the Head of School</td>
<td>2</td>
</tr>
<tr>
<td>Studying at WSG</td>
<td>6</td>
</tr>
<tr>
<td>Research</td>
<td>14</td>
</tr>
<tr>
<td>Events</td>
<td>24</td>
</tr>
<tr>
<td>Centre of Excellance</td>
<td>30</td>
</tr>
<tr>
<td>WSG in the Media</td>
<td>32</td>
</tr>
<tr>
<td>Human Resources and Administration</td>
<td>34</td>
</tr>
<tr>
<td>Financial Statements</td>
<td>38</td>
</tr>
</tbody>
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Welcome by the Head of School

The WSG in 2016

The year proved to be important for the Wits School of Governance (WSG). The WSG benefitted from a series of new appointments in the academic and administrative cadre, in both the Executive Education and Academic Development offices.

We needed to beef up our human energy and capacity to change and grow. The influx of new-comers is very healthy for the School. There have also been shifts and changes: convenorships have almost all changed hands, course packs are being updated, and academics are venturing into teaching new areas as well as working on designing new programme areas that better match a school of governance. New people bring new visions to degrees, content, and pedagogy and our students will benefit from these changes.

New staff and ideas were needed to match the growing awareness of the need to grapple with the complexities of governance on its own terms, and specifically within a context of a decolonised curriculum. With the #FeesMustFall movement legitimately calling for significant changes to what we teach, and how we teach, the School began various processes: some staff focus on decolonising the curriculum, and we will be compiling a

New people bring new visions to degrees, content, and pedagogy, which are changes that our students will benefit from.
library of over 200 key works on governance by African scholars; and others began work on curriculum re-engineering to allow students a more elective-based opportunity to steer their own intellectual path through our degrees. Some staff members are also working on both online and blended learning programmes so that we can reach further (geographically), ideally at lower cost, and allow students to access modules in their own time and place.

While the student protests were occurring across the country, with both positive and negative impacts on campuses, it spurred us to engage in greater introspection by revising the curriculum and pedagogy (as detailed above), and conducting research where mainly the WSG authors (with one or two academic colleagues from elsewhere) collaborated with students involved in either the #RhodesMustFall and/or the #FeesMustFall movements to produce the first scholarly work on the student protests. Edited by Professor Susan Booysen, with contributions from Wits and the WSG students and many WSG academics, the book was a first attempt to narrate the unfolding protest from the eye of the storm (or at least, so it felt). Subsequent analyses will have the benefit of hindsight and easier access to key players, but *Fees Must Fall: Student Revolt, Decolonisation and Governance in South Africa* will remain a key text that provides a unique set of perspectives on the year that will primarily be remembered for student protests. The book launch took place on Tuesday, 15 November 2016, and drew significant interest from students and members of the general public. A robust discussion was held with panellists that included Dr Darlene Miller, Sizwe Mpofu-Walsh, Vishwas Satgar and Refiloe Lepere. The WSG offered 100 free copies to students who could not afford to purchase them.

Other research continued as well, including the project managed by Dr Caryn Abrahams in partnership with the Massachusetts Institute of Technology (MIT), which tracked newly elected councillors in Gauteng. The research team (comprising of students from various schools at Wits) were trained, met with the visiting MIT team, and completed their first round of interviews. As they prepare for the next round, we have agreed with MIT that the goal will be a conference at MIT in 2017, where the students will compete for places to present their work because resources are limited. In this way, the students are not merely bringing in data – they are expected to write their own articles, present at a conference, and thereafter look for appropriate publication sites. The GLOBUS project, managed by Professor Pundy Pillay, had its first major ‘kick off’ meeting in Oslo where many of the WSG team members participated in a lively few days of debating EU foreign policy and social justice.
Back at home, the School became even more active in hosting events. We try to open our doors to the public as well as expose our guests to rigorous Q & A with the audience. The WSG commemorated Africa Day 2016 by hosting a meeting which focused on the rights of women with regard to peace and security in Africa. The question of whether or not racism should be criminalised has become a hot topic. In response, the WSG in collaboration with the Wits School of Law, the Ahmed Kathrada Foundation, the Nelson Mandela Foundation, the Oliver & Adelaide Tambo Foundation, and the Delegation of the European Union to South Africa presented Dialogue 4 in the Development & Rights Series in March 2016. The seminar tackled issues such as defining racism, constitutional limits to the right to freedom of expression, and the regulation of hate speech. In keeping with the topic of the dialogue, the panellists in their individual and professional capacities demonstrated passion for, and commitment to, overcoming racism and its damaging effects and consequences for individuals and society.

As part of the OR Tambo Series, the WSG organised a debate on ‘Building a Capable State’, which addressed issues related to building an ethical and effective public service and a capable state able to play a transformational and developmental role in realising the plan’s vision by 2030. It was noted that Chapter 13 of the National Development Plan does not only consider a capable state, but rather a capable and developmental state. The distinction is important given South Africa’s context and its dichotomous economy comprised of rural and urban elements. Almost all the skills, capital, and high-quality services are located in urban areas. There is also the vast racial inequality hindering access to resources. A capable and developmental state is a state that can intervene to correct historical inequalities and generate opportunities for its citizens. The developmental state model recognises that neither government nor the market can develop the necessary capabilities on their own, and calls for the involvement of all spheres of the state, not just the executive and public service, but Parliament and the judiciary too.

Dialogue 5 of the Development and Rights Dialogue Series focused on commemorating Africa Month alongside the 50th anniversary of the late Robert F. Kennedy’s historic visit to South Africa in 1966. Senator Kennedy’s historic trip to South Africa is often considered the most notable visit made by any USA leader to South Africa during the Apartheid era. We also kicked off a new partnership with the Development Bank of Southern Africa by hosting the first ‘Infrastructure Conversation Series’ on 18 August 2016. This event focused on the ‘Disruption of the Electricity Utility Model.’

While all of these high-profile events, books, and research projects were occurring, the School continued with our core duties – teaching and supervising. With new convenors for diplomas, degrees, and doctorates, the School began the transformation necessary to realise the vision of being Africa’s leading school of governance. The massive effort of delivering lectures based on all the unseen backroom work done by the Academic Delivery Unit, the setting of examinations, and designing the new PhD programme (which includes a six-month preparatory phase followed by defence panels for self-authored proposals combined with short, long, and pre-submission panels for PhDs) kept all staff members working flat out.
Five PhDs graduated during the year (following a bumper year in 2015), and we welcomed a whole new cohort of research degree students, as well as almost 1000 new students in security, monitoring and evaluation, governance, social security, public financial management, and a host of other areas available at the WSG.

The Executive Education Unit, which offers certificate courses, was also re-staffed (with Dr Manamela Matshabaphala replacing Prof Patrick FitzGerald as Director), and is well prepared to achieve the significant targets set for this and next year.

All in all, 2016 was a tough year for students and staff members at universities in South Africa, and images of burning facilities and police vehicles dominated TV screens. In the background of these events, the WSG staff - like others elsewhere - came to work, continued our work, supported our students, helped hundreds graduate with certificates, Diplomas, Masters and Doctorate degrees, and tried to ensure that their academic careers were successfully completed. Gratitude for this hard work needs to be extended to all the WSG staff members.

**While all of these high-profile events, books, and research projects were occurring, the School continued with our core duties - teaching and supervising.**
Studying at the WSG

The WSG, previously the Graduate School of Public and Development Management, has been at the forefront of a national movement to restructure public management since the early 1990s and has consistently played a supportive role to national, provincial and local governments in building capacity for policy development and management across the public sector, including education. The School has also worked with local and international non-governmental organisations (NGOs), donors and their partners, as well as many others.

The WSG has become in large part a more traditional academic school, albeit a multi/transdisciplinary one, putting students through increasingly rigorous and challenging degrees, diplomas, and certificates.

The School has always viewed its work as serving the purpose of strengthening South Africa’s democracy by ensuring that its research and training contribute to an effective, transparent, and accountable civil service. This ethical position, which captures a mission perhaps unique to the School, continues to inform and guide WSG’s work. Ways of accomplishing this objective include seminars and public lectures such as the ‘Oliver Tambo Debate Series’, research projects and publications, as well as teaching and training.

The WSG offers two programme streams, namely, an academic programme and an executive education programme.


The School recognises its African context and the need to respond to initiatives and requests for greater training, teaching, and research involvement.

The School is in the process of decolonising the curriculum and making this genuinely transformative.
Governance does not belong to a sector or discipline – it straddles multiple disciplines, and academics in the School need to be able to work across multiple disciplines simultaneously.

ACADEMIC PROGRAMMES OFFERED IN 2016

1. Post graduate Diploma in Management in the fields of:
   • Public and development management
   • Governance and public leadership
   • Sector monitoring and evaluation
   • Security

2. Master of Management in the fields of:
   • Public and development management
   • Public policy
   • Governance and public leadership
   • Security
   • Humanitarian and development management
   • Sector monitoring and evaluation

3. Master of Management by dissertation

4. Doctor of Philosophy
1. Postgraduate Diplomas:

Postgraduate Diploma in Management in public and development management (PDM)

Graduates of the PDM are skilled professionals who are able to perform complex managerial tasks in the public, private, and development sectors. This diploma consists of seven modules that enhance prospective managers’ skills sets. All the lecturers are accomplished teachers with professional experience in their areas of teaching and research. This diploma has the status of an honours or fourth-year degree and is an excellent all-round qualification for officials who wish to take their managerial careers to the next level. It also opens up opportunities for higher degrees at Masters and PhD levels.

Postgraduate Diploma in Management in governance and public leadership

This one-year programme primarily aimed at enhancing the knowledge and skills of the legislative sector, and enables professionals to advance their careers and contribute to good governance and effective development in their organisations and communities. The programme is offered on a block-release basis, which allows existing practitioners in South Africa and elsewhere in the region to enrol. The School is committed to improving governance and development in South Africa, Southern Africa, and the rest of the continent. The specialisation in the field of governance and public leadership is designed to produce the political leadership needed to address Southern Africa’s developmental challenges.

Postgraduate Diploma in Management in sector monitoring and evaluation

This diploma aims to strengthen capacity in management, monitoring, and evaluation. It was formed in response to government’s demand for personnel who can accurately measure outputs and outcomes of its interventions as a way of enhancing evidence-based decision-making. Scarcity of local personnel with these and other related skills translates into government sourcing these skills internationally, which is often expensive, untimely, and not customised. The WSG has taken the initiative to build the capacity of local personnel in South Africa, and Africa at large, as a way to measure Africa’s own developmental solutions.

Postgraduate Diploma in Management in security

This specialisation has been offered since 2008 and builds on more than a decade of work that the School has done in the security sector, in collaboration with universities in the Southern African region, providing training, research, and policy analysis in security studies. The specialisation is structured to provide a sector-wide approach, and considers the role of institutions dealing with public safety, state security, and defence. The programme is aimed at enhancing the knowledge and skills of current security sector administrators and practitioners from across the continent where they explore new ideas, expand their analytical and managerial skills, and reflect on their values, goals, and careers.

2. Master of Management in the fields of:

Master of Management: Master of Management students 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.
Master of Management in public and development management

This is a rigorous academic programme providing students with the advanced conceptual and analytical abilities needed to become effective public policymakers, senior public administrators, and development practitioners. The Master of Management (by coursework and research report) in the field of public and development management is a two-year full-time or three-year part-time degree.

Master of Management in public policy

The Master of Management in public policy degree produces public policy professionals that serve the needs of policy development, implementation, as well as monitoring and evaluation. These professionals are equipped and positioned to directly impact on the world of public policy in South Africa, Southern Africa, and the rest of the African continent. The need for high-quality policymakers, policy analysts, policy advisors, as well as civil society policy researchers and activists has become pervasive in the governmental, developmental, non-governmental, and other sectors of contemporary society.

Master of Management in governance and public leadership

This degree was designed in response to requests for capacity building among members of the South African national and provincial legislatures as well as political office bearers. The Master of Management (by coursework and research report) in the field of governance and public leadership is a two-year full-time or three-year part-time degree.
Master of Management in security

The Master of Management degree in the field of security is aimed at providing students with the advanced conceptual and analytical abilities they need to become effective policymakers, senior public administrators and development practitioners. It is aimed at senior security sector administrators and development practitioners, or people who believe they will hold such posts in the future. Candidates will require foundational knowledge of management in the security sector. This includes a solid grounding in the theory and practice of governance, policy formation, and the management of large organisations, including public bureaucracies.

Master of Management in humanitarian and development management

The development of this new curriculum provides a tailored blend of modules interrogating policy and practice-based issues to ensure that both the critical analyses and rigour of an intense academic programme are applied to these matters, while developing and demonstrating cutting-edge approaches applicable to the humanitarian and development crises of today. It also aims to deepen its interrogation of the gap between humanitarian and development policy and practice, with a strong focus on bridging that gap. The WSG’s geographic location on the continent and its exposure to perspectives from the region make it ideally placed to offer the programme.

Master of Management in sector monitoring and evaluation

The monitoring and evaluation Master’s programme aims to strengthen capacity in management, monitoring, and evaluation. It was formed in response to government’s demand for personnel who can accurately measure the outputs and outcomes of its interventions as a way of enhancing evidence-based decision-making. Scarcity of local personnel with these and related skills translates into government sourcing these skills internationally, which is often expensive, untimely, and not customised.

3. Master of Management by dissertation

The primary purpose of a Master’s degree by research and dissertation is to educate and train researchers who can contribute to the development of knowledge at an advanced level. A research Master’s degree is a degree where you learn the majority of your content through doing your own research. The dissertation ranges from 50 000 – 60 000 words. In terms of the University’s rules, the key criterion for awarding the Master of Management research degree is appropriate scholarship in the area under study.
4. Doctor of Philosophy

Students reading for the PhD are seeking to advance the state of knowledge in their particular domain by gathering substantial data, evaluating theories, and generating original arguments regarding a significant public management and/or policy development, or governance issue. A doctoral thesis is a substantial project. The doctorate typically provides training for an academic career. It requires a candidate to develop a sophisticated conceptual framework, undertake independent research at the most advanced academic level, read and interpret published debates in the field (and other related fields), as well as produce a thesis that makes a contribution to knowledge in a particular field.

Student profiles by course and first year of admission from 2014 –2016

<table>
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<tr>
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<th>NUMBER ENROLLED</th>
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The PhD programme has also increased the intake requirement during this time on the basis of the social theory module. Improving the quality of PhD students and their minimum throughput time has increased the subsidy considerably. The grant-funded projects have simultaneously increased due to the research capacity in the School and the consultancy capacity of externally funded work. This portfolio of work has been securely managed and procedurally processed to minimise funder-based risks to the University with complete success. The basis is strong and well-developed to continue and grow the funded programmes in future years.
Executive education programmes

As part of the WSG’s strategy, there was a revitalised focus on the development of executive education, which included the assessment of the short courses and course offerings, by concentrating on the quality of programmes, market needs, positioning of courses, and the development of high-volume, high-value courses tied to the overall degree strategy. The School was approached by various organisations to assist them in developing the capacity of their staff in relation to identified capacity gaps. Examples of the collaborations that took place include partnerships with the Local Government Sector Education and Training Authority, the Johannesburg Road Agency, and the Uganda Institute of Management. This revitalised focus will ensure that the School increases its third-stream revenue in years to come. Our over 90 short courses are specialised, flexible, and include multi-disciplinary content. The participants are mainly from the public sector.

Short courses delivered in 2016 included: Public sector governance and risk management; Government communications and marketing; Programme and project management; Local and regional economic development; Managing public policy; Development and management of local government and Climate change and green economy.

Executive education collaborations:

Partnering with Ditsela

The Education Development Unit has entered into exciting partnerships in 2016. One such partnership is with Ditsela. Ditsela is a Labour Institute set up in 1996 as a joint project by the two largest trade union federations, the Congress of South African Trade Unions (COSATU) and the Federation of Unions of South Africa (FEDUSA). Part of the institute’s function is to coordinate capacity-building interventions for the COSATU, National Council of Trade Unions (NACTU), and FEDUSA trade unions.

Over and above maintaining workplace industrial relations, trade unions (through their respective federations) actively participate in influencing public policy in National Economic Development and Labour Council Chambers (NEDLAC), such as the trade and industry, development, labour market, public finance, and monetary policy chambers. Unions are thus expected to develop capacity for trade union officials and shop stewards in these areas. The programmes will include courses such as Economic development and policy, Research methodology and Labour market analysis, and Industrial relations.

Targeting metal and engineering industry employees

The Metal and Engineering Industry Bargaining Council (MEIBC) is a significant labour market institution and the largest bargaining council in the private sector. It covers over 300 000 employees and over 10 000 employers. The WSG has partnered with MEIBC and aims to target mainly metal and engineering industry employees regarding a customised industrial relations executive development programme, which will focus on the analysis of the iron, steel, engineering, and metallurgical labour markets, called the ‘Consolidated Main Agreement’, that is applied to industries covered by the MEIBC.
Civilian oversight of the Police Learning Programme

The WSG has received funding to deliver civilian oversight of the Police Learning Programme, which will be jointly undertaken with the Department of Community Safety and Liaison, as this is an existing partnership. One thousand learners are expected to be trained. The training will focus on people serving in Community Policing Forums (CPF). The project aims to develop a specialisation in civilian oversight functions among public servants engaged and interested in civilian oversight of the police in South Africa.

Participants are typically from the Departments of Community Safety or Safety and Liaison from the directorates of monitoring and evaluation, social crime prevention, community police relations, and communications.

Catherine Moat, the academic champion, stated that it is appropriate that the WSG has received the mandate to roll out this project because governance will act as a vehicle for allowing CPFs to function better, to be more proactive, and to engage in a more equal partnership with the South African Police Service.

Department of Roads and Transport: Transport Month Exhibition

The EDU marketing team was invited to exhibit the WSG to 500 high school learners at the DRT Transport Month Exhibition in Tembisa and Orlando West, Soweto. The aim of the event was to prepare high school students for careers in the transport sector.

Numerous speakers, including Zweli Moyo (an engineer for freights and rails), emphasised the importance of an efficient transport system and its impact on the economy. He also alerted the group to the gender stereotypes that exist within the transport industry. The day was wrapped up by students and teachers visiting the different exhibitions, including the Rea Vaya, the WSG, the University of Johannesburg, the Passenger Rail Agency of South Africa, and the Gauteng Department of Roads and Transport.

Professor Patrick FitzGerald, will take early retirement, effective at the end of December 2016. FitzGerald, currently the director of the Executive Education Unit, has had a long career at Wits, as well as stints in government and other tertiary institutions. He recently published a book entitled Epitaphs and dreams: Poems to remember the struggle tomorrow. Dr Manamela Matshabaphala will take over the role of director of the EDU and will remain on the academic staff.
Research

The research vision at the WSG is to become a first port of call for Master’s, doctoral and professional researchers interested in learning about how Africa works in the broad arena of governance, and, in particular, how to navigate the politics of delivering development in Africa’s highly unequal and impoverished contexts. The primary purpose is to produce knowledge about how African public and development institutions are governed and managed.

Research and publications

Research output at the WSG has increased over the last four years and continued on an upward trend in 2016.

• Professor Pundy Pillay was nominated and awarded FCLM Supervisor of the Year 2016.
• Professor Anthoni Van Nieuwkerk was classified as a C-rated researcher by the National Research Foundation.
• Dr Ivor Sarakinsky and Professor Booysen received awards at the CLM Faculty prize-giving ceremony held in June 2016. Sarakinsky received a certificate for publishing ‘A Backward Look into South Africa’s Future’ in an A-rated journal, Africa Spectrum. Booysen was honoured as one of the top five researchers in the CLM.
Journal articles:


Chapters in books:


Conference proceedings


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<th>Publication points 2014–2016</th>
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<tr>
<td><strong>WSG</strong></td>
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<td>Total publication points</td>
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<td>Chapters</td>
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<td>Conference proceedings</td>
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<td>Articles</td>
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Research output per permanent academic staff full time equivalents

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<th>Research output per permanent academic staff full time equivalents</th>
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<tbody>
<tr>
<td><strong>2014</strong></td>
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<td>Research output units</td>
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<td>Publication units</td>
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<tr>
<td>Research output FTE</td>
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<td>Publication units FTE</td>
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The over 100% improvement was off a low base, but the ongoing pressure provided by the Head of School lead to significantly improved performance in 2015 sustained into 2016.
# Conversations

Wednesday Conversations is a platform for academic staff members to present unfolding work in their area of expertise to their peers.

Listed below are some of the topics that were presented in 2016:

<table>
<thead>
<tr>
<th>DATE</th>
<th>TOPIC</th>
<th>PRESENTER</th>
</tr>
</thead>
<tbody>
<tr>
<td>4 February</td>
<td>Higher education for military officers: the role of universities in comparative international perspective</td>
<td>David Chuter (consultant to France/UK/EU on security)</td>
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<tr>
<td>17 February</td>
<td>Thinking through education system change</td>
<td>Anne Mc Lennan</td>
</tr>
<tr>
<td>2 March</td>
<td>Meta-analysis</td>
<td>Khotso Tsotsotso</td>
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<tr>
<td>16 March</td>
<td>The evolution of the concept of water governance and its drivers</td>
<td>Mike Muller</td>
</tr>
<tr>
<td>11 May</td>
<td>Governance in Africa: Recent debates</td>
<td>William Gumede</td>
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<tr>
<td>25 May</td>
<td>Green economy: The challenge of government coordination in South Africa</td>
<td>Ivor Sarakinsky</td>
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<tr>
<td>8 June</td>
<td>BRICS: An update on problems and prospects</td>
<td>Patrick Bond</td>
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<tr>
<td>29 June</td>
<td>Understanding politicians and their role in governance: A panel study of local councillors in urban South Africa</td>
<td>Evan S Lieberman (MIT, Political Science)</td>
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<tr>
<td>6 July</td>
<td>Reflexions on regional integration</td>
<td>Tomaz Salomao</td>
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<tr>
<td>17 August</td>
<td>Regional perspective on evaluation capacity</td>
<td>Laila Smith</td>
</tr>
<tr>
<td>31 August</td>
<td>Findings of the project on peacekeeping and interventions in Africa: policy and multinational governance implications</td>
<td>Gavin and Angelita Kithatu-Kiwekete</td>
</tr>
<tr>
<td>14 September</td>
<td>The occupational diseases crisis in the mining sector: A century-old regulatory dilemma</td>
<td>Paul Benjamin</td>
</tr>
<tr>
<td>19 October</td>
<td>The perils of state building: The Somali experience</td>
<td>Anthoni van Nieuwkerk and Mouctar Diallo</td>
</tr>
<tr>
<td>26 October</td>
<td>Leadership, the information age, and the technological culture in the public service</td>
<td>Manamela Matshabaphala</td>
</tr>
<tr>
<td>9 November</td>
<td>Research ethics in local government</td>
<td>Caitlin Blaser</td>
</tr>
<tr>
<td>23 November</td>
<td>Towards an outcomes-based approach to a ‘research approaches, procedure, and methods chapter’ for business and management research</td>
<td>Kambidima Wotela</td>
</tr>
</tbody>
</table>
• The Research Hub supports and enables staff and student research output, which is demonstrated by the number of research publications (1.5 per staff member per year) and incoming graduates (three PhDs and three Master of Management diplomas per year).
• The WSG is recognised as a leader in the discipline and practice of governance (evident in research partnerships, increased enrolments, and seminar programmes).
• Students successfully complete research within the allotted time.
• The WSG is recognised as an intellectual leader in key debates on governance and building a capable, developmental state in Africa.

### Student research

#### 2016 PhDs

<table>
<thead>
<tr>
<th>Doctor of Philosophy</th>
<th>Name</th>
<th>Title</th>
<th>Advisor</th>
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<tbody>
<tr>
<td>Shan Naidoo</td>
<td>Doctor of Philosophy</td>
<td>CEOs and public management in South Africa</td>
<td>Professor Mohammed Jahed</td>
</tr>
<tr>
<td>Xolisani Shazi</td>
<td>Doctor of Philosophy</td>
<td>The politics-administration interface in South Africa between 1999 and 2009</td>
<td>Dr Manamela Matshabaphala</td>
</tr>
<tr>
<td>Lucienne Abrahams</td>
<td>Doctor of Philosophy</td>
<td>Trends, tropes, and positioning of universities: Perspectives from emerging knowledge economics</td>
<td>Dr Michael Muller</td>
</tr>
<tr>
<td>Nelson Besharati</td>
<td>Doctor of Philosophy</td>
<td>Evaluating development effectiveness: assessing and comparing the impact of education interventions in South Africa</td>
<td>Dr Michael Muller</td>
</tr>
<tr>
<td>Madidmalo Ramodumo</td>
<td>Doctor of Philosophy</td>
<td>Entrepreneurship and management in small enterprises in Mopani District Municipality</td>
<td>Dr Manamela Matshabaphala</td>
</tr>
</tbody>
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#### Examples of research conducted by some of our distinguishing graduates in 2016

Clyde Hepburn and Kemedi Kgaphola attained their Master of Management degrees (cum laude).

Mohlalefi Moila and Johanna Ledwaba completed their research reports for the Master of Management degrees with distinction.

**Clyde Hepburn** reassessed the civil control of the South African armed services. The study reviewed various policy proposals that point to deeper flaws in the institutional civil-military arrangements within the Department of Defence (DOD). According to the study, the challenge for the DOD is finding an agreeable solution that would satisfy both the statutory civil control precepts and the Chief of the South African National Defence Force’s desire for freedom from undue interference with his executive military command. After more than two decades of democratic consolidation, the DOD has yet to complete this aspect of its transformation. The study concludes that there should be a strong legal argument for amending the applicable legislation to make provision for a ‘special delegation regime’ or performance agreements, as a solution to the DOD’s immediate needs for providing an effective armed service.

**Mohlalefi Moila** researched the outcomes of AIDS policy-based interventions in the Further Education and Training (FET) Sector. The study sought to evaluate the outcomes of AIDS policy-
based interventions, focusing its attention on a specific sector consisting of individuals at the peak of sexual activity. Data were collected via anonymous self-administered questionnaires which elicited information on outcome measures: AIDS-related knowledge, risk perceptions, and behaviour associated with the risk of infection. Results proved the intervention successful in one outcome measure, namely, knowledge of AIDS, in which the FET students' levels were sub optimal (less than 95%). On the remaining measures, results were not consistent with the theory of change for the intervention, suggesting availability of missing elements in the logical sequence of the results chain and its accompanying results framework, and therefore producing unintended outcomes. Relatively low risk perceptions and high levels of unhealthy life-styles, as well as risky sexual habits, were discovered from the FET students’ responses. The inability of the AIDS policy-based interventions at outcome level reflected almost no possibilities of it arriving at the necessary impact level.

**Kemedi Kgaphola** investigated the determinants of poverty in South Africa using annual data from 1996 to 2013. In an attempt to contribute towards a better understanding of what contributes to poverty in South Africa, the central questions of the study asked, ‘What drives poverty in South Africa?’ and ‘How do these drivers influence poverty trends in South Africa?’ The study used various data analysis tools to investigate the relationship between poverty and variables. Consistent with Klasen (2000) and Finn et al. (2013), the main findings presented a negative relationship between poverty and government expenditure on health, housing, energy, public order and safety, and access to credit in South Africa. On the contrary, government expenditure on education is found not to reduce poverty in South Africa, and neither is unemployment found to increase poverty in South Africa. The research concluded that, although certain variables are expected to reduce or increase poverty, remedial policy interventions by government and country-specific economic structures mitigate these as prior expectations.

**Johanna Ledwaba** studied outcomes of antiretroviral treatment intervention in Mankweng. The antiretroviral treatment intervention was conceived with the aim of reducing HIV transmission through viral load suppression. A binomial logistic regression model was used to identify factors associated with failure to suppress viral load. Findings revealed that the majority (78%) of adults achieved viral load suppression, and a quarter of individuals failed to suppress the viral load. There was no significant difference in baseline characteristics between people who achieved viral load suppression and those who did not. The study showed a trend of likelihood toward failure to achieve viral load suppression, but estimates were not statistically significant. Theoretical arguments from this study suggest that failure to achieve viral load was attributed to poor adherence to treatment. This is supported by the logic that underpins the theory of change, in which the assumption of adherence was possibly violated. However, the results chain framework highlight that the implementation of intervention was effective as it led to good outcomes and an effective intervention. The study stresses the need for intensified adherence to counselling during treatment in order to improve the performance of the intervention.

**Life in the City**

Life in the City is an applied complexity research project that provides PhD and postdoctoral bursaries to students undertaking innovative, multi/transdisciplinary research focused on real world problems in Johannesburg.

Johannesburg is grappling with a daunting set of policy challenges such as migrancy, poverty, unemployment, uneven levels of economic growth, inequity, violence, informal settlements, and service delivery. The resulting health and social problems that these conditions produce and reproduce make Johannesburg an ideal ‘laboratory’ for a project combining different disciplines and methodological approaches to find solutions to these complex challenges. The focus and purpose of the Life in the City project is to develop a deeper understanding of inequality, exclusion, and marginalisation.
The WSG is coordinating this project, and released two calls for proposals in 2016. The WSG awarded bursaries to the candidates below:

**PhDs**

**Rebecca Pointer** has been working in NGO and research communications for the past 21 years. She recently completed her MA in political communication looking at how the media frames service delivery protests. Pointer has also been involved in a research project called ‘Media and Conflict in Democracies’ which involved field work in South Africa and analysing data from South Africa, Egypt, Kenya, and Serbia, as well as writing comparative working papers and reports. Her PhD work will explore how civil society organisations can better influence government to bring about change in their local communities and beyond, focusing on Johannesburg’s inner city.

**Ross Jennings** is a social researcher with over 20 years of applied social research experience, mainly in the development and poverty arena. Aside from his work in the poverty space, he has also been involved in political polling work since the first local elections in 1995. While he has experience in both quantitative and qualitative methods, he is far more comfortable and enthused by looking for answers in numbers. Jennings has worked in the NGO world, the private sector, and, more recently, in government where he was employed in the Poverty and Inequality Statistics division of Stats SA. Jennings will focus on ‘Mapping poverty at voting districts in the City of Johannesburg to explore voting behaviour.’

**Dorcas Nthoki** is a research assistant at the Urban Competitiveness and Resilience Department at IHS, Erasmus University, Rotterdam. She is an urban planner involved in academic research for urban development, training of econometrics, and applied research of foreign direct investment inflows into countries and cities, with a particular focus on Africa. Her research interests include the informal economy and her research focuses on strategies that can ensure flows of capital from multinationals to the benefit of the informal economy. She is involved in the supervision and training of Master’s students in urban management and development at the IHS, Erasmus University. Nthoki will be registered at the School of Economic and Business Sciences, and will be focusing on ‘The ambidextrous economy: Harnessing the power of Johannesburg’s informal sector in the global economy.’

**Tackson Makandwa** is a researcher at the African Centre for Migration & Society (ACMS) at Wits. He holds a BSc Honours in psychology from the University of Zimbabwe, a BA Honours in development studies, and an MA in migration and displacement from Wits. His research interests include migration, urban health, maternal and reproductive health, social determinants of health, human rights and social justice issues. He has worked and conducted research on giving birth in a foreign land, including the maternal health care experiences among migrant Zimbabwean women in Johannesburg. Makandwa will be registered at the ACMS, and will be focusing on ‘Migration and urban health: exploring maternal healthcare experiences of Zimbabwean and South African women in inner-city Johannesburg, South Africa.’

**Asaf Rubin** is a member of the Knowledge and Information Economics/Human Resources Agency research team at Wits University. His research focuses on the use of second-generation innovation, such as crowdsourcing, crowdfunding, and open source production to solve pressing societal problems with links to health, medical and pharmaceutical research and development. Rubin is currently working on building an online, open, and free platform that functions as a virtual laboratory to address important problems in Johannesburg and South Africa. Rubin will be registered at the School of Economic and Business Sciences, and will be focusing on ‘The use of a second-generation innovation paradigm to address insoluble health-related problems in Johannesburg.’
Postdoctoral fellows

Michail Galanakis conducts research, writes scientific and general interest articles, and teaches. His research has been credited with numerous grants and scholarships. Galanakis theorises on, and experiments with, the notion of inclusive urban public space that acts as a catalyst for social justice to stand a chance to occur in our cities. Galanakis’s current research interest concerns issues of public space activism in conjunction with women’s rights to the city. Galanakis’s research will focus on ‘Women’s public space activism: Reconceptualising and reshaping public space in the area of Braamfontein in Johannesburg.’

Rebecca Walker is a social anthropologist with research interests in gender and violence, women in marginal contexts, and the intersections of sex work, migration, and trafficking. After her doctoral studies at Edinburgh University, Walker moved to South Africa and began research exploring the lived experiences of migrant women in Johannesburg. This has more recently focused on migrant sex workers and the multiple forms of vulnerability they face in a context of criminalisation in South Africa. Her project will further this research using a multi-method approach to document and explore the experiences of migrant women who sell sex and are mothers in urban spaces in Johannesburg. Walker’s research will focus on ‘Migrants, mothers, and women who sell sex: An exploration of the everyday challenges faced by cross-border and internal migrants in the city of Johannesburg.’

Solomon Newete holds a BSc in agriculture from Asmara University in Eritrea, an MSc in resource conservation biology from Wits, and completed his PhD at Wits in 2014. He previously worked as an educator and principal in Sudan, and is currently a postdoctoral fellow in the School of Animal, Plant and Environmental Sciences. Along with supervision, Newete also co-lectures courses on biocontrol, conserving biodiversity, and medical and applied entomology. Newete’s research will focus on ‘Tree town: The role of alien species in Johannesburg’s urban forest.’

Stanford Mahati is a postdoctoral fellow at the ACMS. He specialises in issues of child migration, transnational migration families, child work, children’s sexualities, sociology of health, qualitative methods, rural livelihoods, as well as designing and evaluating interventions targeting vulnerable children and their households. His current study is critically examining the various shades and impacts of masculinities and femininities. Mahati’s research will focus on ‘Independent migrant children: An exploration of intersections of childhood, sexuality, violence, poverty, masculinity, and femininity in Johannesburg.’

Examples of projects with global partners

Tracking local councillors with MIT:

Closing the feedback loop in South African local governance: a longitudinal study of local councillor performance in urban and peri-urban municipalities

Given the growing importance of local government in the South African case, this project will focus on understanding the roles of municipal councillors in accountability and governance at the local government level in South Africa. The study will consist of a longitudinal panel study of councillors in the eight metropolitan municipalities, 20 to 30 additional municipalities, and a series of in-depth interviews with selected ward and PR councillors.

It defines a new research agenda for the study of the EU’s global role.
The project will be directed by Professor Evan Lieberman from MIT, working in partnership with Prof David Everatt and Dr Caryn Abrahams at the School, as well as the Centre for Social Science Research at the University of Cape Town.

The GLOBUS research project

GLOBUS is an EU-funded (Horizon 2020) research project which is mainly tasked with assessing the EU’s impact on justice. It defines a new research agenda for the study of the EU’s global role. The envisaged research agenda directs attention to underlying political and structural challenges to global justice that are prior to the distributive problem, as well as to the fact that what is ‘just’ is contested by both theorists and policymakers.

GLOBUS’s research agenda will focus on how the EU promotes justice within the specific fields of climate change, trade, development, asylum/migration, and security while also speaking to the horizontal issues of gender and human rights. Three conceptions of justice are identified, namely, in terms of ‘non-dominance’, ‘impartiality’, and ‘mutual recognition.’

The project is led by the Centre for European Studies (ARENA) at the University of Oslo and includes four other universities: Bologna (Italy), Tubingen (Germany), University College Dublin (Ireland), and Wits University (SA). Other partners include the State University of Rio de Janeiro (Brazil), O.P. Jindal Global University (India), and Renmin University of China.

The WSG’s Professor Pundy Pillay is leading the research initiative (formally titled ‘Work Package 4 [WP4] on trade, development and global justice’). Professor David Everatt and Associate Professor William Gumede are also involved in WP4. Dr Sarakinsky and Professor Anthoni van Nieuwkerk will contribute to the security and climate change work packages, respectively.

WP4 focuses on two broad themes, namely, EU trade policy (moving from preferential trade agreements to economic partnership agreements), and EU development policy (including aid effectiveness, partnerships, respect for human rights, and democratic principles).

Key questions in this area of research include the following:

- Which conception of justice (non-dominance/impartiality/mutual recognition) underpins EU trade and development policies?
- How does the EU contribute to global justice in the area of trade and development based on this conception?
- How does the EU approach compare with other trade actors and providers?
Events

On the public front, the School has become a key location for debate and engagement, and has hosted former Presidents Mbeki and Motlanthe, the former Public Protector, a host of Ministers and Deputy Ministers, leaders of civil society, union leaders and foundations (including the Oliver & Adelaide Tambo Foundation, the Thabo Mbeki Foundation, and the Ahmed Kathrada Foundation, as well as others). Many events have been live screened or broadcast on radio, ensuring that the name of the School is widely recognised.

Africa Day dialogue

The WSG commemorated Africa Day 2016 by hosting a meeting which focused on the rights of women regarding peace and security in Africa. The question of the rights of women is pertinent in 2016, considering the lack of progress in this respect, despite a range of policy interventions (including The Protocol to the African Charter on Human and Peoples’ Rights on the Rights of Women in Africa, better known as the Maputo Protocol).

Women bear the brunt of exploitation under conditions of fragility, war and conflict, poverty and underdevelopment, as well as abusive cultural practices. Their voices are also excluded from the development agenda in terms of planning and implementation policies that affect them.
The event was attended by a full house of students and an august panel of speakers, including three of our very own, Dr Darlene Miller, Dr Angelita Kithatu-Kiwekete, and Lena Mukendi. Guests included former President Thabo Mbeki (panellist), Professor Patricia McFadden of UNISA (facilitator), Dr Brigalia Bam and Max Boqwana (Chair and CEO of the Thabo Mbeki Foundation (TMF), respectively), and several other Wits Council members and TMF associates. Professors Adam Habib, David Everatt and Anthoni Van Nieuwkerk played supporting roles.

Speakers considered the rights of women regarding peace and security in Africa and addressed, among others, the AU mechanisms in place to protect women in times of distress and who are in need of dignity and recovery of abuse. Witsies, and students from elsewhere, engaged the panel on a variety of topics and themes which included women in conflict, feminism, education, democracy, land, the economy, and security.

**Development and Rights Series**

**The Constitution, prejudice, and unfair discrimination: racism – to criminalise or not to criminalise?**

The question of whether or not racism should be criminalised has become a hot topic. In response, the WSG, in collaboration with the Wits School of Law, the Ahmed Kathrada Foundation, the Nelson Mandela Foundation, the Oliver & Adelaide Tambo Foundation, and the Delegation of the European Union to South Africa, presented Dialogue 4 in the Development and Rights Series on the 16 March 2016.

The seminar tackled issues such as defining racism, constitutional limits to the right to freedom of expression, and the regulation of hate speech. In keeping with the topic of the dialogue, the panellists in their individual and professional capacities demonstrated passion for and commitment to overcoming racism and its damaging effects and consequences for individuals and society.

The debate focused attention on the reality of racism in our society and the urgent need to dismantle systemic racism. While legislation can play a role, many panellists viewed constructive dialogue as the most effective means of moving forward. This should form a key
part of a range of strategies including advocacy and public education. Government bears a crucial responsibility to ensure full use of the existing and enabling legislation. Ultimately, the greatest hope and potential for creating an equitable society rests with the individual.

The discussion was moderated by Advocate Thuli Madonsela. Panellists included Prof Cathi Albertyn, Wits Law School; Faraaz Mahomed, SAHRC; Millard Arnold, Bowman Gilfillan; Simamkele Dlakavu, Wits student and Jallow Momodou, ENAR. Special guests included Advocate George Bizos and Ahmed Kathrada.

**OR Tambo Series**

**Building a capable State Debate 5 of the OR Tambo Series on implementing the NDP**

The debate took place on 29 March 2016 and addressed issues related to building an ethical and effective public service and a capable state able to play a transformational and developmental role in realising the plan’s vision for 2030.

It was noted that Chapter 13 of the NDP does not only consider a capable state, but rather a capable and developmental state. The distinction is important given South Africa’s context and its dichotomous economy comprised of rural and urban elements. Almost all the skills, capital, and highest-quality services are located in urban areas. There is also the vast racial inequality hindering access to resources. A capable and developmental state is a state that can intervene to correct historical inequalities and generate opportunities for its citizens. The developmental state model recognises that neither government nor the market can develop the necessary capabilities on their own, and calls for the involvement of all spheres of the state, not just the executive and public service, but Parliament and the judiciary too.

Framing remarks on the NDP’s Chapter 13 regarding how far we might have come, and where we might be going were captured in Professor Patrick Fitzgerald’s concept paper. In conclusion, he notes: ‘... the strength and weakness of the Chapter was perhaps its exemplary character in terms of expressing good public administration and management practice. Seemingly, despite its trenchant analysis of key issues, and most constructive recommendations pursuant to achieving a developmental state, its somewhat textbook and best practice approach has left it without any discernible influence.’

Panellists included Professor Richard Levin, Principal of the National School of Government; Advocate Ngoako Ramatihodi, Minister of Public Service and Administration and a member of the Judicial Service Commission; Elias Masilela, Executive Chairman of DNA Economics, member of the first and second National Planning Commissions and a visiting Senior Fellow at Wits University; Phindile Baleni, Director-General in the Gauteng Office of the Premier; and Adv Richard Sizani, the Chairperson of the Public Service Commission. Special guests included Ahmed Kathrada and Adv George Bizos. The discussion was moderated by Advocate Thuli Madonsela.

**Africa Month**

**Honouring the 50th anniversary of the late Robert F. Kennedy’s historic visit to South Africa in 1966**

Dialogue 5 of the Development and Rights Dialogue Series focused on commemorating Africa Month alongside the 50th anniversary of the late Robert F. Kennedy’s historic visit to South Africa in 1966. Senator Kennedy’s historic trip to South Africa is often considered the most notable visit made by any USA leader to South Africa during the apartheid era. His message had an enormous impact at a very bleak time in the struggle for human rights and facilitated a feeling of hope that campaigners for democracy were not alone, and that important opinion in the outside world knew and cared about what was going on in South Africa.
16th SAAPAM Annual Conference
The South African Association of Public Administration Management

SAAPAM aims to encourage and promote good governance and effective service delivery through the advancement of professionalism, scholarship, and practice in public administration and management. In 2016, members of our academic staff, Professor Patrick Fitzgerald and Dr Johnny Matshabaphala, contributed three papers. Monitoring and evaluation Master’s students Kutala Pangwa, Fanny Thindwa, Sithembiso Gamakulu, and Edwin Mohlalefi Moiloa, contributed a paper each which they co-authored with Dr Kambidima Wotela. The conference was held in East London, and students who were not able to travel prepared slides on their papers which were presented by their fellow students. This highlighted the support and collegiality among the students at the WSG.

In addition, Dr Wotela additionally facilitated a workshop for the ‘young and emerging researcher’, which was attended by senior academic staff of other local and international universities. The discussion was exceptionally well-received and sparked notable debate on research, and particularly on research tuition and supervision. Of interest in the discussion was the challenge of integrating and demonstrating how disciplinary theories inform the logic underlying the theory of change, an issue which is being explored by the monitoring and evaluation team at the WSG.

Department of Basic Education roundtable conference on assessment

The OR Tambo Debate Series Partnership and the DBE hosted a roundtable discussion to explore ways to develop an integrated framework for improved assessments. This was a follow-up from the previous OR Tambo Series held in 2015, in which Basic Education Minister, Angie Motshekga participated. The discussion had the following objectives:

- Identify the current limitations in the three main forms of assessment (national annual assessments, examinations, and classroom assessment) in the general and further education training bands.
- Make recommendations for the improvement in the quality, standard, and utilisation of data in each of these forms of assessment.
- Articulate the role played by technology in assessment in enabling quality assessment and how this can be implemented in the South African context.
In her keynote address, Motshekga recognised some of the challenges and shortcomings of the current system while at the same time listing potential drivers for improvement. These included the development of systems which use data effectively and allow for remediation, the harnessing of technology to improve efficiencies in systemic assessments, and a focus on teacher development in using supportive assessment in the classroom. She also noted that the role of national standardised assessments for investigating performance across the system is central for both monitoring and accountability purposes.

Several experts contributed to the roundtable and the four commissions debated issues from different perspectives to come up with recommendations.

Some key principles for a National Integrated Assessment Framework:

- The purpose of the assessment model and its various components must determine the design of the instruments.
- There should be more emphasis on strengthening classroom assessment.
- The different elements of the system must allow sufficient time for feedback and remediation.
- Schools need to be given effective support in using information from examinations and any other forms of national assessment.
- Capacity building in assessment expertise is needed at all levels.
- Learner assessments must be linked to contextual factors relating to the conditions of schooling, and data from other sectors need to be brought in to the analysis of educational data.

The outcomes of the roundtable and its commissions will be taken to the DBE Assessment Dialogue Forum. It will then feed into the proposed Ministerial Advisory Committee which will consolidate the recommendations into a National Integrated Assessment Framework and Implementation Plan. The OR Tambo Debate Series Partnership will be represented on this committee Infrastructure Conversation Series The Development Bank of Southern Africa and the WSG held the first Infrastructure Conversation Series on 18 August 2016.

Public consultation

Green Paper on International Migration

On 9 September, 2016, Wits academics had the opportunity to critique the Green Paper on International Migration, with the Minister of Home Affairs, Malusi Gigaba, and his colleagues in attendance. Wits was represented by the WSG’s Dr Kambidima Wotela, Professor Gavin Cawthra and Zaheera Jinnah (a researcher based at the African Centre for Migration and Society). Professor Anthoni Van Nieuwkerk opened the dialogue.
#FeesMustFall book launch

100 free copies of books offered to students

The Fees Must Fall: Student Revolt, Decolonisation and Governance in South Africa book launch took place on Tuesday, 15 November 2016. The book, edited by Professor Susan Booysen, drew significant interest from students and members of the general public. A robust discussion was held with panelists that included Dr Darlene Miller, Sizwe Mpofu-Walsh, Vishwas Satgar and Refiloe Lepere. The WSG offered 100 free copies to those students who could not afford to purchase them.

Principles Upfront Dialogue Series

The results that matter – leading for quality education in South Africa with Prof Mary Metcalfe

This dialogue was run in collaboration with BRIDGE, the Catholic Institute of Education, and the Sasol Inzalo Foundation. It brought together practitioners, academics, policymakers, and others to discuss the impact of good leadership in improving the quality of education in South Africa.
CLEAR-AA has had an eventful first quarter of 2016 with exciting work being carried out locally and in East and West Africa. As of 2016, CLEAR-AA selected Ghana, Uganda, and Zambia as three countries to extend its work programme to. The first quarter saw a heavy focus on Ghana thanks to the re-engagement with the Ghanaian Institute for Management and Public Administration (GIMPA). GIMPA is involved in a process to revise and upgrade their postgraduate M&E offerings. The WSG has expressed the same aspirations in the foreseeable future. In keeping with its objective, CLEAR-AA provided a platform in February 2016 for learning and knowledge exchange to take place between the two institutions.
Highlights in 2016:

- CLEAR-AA partnered with the WSG to complete a series of courses aimed at providing South African legislators and their support staff with a basic grounding in results-based development as well as monitoring and evaluation (M&E) systems. Through the eight courses, 200 Parliamentarians from the National Assembly, National Council of Provinces, and nine provincial legislatures have had capacity built in the use of M&E for oversight. In addition, 70 content advisors and researchers from the National Assembly and Northern Cape Province were oriented in the use of M&E for oversight.

- CLEAR-AA embarked on a journey to respond to the growing M&E demand in West and East African legislatures. An exploratory regional workshop hosted by GIMPA with key stakeholders (including ECOWAS representatives) was held in Accra in March, with further workshops planned in East and Southern Africa in June and September.

- To strengthen national M&E systems, CLEAR-AA in cooperation with the Department of Planning, Monitoring and Evaluation conducted three course pilots which trained 130 officials across four provinces. Two of the course pilots were on the theory of change. The second pilot regarding a planning implementation programmes course was held in the first quarter. The Twende Mbele programme completed a foundation phase, which carried out several activities that laid the groundwork for a longer cooperative programme to strengthen public sector monitoring and evaluation systems through peer learning.

- In June, CLEAR-AA in partnership with UTAMU hosted a two-day workshop in Kampala, engaging delegates in a discussion on the need for the use of M&E as a source of evidence for parliamentary oversight in East Africa. A key recommendation emanating was that there is an opportunity for CLEAR-AA and UTAMU to jointly support initiatives that build the capacity of Parliamentarians on the use of M&E.


- CLEAR-AA conducted a diagnostic to establish a M&E community of practice within the City of Johannesburg. This diagnostic is part of the first phase of a much larger programme to develop the capacity of officials to embark on effective M&E. The diagnostic provides a significant baseline for measuring M&E practices, and forms the foundation for developing a comprehensive training and capacity building programme to be rolled out over the period of 2016 to 2021.

- CLEAR-AA staff attended the CLEAR Global Forum in Rome. Over the years, these forums have been organised to serve the evolving needs of the CLEAR network. The 2016 Global Forum was an important platform for sharing lessons from other CLEAR centres, maximising knowledge, as well as exchanging and identifying joint learning products that can be shared beyond CLEAR. A highlight for CLEAR-AA was Kieron Crawley’s role in facilitating a significant portion of the sessions, through which the forum emerged with transformative ideas on how to improve the work of CLEAR across all of its regional centres.

- CLEAR-AA participated in the SAMEA workshop series in Cape Town on 6 and 7 October 2016. The theme of this year’s workshop series was ‘Strengthening evaluation culture and capacity in South Africa’, and it coincided with the SAMEA Annual General Meeting that took place on the evening of 6 October. A great selection of one and two-day workshops at various levels of complexity were on offer.

- CLEAR-AA also participated in a brainstorming workshop titled ‘Learnings from the Africa-wide M&E capacity building programme’, hosted by the African Capacity Building Foundation on 20 and 21 October 2016 in Harare, Zimbabwe.

- Among the highlights, CLEAR-AA (through its steadily growing positioning) managed to add SADC to its portfolio of clients for the delivery of short to medium-term basic training in results-based management. An opportunity presented itself to establish and strengthen a mutually beneficial working relationship with CLEAR-AA.

- On 4 November 2016, CLEAR-AA and the Wageningen UR Centre for Development Innovation (CDI), Netherlands, hosted a seminar on Food and Nutrition Security at the WBS. The seminar was moderated by Dr Marlene Roefs (Wageningen University) with Dr Caryn Abrahams (WSG), Dr Naude Malan (University of Johannesburg), and Daniel McLaren (Studies in Poverty and Inequality Institute) on the panel. The seminar coincided with a refresher course on the use of up-to-date indicators in M&E and an impact assessment of food and nutrition security programmes.

From 1 January 2017, CLEAR-AA will no longer form part of the WSG. It will become a free-floating CLM faculty entity.
The WSG in the media

Academics at the School were featured in the media 892 times in print, online, and broadcast mediums. 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 R59 million.
Broadcast:
The staff is changing, and there is an evident difference between recent appointees and others who have been at the School for one or two decades. The racial and gender profile of the staff is changing, and curriculum reviews – from the perspective of decolonisation, the pedagogy of blended and online learning, and streamlining two heavily elective-based degrees – are all under way. At the same time, all systems are being tightened up and workloads are being equitably spread, but the use of sessional lecturers has been restricted, financial prudence is critical, publishing is central, pressure is on the NRF regarding ratings and the raising of research funding, and all staff members are being called to account for performance, whether academic or administrative.

– Professor David Everatt

Human resources and administration

The WSG staffing 2014 – 2016

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<tr>
<th>WSG STAFF</th>
<th>2014</th>
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<tr>
<td>Associate professor</td>
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<tr>
<td>Lecturer</td>
<td>5</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td>Professor</td>
<td>5</td>
<td>6</td>
<td>5</td>
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<tr>
<td>Senior lecturer</td>
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<td>7</td>
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<tr>
<td>WSG permanent support staff</td>
<td>18</td>
<td>17</td>
<td>16</td>
</tr>
<tr>
<td>WSG part-time support staff</td>
<td>6</td>
<td>5</td>
<td>9</td>
</tr>
<tr>
<td>CLEAR staff</td>
<td>7</td>
<td>12</td>
<td>18</td>
</tr>
</tbody>
</table>

Full-time academic staff as at January 2016

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alex Van den Heever</td>
<td>Associate professor</td>
<td>Mc Lennan Associate professor</td>
</tr>
<tr>
<td>Anthoni Van Nieuwkerk</td>
<td>Associate professor</td>
<td>Abrahams Senior lecturer</td>
</tr>
<tr>
<td>Caryn Abrahams</td>
<td>Senior lecturer</td>
<td>Miller Senior lecturer</td>
</tr>
<tr>
<td>David Everatt</td>
<td>Professor</td>
<td>Motsepe Senior lecturer</td>
</tr>
<tr>
<td>Ephrem Tadessa</td>
<td>Lecturer</td>
<td>Gebre Lecturer</td>
</tr>
<tr>
<td>Gavin Cawthra</td>
<td>Professor</td>
<td>Zandamela Senior lecturer</td>
</tr>
<tr>
<td>Horacio Zandamela</td>
<td>Senior lecturer</td>
<td>Sarakinsky Senior lecturer</td>
</tr>
<tr>
<td>Kambidima Wotela</td>
<td>Lecturer</td>
<td>Malindini Lecturer</td>
</tr>
<tr>
<td>Lynn Hewlett</td>
<td>Senior lecturer</td>
<td>Matshabaphala Senior lecturer</td>
</tr>
<tr>
<td>Marcel Korth</td>
<td>Lecturer</td>
<td>Mackett Lecturer</td>
</tr>
<tr>
<td>Merle Werbeloff</td>
<td>Lecturer</td>
<td>Bond Professor</td>
</tr>
<tr>
<td>Murray Cairns</td>
<td>Senior lecturer</td>
<td>Fitzgerald Associate professor</td>
</tr>
<tr>
<td>Odile Mackett</td>
<td>Lecturer</td>
<td>Pillay Professor</td>
</tr>
<tr>
<td>Patrick Bond</td>
<td>Professor</td>
<td>Latib Lecturer</td>
</tr>
<tr>
<td>Patrick Pillay</td>
<td>Professor</td>
<td>Booyisen Professor</td>
</tr>
</tbody>
</table>

– Professor David Everatt
The demographic breakdown of the staff is fairly representative as of 2016. The influx of women, and people of colour, has made a marked difference to the demographic profile, and the School is ‘Afropolitan’ in its approach based on the belief that if we are to reach out to Africa, we need to embrace African staff from anywhere in the continent.

In October 2016, the administrative staff, including Finance, Marketing and Executive Education, moved to a heritage building, Trematon 1. Therefore, Donald Gordon therefore is the hub for the academics.
Partners and funders

African Development Bank
Berlin School of Economics and Law
Bridge Innovation in Learning Organization (PTY) LTD (BRIDGE)
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 KwaZulu-Natal
Department of Community Safety Gauteng Provincial Government, SA
Department of Education Gauteng
Department of Education Mpumalanga
Department of Performance Monitoring and Evaluation
Department of Science and Technology
Department of Social Development
Department of Public Works
Deutsche Gesellschaft fur Internatioanle Zusammenarbeit
Foundation to Promote Open Society
Gauteng Department of Cooperative 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 Organization
Kenya School of Governance
KPMG Services (Pty) Limited, South Africa
Local Government Sector Education and Training
Limpopo Economic Development Agency
Microsoft South Africa (Pty) Limited
National School of Governance
National Treasury
Open Society Initiative for Southern Africa
Governance

The Advisory Board of the 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
## Financial statement

### Summary statement of Income and Expenditure 2015/2016

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td>80 036 868</td>
<td>76 337 132</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td>67 788 513</td>
<td>57 537 395</td>
</tr>
<tr>
<td>Salaries</td>
<td>32 848 919</td>
<td>32 636 555</td>
</tr>
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<td>Operating expenses</td>
<td>14 873 791</td>
<td>8 047 516</td>
</tr>
<tr>
<td>CAPEX</td>
<td>341 894</td>
<td>323 025</td>
</tr>
<tr>
<td>University contribution</td>
<td>19 723 909</td>
<td>16 530 299</td>
</tr>
<tr>
<td><strong>Surplus/ Deficit (c/f)</strong></td>
<td>12 248 355</td>
<td>18 799 736</td>
</tr>
</tbody>
</table>

1 Surplus funds are related to restricted grant funded, and externally funded work projects
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