

# Annual Report 2014|15



An Idea Whose Time Has Come




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Message from the  
Chairperson of the  
Council of Advisors

A local economist wrote recently of South Africa 'sleepwalking towards recession' and debated whether the potential of recession, in the technical sense, was too extreme an assessment of South Africa's economic quagmire. My attention fell less on the extent of the economic downturn and more on the word 'sleepwalking'. That encapsulates the profound sense of absence of vision and leadership that permeates the body politic and governance in South Africa today.

In every nook and cranny of our country, society is asking profound questions about the results of 21 years of democracy, the behaviours and morality of leaders, and the direction we are heading towards. The questions echo back. In the complex and challenging world we live in, it would be naive to believe that there are clear, ready-made answers. These can only emerge from clarity of vision, strategy, and leadership, together with a determined focus on practical delivery.

As if sleepwalking, we are moving without the moral compass that guided us into democracy and gave us a constitution rooted in respect, integrity and empathy. Without this compass, visions ring hollow and leadership is a shadow of what it needs to be.

What does this mean for MISTRA? Intellectual integrity, rigour and independence are critical to crafting and supporting visions that resonate with society. Leadership within government, business and civil society requires a foundation of intellectual guidance and substance. In a few short years, MISTRA has carved out a special role as originator and facilitator of intellectual thought and dialogue. Perhaps now, MISTRA can bring more to this role to assume a special responsibility to cohere our significant intellectual resources and capabilities towards sharpening our 'strategic reflections' with a specific focus on energising the intellectual underpinnings of our democracy.

This is a difficult ask in our environment. In a contracting economy, with budgets and revenues under pressure, the first cuts are directed at those activities and projects that are seen as non-core – and intellectual capital invariably falls in that category. Organisations like MISTRA pay the price. So, in the coming year, it is all the more important for MISTRA to demonstrate the value of investing in our intellectual resource base and its role in re-awakening vision and leadership – helping to ensure that we are not 'sleepwalking' into the future.



**JENNY CARGILL**  
Chairperson of the Council of Advisors



# Message from the Chairperson of the Board of Governors





**PROFESSOR SIBUSISO VIL-NKOMO**  
Chairperson of the MISTRA Board of Governors

It is indeed a pleasure for me to present this statement on behalf of the Board of Governors of the Mapungubwe Institute for Strategic Reflection (MISTRA), a knowledge reservoir that has excelled in its own research work, commissioned research, the development of young thinkers as well as analysts, and the management of its scarce financial resources. MISTRA, in its five years of existence, has demonstrated its resilience and commitment to excellent research that is advancing South Africa to greater heights. The year under discussion in the annual report is a culmination of research work that was gradually introduced over the past five years. The 21 years of existence of South Africa's democracy required the creation of a leading think tank like MISTRA that would talk truth to the reality of a country that has been faced with challenges to build itself.

It is clear that MISTRA in the previous year filled the void of what many other institutions in South Africa are unable to achieve. The research teams, as indicated in this report, addressed major issues that are intended to advance South Africa. The intention of establishing strategic global research partners was also accomplished as outlined in the report. Our faculties have gone from strength to strength and this is reflected by the various publications, as well as roundtable and workshop outputs achieved.

The demand for the research outputs produced by MISTRA, from different parts of the world, is increasing. MISTRA has demonstrated to South Africans and the world that, though scarce, this country does have researchers, managers and knowledge leaders of significant substance.

A testimony to this was the recognition MISTRA received by being placed at the beginning of 2014 amongst the Top Ten New Think Tanks Globally. The ranking, carried out by the University of Pennsylvania's Global Go To Think Tank, was followed up with being placed at the beginning of 2015, amongst the top 25 Think Tanks Globally with a budget of less than \$5 million.

I encourage you all to take the time to read this informative annual report. MISTRA is ready to collaborate and work with all entities that are in the ideal position to make a difference in South Africa's development trajectory, especially as we witness other countries in Europe and the Middle East being faced with daunting challenges.

Congratulations to the MISTRA team, the Board of Governors and the Council of Advisors for having made it possible for this year to be a success.

# Preface by the Executive Director



JOEL NETSHITENZHE  
Executive Director

The Mapungubwe Institute (MISTRA) was conceptualised towards the end of 2009. The process to set it up entailed a wide range of consultations among colleagues in academia, the public and private sectors, as well as civil society. By early 2010, concrete plans had been developed and MISTRA started operating in May of that year.

And so we complete the 2014/15 financial year during the last lap of MISTRA's fifth year of existence. 'An idea whose time has come', we confidently asserted five years ago. But was the concept actually sustainable?

Five years on, the relevance of MISTRA is being confirmed over and over again. The thirst among South Africans for engagement at a high level of abstraction; the need for a platform for intellectual discourse not constrained by short-term cycles; openness among societal decision-makers to ideas that do not necessarily confirm existing knowledge, and the yearning for transdisciplinary undertakings – all these factors have made MISTRA a unique and timely addition to South Africa's 'think industry'.

The first set of research projects have now been completed – bar one on the Arithmetic of Savings which has demanded some level of 'super-computing' to process large data on the behaviour of clients in a real-life financial setting.

Partnerships have been forged across the public and private sectors to put the research outcomes into practice, thus ensuring MISTRA's policy impact. These have included facilitation of partnerships on the application of fuel cell technology; the strategic turnaround in football development; joint reflections on combatting the culture

of patronage at local government level, and proposals on strengthening the government's gender machinery. These research products are now available on global electronic platforms.

During the year under review, the second wave of priority research projects was launched, with most of them to be completed in 2015 and early 2016. Simultaneously, a new set of projects has been initiated for completion around 2018. In other words, the core work of MISTRA has become one of rolling in-depth research activity, involving by now hundreds of academics, researchers and practitioners.

Among the highlights in MISTRA's research activities during the past year was the launch of the report on nation formation and social cohesion in partnership with the Nelson Mandela Foundation. Added to this, MISTRA completed two commissioned books on the manifestation of resource nationalism across continents and on the implementation of the African Mining Vision. Both of these confirm the truism that mineral endowments should be treated as a common endowment from which nations should equitably benefit. This is in addition to short-term commissioned projects such as research on social compacting.

In July 2014, Ms Graca Machel accorded us the honour of delivering the Mapungubwe Annual Lecture. In November, the 20 Years of Democracy Conference, primarily reflecting on South Africa's prospects in the coming decades, was convened in collaboration with the Thabo Mbeki African Leadership Institute and UNISA.

These activities have been buttressed by the growing network of local, continental and global partnerships, including those with the African Centre for Economic Transformation (ACET), United Nations University (UNU-WIDER) and the BRICS think tank forum.

In other words, 2014/15 has been a year of another growth spurt, most critically in quality and content: and this, at the same time as we successfully reduced our overall spending.

That MISTRA has been able to sustain and intensify its work is, critically, a function of the generous support it has garnered primarily from South Africa's corporate citizens and partners in the public sector. Included in this are commissioned research projects from which MISTRA is able to cover some 20% of its annual budget.

Once again, 2014/15 confirmed the quality of MISTRA's administrative systems and the professionalism of its staff as reflected in the positive audit report. Among these dedicated individuals are interns whose number has increased with the support of government's Itukise programme. Needless to say, all this would not have been possible without the rigorous oversight of the Board of Governors and Council of Advisors whose continued support on strategic and governance matters cannot be overemphasised.

There were, of course, many moments over the past five years when the Institute faltered. There are innumerable flaws and growing pains. But it is precisely the combined effect of the successes and the weaknesses that will launch MISTRA onto a higher trajectory in the next five years and more.

# Governance



## Council of Advisors

In July 2010, the Institute established its Council of Advisors consisting of highly respected South Africans who, collectively, reflect the objectives of the Institute. The role of the Council is, *inter alia*, to:

- act as advisory reference group on the broad direction of the Institute's work and, utilised individually and collectively, to contribute to the Institute's broad strategic content;
- collectively and severally, reflect and advise on strategic issues within the research agenda of the Institute;
- promote the profile of the Institute domestically and internationally;
- contribute to institutional development and resource-mobilisation, and
- assist in building partnerships within South Africa and internationally.

The members of the Council are:

- Jenny Cargill – Chairperson
- Geraldine Fraser-Moleketi
- Reuel Khoza
- Antjie Krog
- Barbara Masekela
- Abdul Minty
- Eric Mtshali
- Njabulo Ndebele

The Chairperson of the Board of Governors, the Executive Director and the Director Operations of the Institute also attend meetings of the Council.

During 2014, a Board of Governors meeting was held on 2 April and a joint meeting was held on 19 November with the Council of Advisors.

## Board of Governors

The Institute's full Board of Governors was established in July 2010 and consisted of 24 South Africans with expertise and experience in areas relevant to the Institute's work.

The Board was established to exercise fiduciary responsibility in relation to the Institute by ensuring that the Institute operates in accordance with relevant laws, regulations and corporate governance principles. Its general mandate is to supervise management of the Institute and ensure that the best interests of the Institute are served. The Board, *inter alia*:

- provides guidance on the broad direction of the Institute's work by approving, monitoring and evaluating the strategic plans of the Institute;
- contributes to the Institute's broad strategic content;
- exercises oversight on governance matters relating to the operations of the Institute, including approval of corporate governance principles as well as human resources and compensation policies;
- acts as the public face of the Institute on strategic governance matters;
- contributes to building domestic and international partnerships;
- receives reports from management and takes strategic decisions on matters of governance;
- exercises oversight with regard to the management of the funds of the Institute and, in this regard, approves investment policies, budgets and financial statements;





- ensures appropriate systems to manage risks, and
- contributes to fund-raising initiatives.

The Executive Director of the Institute is also Vice-Chairperson of the Board of Governors. The Director Operations is an ex-officio member of the Board.

During this financial year, there was one resignation from the Board of Governors, namely, Sandile Zungu, due to his increasing workload. The current members of the Board of Governors are:

- Professor Sibusiso Vil-Nkomo – Chairperson
- Joel Netshitenzhe – Vice-Chairperson and Executive Director
- Tanya Abrahamse
- Luli Callinicos (Spiridoula Webster)
- Patricia Hanekom (Trish)
- Jean-Marie Jullienne
- Oyama Mabandla



- Brigitte Mabandla
- Mosibudi Mangena
- Kgabele Solomon (Solly) Mapaila
- Thandi Ndlovu
- Muthanyi Robinson Ramaite
- Tshilidzi Ratshitanga
- Allister Rogan
- Sibusiso Sibisi
- Peter Vundla
- Y. Abba Omar – Director Operations is an ex-officio member

The Board of Governors met three times during the reporting year: on 2 April, 31 July and 19 November 2014.

The Board has the following committees:

### Strategy Committee

The Strategy Committee serves as a Board executive committee with the role of providing strategic guidance and support to the Institute's management in between meetings of the Board of Governors.

The Strategy Committee is chaired by Professor Vil-Nkomo and consists of:

- Patricia Hanekom
- Jean-Marie Jullienne
- Brigitte Mabandla
- Oyama Mabandla
- Muthanyi Robinson Ramaite
- Tshilidzi Ratshitanga
- Peter Vundla
- Joel Netshitenzhe
- Y. Abba Omar

During the reporting year, the Strategy Committee held three meetings: on 14 May and 17 September 2014 and on 18 February 2015, alternating with the meetings of the Board of Governors.

### Audit and Risk Committee

The members of the Audit and Risk Committee appointed by the Board are:

- Patricia Hanekom (Chairperson)
- Tanya Abrahamse
- Sibusiso Sibisi
- Peter Vundla
- Loyiso Ntshikila

The Audit and Risk Committee met three times during the reporting year: on 4 June, 17 September 2014 and 18 February 2015.

### Remuneration and Nominations Committee (REMCO)

The Remuneration and Nominations Committee assists the Board in setting and administering remuneration policies as well as processing nominations for further appointments to the Board.

It consists of:

- Peter Vundla (Chairperson)
- Brigitte Mabandla
- Mosibudi Mangena
- Solly Mapaila
- Tshilidzi Ratshitanga

REMCO met once during the last financial year.



## Management Committee (MANCO)

The Management Committee is responsible for the day-to-day running of the Institute. It is chaired by the Executive Director, Joel Netshitenzhe, and consists of:

- Y. Abba Omar – Director Operations
- Hester du Plessis – Faculty Head: Humanity
- Mcebisi Ndletyana – Faculty Head: Political Economy
- Velaphi Msimang – Faculty Head: Knowledge Economy & Scientific Advancement
- Sedica Davids – Office Manager and Company Secretary
- Lorraine Pillay – Financial Manager

It has met on a weekly basis and invites the Institute's researchers, the Head of Communications, the Manager: Publications and Events, Head of Consultancy Services, and Resource Mobilisation Officer to attend for those agenda items dealing with relevant matters.

The Board has delegated relevant financial authority to the Executive Director and other members of MANCO.

## Human Resources

### Policies

The recruitment and selection of staff is guided by MISTRA's Human Resources Policy, which includes a Performance Management & Development System.

MISTRA is committed to promoting the development and growth of young researchers and other professionals and the Institute has developed an internship programme as an important part of this commitment. This is an opportunity to provide young graduates who have



a relevant three-year, or further, qualification with an opportunity to receive on-the-job experience at MISTRA.

At any given time, MISTRA has five graduate interns in the following fields: Humanity, Knowledge Economy and Scientific Advancement, Political Economy, Communications, and Publications and Events.

## Recruitment and staffing

### Posts on the establishment and staffing plan

MISTRA started functioning in April 2010 with a staff complement of four and by the end of December 2011 there were 18 members of staff. By the end of the financial year, February 2015, MISTRA had 28 posts on its establishment organogram, of which one was vacant. A decision was taken during the 2012 strategic planning process that MISTRA will consolidate its establishment and will not make any new appointments, except where those are critical to the successful operations of the Institute.

### Staff members at 28 February 2015

The breakdown of the staff complement by function is as follows:

Function	Current (2014–15]	
	No.	%
Core Business	14	51.86%
Support	13	48.15%
Total:	27	100%

### Equity

In terms of representivity, MISTRA has a staff complement which is 97% black and 66% are females. No persons declared that they are living with a disability.

	African	Coloured	Indian	White	Total
Women	10	3	2	1	16
Men	8	1	1	1	11
Total	18	4	3	2	27

### Office Accommodation

The Institute took occupation of its offices in Woodmead, Johannesburg in May 2010.



# Organisation



MISTRA's organisational structure involves an Executive Director supervising a Directorate Operations and three Faculties. The establishment of these Faculties is designed to provide focus to the work of the Institute. However, the transdisciplinary approach to research is a key element of MISTRA's approach and the Faculties therefore operate in a transdisciplinary manner.

The Institute conducts its research through a process of engagement and facilitation, drawing on the wide range of available expertise in the country. A project leader drawn from inside or outside the Institute and coordinated by a full-time MISTRA researcher leads each research project. Each research project is overseen by a project team drawing on external and internal expertise and tapping into wider expertise through the holding of a range of workshops throughout the duration of the project, external peer-reviewing, and culminating in a public conference of experts and stakeholders at which the outcomes of the research are presented.

Because MISTRA's Priority Research Projects (PRPs) are conceptualised in tranches with varying start and end dates, we refer to them as waves. The first wave refers to the projects completed from 2012–2014, the second wave those initiated in 2013 and the third wave refers to the projects that will be formally initiated in 2016.

### **Political Economy Faculty**

This faculty deals with socio-economic issues and their intersection with the social structure of South African society and politics. During the reporting year, Sedireng Lerakong, appointed as Faculty Intern in the previous financial year, was appointed as Junior Researcher.

Of the first wave, the **Political Economy Faculty** completed two projects: the evolution of the post-apartheid state and one on poverty, inequality and patronage.

Since the launch of *Patronage Politics Divides Us: A Study of Poverty, Patronage and Inequality in South Africa* in November 2013, the report has generated public interest and dialogue. On 25 March 2014, MISTRA, with the Department of Political Studies and Centre for Humanities Research, held a conference on the report at the University of the Western Cape (UWC). Dr Ndletyana made a presentation on the research and Mr Kenny Bafo from the Department of Political Studies (UWC) was the respondent.

### **Activities conducted during the reporting period**

#### **The Arithmetic of Savings**

The Savings project was one of the Institute's eight inaugural research projects. Headed by Professor Nicola Viegi of the University of Pretoria, the project examines the utilisation of financial instruments by various groups of South Africans to engage in savings. As of October 2014, Catherine Kannemeyer took over as project coordinator from MISTRA researcher, Rachel Browne, following her departure from MISTRA. A critical new partnership has been forged with the computer science department at Nelson Mandela Metropolitan University to assist with visualisation techniques to ensure that the findings are accessible to all.

The following projects were launched during the previous financial year and activities continued during the year under report:



## The Great Recession and its Implications for Human Values and the Philosophy of Social Relations

The precariousness of the world economy remains an issue for deep consideration. An examination of the impact of the Great Recession extending to human values and social relationships remains important, especially in the light of the South African economic climate.

The project is led by Professor Vusi Gumede (Executive Director of the Thabo Mbeki Africa Leadership Institute), assisted by Dr Samuel Oloruntoba (Thabo Mbeki African Leadership Academy). Other contributors include: Thabo Mbeki, Professor Iraj Abedian (CEO of Pan-African Investments), Professor Akpan Ekpo, Professor Charlotte du Toit, Professor Lorenzo Fioramonti, Professor Yash Tandon, Professor Devan Pillay (Head of the Sociology Department, Wits University), Mr Lumkile Mondli and Mr Pali Lehohla (Statistician General of South Africa). Catherine Kannemeyer is the project coordinator.

## Changing Economic Balances in Africa

The project is an attempt at understanding changing economic balances in Africa and the implications for geopolitics and related aspects. The project team comprises: Dr Philani Mthembu (Institute for Global Dialogue), Dr Judith Fessehaie (independent consultant), Dr Blessing Karumbidza (independent consultant), Dr Nonso Obikili (Economic Research Southern Africa), Ms Lebohang Phoko (independent consultant, Four Rivers Trading), Mr Thembanani Mbadlanyana (National Parliament, RSA), Dr Christopher Nshimbi (University of Pretoria), Dr Betchani Tchereni (MISTRA), Dr Rawya Amer (Cairo University, Egypt), Professor David Olusanya Ajakaiye (African Centre for Shared Development Capacity

Building, Nigeria), Dr Mcebisi Ndletyana (MISTRA) and Mr David Maimela (MISTRA).

## Political Economy Faculty Publications and Articles

- Maimela, David. 2014. 'The meaning of freedom: of doubt, achievement and hope', in: *Liberation Diaries – Reflections on 20 Years of Democracy*, Busani Ngcaweni (Ed.).
- Tchereni, B. 2015. 'TTIP Deal is Just a Deregulation Process', *Queries – A European Progressive Magazine*: Issue 6, Spring 2015.
- Tchereni, B. 2015. 'Ending Foreign Capitalist Exploitation in Malawi: A Lesson I Got From My Student', *Malawi24*. 17 March.
- Tchereni, B. 2015. 'Physical unfitnes of leaders can cost Malawi a fortune', *Malawi24*. 4 February.
- Tchereni, B. 2014. 'Athletics could be Malawi's foreign exchange earner', *Malawi24*. 24 October.
- Tchereni, B. 2014. 'Fixing soccer's wrong economics in Malawi', *Malawi24*. 16 October.
- Tchereni, B. 2014. 'Solving the energy and sustainable development problem in Africa'. Fourth Annual African Unity for Renaissance Conference, St George Hotel, Centurion, South Africa. 21–24 May.

## Knowledge Economy and Scientific Advancement (KESA) Faculty

The **KESA Faculty** deals with the logics of natural sciences and their relevance for social development, including such issues as discovery, invention and innovation, incubation, adaptation, appropriation and quantitative analysis. During the reporting year, Duduetsang Mokoale was appointed as Assistant Researcher and Thulani Mdalose was appointed as intern.

The **KESA Faculty** completed a report on the platinum group sector and the future of the hydrogen economy during the previous reporting period. One of the follow-up activities was a workshop to look at the prospects for a Metal Exchange under the title 'A Case for Platinum Exchange: Opportunities and Implications for SA & Region' on 11 November 2014 in partnership with Productivity SA (PSA).

The workshop looked at:

- How would such a metal exchange be structured, and how it could be funded?
- How would such an exchange ensure global security of supply?
- The role of the private sector and government in the functioning of the exchange.

The audience included the three major platinum miners; small miners with platinum assets; the JSE; the National Treasury Department; the Department of Trade and Industry; the Department of Mineral Resources, and civil society. All the participants developed sufficient consensus on the need to explore further the concept.

## The following projects have been engaged in as part of the second wave:

### The Pedagogy Of Mathematics: Is There a Unifying Logic?

Through this project, MISTRA seeks to investigate the best pedagogical methods for the development and nurturing of mathematical talent amongst young people. The research team is comprised of Dr Velaphi Msimang (**Faculty Head: KESA**), Wilson Manganyi (project coordinator and researcher, MISTRA), Professor Paul Webb



(education specialist, Nelson Mandela Metropolitan University), Professor Hamsa Venkatakrishnan (primary maths education research expert), Professor Stephen Lerman (researcher, London South Bank University), Dr Patrick Barmby (mathematics lecturer, University of the Witwatersrand), Professor Fritz Hahne (researcher, STIAS) and Leslie Dikeni (senior researcher, independent).

### **Beyond the Imagination: Genetics, Nano- and Biotechnologies and Their Applications**

This project aims to look at the evolution of nanotechnology and biotechnology and its convergence and possible technological trajectories, the ethics around such technology, and the questions and challenges of the protection of intellectual property rights with the emergence of nanotechnology and biotechnology.

The project team for Beyond the Imagination comprises **KESA Faculty** Head, Dr Velaphi Msimang, Radhika Perrot (senior researcher, MISTRA), Dr Diran Soumonni (Wits University), Shakespear Mudombi (Tshwane University of Technology), Dr Hailemichael Demissie (University of London), Dr S. H. Chen (University of Nottingham), and Dr S. Tiwari (University of Nottingham). The reference group team is comprised of Michael Gastrow (HSRC), Professor Chirantan Chatterjee (Indian Institute of Management [IIM], Bangalore), Professor Sabelo Mhlanga (University of Johannesburg and Vice President of South African Nano Initiative and DST/Mintek Nanotechnology Innovation Centre), and Ms Blanche Ting (Department of Science and Technology).

### **Earth, Wind and Fire: Unpacking the Political, Economic and Security Implications of Discourse on the Green Economy**

The research project aims to address the de-coupling of economic growth from environmental pressures, and evaluating the implications of green energy transitions in South Africa. It will also examine the history and evolution of sustainable development and the global climate change dialogue (and 'carbon politics') centring on the co-evolutionary role of governments, civil societies and industries and their influence on sustainability actions (policies and framework of policies).

As part of this project, MISTRA held a workshop on Energy Choice on 8 October 2014. The research work of the authors was presented at this colloquium, which was attended by stakeholders from academia, government, industry, civil societies and international organisations to engage them on the critical issues of the green economy. Three themes were probed:

- The co-evolutionary role of governments, civil societies and industries
- Transition to a low-carbon economy
- Regional integration: exploring optimal energy strategies

The project team for Earth, Wind And Fire comprises **KESA Faculty** Head, Dr Velaphi Msimang, Radhika Perrot (senior researcher, MISTRA), Professor Lynn Mytelka (United Nations University [UNU], Netherlands), Saliem Fakir (Head of Living Planet, WWF South Africa), Manisha Gulati (Energy Economist, WWF South Africa), Marie B. Ting (University of Sussex), Professor Edison Muzenda

(University of Johannesburg), Lynda Mujakachi (independent researcher), Dr Diran Soummni (senior lecturer, Wits Business School), Simone Haysom (independent researcher) and Dr Betchani Tchereni (senior researcher, MISTRA).



## Humanity Faculty

The **Humanity Faculty** interrogates history, arts and culture, and broad issues such as ideology and religion – in relation to societal development. During the reporting year, Dr Hester du Plessis was appointed as Head of Faculty and Euston Wesso was appointed as intern.

In the previous reporting year, the **Humanity Faculty** finalised two of the Institutes eight inaugural research projects:

- The Rise and Decline of the Mapungubwe Civilisation
- The Concept and Application of Transdisciplinarity

During this reporting year, the Faculty undertook follow-up activities on these completed projects:

### The Rise and Decline of the Mapungubwe Civilisation

Among the follow-up activities on this project is an attempt to produce material based on the report titled *Mapungubwe Reconsidered* for possible application in the school national education syllabus. This follow-up also incorporates the production of a series of three documentary films based on the MISTRA research.

### The Concept and Application of Transdisciplinarity

Since the June 2013 Conference launch, several supplementary activities have been undertaken to publicise this research approach in academia, industry, statutory government bodies, and in civil society. These activities include, among others, partnering with higher education departments or research centres at Fort Hare, North-West, and Pretoria Universities. International interest in the report was generated through the endorsement

### The History of South African Innovations – The Trends, Mature Niche Areas and Managing Transition From Research to Application and Commercialisation

It was highlighted at the project launch held in April 2014 that a holistic approach in the form of transdisciplinarity was required to ensure that the entire National Innovation System is examined and to identify the gaps in a bid to address the innovation chasm by creating an enabling ecosystem. The project initiation phase has been completed and the project team has begun with the intensive research process. The inaugural authors' workshop was held in November 2014 and the chapter abstracts have since been finalised. The writing process is expected to draw to a close in September 2015.



The project team for The History of SA Innovations comprises **KESA Faculty** Head, Dr Velaphi Msimang, Professor Mario Scerri (Tshwane University of Technology, IERI), Dr Betchani Tchereni (senior researcher, MISTRA), Radhika Perrot (senior researcher, MISTRA), Duduetsang Mokoale (assistant researcher, MISTRA), Desiree Sehlapelo (Unisa), Professor Alinah Segobye (Human Sciences Research Council) Professor Shadreck Chirikure (University of Cape Town), Dr Fatima Ferraz (FADO Consulting), Dr Rasigan Maharajh (Tshwane University of Technology, IERI), Tom Pogue (University of the Pacific), Dr Lebs Mphahlele (National School of Government), Professor Collett Dandara (University of Cape Town); and Munyaradzi Manyanga (University of the Witwatersrand).



of Basarab Nicolescu at the influential website Centre International de Recherches et Études Transdisciplinaires.

An extended balanced review was done for the journal *Integral Leadership Review* by Sue L. T. McGregor.

Invitations to local and international fora were accepted to popularise this research philosophy arguably attuned to the interconnected and complex crises of the twenty-first century.

Two workshops were conducted with the Durban University of Technology (DUT) on 2 October 2014 and on 29 and 30 January 2015 to assist in conceptualising chapters towards a book publication on transdisciplinary research in the Arts by the Faculty of Arts.

Dr Hester du Plessis presented a paper on 'Intellectual Discourse on Transdisciplinarity' at a conference titled '20 Years of South African Democracy: So Where to Now?', jointly convened by MISTRA, The University of South Africa (Unisa), and the Thabo Mbeki African Leadership Institute (TMALI) at Unisa on 12 and 13 November 2014.

The following journal articles referenced 'Intellectual Discourse on Transdisciplinarity':

- 'Discourses of transdisciplinarity: looking back to the future' by Julie Thompson Klein, *Futures* 63 (2014, pp. 68–74).
- 'A comparative perspective for a functional application of scientific temper in Southern Africa: a transdisciplinary interface of knowledge systems' by Dr Hester du Plessis, *Journal for Scientific Temper*, Vol. 1 (January 2013, pp. 9–28).

The following conference paper and seminar paper referenced 'Intellectual discourse on Transdisciplinarity':

- 'Science, society and policy nexus: the South Africa agenda' by Dr Hester du Plessis at the 13th International Public Communication of Science and Technology (PCST) Conference, Salvador, Brazil, 5–8 May 2014.
- A seminar presentation by Dr Hester du Plessis: 'Political challenges for public engagement'. Human and Social Dynamic (HSD) Research Seminar Series: 'Public engagement for good governance: the role of the Humanities', jointly convened by the Department of Science and Technology, the Human Sciences Research Council and MISTRA on 11 March 2015 at the CSIR Conference Centre, Pretoria.

#### **Nation Formation and Social Cohesion Conference**

In August 2014, MISTRA, in association with the Nelson Mandela Foundation, hosted a conference to release the research report entitled *Nation Formation and Social Cohesion: An Enquiry into the Hopes and Aspirations of South Africans*. MISTRA's project on social cohesion sought to examine the different interpretations and meanings that diverse social actors attach to nation formation and social cohesion. The project, which undertook ethnographic research in four sites in Gauteng, Western Cape, KwaZulu-Natal and the Northern Cape, also sought to explore the efficacy of these concepts to present-day South African society.

#### **MISTRA's Second Wave of Priority Research Projects**

In the previous reporting year, the Institute launched its second wave of research projects. The Faculty Humanity conducted the following projects:





## **The Philosophy of Chinese Civilisation: The Rise And Decline And Rise Of Civilisations**

The Institute's research project on The Philosophy of Chinese Civilisations seeks to study the ebbs and flows in the evolution of Chinese society and the factors that have impacted on this.

The project team comprises Professor Thaddeus Metz, project leader (University of Johannesburg), Dr Hester du Plessis, co-project leader (MISTRA), Professor Gauhar Raza (CSIR, India), Professor Yongjun Zhao (Groningen University), Dr Ross Anthony (Stellenbosch University), Dr Garth le Pere (University of Pretoria), Richard Poplak and Kevin Bloom (independent researchers), Jeffrey Sehume (project coordinator, MISTRA), Dr Martyn Davies (Frontier Advisory), Maxime Lauzon-Lacroix (Sorbonne University), and Dr Daouda Cissé (Centre for Chinese Studies, University of Stellenbosch).

The project team met for a workshop on 20 August 2014. A visit to the Institute of African Studies at Jhejiang National University in China is planned for April 2015 and the launch conference of this report will take place during the 2015/16 financial year.

### **Follow-up activities include:**

- Sehume, Jeffrey. 2014. 'Persistent Presence of "Race" in Post-racial 21st Century SA', *Sociology and Anthropology* 2(7): 268–272.
- Sehume, Jeffrey. 2015. 'Global Politics: Bettering Intra- and Inter-national Governances', *The Thinker*, 2nd Quarter (forthcoming).

### **Conferences/Symposium Presentations/Participation**

- Sehume, Jeffrey. 2014. 'Beyond Afghanistan, Pakistan

and Iran: The Regional Security', GIBSA Dialogue 2014, New Delhi, India, February.

- Sehume, Jeffrey. 2014. 'Defining the Nation-building Project', UCT School of Economics, November.
- Sehume, Jeffrey. 2014. 'Critical Philosophies of Race', The Wits Centre for Diversity Studies, Braamfontein, South Africa, 13–14 January.
- Sehume, Jeffrey. 2014. 'Identity Formation, Citizenship and Nation-building, Conversations with Youth', Wits University, 21 October.
- Du Plessis, Hester. 2015. 'The Media and Science Communication: Exploring the Complexity of Communicating Science in South Africa', *China Media Research*. Issue Vol. 11 No. 1, January.

## **The Arts and Development: Rethinking the South African Creative Economy**

This research project started in 2014 and is aimed at stimulating a research agenda on the topic of the arts and national development in South Africa and generating networks and collaboration around this nascent area of scholarship.

The research team comprises Professor Pitika Ntuli, (project leader), Professor Vasu Reddy as deputy project leader (DED, HSRC), Jeffrey Sehume (project coordinator), Gail Smith (MISTRA), Michelle Constant (BASA), Mathias Alubafi Fubah (HSRC), Dr Rolf Gaede (DUT) and Dr John Door (DUT). Further team members are being identified.

## **Systemic Educational Reforms: Lessons from the Eastern Cape**

This project aims to better understand how the 20 years of democracy have shaped the educational change in South Africa and also to identify lessons that can inform policy

and programmes on how to change complex educational systems.

The team is led by Professor Wendy Ngoma (CEO of Angle Tide Business Solutions) and comprises Dr Logan Govender (independent education researcher), Professor Bongani Bantwini (Research Professor for Schooling, North-West University), Ms Michelle Matthey (Academic Development Coordinator at Varsity College), Professor Stunky Duku (Deputy Head of Research Higher Degree Committee at Fort Hare University), Dr Namhla Sokutu (Researcher Fort Hare University) and Dr Thembeke Mufamadi (MISTRA researcher and research coordinator for the project).

## **Seeking Ethical Foundations of the South African Nation**

Various aspects of our democracy seem to be in robust health and significant progress has been made in improving people's social conditions. However, the moral and ethical foundations of society are invoking growing concerns among most South Africans.

Since 2014, MISTRA has been undertaking a research project 'Seeking Ethical Foundations of the South African Nation'. Leading the project are Professor Itumeleng Mosala (Executive Director of Still Nascent Ventures) and Dr Iraj Abedian (independent non-executive director for Capital Property Fund). Dr Thembeke Mufamadi is the MISTRA research coordinator.



# Operations and Commissioned Projects

The Directorate Operations is responsible for operationalising the overall work of the Institute. Its functions include financial management, resource mobilisation, logistics management, communications and outreach, publications, library services, administration, information management and ICT, company secretariat and human resources management.

The Directorate is headed by the Director Operations and comprises an Office Manager/Company Secretary, Financial Manager, Head of Communications and Outreach, Head of Consultancy Services, Office Administrator, Office Assistant, Communications Intern and Resource Mobilisation Intern. During the reporting year, Sedica Davids was appointed as Company Secretary following the retirement of Ilva Mackay; Lorraine Pillay was appointed as Finance Manager; Barry Gilder was appointed as Manager: Publications and Events; Magati Nindi was appointed as Resource Mobilisation officer; Tamara Ranft was appointed as Communications Intern, and Dzunisani Mathonsi as Directorate Operations Intern.

Tshwarelo Mdluli joined MISTRA as a volunteer.

## **Consultancies and Commissioned Research Projects**

Since the formalisation of the consultancy services function at MISTRA, 47% of the uptake has been through work commissioned by the public sector. The private sector, non-governmental and industry contributed 23% each towards the consultancy work at MISTRA, with only 7% being work that is done in respect of international agencies.

During the period under review, **14 consultancies** were undertaken by MISTRA. Of these, six have been successfully completed, while eight are in their final implementation stages. Four of the **consultancies** entail alignment of the clients' strategic direction with the National Development Plan (NDP), while MISTRA was appointed as a peer reviewer for two of the commissioning clients. **Nine commissioned research projects** were undertaken and these are based on a wide variety of subjects such as challenges facing the mining industry to low-carbon economy and social compacting. Some of the projects completed are:

### **Afrilics –Innovation**

The aim is to assess and compare various cases of low-carbon energy development in Africa in an effort to understand the underlying innovation and learning mechanisms that promote their adoption in different contexts. Radhika Perrot of the KESA Faculty represented MISTRA on the team of researchers who sought to identify which actors and models drive such projects, what socio-technical factors facilitate their adaptation, and how the relevant communities or localities build the required technological capabilities for them to function optimally.

### **Black Business Council (BBC) – In Search of an Industrialisation-driven SMME Policy**

MISTRA was commissioned to investigate new ways to revolutionise the role of small business in South Africa. In this research project, SMMEs were accorded a spotlight in terms of targeted support aimed at graduating them to big business in due course. Recommendations were also provided towards funding, new markets, technology and regulations.

### **City of Johannesburg (CoJ) – Mayoral Lekgotla**

MISTRA assisted with the identification of the priorities for the coming year by tracing back the various commitments made in the Growth and Development Strategy, the IDP, as well as in the State of the City Addresses of the Executive Mayor, the reports provided at the Lekgotla by the clusters, and other inputs. After having gone through the process, MISTRA made some recommendations towards economic transformation, issues of governance and helped identify priority programmes.

### **Department of Public Service and Administration (DPSA) – Strategic Planning**

The DPSA Senior Management, after engaging with the Minister of the DPSA, drafted a 2015/2020 Strategic Plan that they wished to have aligned with the NDP. The department appointed MISTRA to look at it as external players and provide feedback.

### **The Ministerial Special Project on the Future of the Humanities and Social Sciences (MSPFHSS) – Converting Heritage Sites into Learning Centres**

This feasibility study started in the previous reporting period and sought to identify the conceptual approach, methodology, and the processes that should inform the policy and programmatic desired intervention. The case studies on the Mapungubwe Cultural Landscape and the Richtersveld Cultural and Botanical Landscape yielded some ideas that were presented to a stakeholder workshop on 1 April 2014.



### **National Planning Commission (NPC) – Social Compact(s)**

The NDP identified the importance of compacting in dealing with collective problems ranging from labour market policy to spatial planning. Upon the request of the NPC, MISTRA conducted a desktop analysis of social compacts globally, and selected a few case studies for illustrative purposes and to examine how the various compacts were forged, why they work, and also why they do not work. Existing social compact-type arrangements in South Africa were also analysed to determine their effectiveness.

### **NUM – Organisational Renewal**

MISTRA was appointed to conduct a study that will inform the organisational renewal of the National Union of Mineworkers (NUM). The overall aim of the study is to make recommendations that will enable NUM to undertake a process of renewal. The study entailed a desktop study and focus group meetings for ordinary members and office bearers. Some interviews were also conducted with a sample drawn from the leadership structures of the union.

### **Resource Watch (Open Society) – Resource Nationalism in Africa**

The study was initiated by MISTRA during the last reporting period. It tracked the implementation of the African Union's Mining Vision 2050 and also examined measures that have been introduced by the various African countries towards realising the Vision. The study was a collaborative exercise and included research institutions and scholars drawn from four countries: South Africa, Botswana, Zimbabwe and the Democratic Republic of Congo.

### **SASOL – Resource Nationalism**

The project started in 2013. This qualitative study looked at the resurgence of resource nationalism and its manifestation in public policy. The report has seven chapters, broken down as follows: Chapter One introduces the report and discusses conceptual and characteristic features of resource nationalism; Chapter Two discusses the African region; Chapter Three focuses on the Latin American region; Chapter Four deals with the Middle Eastern, Northern and North-Eastern African regions; Chapter Five discusses the European region; Chapter Six focuses on the Asian region, and Chapter Seven concludes with a high-level summary of the major themes explored in the report. The report has been finalised and MISTRA handed over the finished product to the client in March 2015.

### **South African Football Association (SAFA) – Strategic Planning and Retreat**

MISTRA facilitated SAFA's strategic planning process in the wake of the report on football that the Institute had completed in 2012. SAFA had identified a need to entrench a deeper consensus and appreciation of the direction in which SAFA would like to go, strategic challenges facing SAFA to go in that direction, and the tasks of the moment. It is in this context that the NEC had a high-level strategic conversation with internal stakeholders to ensure a 'meeting of minds' at the highest echelons.

MISTRA is currently finalising the process of providing strategic input towards SAFA's long-term plan (Vision 2022), which will also be aligned to the NDP (Vision 2030).

### **Yellowwoods – Harambee**

Harambee Youth Employment Accelerator is an initiative of Yellowwoods and it has achieved admirable success in being an effective youth employment facilitator. In March 2014, Harambee hosted a learning session on youth employment and MISTRA assisted with organising this session. The purpose of this learning session was to share empirical knowledge and insights across key organisations involved in gathering and analysing empirical data on youth employment in South Africa.



# Partnerships and Communications

## Communications and Outreach

MISTRA researchers produce regular columns and articles in major publications, and are regularly called upon for comment on a range of newsworthy issues.

During the reporting period, MISTRA issued 10 *Monthly Briefings* to over 4,000 individuals. MISTRA's *Monthly Briefings* aim to inform MISTRA's partners about the Institute's research, strategic reflections, published papers, and other news relating to the network of people and organisations committed to MISTRA's strategic engagement with the issues facing South Africa.

During the reporting period, MISTRA's presence on social networking platforms such as Facebook, Twitter and Instagram has improved.

## MISTRA partners with the Green Fund of the Development Bank of Southern Africa (DBSA)

During the reporting period, MISTRA partnered with the Green Fund of the Development Bank of Southern Africa (DBSA) to implement one of its key priority research projects (PRP) – Earth, Wind and Fire: Unpacking the Political, Economic and Security Implications of Discourse on the Green Economy.

## Networking

MISTRA places a high premium on the networking opportunities that we are exposed to. This has provided an opportunity for MISTRA to share ideas, make

presentations, and to learn from, critique and influence developments on critical issues facing society nationally and globally.

During the reporting period, MISTRA participated in the following events:

- Alfred Nzo Memorial Lecture 2014
- AngloGold Ashanti Colloquium: 'The changed and changing labour relations environment in South Africa since 2012'
- Asian Heads of Mission: luncheon meeting
- Black Management Forum: '20 Years of democracy: Freedom has been good to business – but has business been good to freedom?' – panel discussion
- Chamber of Mines: high-level workshop with ICMM
- Conference: 'Reframing South Africa: Thinking About Transformation', African Studies Program, Johns Hopkins University, Washington DC
- Department of Science and Technology: MISTRA co-hosted an HSD research seminar on 'Public engagement for good governance: the role of the Humanities'
- Department of Social Development: MISTRA presentation – 'South African development perspectives in question'
- Discovery Leadership Summit: 'Intellectual Capital: Shared'
- Exxaro Coal: MISTRA presentation on 'Overview of SA political landscape and impact on the role of business'
- French Institute des Hautes de Defence Nationale, International Session
- Frontier Forum: 'Does South Africa have an Africa Strategy?'
- G20 Study Group invitation from SAIIA: 'Ensuring SA







and other developing nations benefit from the G20's work on tax'

- Global Watch Summit on 'The combating and elimination of racism-discrimination worldwide focusing on sport'
- Gordon Institute of Business: 'Reflecting on 20 Years of democracy and the role of business'
- HSBC: MISTRA Briefing on 'Socio-politico-economic dynamics in SA'
- Human Sciences Research Council: MISTRA co-hosted HSRC Science Seminar
- Jean Jaures Fondation: Meeting on COP 21 and climate change
- Liberty Annual Chairman's Gala Dinner
- Mining Lekgotla: 'A purposeful mining compass'
- National Science & Technology Forum Symposium on 'The beneficiation of SA's natural resources: agro and mining processing'
- National Treasury Brown Bag discussion
- Nelson Mandela Centre of Memory Dialogue Session: 'Legacy Leaders and Movements: the Legacies of Nelson Mandela and the ANC – Separate or Interwoven?'
- NEPAD Conference: 'Agenda 2063'
- NEPAD-ISS-JICA Joint Seminar: 'Toward Agenda 2063 – the Africa we want'
- Oxfam (SA): Inequality Symposium
- Public Affairs Research Institute, (PARI) debate: 'New findings on the South African state – the implications for civil society'
- Rotary Club of Johannesburg, March 2015: MISTRA presentation on the work of the Institute
- Roundtable on Human rights in the Islamic Republic of Iran
- Royal Bafokeng Administration: MISTRA presentation

on 'Poverty, inequality and patronage'

- SAFA Development Agency launch of Club 300: 'Changing football, changing the nation'
- Sam Tambani Research Institute (SATRI): MISTRA contributed to a discussion on 'Navigating challenges of a new research institute'
- Seventh South African AIDS Conference
- Standard Bank Roundtable: 'Outcomes of Elections 2014'
- STATSSA Symposium: 'The demand for statistics: NDP'
- STIAS, Centre for Chinese Studies at Stellenbosch University: '2014 Year of South Africa in China – building infrastructure and capacity in higher education: lessons from China and SA'
- Tana 4th High-level Forum on Security in Africa, Bahir Dar, Ethiopia
- Thabo Mbeki African Leadership Institute (TMALI): Invitation for MISTRA to form part of the Scientific Committee: Workshop on 'Re-visiting the Afro-Chinese Partnership and its Implications, in African Perspective'
- The Presidency: Launch of the 20-year Review: South Africa 1994–2014
- UN High-level Political Forum on Sustainable Development, New York
- UN Retreat: 'What can the UN contribute to SA in post-2015?'
- United Nations University World Institute for Development Economics: Research conference in Helsinki, Finland: 'Inequality – measurement, trends, impacts and policies'
- University of Pretoria, Centre for the Advancement of Scholarship: roundtable on 'The economics of South African townships with a special focus on Diepsloot'
- Wits History Workshop: seminar on 'Local Histories and Present Realities'

- Wits School of Governance/Unesco/ Southern African Node of the Millennium Project, All Africa Futures Forum: 'Transforming Africa's Future'
- World Design Capital, Design Policy Conference

## Website

During the reporting period, MISTRA redesigned and relaunched the front page of the Institute's website to make it more mobi-compatible.

During the reporting period, just over 1,600 visitors have viewed the MISTRA site monthly. During this period, the site received over 109,987 page views, with visitors downloading papers, articles and executive summaries of MISTRA reports.

## Media

During the reporting period, MISTRA's staff published extensively in various major publications and newspapers on topical and project-related issues. MISTRA's joint launch of the 2014 African Transformation Report and the 20-year Conference jointly convened with the Thabo Mbeki Leadership Institute are just some of MISTRA's strategic reflections that received extensive print and electronic media coverage.

## Strategic Reflections

MISTRA's Strategic Reflections comprise research and a range of events that includes seminars, lectures and informal 'brown bag' discussions, all aimed at adding value to public discourse and to incubate new ideas.

### **Dialogue on Poverty, Patronage, Inequality**

In February 2014, Dr Mcebisi Ndletyana (Head: Faculty of Political Economy) took part in a dialogue on 'Poverty, patronage, inequality' convened by the *Daily Dispatch* newspaper and the University of Fort Hare. The dialogue was based on the MISTRA research report *Patronage Politics Divides Us: A Study of Poverty, Patronage and Inequality in South Africa* published in November 2013. Dr Somadoda Fikeni (an independent researcher) was a respondent.

### **Launch of the African Transformation Report 2014**

In March 2014, MISTRA, in partnership with The African Center for Economic Transformation (ACET), launched ACET's *2014 African Transformation Report*.

The *2014 African Transformation Report* is based on studies of 15 African countries (Botswana, Burkina Faso, Cameroon, Ghana, Ethiopia, Kenya, Mauritius, Mozambique, Nigeria, Rwanda, Senegal, South Africa, Tanzania, Uganda and Zambia), which together add up to more than 70% of sub-Saharan Africa's GDP. The Report introduces the African Transformation Index, which ranks countries on their progress on the five (DEPTH) measures of transformation.

The *2014 African Transformation Report* is published in full on the MISTRA website.

### **Innovations in South Africa: Realising the Potential for Job Creation, Blue Economy Roundtable with Gunter Pauli**

In June 2014, MISTRA, in partnership with the South African Reserve Bank, the Department of Science and Technology (DST) and Sasol, hosted a roundtable with

Professor Gunter Pauli, entitled 'Innovations in South Africa: Realising the Potential for Job Creation'.

This was a follow-up to the successful roundtable with Professor Pauli in May 2013, jointly hosted by MISTRA and Governor Gill Marcus of SARB that introduced the concept of the Blue Economy to industrialists, bankers and leading civil servants. MISTRA and Governor Marcus hosted Professor Pauli, believing that his Blue Economy concept could make a valuable contribution towards piloting practical ideas that facilitate sustainable development.

### **Cuban Roundtable with Carlos Fernandez de Cossío**

In July 2014, MISTRA hosted a roundtable at the University of Johannesburg on the logic behind the social, economic and political changes in Cuba over the past 10 years to coincide with the anniversary of Cuba's National Day (25 July). The Ambassador of Cuba, Carlos Fernandez de Cossío, led the discussion.

### **Third Annual Lecture**

In July 2014, MISTRA held its third Annual Lecture presented by Mrs Graça Machel on the topic: 'For Africa to live, the nation must die: the fluidity of African identity in a changing continent'. Addressing the notion of fragmented identities in Africa, Mrs Machel, a renowned international advocate for women's and children's rights and an internationally recognised social and political activist over many decades, explored pan-African unity and the pooling of national sovereignties.

'For Africa to live, the nation must die' is published on the MISTRA website.

### **Accelerating Inclusive Youth Employment Conference Summary**

On 8–9 September 2014, Yellowwoods Investments, the National Planning Commission, MISTRA and Harambee Youth Employment Accelerator jointly convened a multi-stakeholder conference to align and accelerate efforts to drive inclusive youth employment in support of the implementation of the National Development Plan (NDP). This was a leadership convening of employers, practitioners, researchers and policymakers who came together to identify what is working and what more is needed to accelerate sustainable pathways for young people into the economy.

Nearly 300 leaders attended the conference across the private, public, labour and social sectors. Deputy President, the Honorable Cyril Ramaphosa, provided an opening address (via video) and a call to action to social partners to scale-up and accelerate initiatives.

### **20 Years of South African Democracy: So Where to Now? International Conference to mark 20 years of democracy**

On the 12–13 November 2014, the Institute and the Thabo Mbeki African Leadership Institute at the University of South Africa jointly hosted a conference to mark the beginning of the third decade of democracy, under the theme '20 Years of South African Democracy: So Where to Now?'

'20 Years of South African Democracy: So Where to Now?' provided an opportunity for speculative reflections into the next two decades of democracy, informed, first, by historical moments in the build-up to the transition, and second, by the experiences of the last 20 years.



The conference aimed primarily to deal with the theoretical perspectives underpinning the state of South Africa in two decades of democracy and most importantly, prospects for the future.

The conference, which took place at Unisa, covered the following topics:

- Reflections on Historical Moments
- Global Economy and Africa's Positioning
- The South African Political Economy
- Values, Nation Formation and Social Compacting
- Innovation and Transdisciplinary Knowledge for Action
- Building a Capable Developmental State

The keynote address was given by Deputy Chief Justice Dikgang Moseneke on 'Reflections on South Africa's Constitutional Democracy – Transition and Transformation'

Speakers included (among others):

- Dr Frene Ginwala: Speaker of the National Assembly of South Africa from 1994–2004
- Mr Trevor Manuel: Former South African Minister in the Presidency for the National Planning Commission
- Judge Albie Sachs: Former Constitutional Court Judge
- Ms Pregs Govender: Deputy Chairperson and full-time Commissioner of the Human Rights Commission
- Mr Mazibuko Jara: Senior researcher at the University of Cape Town's Law, Race and Gender Research Unit
- Mayor Parks Tau: Mayor for the City of Johannesburg
- Dr Sydney Mufamadi: Director of the School of Leadership at the University of Johannesburg
- Professor Patricia McFadden: member of the International Advisory Committee of the Thabo Mbeki African Leadership Institute

### **Workshop on the Green Economy: Climate Change Negotiations: South Africa's Response**

In January 2015, MISTRA and the Jean Jaurès Foundation (JJF) convened a workshop titled 'Climate Change Negotiations: South Africa's Response' that explored approaches to climate change negotiations in South Africa leading up to COP21 in Paris to be held from 30 November – 11 December 2015.

### **What is the State of the Nation?**

In February 2015, MISTRA, in partnership with the University of Johannesburg and *The Citizen*, hosted a public discussion on 'What is the State of the Nation?' at the University of Johannesburg. The discussion was facilitated by Professor Chris Landsberg (University of Johannesburg) and David Maimela (MISTRA researcher: Political Economy) was one of the panelists.

This discussion took place days after the annual State of the Nation Address delivered by President Jacob Zuma. It was not meant to review his address, but rather to have an open-ended discussion on civil society's perception of the current state of our nation.

### **Skaftins**

Skaftins are MISTRA's 'brown bag' lunchtime discussions on topical issues.

### **Skaftin on The Evolution of Whiteness**

In March 2014, MISTRA hosted Professor Melissa Steyn from the Wits University Centre for a skaftin on 'The Evolution of Whiteness'. Professor Steyn is an NRF-rated Research Chair in Diversity Studies dedicated to the study of organisations, work and livelihoods in South Africa. She has been developing Diversity Studies as a field in



higher education since founding iNCUDISA (Intercultural and Diversity Studies of Southern Africa) at UCT in 2001. Professor Steyn is the author of *Whiteness Just Isn't What it Used to Be: White Identity in a Changing South Africa*.

#### **Skaftin with Professor Steve Ellner, editor of *Latin America's Radical Left***

In October 2014, MISTRA hosted Professor Steve Ellner in a skaftin titled 'Expression of Latin American Unity in the 21st Century: The Bolivarian Alliance For The Peoples Of Our America (ALBA)'.

Steve Ellner is Professor in General Economic History at Universidad de Oriente (UDO), Puerto La Cruz, Venezuela. He is also editor of *Latin America's Radical Left*, which explores the unique challenges facing the left in Latin America today.

In the skaftin, Professor Ellner explored the developments of expressions of Latin American unity and a brief history of the forces that brought to power some of the current leftist regimes in Latin America, such as Hugo Chavez in Venezuela, and described some of the alliances that have developed with Caribbean states such as Cuba. The skaftin also touched on the political and economic realities of Latin American countries and their relationships with the United States and Canada.

#### **MISTRA Research on the 2014 Elections**

In November 2014, MISTRA released *Voting Trends Twenty Years Into Democracy: Analysis of South Africa's National and Provincial Elections*. In this study, MISTRA sought to develop a deeper understanding of the outcome of South Africa's 2014 national and provincial elections. The report explored, among others, the following variables:

ideological trends, electoral participation, race, income/class status, rural/urban divide, and local community protests.

*Voting Trends Twenty Years Into Democracy: Analysis of South Africa's National and Provincial Elections* is published in full on the MISTRA website.

#### **Skaftin on *Je suis Charlie***

In January 2015, MISTRA convened a skaftin on 'Identity, Politics, Tolerance' in the wake of the attacks on Charlie Hebdo in Paris. The skaftin was chaired by Jeffrey Sehume, senior researcher in the Humanity Faculty, who introduced the issue of 'Identity, Politics, Tolerance' with an overview of orientalism and Islamophobia. MISTRA Director Operations, Yacoob Abba Omar, then provided further context to the issues raised by the attacks in Paris in relation to the attacks in Baga, Nigeria and Peshawar, Pakistan.

### **International Conferences**

#### **High-level Political Forum on Sustainable Development at the United Nations**

In July 2014, MISTRA's Executive Director, Joel Netshitenzhe, delivered a presentation at the High-level Political Forum on Sustainable Development at the United Nations Economic and Social Council (ECOSOC) in New York. The Economic and Social Council (ECOSOC) is the United Nations' central platform for reflection, debate, and innovative thinking on sustainable development.



### **6th Brazil-Russia-India-China-South Africa (BRICS) Academic Forum**

In July 2014, Dr Mcebisi Ndletyana took part in the 6th Brazil-Russia-India-China-South Africa (BRICS) Academic Forum. The BRICS Academic Forum is an annual event preceding the BRICS Summit in the host country and is a two-day event where scholars and experts from Brazil, Russia, India, China and South Africa meet and engage to provide the BRICS leaders with a research resource in respect of issues under discussion at the Summit.

### **(UNU-WIDER) Development Conference: Inequality – Measurement, Trends, Impacts And Policies**

In September 2014, MISTRA Executive Director, Joel Netshitenzhe, presented a paper titled 'Inequality in South African Policy Discourse' at the UNU-Wider Development Conference: 'Inequality – Measurement, Trends, Impacts and Policies' held in Helsinki.

### **New Fellows of the Mapungubwe Institute**

MISTRA selects researchers from its research community to become Fellows of the Mapungubwe Institute (FMI). The Institute's first Fellows were announced at its launch in March of 2011. The system of Fellowship was established to bring into the MISTRA fold experts who, in the main, work on the Priority Research Projects as researchers, advisors and project leaders. Appointments are also made of scholars who bring value to knowledge development and who are making an outstanding contribution in fields of work aligned to MISTRA's mission and vision. The fellowship is honorary and its duration is flexible. Some of the Fellows who are working on priority projects have a more hands-on relationship with the Institute while

others are drawn in to participate at seminars, workshops and other MISTRA activities. All Fellows are connected to one of the Institute's faculties – Humanity, Knowledge Economy and Scientific Advancement (KESA), and Political Economy.

During the reporting period, MISTRA announced the inclusion of eight distinguished scholars as MISTRA Fellows:

- Professor Thaddeus Metz is an NRF-rated Humanities Research Professor at the University of Johannesburg.
- Professor Mary Gulumian is head of the Toxicology Section at the National Institute for Occupational Health (NIOH).
- Professor Hamsa Venkatkrishnan currently leads the division of mathematics education at the School of Education, University of the Witwatersrand.
- Dr Jongjun Zhao is Assistant Professor in Globalisation Studies and Humanitarian Action at the University of Groningen.
- Professor Pitika Ntuli is a scholar with wide-ranging expertise. He is an artist, sculptor, poet and a respected arts activist.
- Dr Thami Mazwai is Executive Chairman of Mtiya Dynamics (Pty) Ltd and is currently working on an enterprise development strategy for rural areas pioneered by the Services Seta.
- Professor Gauhar Raza is based at the Academy of Scientific and Innovative Research in New Delhi and is Chief Scientist and Head of the Science Communication through Multimedia Division at the National Institute of Science Communication and Information Resources.
- Dr Oscar van Heerden is a scholar of International

Relations focusing on International Political Economy with an emphasis on Africa, and southern Africa in particular.

### **Publications**

During the reporting year, the following publications were made available as eBooks on Kalahari and on Kindle (Amazon):

- *From Agriculture to Agricolity: Towards a Glocal Circular Economy*
- *The Concept and Application of Transdisciplinarity in Intellectual Discourse and Research*
- *South Africa and the Global Hydrogen Economy*
- *Essays on the Evolution of the Post-Apartheid State: Legacies, reforms and prospects*
- *Patronage Politics Divides Us: A Study of Poverty, Patronage and Inequality in South Africa*
- *Nation Formation and Social Cohesion – An Enquiry into the Hopes and Aspirations of South Africans*

# Finance



## Public Benefit Organisation Status

MISTRA had been accorded the status of a public benefit organisation by SARS, and this allows it to issue a Section 18A certificate which enables the contributor to claim the requisite tax benefit. MISTRA has also been awarded a BEE Facilitator status.

## Resource Mobilisation

We reported income in excess of R10 million for the founding 2010/2011 financial year. Over R16 million for the 2011/2012 financial year, R22 million for the 2012/2013 financial year end, and over R 21 million for the 2013/2014 financial year end. In the 2014/2015 financial year we have reported income of R23 million.

MISTRA entered into a consolidation phase in 2013 and this phase ends in 2015. In the consolidation phase, line item increases have, and will, continue to be only for critical resources required to maintain and improve the Institute's functioning and carrying out of its core research programmes.

MISTRA has implemented a new resource mobilisation strategy as agreed on by the Board and management. This strategy includes the implementation of the MISTRA 2020 Endowment fund, which would ensure MISTRA's long-term financial viability.

## Recognition of Contributors

During the year under review MISTRA would like to acknowledge and thank the following donors and partners for their generous contributions:

## Donors

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## Mapungubwe Institute for Strategic Reflection (MISTRA)

(Registration number 2010/002262/08)

Annual Financial Statements for the year ended 28 February 2015

### General Information

Country of incorporation and domicile	South Africa
Nature of business and principal activities	Research
Registered office	First Floor Cypress Place North Woodmead Business Park 142 Western Service Road Woodmead, Johannesburg 2191
Postal address	PostNet Suite 586 Private Bag X29 Gallo Manor 2052
Auditors	Nyamezela Incorporated Chartered Accountants (S.A.) Registered Auditor
Company Secretary	Sedica Davids
Company registration number	2010/002262/08

The reports and statements set out below comprise the annual financial statements presented to the shareholder.

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The following supplementary information does not form part of the annual financial statements and is unaudited:	
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### Level of assurance

These annual financial statements have been audited in compliance with the applicable requirements of the Companies Act 71 of 2008



## Mapungubwe Institute for Strategic Reflection (MISTRA)

(Registration number 2010/002262/08)

Annual Financial Statements for the year ended 28 February 2015

### Audit and Risk Committee Report

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This report is provided by the audit and risk committee appointed in respect of the 2015 financial year of Mapungubwe Institute for Strategic Reflection (MISTRA).

#### 1. Members of the Audit and Risk Committee

The members of the audit and risk committee are all independent non-executive directors of the Institute and include:

Dr Trish Hanekom (Chairperson)  
Mr Peter Vundla  
Dr Tanya Abrahamse  
Dr Sibusiso Sibisi  
Mr Loyiso Ntshikila

The committee is satisfied that the members thereof have the required knowledge and experience as set out in Section 94(5) of the Companies Act 71 of 2008 and Regulation 42 of the Companies Regulation, 2011

#### 2. Meetings held by the Audit and Risk Committee

The audit and risk committee performs the duties laid upon it by Section 94(7) of the Companies Act 71 of 2008 by holding meetings with the key role players on a regular basis and by the unrestricted access granted to the external auditors.

#### 3. External auditor

The committee satisfied itself through enquiry that the external auditors is independent as defined by the Companies Act 71 of 2008 and as per the standards stipulated by the auditing profession. Requisite assurance was sought and provided by the auditors that internal governance processes within the firm support and demonstrate the claim to independence.

The audit and risk committee in consultation with executive management, agreed to the terms of the engagement. The audit fee for the external audit has been considered and approved taking into consideration such factors as the timing of the audit, the extent of the work required and the scope.

## Mapungubwe Institute for Strategic Reflection (MISTRA)

(Registration number 2010/002262/08)

Annual Financial Statements for the year ended 28 February 2015

### 4. Annual Financial Statements

Following the review of the annual financial statements the audit and risk committee recommend board approval thereof.

### 5. Financial Statements and Accounting Policies

The committee has assessed the integrity of the Institute's Accounting policies and annual financial statements for the year ended 28 February 2015 and is satisfied that they are appropriate and comply in all respect with International Financial Reporting Standards for Small and Medium-sized Entities requirements. The committee supports the opinion of the auditors with respect to the annual financial statements.

### 6. Governance of Risk

The committee is responsible to oversee the governance of risk management function incorporating strategic, operational, reputational, project, financial, reporting, fraud, internal control, IT governance, legal and regulatory risks, amongst others.

### 7. Going Concern

Based on the results of the Committee's assessment of the institute's going concern review, the Committee is comfortable in its recommendation to the Board regarding the annual financial statements and that the Institute will be a going concern for the next financial period.



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**Dr Trish Hanekom**  
Chairperson Audit and Risk Committee

## Mapungubwe Institute for Strategic Reflection (MISTRA)

(Registration number 2010/002262/08)

Annual Financial Statements for the year ended 28 February 2015

### **Directors' Responsibilities and Approval**

---

The directors are required by the Companies Act 71 of 2008, to maintain adequate accounting records and are responsible for the content and integrity of the annual financial statements and related financial information included in this report. It is their responsibility to ensure that the annual financial statements fairly present the state of affairs of the Institute as at the end of the financial year and the results of its operations and cash flows for the period then ended, in conformity with the International Financial Reporting Standard for Small and Medium-sized Entities. The external auditors are engaged to express an independent opinion on the annual financial statements.

The annual financial statements are prepared in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

The directors acknowledge that they are ultimately responsible for the system of internal financial control established by the company and place considerable importance on maintaining a strong control environment. To enable the directors to meet these responsibilities, the Board sets standards for internal control aimed at reducing the risk of error or loss in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the company and all employees are required to maintain the highest ethical standards in ensuring the company's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the company is on identifying, assessing, managing and monitoring all known forms of risk across the company. While operating risk cannot be fully eliminated, the company endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

## Mapungubwe Institute for Strategic Reflection (MISTRA)

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The directors are of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the annual financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or loss.

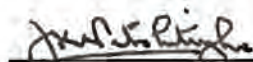
The directors have reviewed the company's cash flow forecast for the year to February 29, 2016 and, in the light of this review and the current financial position, they are satisfied that the company has access to adequate resources to continue in operational existence for the foreseeable future.

The external auditors are responsible for independently auditing and reporting on the company's annual financial statements. The annual financial statements have been examined by the company's external auditors and their report is presented on pages 43 and 44.

The annual financial statements set out on pages 47 to 61, which have been prepared on the going concern basis, were approved by the board on July 31, 2015 and were signed on its behalf by:



Director



Director

## Mapungubwe Institute for Strategic Reflection (MISTRA)

(Registration number 2010/002262/08)

Annual Financial Statements for the year ended 28 February 2015



### Independent Auditors' Report

---

#### To the shareholder of Mapungubwe Institute for Strategic Reflection (MISTRA)

We have audited the annual financial statements of Mapungubwe Institute for Strategic Reflection (MISTRA), as set out on pages 47 to 61, which comprise the statement of financial position as at February 28, 2015, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and the notes, comprising a summary of significant accounting policies and other explanatory information.

#### Directors' Responsibility for the Annual Financial Statements

The company's directors are responsible for the preparation and fair presentation of these annual financial statements in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities, and requirements of the Companies Act 71 of 2008, and for such internal control as the directors determine is necessary to enable the preparation of annual financial statements that are free from material misstatements, whether due to fraud or error.

#### Auditors' Responsibility

Our responsibility is to express an opinion on these annual financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the annual financial statements are free from material misstatement.

## Mapungubwe Institute for Strategic Reflection (MISTRA)

(Registration number 2010/002262/08)

Annual Financial Statements for the year ended 28 February 2015

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the annual financial statements. The procedures selected depend on the auditors' judgement, including the assessment of the risks of material misstatement of the annual financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the annual financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the annual financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

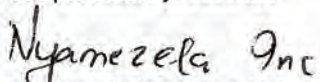
### Opinion

In our opinion, the annual financial statements present fairly, in all material respects, the financial position of Mapungubwe Institute for Strategic Reflection (MISTRA) as at February 28, 2015, and its financial performance and its cash flows for the year then ended in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities, and the requirements of the Companies Act 71 of 2008.

### Completeness of Grant Income

Without qualifying our opinion above we drew attention to the following matter:

In common with similar organisations, it is not feasible for the organisation to institute accounting controls over certain income prior to the entry in the accounting records. Accordingly, it was impracticable for us to extend our examination beyond the receipts actually recorded.

  
Nyamezela Incorporated  
Per: M.J. Vuso  
Registered Auditors  
August 7, 2015

## Mapungubwe Institute for Strategic Reflection (MISTRA)

(Registration number 2010/002262/08)

Annual Financial Statements for the year ended 28 February 2015

### Directors' Report

---

The directors have pleasure in submitting their report on the annual financial statements of Mapungubwe Institute for Strategic Reflection (MISTRA) for the year ended February 28, 2015.

#### 1. Nature of business

Mapungubwe Institute for Strategic Reflection (MISTRA) was incorporated in South Africa with interests in the non-profit industry. The company operates principally in South Africa and is engaged in research. The central focus of the Institute is indepth strategic research as well as retreats and round tables bringing together leaders from various sectors of South African society to explore the country's challenges. The aim is to deepen the nation's understanding of macro, social dynamics and proposed courses of action that will take the country onto a higher trajectory of development.

There have been no material changes to the nature of the company's business from the prior year.

#### 2. Review of financial results and activities

The annual financial statements have been prepared in accordance with International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act 71 of 2008. The accounting policies have been applied consistently compared to the prior year.

The company recorded a loss after tax for the year ended February 28, 2015 of (R399,796). This represented a decrease of 70% from the loss after tax of the prior year of (R 1,331,926).

Company revenue increased by 8% from R21,431,518 in the prior year to R23,176,824 for the year ended February 28, 2015.

Company cash flows from operating activities decreased by 22% from R2,345,973 in the prior year to R1,818,167 for the year ended February 28, 2015.

#### 3. Property, plant and equipment

There was no change in the nature of the property, plant and equipment of the company or in the policy regarding their use.

At February 28, 2015 the company's investment in property, plant and equipment amounted to R524,609 (2014:R1,080,092), of which R19,562 (2014: R62,337) was added in the current year through additions.

## Mapungubwe Institute for Strategic Reflection (MISTRA)

(Registration number 2010/002262/08)

Annual Financial Statements for the year ended 28 February 2015

### 4. Events after the reporting period

The directors are not aware of any material events which occurred after the reporting date and up to the date of this report.

### 5. Auditors

Nyamezela Incorporated continued in office as auditors for the company for 2015.

### 6. Secretary

The company secretary is Sedica Davids.

Postal address

PostNet Suite 586  
Private Bag X29  
Gallo Manor  
2052

Business address

First Floor Cypress Place North  
Woodmead Business Park  
142 Western Services Road  
Woodmead, Johannesburg  
2191



## Mapungubwe Institute for Strategic Reflection (MISTRA)

(Registration number 2010/002262/08)

Annual Financial Statements for the year ended 28 February 2015

### Statement of Financial Position as at February 28, 2015

Figures in Rand	Note(s)	2015	2014
<b>Assets</b>			
<b>Non-Current Assets</b>			
Property, plant and equipment	2	524,609	1,080,092
Investments held in listed company	3	750,000	1,620,000
		<b>1,274,609</b>	<b>2,700,092</b>
<b>Current Assets</b>			
Trade and other receivables	4	2,303,352	34,960
Prepayments		118,828	-
Cash and cash equivalents	5	4,212,994	4,050,723
		<b>6,635,174</b>	<b>4,085,683</b>
<b>Total Assets</b>		<b>7,909,783</b>	<b>6,785,775</b>
<b>Equity and Liabilities</b>			
<b>Equity</b>			
Retained income		4,668,255	5,068,051
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Trade and other payables	6	1,241,528	1,717,724
Income received in advance		2,000,000	-
		<b>3,241,528</b>	<b>1,717,724</b>
<b>Total Equity and Liabilities</b>		<b>7,909,783</b>	<b>6,785,775</b>

## Mapungubwe Institute for Strategic Reflection (MISTRA)

(Registration number 2010/002262/08)

Annual Financial Statements for the year ended 28 February 2015

### Statement of Comprehensive Income

Figures in Rand	Note(s)	2015	2014
Revenue	7	23,176,824	21,431,518
Other income	8	156,251	136,360
Operating expenses		(22,851,367)	(23,670,999)
<b>Operating (deficit)/surplus</b>		<b>481,708</b>	<b>(2,103,121)</b>
Fair value adjustments	9	(870,000)	820,000
Finance costs	10	(11,504)	(48,805)
<b>(Deficit)/Surplus for the year</b>		<b>(399,796)</b>	<b>(1,331,926)</b>
Other comprehensive income		-	-
<b>Total comprehensive (deficit)/surplus for the year</b>		<b>(399,796)</b>	<b>(1,331,926)</b>

## Mapungubwe Institute for Strategic Reflection (MISTRA)

(Registration number 2010/002262/08)

Annual Financial Statements for the year ended 28 February 2015

### Statement of Changes in Equity

Figures in Rand	Retained income	Total equity
<b>Balance at March 1, 2013</b>	<b>6,399,977</b>	<b>6,399,977</b>
Deficit for the year	(1,331,926)	(1,331,926)
Other comprehensive income	-	-
<b>Total comprehensive deficit for the year</b>	<b>(1,331,926)</b>	<b>(1,331,926)</b>
<b>Balance at March 1, 2014</b>	<b>5,068,051</b>	<b>5,068,051</b>
Deficit for the year	(399,796)	(399,796)
Other comprehensive income	-	-
<b>Total comprehensive deficit for the year</b>	<b>(399,796)</b>	<b>(399,796)</b>
<b>Balance at February 28, 2015</b>	<b>4,668,255</b>	<b>4,668,255</b>

Note(s)

## Mapungubwe Institute for Strategic Reflection (MISTRA)

(Registration number 2010/002262/08)

Annual Financial Statements for the year ended 28 February 2015

### Statement of Cash Flows

Figures in Rand	Note(s)	2015	2014
<b>Cash flows from operating activities</b>			
Cash used in operations	12	(1,806,663)	(2,297,168)
Finance costs		(11,504)	(48,805)
<b>Net cash from operating activities</b>		<b>(1,818,167)</b>	<b>(2,345,973)</b>
<b>Cash flows from investing activities</b>			
Purchase of property, plant and equipment	2	(19,562)	(62,337)
<b>Cash flows from financing activities</b>			
Income received in advance		2,000,000	-
<b>Total cash movement for the year</b>		<b>162,271</b>	<b>(2,408,310)</b>
Cash at the beginning of the year		4,050,723	6,459,032
<b>Total cash at end of the year</b>	5	<b>4,212,994</b>	<b>4,050,722</b>

## Mapungubwe Institute for Strategic Reflection (MISTRA)

(Registration number 2010/002262/08)

Annual Financial Statements for the year ended 28 February 2015

### Accounting Policies

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#### 1. Presentation of Annual Financial Statements

The annual financial statements have been prepared in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities, and the Companies Act 71 of 2008. The annual financial statements have been prepared on the historical cost basis, and incorporate the principal accounting policies set out below. They are presented in South African Rands.

These accounting policies are consistent with those of the previous period.

##### 1.1 Significant judgements and sources of estimation uncertainty

In preparing the annual financial statements, management is required to make judgements, estimates and assumptions that affect the amounts represented in the annual financial statements and related disclosures. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results in the future could differ from these estimates which may be material to the annual financial statements.

##### 1.2 Property, plant and equipment

Property, plant and equipment are tangible items that:

- are held for use in the production or supply of goods or services, for rental to others or for administrative purposes; and
- are expected to be used during more than one period.

Property, plant and equipment is carried at cost less accumulated depreciation and accumulated impairment losses.

Cost includes all costs incurred to bring the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Costs include costs incurred initially to acquire or construct an item of property, plant and equipment and costs incurred subsequently to add to, replace part of, or service it. If a replacement cost is recognised in the carrying amount of an item of property, plant and equipment, the carrying amount of the replaced part is derecognised.

## Mapungubwe Institute for Strategic Reflection (MISTRA)

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Annual Financial Statements for the year ended 28 February 2015

Depreciation is provided using the straight-line method to write down the cost, less estimated residual value over the useful life of the property, plant and equipment, which is as follows:

Item	Average useful life
Furniture and fixtures	5 years
IT equipment	3 years
Computer software	1 year to 5 years
Leasehold improvements	2 years

The residual value, depreciation method and useful life of each asset are reviewed at each annual reporting period if there are indicators present that there has been a significant change from the previous estimate.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in profit or loss in the period.

### 1.3 Investments held in listed company

Investments held in listed company are accounted for at fair value through profit or loss.

### 1.4 Financial instruments

#### Financial instruments at amortised cost

Financial Instruments may be designated to be measured at amortised cost less any impairment using the effective interest method. This includes trade and other receivables, loans and trade and other payables. At the end of each reporting date, the carrying amounts of assets held in this category are reviewed to determine whether there is any objective evidence of impairment. If so, an impairment loss is recognised.

#### Financial instruments at fair value

All other financial instruments are measured at fair value through profit and loss.

## Mapungubwe Institute for Strategic Reflection (MISTRA)

(Registration number 2010/002262/08)

Annual Financial Statements for the year ended 28 February 2015

### Accounting Policies

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#### 1.5 Leases

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership to the lessee. A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership.

##### Operating leases – lessee

Operating lease payments are recognised as an expense on a straight-line basis over the lease term except in cases where another systematic basis is representative of the time pattern of the benefit from the leased asset, even if the receipt of payments is not on that basis, or where the payments are structured to increase in line with expected general inflation.

#### 1.6 Impairment of assets

The Institute assesses at each reporting date whether there is any indication that an asset may be impaired.

If there is any indication that an asset may be impaired, the recoverable amount is estimated for the individual asset. If it is not possible to estimate the recoverable amount of the individual asset, the recoverable amount of the cash-generating unit to which the asset belongs is determined.

#### 1.7 Employee benefits

##### Short-term employee benefits

The cost of short-term employee benefits, (those payable within 12 months after the service is rendered, such as paid vacation leave and sick leave, bonuses, and non-monetary benefits such as medical care), is recognised in the period in which the service is rendered and is not discounted.

#### 1.8 Grant income

Grants are recognised when there is a reasonable assurance that:  
the institute will comply with the conditions attaching to them; and  
the donations or grants will be received.

Grants are recognised as income over the period necessary to match them with the related cost that they are intended to compensate.

A grant that becomes receivable as compensated for the expenses and losses already incurred or for the purpose of giving immediate financial support to the entity with no future related cost is recognised as income of the period in which it becomes receivable.

Grants relating to income are presented as a credit in the income statement (separately).

## Mapungubwe Institute for Strategic Reflection (MISTRA)

(Registration number 2010/002262/08)

Annual Financial Statements for the year ended 28 February 2015

### Notes to the Annual Financial Statements

Figures in Rand 2015      2014

#### 2. Property, plant and equipment

	2015			2014		
	Cost / Valuation	Accumulated depreciation and impairments	Carrying value	Cost / Valuation	Accumulated depreciation and impairments	Carrying value
Furniture and fixtures	493,675	(456,514)	37,161	487,675	(413,609)	74,066
IT equipment	387,485	(330,475)	57,010	394,487	(298,199)	96,288
Computer software	1,352,729	(922,294)	430,435	1,352,729	(497,844)	854,885
Leasehold improvements	245,408	(245,405)	3	245,408	(190,555)	54,853
<b>Total</b>	<b>2,479,297</b>	<b>(1,954,688)</b>	<b>524,609</b>	<b>2,480,299</b>	<b>(1,400,207)</b>	<b>1,080,092</b>

#### Reconciliation of property, plant and equipment - 2015

	Opening balance	Additions	Depreciation	Total
Furniture and fixtures	74,066	6,000	(42,905)	37,161
IT equipment	96,288	13,562	(52,840)	57,010
Computer software	854,885	-	(424,450)	430,435
Leasehold improvements	54,853	-	(54,850)	3
	<b>1,080,092</b>	<b>19,562</b>	<b>(575,045)</b>	<b>524,609</b>

#### Reconciliation of property, plant and equipment - 2014

	Opening balance	Additions	Depreciation	Total
Furniture and fixtures	150,444	4,910	(81,288)	74,066
IT equipment	139,545	19,942	(63,199)	96,288
Computer software	1,295,344	37,485	(477,944)	854,885
Leasehold improvements	119,024	-	(64,171)	54,853
	<b>1,704,357</b>	<b>62,337</b>	<b>(686,602)</b>	<b>1,080,092</b>



## Mapungubwe Institute for Strategic Reflection (MISTRA)

(Registration number 2010/002262/08)

Annual Financial Statements for the year ended 28 February 2015

### 3. Investments held in listed company

Encha Group Limited	Carrying amount 2015	Carrying amount 2014
Investments held in listed companies	750,000	1,620,000

Fair values of equity accounted investments held in listed companies are only presented when there are published price quotations.

### 4. Trade and other receivables

Trade receivables	2,303,352	34,960
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## Mapungubwe Institute for Strategic Reflection (MISTRA)

(Registration number 2010/002262/08)

Annual Financial Statements for the year ended 28 February 2015

### Notes to the Annual Financial Statements

Figures in Rand

	2015	2014
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#### 5. Cash and cash equivalents

Cash and cash equivalents consist of:

Cash on hand	4,521	7,676
Bank balances	4,208,473	4,043,047
	<b>4,212,994</b>	<b>4,050,723</b>

Included in the bank balance is the Standard Bank current account amounting to R2,445,868.04 and the Investment account of R1,762,605.17 for the year end 28 February 2015.

#### 6. Trade and other payables

Trade payables	119,557	371,381
VAT	206,375	98,834
Annual bonus accrual	486,704	479,730
Other payables	87,321	426,208
Leave accrual	341,571	341,571
	<b>1,241,528</b>	<b>1,717,724</b>

Included in other payables are taxes, liberty provident fund and skills development levies.

#### 7. Revenue

Commissioned work income	5,052,969	4,341,966
Speaker's fees	200,058	247,043
Events income	108,862	193,639
Grants income	17,814,935	16,648,870
	<b>23,176,824</b>	<b>21,431,518</b>

## Mapungubwe Institute for Strategic Reflection (MISTRA)

(Registration number 2010/002262/08)

Annual Financial Statements for the year ended 28 February 2015

### Notes to the Annual Financial Statements

Figures in Rand	2015	2014
<b>8. Other income</b>		
Interest received	153,857	122,253
Sale of publications	2,394	14,107
	<b>156,251</b>	<b>136,360</b>
<b>9. Fair value adjustments</b>		
Appreciation (Impairment) of investment in Encha Group Limited	(870,000)	820,000
<b>10. Finance costs</b>		
Interest expense	11,504	48,805
<b>11. Auditors' remuneration</b>		
Fees	52,738	50,345
<b>12. Cash used in operations</b>		
Loss before taxation	(399,796)	(1,331,926)
<b>Adjustments for:</b>		
Depreciation and amortisation	575,045	686,602
Finance costs	11,504	48,805
Fair value adjustments	870,000	(820,000)
Encha Shares	-	(800,000)
<b>Changes in working capital:</b>		
Trade and other receivables	(2,268,392)	1,497
Prepayments	(118,828)	-
Trade and other payables	(476,196)	(82,146)
	<b>(1,806,663)</b>	<b>(2,297,168)</b>

## Mapungubwe Institute for Strategic Reflection (MISTRA)

(Registration number 2010/002262/08)

Annual Financial Statements for the year ended 28 February 2015

### 13. Directors' remuneration

#### Executive

#### 2015

	Emoluments	Total
Executive Director	1,288,083	1,288,083
Director Operations	1,114,213	1,114,213
Finance Manager	812,505	812,505
	<b>3,214,801</b>	<b>3,214,801</b>

#### 2014

	Emoluments	Total
Executive Director	1,250,566	1,250,566
Director Operations (Commenced 1 Feb 2013)	1,081,760	1,081,760
Finance Manager (Resigned 28 Feb 2014)	844,259	844,259
Finance Manager (Commence 1 Feb 2014)	60,680	60,680
	<b>3,237,265</b>	<b>3,237,265</b>

## Mapungubwe Institute for Strategic Reflection (MISTRA)

(Registration number 2010/002262/08)

Annual Financial Statements for the year ended 28 February 2015

### Notes to the Annual Financial Statements

Figures in Rand	2015	2014
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#### 14. Going concern

The annual financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

#### 15. Events after the reporting period

The annual financial statements were authorised for issue on Friday, July 31, 2015 by the board of directors of the company.

#### 16. Employee cost

Personnel costs comprise of 79% for research personnel and 21% for support staff. As a proportion of all expenditure, research costs-including research personnel-represent 66% of total expenditure.

## Mapungubwe Institute for Strategic Reflection (MISTRA)

(Registration number 2010/002262/08)

Annual Financial Statements for the year ended 28 February 2015

### Statement of Financial Performance

Figures in Rand	Note(s)	2015	2014
<b>Revenue</b>			
Rendering of services		5,052,969	4,341,966
Grants		17,814,935	16,648,870
Speakers fee		200,058	247,043
Events income		108,862	193,639
	7	<b>23,176,824</b>	<b>21,431,518</b>
<b>Other income</b>			
Interest received		153,857	122,253
Sale of publications		2,394	14,107
Fair value adjustments	9	-	820,000
		<b>156,251</b>	<b>956,360</b>
<b>Expenses (Refer to page 18)</b>		<b>(22,851,367)</b>	<b>(23,670,999)</b>
<b>Operating surplus/(deficit)</b>		<b>481,708</b>	<b>(1,283,121)</b>
Finance costs	10	(11,504)	(48,805)
Fair value adjustments	9	(870,000)	-
		<b>(881,504)</b>	<b>(48,805)</b>
<b>Deficit for the year</b>		<b>(399,796)</b>	<b>(1,331,926)</b>

The supplementary information presented does not form part of the annual financial statements and is unaudited.

## Mapungubwe Institute for Strategic Reflection (MISTRA)

(Registration number 2010/002262/08)

Annual Financial Statements for the year ended 28 February 2015

### Statement of Financial Performance

Figures in Rand	Note(s)	2015	2014
<b>Operating expenses</b>			
Accounting fees		-	(4,658)
Advertising		(9,650)	-
Auditors remuneration	11	(52,738)	(50,345)
Bank charges		(19,868)	(20,908)
Cleaning		(7,050)	(8,550)
Consulting and professional fees		(5,292)	(41,408)
Delivery expenses		-	(24,282)
Depreciation, amortisation and impairments		(575,045)	(686,602)
Employee costs		(17,055,256)	(16,107,716)
Strategic reflections		(86,563)	(504,016)
Publications		(263,451)	(687,958)
Publications purchases and subscriptions		(133,235)	(103,589)
Website maintenance		(48,390)	(13,500)
Conferences & workshops		(731,006)	(442,053)
IT expenses		(259,083)	(474,920)
Insurance		(20,436)	(19,698)
Lease rentals on operating lease		(800,944)	(812,367)
Legal expenses		(57,941)	(43,066)
Municipal expenses		(210,613)	(219,983)
Parking		(103,407)	(105,206)
Placement fees		(3,231)	(289,080)
Postage		(14,746)	(22,356)
Printing and stationery		(261,710)	(317,210)
Repairs and maintenance		(15,347)	(12,466)
Research costs		(1,265,520)	(1,801,949)
Security		(2,609)	(2,459)
Staff welfare		(27,413)	(25,410)
Subscriptions		(500)	(450)
Telephone and fax		(369,569)	(318,571)
Training		(62,373)	(48,475)
Travel - local		(328,749)	(334,578)
Travel - overseas		(59,632)	(127,170)
		<b>(22,851,367)</b>	<b>(23,670,999)</b>

The supplementary information presented does not form part of the annual financial statements and is unaudited.

# MISTRA Staff

Mcebisi Ndletyana (Head: Political Economy Faculty) and Yacoob Abba Omar (Director Operations)



Thabang Moerane (Office Administrator)



Ayender Makuvela (Assistant Researcher: Knowledge Economy Faculty) and Gail Smith (Head: Communications & Outreach)



Sedica Davids (Company Secretary)



Prof. Vil-Nkomo (Chairperson MISTRA BOG) and Betchani Tchereni (Senior Researcher: Political Economy Faculty)



Jeffrey Sehume (Senior Researcher: Humanities Faculty)



Leslie Dikeni (Senior Researcher: Humanities Faculty) and Xolelwa Kashe-Katiya (Head: Consultancy Services)



Lorraine Pillay (Financial Manager)



Yacoob Abba Omar (Director Operations), Thembeke Mufamadi (Researcher: Humanities Faculty) and Xolelwa Kashe-Katiya (Head: Consultancy Services)



Joel Netshitenzhe (Executive Director)



David Maimela (Researcher: Political Economy Faculty)



Wilson Manganyi (Researcher: Knowledge Economy Faculty)



Magati Nindi (Resource Mobilisation Officer)



Asanda Luwaca (Intern: Communications) and Catherine Kannemeyer (Researcher: Political Economy Faculty)



Velaphi Msimang (Head: Knowledge Economy Faculty)



Euston Wesso (Intern: Humanities Faculty) and Thulani Mdlatlose (Intern: Knowledge Economy Faculty)



Barry Gilder (Manager: Publications and Events)



Hester du Plessis (Head: Humanities Faculty) and Catherine Kannemeyer (Researcher: Political Economy Faculty)



Rose Ngwato (Office Assistant)



Radhika Perrot (Researcher: Knowledge Economy Faculty) and Hope Prince (Faculty Secretary)



Luvo Mfeya (Finance Officer)



Dzunisani Mathonsi (Consultancy Services Officer) Sedireng Lerakong (Junior Researcher: Political Economy Faculty) and Duduetsang Mokoete (Assistant Researcher: Knowledge Economy Faculty)

# Celebrating Five Years of Independent, Relevant and Challenging Research (2010–2015)

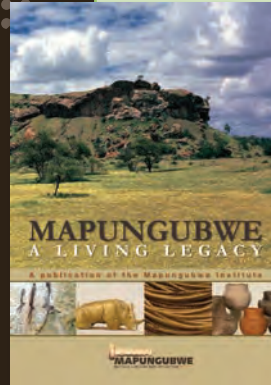
An Idea Whose Time Has Come

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**Conception of MISTRA**  
MISTRA conceived in 2009

**May**  
MISTRA registered as a not-for-profit organisation

**June**  
Establishment of the MISTRA Board of Governors



**March**  
*Mapungubwe – A Living Legacy* released

**March**  
**Initiation of Eight Inaugural Research Projects:**

- *The Rise and Decline of the Mapungubwe Civilisation*
- *Nation Formation and Social Cohesion*
- *Poverty, Inequality and Patronage*
- *The Arithmetic of Savings*
- *The Evolution of the South African State*
- *The Use and Displacement of Platinum Group Metals*
- *The Art, Philosophy and Science of Competitive Football*
- *Transdisciplinarity*

2009

2010

2011

**May**  
Public website launched

**May**  
MISTRA moves into offices in Woodmead, Johannesburg

**June**  
MISTRA fundraising dinner hosted by Cyril Ramaphosa



**March**  
MISTRA launched publicly; guests include **Deputy President Kgalema Motlanthe**, **Professor Dominick Salvatore** (Fordham University, New York), **Prof. Dani Nabudere** (Marcus Garvey Pan-African Institute, Uganda)



**December**  
MISTRA issues its first *Monthly Briefing* (newsletter)

**November**  
Pre-COP17 Workshop: *Beyond COP17: pondering the H2ECO equation*



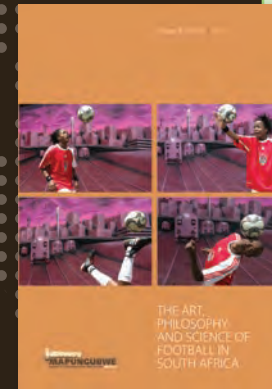
**29 March**

Inaugural Annual Lecture:  
*Building the African state  
in the age of globalisation:  
The role of social compacts  
and lessons for South  
Africa* by **Prof. Thandika  
Mkandawire** (Chair:  
African Development,  
London School of  
Economics)



**23 July**

*In what way does  
inequality matter to South  
Africa? Lessons from global  
Experiences:* skype roundtable  
with **Prof. Richard Wilkinson**,  
author of *The Spirit Level*, in  
collaboration with Wits  
P&DM



**29 November**

*The Art, Philosophy and  
Science of Football in  
South Africa* research  
report launched on 29th  
November 2012.  
Interactions with SAFA  
initiated to implement  
the recommendations of  
the football report

**2012**

**2 April**

Roundtable:  
*Interrogating  
methodologies on labour  
statistics in South Africa:*  
a debate on Statistics  
SA's labour force survey  
on employment  
estimates

**23–25 April**

*Towards Rio+20: sustainable  
development and the  
role of the state:* 3-day  
conference in Cape Town  
in collaboration with FES  
(Friedrich-Ebert-Stiftung,  
German development  
agency)



**19 July**

*The role of the national  
defence force in the South  
African developmental state:*  
roundtable in collaboration  
with the Defence Review  
Committee

**Second Wave of Research Projects Initiated:**

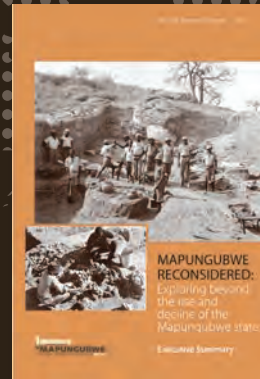
- *The philosophy of Chinese civilisation: the rise and decline and rise of Civilisations*
- *The role of the arts in South Africa's 30-year strategic plan*
- *Basic education – in pursuit of stability in curricula, 'the calling of teaching'*
- *The history of South African innovations – the trends, mature niche areas and managing transition from research to application and commercialisation*
- *The pedagogy of mathematics: is there a unifying logic?*
- *Beyond the imagination: genetics, nano- and biotechnologies and their applications*
- *Earth, wind and fire: unpacking the political, economic and security implications of discourse on the Green Economy*
- *The Great Recession and its implications for human values and the philosophy of social relations*
- *Changing economic balances in Africa: implications for competitive and comparative advantages, integration and geopolitics*

**December 2012**  
Formalisation of Consultancy Services to oversee commissioned research and consultancies



**15 March**  
*Do the opportunities offered by space exploration justify the investment?*  
Roundtable with **Dr Greg Olsen** (American entrepreneur, engineer, scientist, cosmonaut) in collaboration with the University of Johannesburg

**2 May**  
Workshop on the Blue Economy with **Prof. Gunter Pauli** (innovator, entrepreneur) in collaboration with the South African Reserve Bank



**25 May**  
*Mapungubwe Reconsidered: Exploring beyond the Rise and Decline of the Mapungubwe State.* Research report launched. Consultations with the Department of Basic Education to incorporate the findings into the curriculum

## 2013

**February**  
Roundtable with representatives of the State of Delaware (USA) and the University of Delaware in collaboration with Tshwane University of Technology (TUT)

**18 March**  
Annual Lecture: *Beyond Nuremberg: the historical significance of the post-apartheid transition in South Africa* by **Prof. Mahmood Mamdani** (Director, Makerere Institute of Social Research, Makerere University, Kampala, Uganda)



**10 May**  
*The origins of political order: Occasional Lecture* by **Dr Francis Fukuyama** in collaboration with the Graduate School of Development Policy and Practice (GSDPP) at the University of Cape Town



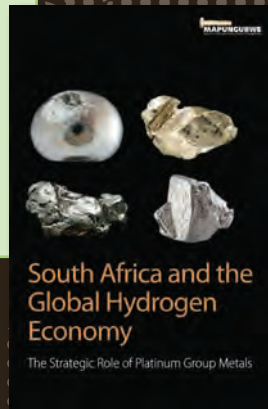
## 2013

**10 June**

*The crisis in the NGO sector: critical reflections on civil society: roundtable in collaboration with Wits P&DM*

**30 August**

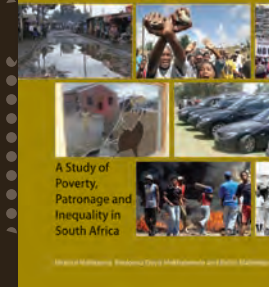
*South Africa and the Global Hydrogen Economy: The Strategic Role of Platinum Group Metals* launched. Interactions with the Department of Science and Technology and PGM mining companies on findings of the PGM report



**17 October**

Patron's dinner with **Cyril Ramaphosa** (Chairman of the Shanduka Group and the Institute's Patron) to thank and recognise contributors to MISTRA

**Patronage Politics Divides Us**



**12 November**

*Patronage Politics Divides Us* report launched. Strengthening of partnership with SALGA to implement relevant findings

**December**

New website launched: [www.mistra.org.za](http://www.mistra.org.za)

**13 June**

*The effectiveness of the implemented measures to reverse the economic recession: sikaftin with Prof. Dominick Salvatore* (Distinguished Professor of Economics, Fordham University, New York)



**16–18 September**

*African state formation and bureaucracy in comparative perspective* joint conference in partnership with the Public Affairs Research Institute (PARI) and the **Friedrich-Ebert-Stiftung**

**29 October**

First lecture in the Pixley ka Isaka Seme Annual Lecture Series at Columbia University presented by MISTRA Executive Director, **Joel Netshitenzhe**, at Africa Studies Association, New York



**29 November**

*Essays on the Evolution of the Post-Apartheid State: Legacies, Reforms and Prospects* launched. Report cited by the Department of Women in the Presidency on their '4th Quarter Performance 2013 & 1st Quarter Performance 2014' to the Parliamentary Working Group

**26 June**

*The Concept and Application of Transdisciplinarity in Intellectual Discourse and Research* launched

## 2014

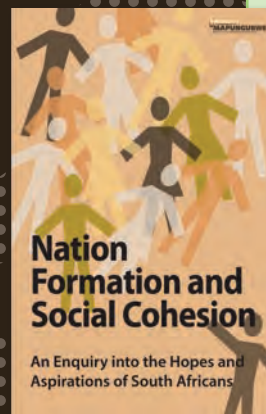
**18 February**

*The legacies of Nelson Mandela, Martin Luther King Jr and Mahatma Gandhi: A humanitarian approach to service delivery – roundtable in partnership with the University of Pretoria (UP)*



**3 March**

*African Transformation Report (study of transformation in 15 African countries) by Accra-based African Centre for Economic Transformation (ACET) launched in partnership with MISTRA*



**14 August**

*Nation Formation and Social Cohesion: An Enquiry into the Hopes and Aspirations of South Africans: research report launched in partnership with the Nelson Mandela Foundation*



**12–13 November**

*20 years of South African democracy: so where to now? Conference in partnership with the Thabo Mbeki African Leadership Institute (TMALI) at the University of South Africa to mark 20 years of democracy*

**February**

MISTRA named one of the Top Ten Best New Think Tanks Globally by the University of Pennsylvania Global Rankings

**10 July**

*For Africa to live, the nation must die: the fluidity of African identity in a changing continent: Annual Lecture presented by Mrs Graça Machel*



**24 July**

*The logic behind the social, economic and political changes in Cuba over the past ten years – roundtable with His Excellency, Carlos Fernandez de Coson, Ambassador to Cuba, on Cuba's National Day (25 July)*

**8 October**

*Earth, wind and fire colloquium on the political, economic and security implications of the discourse on the Green Economy*



**November**

*Voting trends twenty years into democracy: analysis of South Africa's national and provincial elections report on the 2014 national and provincial elections launched*

**2016–2018**

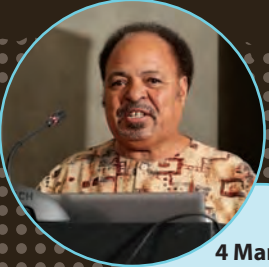
**Third Wave of Research Projects:**

- *Beyond the tenderpreneur discourse: models of black entrepreneurship and black economic empowerment*
- *The political economy of the South African mining industry*
- *Seeking the ethical foundations of South African society*
- *East-West geopolitics and empire-building: walking the tightrope in sustaining global peace and the lessons of millennia*
- *Managing convergence and divergence: traditional institutions in a constitutional democracy*
- *The curse of epidemics: behind the hidden economic, social and political implications*

**July**  
 South Africa  
*Connected:* roundtable discussion on next steps in South African broadband in partnership with the University of the Witwatersrand

**15 May**  
*The Indian National Congress and ANC – shared experiences as freedom movements and the challenges of governing pluralistic democracies:* – occasional lecture by **Anand Sharma** in partnership with the University of Johannesburg

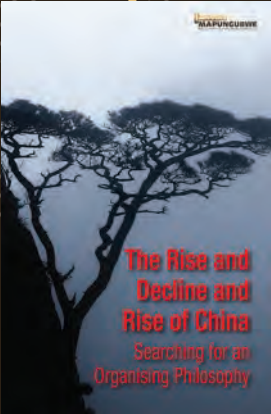
**4 March**  
*The role of intellectuals in the state-society nexus:* roundtable in partnership with Liliesleaf



**February**  
 MISTRA Ranked 25th globally among think tanks with budgets of less than the US\$ 5-million by the University of Pennsylvania Global Rankings

**2016**

**21 September**  
 4th Annual Lecture by **Rami Khouri** (Senior Public Policy Fellow Issam Fares Institute for Public Policy and International Affairs, American University of Beirut) on *Will the guns ever turn silent in the Middle East? Prospects for peace, democracy and development*



**28 July**  
 Launch of research report on The Philosophy of Chinese Civilisation, titled: *The Rise and Decline and Rise of China: Searching for an Organising Philosophy*

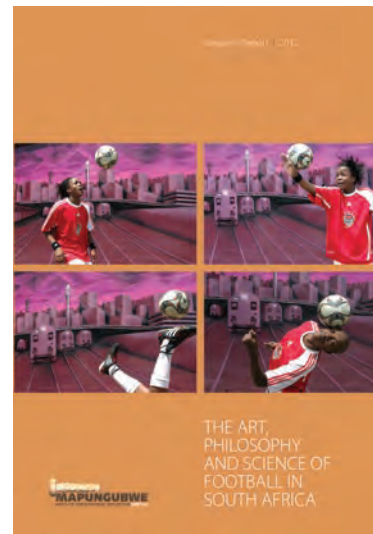
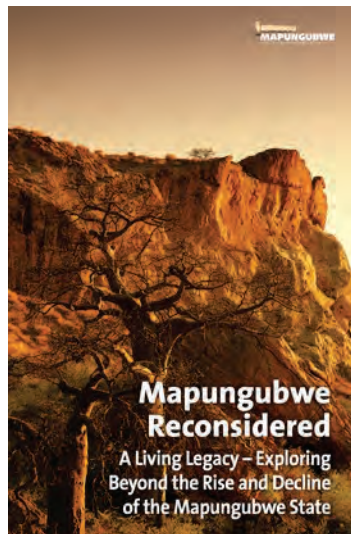
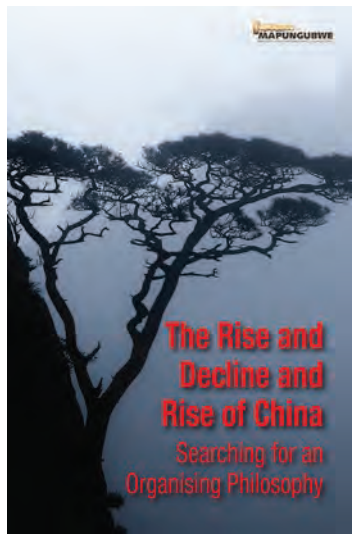
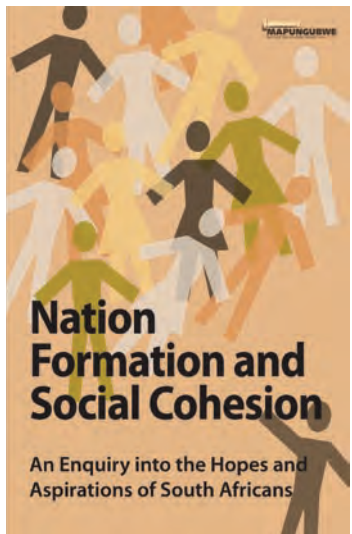
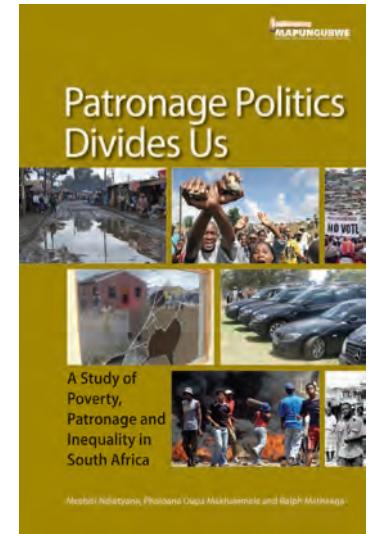
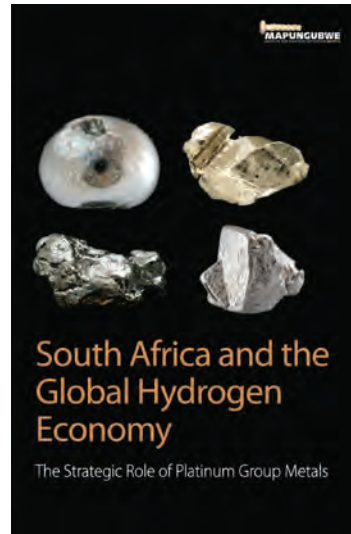
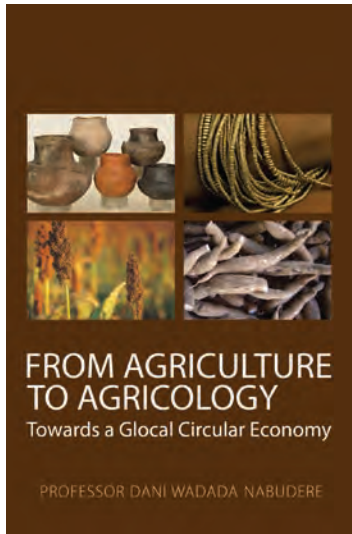
**17 July**  
 Roundtable on *Energy Choice and Innovations Colloquium*, with keynote address by **Sir Mark Walport**, Chief Scientific Adviser to the government of the United Kingdom

**April**  
*Dialogue on Chinese and African historical processes and civilisations* hosted in partnership with the Institute of African Studies at Zhejiang Normal University, China

**January**  
 MISTRA and Jean Jaures Foundation of France hold workshop on climate change and negotiations

**2015**











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