



CENTRE FOR
DEVELOPMENT
AND ENTERPRISE

ANNUAL REPORT

1 MARCH 2015 - 29 FEBRUARY 2016

BUSINESS DAY, Review & Opinion
22 May 2015, p.15

Migration Ann Bernstein

Policy rethink must consider SA's need for skills dividend

CITIZEN (First Edition)
30 Mar 2015, p.8

Wake-up call for teaching

CONCERNS: DEMISE OF TEACHERS' TRAINING COLLEGES HAS LEFT AN ALARMING VACUUM

Migration Ann Bernstein

Policy rethink must consider SA's need for skills dividend

Higher education partnerships are working well in other emerging countries. As both of these are four-year qualifications, the current official requirement for a qualified teacher in South Africa is known as M-4, a matric (school-leaving) certificate plus four years of ITE. Until fairly recently, however, M-4 graduates were

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Do our hopes lie with the private sector?



Turning around our education

Universities have also not been doing enough with regard to important MAIL & GUARDIAN, Supplement 8
27 Mar 2015, p.2

Teacher supply and demand in the spotlight

The Centre for Development and Enterprise (CDE) *Teachers In South Africa: Supply and Demand 2013-2025* report, released last week, found that:

- Pupil enrolments are expected to rise from 12.4 million in 2013 to 13.4 million in 2023, after which they will decrease to 13.3 million in 2025.
- To meet the increased pupil

- The enrolment plan of the department of higher education and training (DHET) is well on track, and projections show that if the number of graduates continues to increase, South Africa will be able to produce sufficient teachers for the next decade to maintain the current pupil to educator ratio of 29.2 pupils to one teacher for the whole system.

Call goes out for reforms to prevent xenophobia repeat

Justin Brown

the lessons of 2015 again," she said. "There need to be bold

Engagement Ann Bernstein

Uncritical business acts as a Band-Aid on ailing policies

Bernstein said. The violence and murder associated with the xenophobia had led to people jumping to early conclusions, she said. Bernstein called on the

the cabinet, Radebe told ANA. Radebe said the new draft policy would deal with "everything, refugees and economic migrants, all of it". African countries such as



Minister in the Presidency Jeff Radebe says the government is working on a new immigration policy

ships and settlements. "We need an African solution in South Africa. We need infrastructure delivery across our borders so that we can create opportunities in all African societies so that we have a vibrant economy," Radebe said. He said it was impossible for a single country to resolve its

Global Community Engagement and Resilience Fund executive director Khalid Koser said the 250 000 asylum seekers that South Africa faced was more than the entire EU had in the past year. Erik Charas, the owner of Charas LDD in Mozambique, said the recent xenophobia, as

About CDE

The Centre for Development and Enterprise (CDE), an independent policy research and advocacy organisation, is South Africa's leading development think tank. Since its establishment in 1995, CDE has been consulting widely, gathering evidence and generating innovative policy recommendations on issues critical to economic growth and democratic consolidation. By examining South African and international experience, CDE formulates practical policy proposals outlining ways in which South Africa can tackle major social and economic challenges. CDE has a special focus on the role of business and markets in development.

CDE disseminates its research and proposals to a national audience of policy-makers, opinion formers and the wider public through printed and digital publications, which receive wide media coverage. Our track record of successful engagement enables CDE to bring together experts and stakeholders to debate the policy implications of research findings.

CDE'S VISION FOR SOUTH AFRICA

- A high growth, high employment, constitutional democracy;
- A competitive economy with opportunities for new entrants;
- An effective, clean state (and business community);
- Where private enterprise and markets are the key drivers of economic growth enabled by a supportive, smart government;
- Individuals are empowered through opportunity (jobs, growth, quality education and training); and
- Poverty and inequality are addressed by fostering a labour-intensive economy and better quality education and training.

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Message from the Chairman

Laurie Dippenaar

Facts matter. Now more than ever. During the unsettling year under review with stagnating growth, persistent inequality, political turmoil, and mounting tensions in South Africa's public debates, the need for independent, expert contributions to the policy arena is vital. Debate and discussion requires evidence-based information rather than mere opinion or emotional response.



CDE continues to offer work that, year after year, grapples with the severe challenges facing our country in a way that is pragmatic and constructive. CDE is committed to making well-researched, robust contributions that take into account the realities of South Africa today, without pulling punches and within an international context.

This year in particular, the board played a strong role in providing strategic advice to many of CDE's initiatives, most notably *The Growth Agenda: Priorities for mass employment and inclusion*, released just after financial year-end, which identifies priorities for action that will stimulate faster, more inclusive economic growth. I would like to thank my colleagues on the CDE Board for their ongoing support for what is in my view a unique South African asset.

I would also like to thank CDE's executive director, Ann Bernstein, for the strong leadership role she has played over the past year. Together with the CDE staff, she ensures that the organisation continues to make a significant impact on the policy landscape with the quality and quantity of its work, the choices of its focus, and its recommendations for policy reform.

Without the CDE our national conversation would be considerably less informed about the facts and the choices SA needs to achieve a more rapid and inclusive growth path.

Report from the Executive Director

Ann Bernstein

This annual report brings you the highlights and challenges of the period in which the Centre for Development marked twenty years since its establishment in August 1995.



It has been a year of significant political and economic instability in South Africa. Concerns about the country's trajectory have deepened and been more widely expressed by people from all walks of life. There is broadening consensus that we are in deep trouble.

But within this context, South Africa should acknowledge and start to build upon its many strengths: A robust private sector with world-class companies; several cities with the capacity to grow and provide jobs, opportunities and homes for many more people; and broad agreement that our constitution, the courts and the rule of law have legitimacy. So while the societal landscape has made much of CDE's work more complex, it has also made CDE's objective of seeking common purpose to address South Africa's challenges, build on our strengths, and reform ineffectual policies through facts, analysis, engagement and dialogue all the more critical.

Implementing an effective advocacy and dissemination strategy, which has been a focus of the past year, means CDE has had a greater impact on policy and the debates and discussions in government, business, in the media, in public and in private around South Africa's challenges. CDE has identified new and broader audiences for its work and made use of social and other media platforms to amplify its messages. In so doing, we hope to encourage and equip leaders to act in a more informed and strategic way in the interests of building an economic and political climate that is conducive to inclusive economic growth.

In line with this, during the period under review:

- We released 6 reports
- We hosted 28 engagements and workshops
- Our work was covered by the media (print, digital and electronic platforms) xxx times
- We authored 11 op eds (list by headlines, or subject matter)
- We improved on our new website and invested in building our database

Highlights from the year have included:

- CDE's first Global Advisory Council (GAC) dinner and meeting which took place in Johannesburg on 5 and 6 March 2015. At a dinner and seminar-style meetings the next day, followed with a mid-year teleconference, the group – made up of business leaders as well as current and potential donors – is apprised of CDE's work and given an opportunity to assess and guide its contribution to the country.
- Finalising the seven public reports that comprise *CDE's Growth Agenda* series, in preparation for their public release in April 2016.
- The initiation of our *In the National Interest* series of events aimed at highlighting critical issues for public engagement. For instance, we tackled the issue of the implications of South Africa's sovereign downgrade several months before it took centre stage in policy and public debate, and heard from an impressive array of speakers about the role of citizen activism, including Abahlali baseMjondolo, former Constitutional Court Judge Kate O'Regan and former head of the National Prosecuting Authority, Vusi Plkoli.
- Access to international experts whose perspectives on what has worked in other countries always provide important insights for CDE and the South African leadership audiences we assemble. This year we hosted:
 - Harvard Professor Ed Glaeser, the world's leading urban economist
 - Stanford Professor of Education, Linda Darling-Hammond
 - Adrian Wooldridge, management editor and Schumpeter Columnist at *The Economist*

Op Eds Published In Leading National Newspapers

- How cowardly SA business leadership chose road to impotence (11 February 2016, *Fin24*)
- Business is failing South Africa (11 February 2016, *Politics Web*)
- The terrible silence of the business lambs (9 February 2016, *Business Day*)
- Uncritical business acts as a band-aid on ailing policies (9 February 2016, *Business Day*)
- Will the real middle class please stand up? (12 October 2015, *American Interest*)
- Crisis demands we ditch our aversion to lowly paid jobs (30 June 2015, *Business Day*)
- Quality education is indispensable, how do we get it? (1 June 2015, *The Star*)
- Myths and facts about low fee schools (29 May 2015, *Mail & Guardian*)
- Policy rethink must consider SA's need for skills divided (22 May, *Business Day*)
- Some good news in teaching (20 April 2015, *The Star*)
- Business silence is not a strategy for country in trouble (9 March, *Business Day*)

CDE 2016

CDE has considerably strengthened its international networks over the past year. In addition to the meetings in India, the US and Mexico which are detailed in the programme section of the report, I spent time in the US at the end of July where I set up a number of valuable discussions with institutions and experts willing to contribute generously in terms of time and advice to CDE's current work. These are people who are familiar with CDE's work, or are 'new friends'; all offered valuable insights to shape our programmes going forward.

It has been an intensely productive year for CDE and we have drawn heavily on the skills and commitment of our staff. I would like to say thank you to everyone who played their part in delivering our plans during the last financial year.

The board has played an invaluable role in terms of leadership and advice. I would like to thank the chairman, Laurie Dippenaar for his enormous commitment of time and his ongoing interest in our activities, and all of our board members for giving of their time and insights so generously. Special thanks should go to CDE's Finance Committee chaired by Simon Ridley, which continues to ensure that CDE is a financially viable, sustainable institution.

Our donors enable us to do the work we do, and for that we are very grateful. During this financial year, we received grants from the Bill and Melinda Gates Foundation and the European Union; both were a great vote of confidence in CDE and its policy work. We also extended our pool of core donors (See donors list on page xxX), whose generous contributions are highly appreciated. Special thanks to Antony Ball whose contribution to CDE's work goes way beyond his duty as a board member and who has added an important new perspective to our strategies.

List Of Cde's Publications

- *The real cost of compliance: The impact of South African regulatory requirements on independent schools* (29 January 2016)
- *Teacher evaluation in South African schools* (22 September 2015)
- *Teacher evaluation: lessons from other countries* (8 September 2015)
- *Investing in potential: the financial viability of low-fee private schools in South Africa* (8 August 2015)
- *Low -fee private schools: international experience and South African realities* (27 May 2015)
- *Teachers in South Africa: supply and demand 2013-2025* (31 March 2015)

CDE 2016

EVENTS

GLOBAL ADVISORY COUNCIL (March 2015)

In recent years CDE has expanded its network of friends, advisors and supporters in South Africa and overseas. In an effort to



consolidate and enhance these relationships, we established a Global Advisory Council in late 2014. The GAC annually brings together the chairmen and CEOs of South African companies with CDE's friends, donors and potential, including senior business people in the South African diaspora in New York, Washington and London. In addition to the annual meetings, CDE arranges teleconferences and Chairman's Dinners to keep the GAC members updated on its work and impact and obtain their advice in a time-efficient way.

The first meeting of the GAC took place in Johannesburg on 5 and 6 March 2015, focusing on economic reform in democratic developing countries and how CDE and business can play a more effective role in promoting the reforms South Africa needs. We hosted 24 influential business leaders and it proved a most encouraging start to the initiative.

Speakers Rajiv Stet, one of India's leading economists and a senior fellow at CDE's think tank partner in India, along with well-known Indian editor, columnist and journalist, Shekhar Gupta, addressed the economic reforms underway in India, framing the conversation about getting South Africa back on track.

Trevor Manuel traversed a broad range of subjects at the day-long session and CDE's senior consultant researchers presented highlights from the research commissioned for the Growth Project. Ann Bernstein also provided a history of CDE and how it has helped influence policy and public discussion over the past 20 years.

The first teleconference took place on 6 October 2015, with 18 participants. Each member of the GAC was sent the inaugural newsletter to give them an update on CDE's activities and to form the basis for conversation.

IN THE NATIONAL INTEREST



On 12 May 2015, CDE hosted the first in its “In the National Interest” series of discussions. The series aims to highlight important topics to foster debate and reach new audience.

An expert panel explored what it would mean for South Africa should ratings agencies downgrade us to ‘junk’ status. The panel was chaired by CDE chairman, Laurie Dippenaar and comprised Alan Pullinger (Rand Merchant Bank’s CEO), Etienne le Roux (Rand Merchant Bank’s chief economist) and Michael Power (strategist from Investec). It was attended by around 40 people and received coverage in Business Day and elsewhere.

The second discussion focused on cities and economic growth with Professor Edward Glaeser as the main speaker, attracting a large, new and young audience of mainly officials in national, metro and local government.

The third event in the series saw Adv Vusi Pikoli and Judge Kate O’Regan joined on a panel by Mzwakhe Mdlalose, Deputy President of the Abahlali baseMjondolo shack dwellers movement. The panel discussed the Khayelitsha Report and ongoing concerns around policing; activist citizens using the courts to give them recourse and thereby strengthen democracy; and the links needed between citizens, civil society groups and the state.

BOX: JORGE PEREZ

On 22 April 2015, CDE hosted a presentation by the Colombian Embassy’s special guest, Jorge Perez, as part of our ongoing engagements with embassies and international think tanks to draw out and share useful international best practice in support of good policy making in South Africa. Mr Perez is the Director of Planning in Colombia’s second largest city, Medellín. He has been instrumental in transforming the city, once one of the most dangerous cities in the world. Medellín attained this dramatic turnaround through a combination of good planning and management, key partnerships with business and civil society, social mobilisation, an emphasis on sustainable development and a few smart infrastructure investments.

EDWARD GLAESER



In July, CDE hosted an extremely successful programme of events with Harvard Professor Edward Glaeser, the world’s leading urban economist. Speaking at a multi-departmental event at National Treasury, involving some 50 senior government officials, Professor Glaeser highlighted the importance of cities as crucibles of innovation, employment and growth. Comments on his presentation were made by Andrew Donaldson, DDG in the department of finance using Glaeser’s insights to push forward the Treasury’s support for urban-based economic development. Speaking after him, Ann Bernstein was able to follow up by emphasizing the policy imperative of placing cities at the heart of South Africa’s economic agenda. This message was reinforced in a closed session with the Deputy Minister of Finance and the Deputy Minister of the department of cooperative governance, the DG of Finance and two or three other senior officials; as well as at a public event held at CDE and a dinner attended by business leaders.

Professor Glaeser participated in a discussion identifying and assessing the potential of future research projects with or without our think tank partners in other developing countries. The heads of two new think tank partners (prominent economic and social policy think tanks in Mexico and Turkey) participated in this discussion.

LINDA DARLING HAMMOND

ADRIAN WOOLDRIDGE



In early September, CDE hosted a visit to South Africa by Stanford's renowned professor of education, Linda Darling-Hammond. Her many years of experience and insight into some of the most intractable challenges in the realm of teacher policy enabled her to make a significant contribution to the impasses in this field being faced in South Africa today. She embraced a pragmatic approach in her engagements which resonated with the range of audiences, including government, business, unions, university based teacher educators, National Education Collaboration Trust (NECT) and NGO's. There appears to be new resolve for tackling some of the more glaring problems around teaching quality.

JOBS AND GROWTH

The Growth Agenda: Priorities for mass employment and inclusion

The growth project contributes several practical recommendations to breaking the country's impasse on how to achieve rapid and more inclusive economic growth, requiring mass employment creation. It offers a compelling story for a variety of key constituencies, including policy-makers, political and business leaders, and opinion-formers, around what we have identified, after extensive research and consultation with various experts, as the catalytic priorities for policy action.

Much of the background work on the project entered its second year in March 2015, ahead of the public launch of the reports in April 2016. By April 2015, 24 pieces of research had been commissioned, many of which formed the basis of consultation and discussion at more than 13 events and meetings held during the year.

The project's work was guided by the leadership reference group and benefited from insights and advice from international experts, particularly Professor Ed Glaeser, since CDE believes that South Africa's future is urban (see p xx).

By February 2016, seven reports had been finalised for publication. Five reports cover each of the catalytic priorities for economic growth, one provides an overview which links these priorities and provides context, and the seventh sets out a proposal for an export processing zone for the Nelson Mandela Bay Metro. The titles of the reports (now available at www.cde.org.za) are as follows:

- Summary overview: Insights and key recommendations
- The five priorities
 - Jobs
 - Accelerating inclusive growth
 - Cities
 - Skills
 - Business and government
- An export processing zone for the Nelson Mandela Bay Metro

The Growth Agenda has a number of new elements, which can briefly be summarized as follows:

- SA needs rapid inclusive growth which is urban led, private-sector driven, enabled by a smart state and targeted at mass employment.
- SA will not achieve growth and jobs if its policy makers are anti-business.
- The country needs jobs for the workforce we have not the one we wish we had.

Youth Unemployment

The planning phase of this two-year project got underway with the commencement of the grant on 1 June 2015. During this phase, CDE refined the strategic focus with the assistance of the seven-member advisory committee, comprised of a diverse group of people with expertise in the field. The objective of the programme is to provide insights into the challenges facing South Africa's unemployed young people to identify ways of getting them into the formal economy. The project aims to generate creative and practical responses from within the 20 communities worst affected by youth unemployment.

CDE arranged scoping trips and then convened forums in the first three municipalities: Emfuleni (1 December 2015), Emalahleni (2 December 2015) and Alexandra (16 February 2016). These were very successful, prompting local stakeholders to develop a shared understanding of the nature of the youth unemployment challenge and possible solutions present in their area. A range of organisations and communities have participated and the discussion has been lively and informative.

WHAT IS THE HEADING FOR THIS SECTION?

Also what here? List of contributors?

Ann Bernstein –

Executive Director, Centre
for Development and
Enterprise

Lindsay Falkov –

Executive Director,
Ernst & Young

Malose Kekana

– Chairman, Ithala
SOC Limited

Modjadji Malahlela

– Executive Manager,
Cooperative Governance and
Traditional Affairs

Ish Mkhabela – private

Ntjantja Ned

– CEO, Hollard
Foundation

Maxwell Pirikisi –

Divisional Director:
Group Stakeholder
Management,
Liberty

Geci Karuri-Sebina

– Executive Manager
(Programmes), South African
Cities Network

Charles Simkins – private

Municipalities list

- City of Johannesburg
 - eThekweni
 - City of Cape Town
 - Ekurhuleni
 - City of Tshwane
 - Nelson Mandela Bay
 - Emfuleni (The Vaal)
 - Buffalo City
 - Msunduzi (Pietermaritzburg)
 - Mangaung
 - Bushbuckridge
 - Mbombela
 - Polokwane
 - Thulamela
 - Rustenburg
 - Madibeng
 - Matjhabeng (Free State Gold Fields)
 - Makhado
 - Emalahleni (Witbank)
 - Greater Tubatse
-

CDE continues to build relationships with key role players including the National Youth Development Agency, the South African Cities Network and the South African Local Government Association (SALGA).

The project's landing page (<http://www.youth.cde.org.za/>) is now operational and the link is being disseminated in all our correspondence to local stakeholders. A full, interactive website will follow in due course.

The project will culminate in 2017 with a national policy report and a 'policy toolkit', drawn from what CDE learns in multiple forums and commissioned research. It will serve as a municipal-level guide to help address job creation challenges. Many local communities will need national policy change to make progress. It is this interaction between CDE's views on national policy reform coupled with the experience from businesses, NGOs and municipal government on the ground that will generate an insightful and useful report. It will also enable CDE to vastly expand its network all over the country.

Alexandra Forum

in Alexandra, 22 people participated in the event which was held at the Greater Alexandra Chamber of Commerce (GALXCOC). Organisations represented included the National Treasury, the City of Johannesburg, the South African Youth Council, the Delegation of the European Union to South Africa, the loveLife Trust, GALXCOC, the National Community-Based Paralegal Association, Edward Nathan Sonnenberg (ENS) Africa (a firm of attorneys based in Sandton), and various Alex-based businesses, entrepreneurs and young people. The event was covered in two local newspapers – Alex News and Greater Alex Today.

CDE 2016

INTERNATIONAL THINK TANK NETWORK

The growing relationship between CDE and leading think tanks in emerging democracies across the globe has strengthened our ability to bring comparative and global perspectives to bear on critical South African policy issues. During 2015 the International Think Tank Network (ITTN), which focuses on economic reform in developing country democracies, expanded beyond India and Brazil to include Mexico and Turkey. Our new partner in Mexico is the Mexican Institute for Competitiveness (IMCO), a business funded, independent think tank with many synergies for CDE.

During this period, two programmes formed the cornerstone of the ITTN: *The International Democracy Project and Expanding Opportunities for the Poor: A new lens for developing countries.*

Democracy Works Project

This three year programme focusing on democracy and economic reform in India, Brazil and South Africa, ended in July 2015. One of the most striking conclusions is that these three very different developing countries nonetheless need very similar reform measures to be introduced now if they are to return to higher economic growth rates and provide hope and opportunities for the many citizens that are currently excluded from formal jobs, decent education and other opportunities.

In March 2015 CDE launched the report released under the project, the *Democratic Alternative from the South: India, Brazil, South Africa* in Delhi, India. With our partners, the Centre for Policy Research (CPR), we convened a very successful workshop on economic reform in India. It was chaired by Rajiv Kuman, fellow at CPR and leading Indian economist. Ann Bernstein presented the findings of the project on a panel with Rajiv Gowda, a member of India's upper house of Parliament; Narendra Jadhav, a former member of the Indian Planning Commission and Alukh Sharma, a well-respected social scientist.



While in Delhi, CDE strengthened the partnership network in meetings with five different think tanks including the Centre for Civil Society, the Observer Research Foundation, the Centre for the Study of Developing Societies, the International Council for Research on International Economic Relations and NITI Aayog (the think tank body that has replaced the Indian National Planning Commission and whose chairman is the Prime Minister). Arvind Panagariya (who was CDE's visitor to South Africa in 2013) serves as vice-chairman of the body, which is equivalent to a cabinet-level post. Bibek Debroy (a former member of CDE's partner think tank CPR) is also employed at NITI Aayog.

CDE participated in another three workshops and had individual meetings with a number of prominent people in Delhi: Gurcharan Das, a respected Indian businessman, columnist at The Times of India and author; T.N. Ninan, chairman and editorial director of a leading newspaper in India, the *Business Standard*; and Shekhar Gupta, vice-chairman of the India Today Group, and the host of a political talk show on Indian television.

In May 2015, CDE met with the project's international advisory council in Washington, DC. The meeting enabled a robust and stimulating discussion on what had been learnt about democracy and inclusive growth through the course of the three-year project. Participants also spent time thinking about new project ideas for the ITTN and how to strengthen the extensive informal network of think tanks that has been established through this area of work. This included the discussions which took place in Nairobi, Istanbul and Hong Kong in the previous financial year. (BOX on the Advisory Council)

In Mexico City later that month, CDE launched the *Democratic Alternative from the South* at a seminar hosted by think tank IMCO. CDE met with a number of think tanks and institutes and cemented its partnership with IMCO. The visit coincided with the Mexican Foreign Ministry's Africa week where Ann Bernstein spoke at an important event organised by the government about case for business in developing economies to an audience of Mexican business leaders, the diplomatic corps from many African countries, and a large number of officials in the Mexican government.

The heads of the various think tanks with which CDE has established relationships over the course of the project came together for a workshop in Johannesburg in June 2015. Prof Edward Glaeser from Harvard University, was the guest speaker.

Expanding Opportunities for the Poor: A new lens for developing countries

In early 2015, CDE received funding from the Bill and Melinda Gates Foundation for an exploratory project to investigate how best to expand opportunities for poor people in countries in the developing world as a more effective way of combatting poverty. The objective is to test the lens of 'expanding opportunities' as a useful and practical way to develop policy programmes that will benefit the poor and those who have been historically disadvantaged.

The project involves commissioning think pieces and research papers by local and international experts; hosting a workshop to review the insights from the research; and sharing the main findings in a report.

A first series of brainstorm meetings was held with Indian academics and policy-makers in Delhi, India in March 2015, and resulted in useful new ideas and an expanded network. These ideas were tested and strengthened at a meeting in Washington DC, in May 2015.

Fourteen senior international experts were commissioned to write research papers on a range of topics. These contributions have been of a high standard and they have provided the foundation for the public report which will be released in August 2016.

In December 2015, CDE hosted a workshop in Johannesburg at which Adrian Wooldridge, the 'Schumpeter columnist' and management editor of *The Economist* was the guest speaker. We also held a brainstorming meeting with a number of South African scholars and opinion-makers, at which Wooldridge provided his insights into the project.

RESEARCH COMMISSIONED FOR THE PROJECT

TOPIC 1: Expanding Opportunities as a New Policy Approach

William Easterly: Professor of Economics at New York University and Co-Director of NYU's Development Research Institute

Tyler Cowen: Holbert C. Harris Chair of Economics at George Mason University

William Easterly: Professor of Economics at New York University and Co-Director of NYU's Development Research Institute

TOPIC 2: Approaches to Expanding Opportunities in China, Brazil, India & South Africa

Bruce Dickson: Professor of Political Science and International Affairs and Director, Sigur Center for Asian Studies, George Washington University, Washington DC

Simon Schwartzman: President of Instituto de Estudos do Trabalho e Sociedade in Rio de Janeiro, Brazil

Surjit Bhalla: Managing director of Oxus Research and Investments, Delhi, India

Johan Fourie: Associate professor, Department of Economics, University of Stellenbosch, South Africa

TOPIC 3: Measuring Expanding Opportunities

Charles Kenny: Senior fellow at the Center for Global Development, Washington DC

TOPIC 4: Unblocking Barriers to Urban Opportunities

Brandon Fuller: Deputy Director at the Marron Institute, New York

TOPIC 5: The Informal Sector as a Path to Expanding Opportunities

Colin Williams: Professor of Public Policy, Sheffield University Management School, UK

TOPIC 6: Labour Regulations and Opportunities for the Poor

Diana Furchtgott-Roth: Former chief economist at the U.S. Department of Labour and senior fellow at the Manhattan Institute, Washington, DC.

TOPIC 7: Positive Discrimination and Opportunities in Malaysia, India & Brazil

Graham Brown: Professor of International Development and Head of Social Sciences at the University of Western Australia

Shyam Babu: Senior Fellow at the Centre for Policy Research in New Delhi and key advisor to the Dalit Indian Chamber of Commerce and Industry (DICCI).

Dr Sergei Soares: President, Instituto de Investigação Económica Aplicada de Brasil (IPEA), Brazil

EDUCATION AND SKILLS

The education programme maintained its focus on two strategic areas: teacher education and development and the contributions low-fee independent schools make to providing more choice and access to quality education in disadvantaged communities. The programme also contributed to the Growth Agenda report on skills.

CDE worked closely with both national education departments (Basic and Higher Education and Training) on a range of projects, including teacher supply and demand, teacher induction and teacher evaluation.

We released several reports during the year under review. *Teachers in South Africa: Supply and Demand 2013-2025* (March 2015) was the product of a three-year research programme on the quantity and quality of South Africa's teachers. This work, on a subject of great national importance, modelled the demand for teachers over the next ten years. The report was released on 18 March 2015 at an event attended by over 140 people. Speeches in support of our work were made by Sizwe Nxasana (former CEO of FirstRand) and Vincent Maphai (former Director of Corporate Affairs and Transformation at SAB).

Improving the effectiveness of teachers has been at the forefront of South Africa's national strategy for turning around the education system. In CDE's review, *Teacher Evaluation: Lessons from other countries* it emerged that effective teacher evaluation (including both performance management and effective targeted professional development) has great potential for improving competence. The second report, *Teacher Evaluation in South African Schools* explored current national teacher policies and practice.

CDE commissioned two of the leading experts in the field to conduct research on the induction of newly qualified teachers. The research sheds light on how induction is implemented in other parts of the world and identifies key issues for consideration in the development of an induction programme for South African teachers. A report on this will be released during July 2016.

Finally, research began on a significant project on professional knowledge and practice standards for South African teachers. This extends the discussions which gained momentum during the highly successful visit to South Africa by American educationalist Professor Linda Darling-Hammond in September 2015.

We published additional reports covering low-fee independent schools. In May 2015, we released a report giving the most up to date picture available of sub-sector, *Low Fee Private Schools: International experience and South African realities*. It included the insights from Sir Michael Barber, expert advisor on schooling reform in the UK and around the world, when he spoke at CDE's event in November 2014. In July 2015, CDE released *The Financial Viability of Low Fee Independent Schools*, a report on CDE's extensive research and modelling to determine the factors that influence financial viability.

A third publication on low-fee independent schools, ***The Real Cost of Compliance: The impact of South African regulatory requirements on independent schools*** (January 2016) investigates the compliance costs (time, skills and direct costs) for low-fee independent schools to meet all regulatory requirements. The findings showed that these costs are a barrier to entry for low-fee independent schools, and the burden is disproportionately felt by less well-resourced schools who are typically serving the most disadvantaged learners.

Finally, CDE initiated research to develop an instrument to assess the quality and financial viability of low-fee independent schools. The instrument and a report will be released by mid-2016.

MEDIA AND ADVOCACY

- Increasingly, dissemination strategies for think tanks and policy researchers involve digital platforms and new ways of communicating. CDE experimented with several new communications tools this year, producing:
- Our first infographic to accompany the complex and data-heavy Teacher Supply and Demand report (hyperlink the word infographic) to assist stakeholders and funders to share the findings and recommendations;
- A video Introducing the CDE (hyperlink the word video to take you to it) to help us position ourselves in the market;

A way to digitise all of the 205 reports CDE has published, using the web-based reading app, Issuu, embedding them into our website as well. Since the documents were uploaded in July 2015, we've had 76,537 impressions and the documents have been read 2721 times by people in 10 countries on the Issuu site alone, in addition to our own website statistics (See more in the media report annexure X).

During the year under review we also enhanced our primary means of communicating with a new website. We made it significantly more interactive with an improved search function, better navigability and now disseminate what we publish there through other social media outlets like twitter, facebook and linked-in. (hyperlink people to these accounts with each word). We also filmed many of our events and recorded them photographically to enhance the website experience and our archives.

Finally, the most important aspect of communicating the ideas, findings and recommendations for policy is ensuring the widest audience possible engages with the work. CDE has always interacted around its publications with the government, the media and by appearing on panel discussions and agreeing to other speaking opportunities and did so once again this year. We were deliberate this year, too, to expand our outreach to new audiences. To assist with the outreach CDE spent considerable resources modifying and enlarging its database to extend our direct communication efforts.

Wef In Cape Town (May 2015) and Carried Live By Al Jazeera Television

Ann Bernstein was a panellist at the World Economic Forum in Cape Town along with three other discussants, including the Minister in the Presidency, Jeff Radebe. This turned into an opportunity for substantial debate on government's immigration policy and CDE's work on the topic. The panel attracted extensive media coverage. The networking opportunities of the WEF are complemented by the media opportunities for CDE.

CDE's donors 2015/16

This year, the following made contributions to the organisation for which we are extremely grateful:

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Christine Downton
 Elisabeth Bradley
 Julian Ogilvie Thompson
 Milton Levine

CDE's board 2015/16

CDE's Board provides the organisation with strategy and policy advice and oversees its governance functions. The members of the Board are:

Laurie Dippenaar, Chairman of the CDE board. co-founder and non-executive Chairman, FirstRand Group

Ann Bernstein, Executive Director of the CDE

Antony Ball, co-founder and retired Chief Executive Officer, Brait SE

Elisabeth Bradley, Chair, Wesco Investments Ltd

Cas Coovadia, Managing Director, Banking Association of South Africa

Brian Figaji, Chairman Wesgro, chairman I&J Fishing

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Simon Ridley, Chief Financial Officer, Standard Bank Group Ltd

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