



Common Purpose South Africa

Annual Report

2010

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ANNUAL REPORT – 2010

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ANNUAL REPORT – 2010

1. INTRODUCING COMMON PURPOSE

Common Purpose South Africa (CPSA) is a registered Section 21 company and a registered not-for-profit organisation. CPSA was established in South Africa in 2000 and forms part of an international non-governmental organisation which has its roots in the United Kingdom. Common Purpose International operates in China, France, Germany, Ghana, Hungary, India, Ireland, the Netherlands, South Africa, Turkey, Sweden and the United Kingdom.

CPSA focuses on the development of leaders. The approach to this challenge is intriguingly different, non-academic, and rooted in the realities of our society and the world around us. CPSA provides its programme participants with an intense engagement with a vast diversity of fellow citizens. In so doing, it creates an opportunity for exponential growth in awareness of the issues and challenges of the region, for growth in the ability to engage constructively and build relationships with other South Africans, and for growth in self-awareness. Increasingly, with the growing maturity of the international footprint of Common Purpose, the programmes also provide connection with fellow participants in other geographies and an opportunity for trans-cultural learning.

In South Africa, Common Purpose presents Open programmes at two levels:

- for established leaders some 5-10 years from career peak; and
- for emerging leaders, who have the clear potential to make significant impact some 20 year hence.

2010 also saw an important strategic innovation in CPSA, with the introduction of Customised courses, presented for specific in-house groups.

2. THE CHARTER OF COMMON PURPOSE

Vision

In every democracy, there is an invisible, open space. It lies between the citizen and the state. Between the immediate responsibilities facing each individual and the institutional responsibilities of the government. It is political, but not party political: a place where people come together and act for the greater good. And it is open to everyone, from every sector of society.

In an unhealthy democracy, this space is empty. People may exercise their votes but, other than that, they leave the decisions to the governments they elect. They are active in their private lives, but passive towards the society around them.

In a healthy democracy, this space is full. It teems with individuals, businesses, community organisations and political groups. It is alive with energy and entrepreneurial activity. People hold institutions and the powerful to account. They oppose and propose. And, free from the short-term pressures of the election cycle, they can think and act for the longer term and in the wider interest.

At Common Purpose, we have a passionate belief in the importance of this space. In our view, this is the true meaning of democracy. Active not passive. Every day not just every election. Involving the best leadership from all parts of the community, not just from the people we elect.

Aim

Our aim is to fill this space with as many people as possible - and to give them the knowledge, inspiration and networks they need to be effective. To encourage all kinds of people into it - and to see all kinds of initiatives come out of it. To discover new leaders in the bustling crowd - and to show the lone voices that they are not alone.

We develop leaders who can lead outside their authority, beyond their direct circle of control. Who can lead networks as well as organisations. Who can produce change even when they can't instruct or elicit trust in familiar ways. Who can sustain broader perspectives and who are confident in making connections between quite different groups of people and reconciling different worlds.

We believe that they will then be able to counterbalance the forces of fragmentation in society, getting communities to work better together. They will be better at using and combining scarce resources. And though they may only seldom produce huge shifts, they will deliver the accumulation of many small ones from which most change emerges.

Ethos

As we create a common educational experience within and across many countries, Common Purpose remains independent and non-aligned. We are always balanced and owe no historical or other allegiance to any other group. Our independence is reflected in our governance, finances, partnerships, behaviour and curriculum.

The Chatham House Rule is respected on all programmes. Professional teams create innovative and ingenious ways of working to ensure that all Common Purpose activities are high quality, stimulating, imaginative and fun. We draw on the widest possible variety of sectors, areas, beliefs and social groups. We would only exclude organisations or individuals if they deliberately promoted the use of violence, incited race or religious hatred, or set out to undermine democracy. We aim to be self-financing but work hard so that inability (as distinct from unwillingness) to pay is not a barrier to involvement in our activities.

Common Purpose staff behave as leaders themselves, delivering quality, taking risks, building on successes, adapting and evolving as society does across time and place and context. They seldom give up.

3. THE OBJECTIVES OF COMMON PURPOSE SOUTH AFRICA FOR 2010

The objectives of CPSA for this year were:

Gauteng	Western Cape
<ul style="list-style-type: none">• Impact To present the Meridian and International Navigator programmes and to enroll 125 participants on the courses.• Sustainability To achieve 72% fee-based income in 2010 through both the open programme fees and by building a customised programme focusing on either Youth or Education.	<ul style="list-style-type: none">• Impact: To deliver the Meridian programme to 40 participants and introduce Navigator, with 20 participants.• Sustainability: Increase the percentage of full fee equivalent fee candidates on Meridian to 45%, and to increase the percentage of income derived from fees to 80%.

4. REPORT ON OPERATIONS

4.1 Overview of Operations in 2010

- While 2010 saw the beginning of the global economic recovery from the severe recession of 2009, the effects of this recession continued to have significant impact on CPSA, rippling through in a number of different forms, and resulting in the most challenging year to date for CPSA.
- CPSA continued to present its Open programmes for established and emerging leaders successfully in Gauteng, while Navigator was presented for the first time in the Western Cape, resulting in a programme portfolio in that region which also addresses both established and emerging leadership.
- An exciting development was the introduction of Customised programmes, delivered to specific audiences.
- Table 1 provides an overview of the evolution of our programmes in terms of attendance, since their inception. CPSA now has a total of 876 alumni (796 adult and 80 scholars).

Table 1: Graduate numbers 2001 - 2010

Year	Graduate numbers	Year	Graduate numbers
2001	Matrix – 21	2007	Matrix – 45
			Navigator – 34
2002	Matrix – 29		
	Navigator – 21	2008	TheKNOW – 29
			Navigator – 36
2003	Matrix – 25		
	Navigator - 41	2009	Matrix – 20
	Your T – 32		Meridian – 58
			Navigator – 13
2004	Matrix – 23		Internat. Nav. – 36
	Navigator – 37		
	Your T – 48	2010	Meridian – 65
			Navigator - 28
2005	Matrix – 33		Internat. Nav - 29
	Navigator – 40		Customised – 65
2006	Matrix – 34		
	Navigator – 34		

4.2 The Gauteng Operation

Programmes

- 2010 saw a major innovation in delivery of courses, with the introduction of Customised programmes for specific, targeted groups of participants.
- In the domain of Open courses, Meridian, International Navigator and Navigator were presented.
- In the domain of Customised courses, two leadership courses were specifically designed and presented for Zimbabweans living in South Africa, in May and November respectively. This initiative was part of a collaboration with our UK office, with similar courses being presented for Zimbabweans in London. In addition, a customised version of CP International’s FrontRunner leadership course for university students was presented for the Students’ Representative Council of the University of the Witwatersrand, after their election in November.
- A further strategically and financially important Customised course opportunity has arisen in the form of an invitation by Investec to bid to present an in-house experiential diversity programme for in the region of 1000 staff. As of 31 December 2010, we have been shortlisted along with 7 other providers (from a total of 30 providers who bid).
- A total of 161 individuals participated in our courses during 2010, with the following breakdown:
 - 94 participants took part in our open courses (Meridian, International Navigator and Navigator – 41, 36 and 17 respectively)
 - 48 participated in the courses for Zimbabweans in the South African diaspora
 - 19 participated in the course for the WITS SRC

- Sector, race and gender remain important considerations in achieving groups of broad-ranging diversity on the Open programmes, as indicated in Tables 2 - 4 below. A full list of the participants is provided in Appendix 1.

Table 2: Gauteng Meridian programme 2010 enrolment by gender, ethnicity and sector

Black	14	Male	13	NGO	12
Coloured	3	Female	28	Private	17
Indian	4			Public	12
White	20				
TOTAL	41				

Table 3: Gauteng Navigator programme 2010 enrolment by gender, ethnicity and sector

Black	12	Male	4	NGO	8
Coloured	0	Female	13	Private	3
Indian	2			Public	6
White	3				
TOTAL	17				

Table 4: Gauteng International Navigator programme 2010 enrolment by gender, ethnicity and sector

Black	26	Male	14	NGO	14
Coloured	1	Female	22	Private	8
Indian	4			Public	12
White	5			Unemployed	2
TOTAL	36				

Curriculum

- We continue to offer a curriculum with immense stretch and exposure, with speakers and venues chosen carefully to include leaders from civil society, business and government. This applies to both Open and Customised programmes. Events on the 2010 programmes were held at, for example: the Sasol plant in Secunda, Freedom Park, the offices of the City of Joburg, the South African National Biodiversity Institute (SANBI) in Tshwane, PLANACT and the Presidency in Tshwane. Over 100 external contributors have engaged with the participants on these courses. By way of example, key speakers have included: Andrew Etzinger (Spokesperson, Eskom), Tristan Taylor (Earthlife Africa), Dale Mckinley (social commentator and activist), Kuseni Dlamini (CEO, Old Mutual SA), Aubrey Mashiqi (socio-political commentator), and Anne Anderson (rehabilitated drug addict) and Colleen Walter (Safe and Sound ECD training centre at a Roodepoort informal settlement). The programmes for local Zimbabwean leaders included contributors from Zimbabwe such as Much Masunda, Mayor of Harare, and Cephas Zinhumwe, Head of the National Association of NGOs in Zimbabwe (NANGO). By way of illustration of the programme content, some sample agendas of programme days are included in Appendix 2.
- Ongoing experimentation occurs in ensuring that the International Navigator course offers meaningful connection between participants in different international cities. This year the programme included an international video-conference link-up between the participants from SA, the UK and Germany.

Sustainability

- The office has succeeded in moving the ratio of fee income to donor income from 47:53 in 2009 to 66:34 in 2010. Although this shift is in the direction intended, (i.e. less reliance on donors), the shift in the ratio is due to a dramatic decline in donor income rather than a strengthening of fee income. Sustainability therefore remains a significant challenge.

Advisory Panel

The composition of the Gauteng Advisory Panel as of 31 December 2010 is:

Charlene Deacon: Media Consultant (formerly CEO: Kaya FM)

Julia de Bruyn: Chief Director: Social Services, National Treasury

Kuseni Dlamini: CEO, Anglo American SA & Emerging Markets

Grant Gelink: CEO, Deloitte

Ros Greeff: Member of the Mayoral Council. City of Johannesburg

Arthur Manning: Hospital Manager, Lenmed Hospital (formerly CEO at Chris Hani Baragwanath Hospital)

Aubrey Matshiqi: social and political commentator

Zandile Mfata: Chief Financial Officer, Johannesburg Development Agency

Ish Mkhabela: community organiser

Emilia Potenza: Curator, Apartheid Museum

Ian Utermohlen: Global Marketing & Advertising Manager, South African Tourism

They continue to provide valuable assistance to the organization through their influence, networks, introductions and advice.

4.3 The Western Cape Operation

Programmes

- The Western Cape operation continues to expand its portfolio of Open courses. In 2010, a Meridian programme for senior leaders was offered, and the Navigator course for emerging leaders was introduced.
- We have not yet introduced Customised work in this region but it is anticipated that it will begin in 2011.
- A total of 57 participants attended the Western Cape programmes (41 on the established leaders programme and 16 on the emerging leaders programme respectively). Tables 5 and 6 below give an indication of the diversity of the course participants. A full list of the participants is provided in Appendix 1.

Table 5: Western Cape Meridian programme 2010 enrolment by gender, ethnicity and sector

Black	2	Male	17	NGO	17
Coloured	20	Female	24	Private	17
Indian	3			Public	7
White	16				
TOTAL	41				

Table 6: Western Cape Navigator programme 2010 enrolment by gender, ethnicity and sector

Black	5	Male	9	NGO	6
Coloured	8	Female	7	Private	5
Indian	0			Public	4
White	3			Unemployed	1
TOTAL	16				

Curriculum

As in Gauteng, the Western Cape programme seeks to expose participants to an enormously wide range of individuals and locations which give insight into business, government and civil society. Among the venues used in the Western Cape have been: the Salesians Institute, Community Chest, The Royal Cape Yacht Club, Theatre in the Muze, National Parliament, SABC, Bishops School, Coffeebeans Routes, and the

Roeland Street Fire Station. Speakers included: Advocate Romeo Maasdorp (Head of Legal Services, Western Cape Provincial Parliament), Jacky Thomas, Programme Director (SANGOCO Western Cape), Kurt Egelhof (Actor), Natalia da Rocha (Creative Director, Applauz Arts Initiative), Phillip Dexter (Member of Parliament, Cope), Kay Orlandi (Director, Saatchi), Andrew Boraine (CEO, The Cape Town Partnership), Shelagh Gastrow (CEO, Inyathelo), Dean Hand (CEO, Greater Good Capital), and so on. By way of illustration of the programme content, some sample agendas of programme days are included in Appendix 2.

Sustainability

- The office has succeeded in moving the percentage of income derived from fees from 62% in 2009 to 83% in 2010. This was again associated with a dramatic decline in donor funding, to the extent that retrenchment of a staff member in this office was required. A key challenge in the Western Cape is securing fee-paying candidates on the programmes. In both 2009 and 2010, only 21% full fee equivalents were collected on the senior leadership programme. Sustainability of this operation therefore also remains a significant challenge.

Advisory Panel

The composition of the Western Cape Advisory Panel as of 31 December 2010 is:

Ms. Janine Myburgh: Attorney, Myburgh & Associates (Chair)
Mr. Almo Geldenhuys: Senior Manager, Western Cape Provincial Government
Ms. Gubela Mji: Head, Centre for Rehabilitation Studies, University of Stellenbosch
Mr. Kashif Wicomb: Director, PVG Group (Pty) Ltd
Mr. Mansoor Mohamed: Executive Director, Economic, Social Development and Tourism: City of Cape Town
Adv. Romeo Maasdorp: Head of Legal Services, Western Cape Provincial Parliament
Mr. Solly Tshiki: Director, Solly Tshiki & Associates (Pty) Ltd
Adv. Taswell Papier: Director, Edward Nathan Sonnenberg

We note with regret the passing of one of the members of the Western Cape Advisory Panel, namely, Mr. Chris Drummond, Chairman IRR Properties. His generosity to Common Purpose in the form of sponsorship and moral support and enthusiasm is recalled with gratitude.

4.4 Graduate Activities

Graduate Connect activities are coordinated by CPSA in two primary formats:

- Alumni dinners

Each dinner is limited to 12 graduate participants with an invited contributor, creating a leisurely and intimate environment for quality networking and discussion. Given the large alumni community of Gauteng, separate dinners are held for established and emerging leaders. Invited contributors at the Gauteng alumni dinners of 2010 included: Funeka Ntombela, MD: Standard Bank Home Loans, Standard Bank, Shirley

Zinn, Group Executive: Human Resources, Nedbank, Ela Romanowska of the Technology Innovation Agency, Dept of Science and Technology, and Stephen Grootes of EyeWitness News.

In the Western Cape, the first graduate dinner was held in November at IDASA, with Waheeda Amien of UCT as key speaker. Dinners will be held monthly starting in February 2011. There is evidence of excellent spontaneous networking among the Western Cape graduates, and practical collaborations.

- International Common Purpose Day

A further feature of the alumni calendar is International Common Purpose Day (10 October). In Gauteng, the annual International Common Purpose Day event took place on 9 October at Primedia focussing on the Lead SA campaign. Some 60 graduates and their guests attended. The 10th birthday of CPSA was celebrated with the launch of the Brian Scheepers Bursary Fund and his widow, Caroline Southey cut a birthday cake.

In the Western Cape, International Common Purpose Day was celebrated with a showcasing event at which several alumni were offered the opportunity to talk about their organisations. This event was also attended by some 60 alumni.

- Other opportunities

Further opportunities available to alumni include attendance at specific current programme events: Quest days in all Common Purpose cities internationally are open to alumni, as are the Leadership Insights of the South African Meridian programmes (to established leader programme alumni). To date these opportunities have not been well utilised.

In addition to the face-to-face dimension of alumni activity, all alumni have access to the 360 website for graduates which provides extensive networking capability with the entire family of 30 000 alumni of Common Purpose, internationally, as well as other features such as the leadership blog by the international CEO.

4.5 Geographic Expansion

Zimbabwe

As reported earlier, the opportunity has arisen, courtesy an international funder, to begin work with Zimbabweans. Several visits to Zimbabwe were undertaken in 2009 and 2010 to gain deeper understanding of events and dynamics in that country, to begin to build relationships there with key leaders; and to assess the possibility of undertaking customised work within Zimbabwe. It was decided that the pragmatic option, given current political and economic conditions in that country, was to focus on working with Zimbabweans within South Africa.

5. STAFF REPORT

The CPSA team enjoyed considerable stability of core staff in 2010, although financial constraints necessitated changes in the Cape Town operation.

Pamela Meselane, Programme Coordinator at the Cape Town office, was regrettably retrenched, in an attempt to curtain costs at that office.

Melanie Burke, previously contracted full time through her company MAB and Associates, is now contracted on an ad hoc basis only.

The staff complement of Common Purpose at the close of 2010 included 5 staff:

CEO:	Dr Elsbeth Dixon
Programme Director: (ad hoc)	Mr Mabule Mokhine (Johannesburg)
Programme Manager:	Rose Shabalala (Johannesburg)
Programme Coordinator:	Asia Vally (Johannesburg)
Administrators:	Ms Disebo Mbaba (Johannesburg)

Further members of the team, contracted to the organisation in part time capacities are:

Senior Programme Director: (ad hoc)	Ms Melanie Burke (Cape Town)
Alumni Coordinator: (part-time)	Ms Angela Deutschmann (Johannesburg)
Bookkeeper: (part-time)	Ms Moragh Black

6. FINANCIAL REPORT

Context

Traditionally, the business model of Common Purpose relied on two sources of income: fee payment by programme participants, and sponsorship. It has been the policy of CPSA to ensure that all delegates who are unable (as opposed to unwilling) to pay for their attendance are offered bursaries. Bursaries have traditionally been secured in the form of lump sum sponsorships from international donors, local corporate social investment funds, or private donors. The international recession has rendered this model unworkable. Both our international donors and local corporate social responsibility funds were severely impacted in 2010, resulting in the loss of a further 4 funders (above the loss of funders in 2009), and a reduction in grants from remaining funders. While costs

are contained through very extensive use of goodwill gestures (including office accommodation, payroll, audit and recruitment services, keynote speakers, and a range of corporate venues to host programme events,) it became necessary to retrench staff and modify contracts, in order to achieve further cost saving.

New models

It became clear that additional revenue sources would be vital for the survival of the organisation, and that this should be sought through a new strategic avenue rather than attempting to revitalise the existing model. The introduction of Customised courses constitutes a move towards greater financial independence through decreased reliance on donors. All income in excess of costs raised through such courses serves to offset the costs of unrecoverable fee income on the Open Courses, essentially providing a new bursary source. Although Customised fee income was limited in 2010, this constitutes the beginning of a vital new income stream for the organisation. A further attempt to source new income took the form of the launch of the Brian Scheepers Bursary Fund. This was primarily an appeal to alumni, and met with very limited success. The following contributors to the Brian Scheepers Bursary Fund are acknowledged:

- Gladys Bogoshi;
- Margaret Collins; and
- Samantha Saevitzon.

Income Statement

At the time of compilation of this report, the audited financials for 2010 are not yet finalised. The draft income statement is provided below.

Draft Income Statement for the 12 months ending December 2010			
	Actual	Budget	% Variance
INCOME:	1,748,700	2,146,120	-19
Fee income	938,316	1,133,800	-17
Gauteng Meridian	305,560	435,000	-30
Gauteng Int Navigator	221,482	350,000	-37
Gauteng Navigator	107,781	126,000	-14
Gauteng Graduate	4,714	4,800	-2
Gauteng Customised	81,698	50,000	63
W Cape Meridian	189,673	138,000	37
W Cape Navigator	20,000	30,000	-33
W Cape Graduate	2,659	-	
Customised: Zimbabwe	4,750	-	
Sponsorship income	805,619	1,011,000	-20
AngloGold Ashanti	39,250	-	
Chris Drummond	-	100,000	
Mott Foundation	291,212	375,000	
Percy Billton	20,000	20,000	
The Thyme Trust	40,960	60,000	
Zim sponsor	276,252	300,000	
Gauteng Sponsors – Unconfirmed	-	106,000	
W Cape Sponsors – Unconfirmed	1,010	-	
Zimbabwe Sponsors – Unconfirmed	116,935	50,000	
		-	
Other income	4,765	1,320	
Brian Scheepers Bursary Fund	2,450		
Book sales	2,315	1,320	

EXPENDITURE:	2,013,568	2,101,386	-4
Advertising and Marketing	6,912	8,850	
Bank Charges	4,096	3,600	
Canteen and Gifts	-	1,200	
Depreciation	11,629	28,800	
Sundry	317	1,150	
Insurance	19,632	24,000	
IT Expenses	62,248	58,800	
Office Expenses (Office Cleaning, etc)	5,195	1,320	
Professional Fees	244,365	244,365	
Salaries and Staff Expenses	1,291,943	1,257,909	
Stationery	5,889	3,425	
Telephone	56,388	64,800	
Training	-	12,000	
Travel & Accomod.	48,950	74,400	
Licence Fee	88,347	128,767	
Programme Cost:	-	-	
Gauteng Meridian	21,672	29,000	
Gauteng Navigator Int	19,924	19,000	
Gauteng Navigator	51,521	75,000	
Gauteng Graduate	7,342	6,000	
Gauteng Customised	872	5,000	
W Cape Meridian	14,869	18,000	
W Cape Navigator	13,010	30,000	
W Cape Graduate	1,379	-	
Customised: Zimbabwe diaspora	37,071	6,000	
Surplus income over expenditure – month	(264,869)	44,734	-17

Common Purpose ended the year with a nett deficit of R 264 869. If sponsorship for the customised course for Zimbabweans is excluded from total sponsorship revenue, the nett sponsorship for open courses constitutes 24% of total revenue (compared with sponsorship percentages of 59% / 64% / 61% in 2009 / 08 / 07). Customised work delivered 27% of the total revenue and open course fees, 49% (compared with 41% / 36% / 39% in 2009 / 08 / 07). This demonstrates the beginning of a healthy swing towards financial independence, which will need to escalate in 2011 to ensure sustainability.

7. THE IMPACT OF COMMON PURPOSE

Understanding the impact of any organisation is important. However, given the non-profit orientation of this NGO, impact takes on added significance as the key measure of success of the organisation. Formal impact studies have been conducted in 2005, 2007 and 2009. No formal impact study took place in 2010, but, as per regular procedure, feedback was obtained from all participants on completion of their programmes. Some of this feedback is included by way of illustration.

Feedback from Meridian alumni (senior leaders)

What am I doing differently as a result of the programme?	<p>Chief Director, National Department of Education Seeing people and current environment differently. Better identifying things that are my concern. Reflecting more and acknowledging where I have done well. Greater community involvement.</p>
	<p>CEO, small NGO Realising that I can add value. Possibly being more vocal than usual in a group setting & in the small group discussions.</p>
	<p>Director, City of Joburg I question a lot more, listen more attentively to others points of view, engage with all across all spectrums</p>
	<p>CEO, small NGO Listening to other people's views. Trying to understand other people's views.</p>
	<p>Marketing Director, publishing house Implementing more of a leadership role within my position and also growing and learning from the different and diverse people in the programme.</p>
	<p>Executive, major bank Increased reflection on the contribution I can make on improving South Africa.</p>
	<p>Communications Manager, leading university I am learning to appreciate the power of celebrating the diversity of people.</p>

	places and interactions.
	Nursing sister, state hospital writing continuous reports to my manager and copying to relevant people to avoid the conflicts which happen when she is stressed. Proof in the form of a paper trail is proving useful.
	Project manager, NGO I am more aware and conscious of the people and environment around me.
	Sub-Editor, leading newspaper Thinking about my role as a leader.

Feedback from International Navigator alumni (emerging leaders)

What are you doing differently as a result of the programme?	Student leader Being more courageous to step beyond my comfort zone and lead change.
	IT entrepreneur I am more results and solutions-oriented, I respect other people's story, opinions and views more, I have a greater appreciation for our shared humanity
	Consultant, accounting firm Making calculated decisions based on the knowledge obtained, as well as listening more effectively and respecting other's views
	Facilities manager, gold mining company I am more forthright in situations. I do not take on others work, I make them accountable, so I can be accountable for for own outputs.
	Marketing manager, IT company I am listening with a different mind set. I am able to listen to issues that I differ with more openly and actively
	Entrepreneur I am owning my decisions. Wendy Luhabe made an impact on my life when she said "take care of the important stuff and the urgent stuff will take care of itself".
	Marketing manager, Arts NGO I think I'm a better leader in terms of understanding other people

better and my own organisational skills (how to prioritise my time and leverage networks etc)

IT specialist, City of Joburg

1.I look at situations from different views 2.I am careful on passing judgement

8. GOVERNANCE REPORT

There were three changes in the Board of Directors of CPSA during 2010, as follows:

- Phindile Nzimande was co-opted onto the Board on 20/1/2010 and her appointment to the Board confirmed at the AGM of 20/7/2010;
- the resignations from the Board of both Linda Yanta and Barney Mthombothi were noted and accepted at the meeting of 20/1/2010.

Attendance of Board members at the four Board meetings which took place during 2010 is recorded in Table 7 below:

Table 7: Attendance at Board meetings of CPSA in 2010

Board Member	Meeting of 20/1/2010	Meeting of 21/4/2010	Meeting of 20/7/2010	Meeting of 26/10/2010
James Campbell	Present	Present	Present	Present
Patrick Fitzgerald	Apologies	Apologies	Present	Present
Kuben Naidoo	Apologies	Present	Apologies	Apologies
Phindile Nzimande	Present	Apologies	Apologies	Apologies
Barney Mthombothi	Present	N/A	N/A	N/A
Boniswa Pezisa	Present	Apologies	Present	Present
Linda Yanta	N/A	N/A	N/A	N/A

9. CONCLUSION

CPSA is operating successfully in two major regions and continues to attract high quality participants and contributors onto its Open programmes, create programmes that remain unique and respected in the leadership development market. Common Purpose is set to deliver extended impact and to meet its sustainability challenge through the introduction of Customised courses. This foundation was laid in 2010, creating exciting potential for a new growth phase in 2011.

Appendix 1

2010 Open Programmes Participants' Lists

Gauteng Meridian Cohort

1. Amanda Buzo-Gqoboka, Human Resources Executive, Johannesburg City Parks
2. Angelina Koapeng, Assistant Director Nursing, Helen Joseph Hospital
3. Arlene Chazen, Researcher, Landelahni Business Leaders
4. Colin Kapeluschnik, Managing Director, Raizcorp
5. Cornelius Nkomo, Financial Advisor, Old Mutual
6. Diane Weyer-Schneider, Head of Transformation, Deloitte
7. Didi Moyle, Chief Operations Officer, South African Tourism
8. Dorothy Ndletyana, National Learning Leader, Deloitte
9. Elias Khama, Manager-Post Settlement, Department of Rural Development and Land Reform
10. Eugene Marillier-Malotana, Director, Artists Trust of Southern Africa (ARTSA)
11. Faith Kumalo, Chief Director: Health in Education, Department of Basic Education
12. Ilana Friedman, Fairy godmother and Chief Operating Fairy, Magical Moments
13. Itani Tshikomba, Senior Audit Manager, Eskom
14. Kate Naude, HR Manager, Metro Evangelical Services
15. Kulsum Crookes, Chief Audit Advisor, Eskom
16. Lalita Rathinsamy, Chief Education Specialist(Deputy Director), Gauteng Department of Education
17. Mark Truter, Senior Manager, Johannesburg City Parks
18. Mary-Jane Goebel, General Manager: Sports Consultant
19. Michael Harris, Director, First Community Outreach Centre
20. Michelle Constant, Chief Executive Office, Business Art South Africa (BASA)
21. Mohlolo Kgopane, Programme Director, Former Convicted Offenders Development Initiative
22. Monwabisi Thethe, Marketing Director, Blaque Magazine
23. Motlalepula Mmesi, Development Officer, Vuleka School
24. Nawaal Patel, Operation and Payroll Manager, S.A Apartheid Museum
25. Nompumelelo Ntshagase, Secretary - Traditional Health Healer, Lebowalagomo Lemotho

26. Norman Edwards, Executive: Group Strategic Planning, Nedbank
27. Riaan Joop van Wamelen, CIO, Johannesburg Stock Exchange
28. Richard Church, Owner, Richard Church Enterprises
29. Ronette Engela, Chief Policy Analyst: GWM&E, Policy Coordinator and Advisory Services, The Presidency
30. Sandra Burmeister, Chief Executive Officer, Landelahni Recruitment Group
31. Shaun Govender, Chief Operating Officer, The Business Place
32. Shirona Patel, Communications Manager, Wits University
33. Solani Mirriam Mazibuko, Project Director, Orlando Children's Home
34. Susan Roberts, Project Manager-HIV and TB Programmes, Helen Joseph Hospital
35. Suzan Elizabeth Steyn, Assistant Manager Nursing, Helen Joseph Hospital
36. Suzanne Robinson-Davis, Programme Manager, Restorative Justice Centre
37. Tanya Pampalone, Associate Editor, Mail & Guardian
38. Tanya Rothman, Executive Search Consultant, Landelahni
39. Tienie De Ridder, Managing Director, Johan de Ridder Architect CC
40. Tricia Sibbons, Executive Director, Trevor Huddleston CR Memorial Centre
41. Zandile Mafata, Chief Financial Officer, Johannesburg Development Agency

Western Cape Meridian Cohort

1	Mr	Abdul	Kerbelker	Executive Manager	Claremont Improvement District
2	Mr	Alan	Barclay	Finance Manager	Community Chest
3	Mr.	Anthony	Dietrich	Consultant/Director	South African Wine Industry Trust
4	Prof	Ben	Marais	Associates Professor – Pediatrics	University of Stellenbosch
5	Ms	Beverley	Basson	Relationship Manager	TSIBA
6	Ms	Charmaine	Singh	Senior IT Manager	Old Mutual
7	Mrs	Christine	Cornick	Director	Motivation Charitable Trust
8	Mrs	Claudia	Agulhas	Managed Services	Nedbank
9	Ms	Cyrellia	Fernandez	Audit, Risk & Compliance Manager	T-Systems
10	Mrs	Desiree	Daniels	Director	Intermesh Development Consulting
11	Mr	Dylan	Marais	Team Leader	U-Turn Homeless Ministries
12	Mr	Gopal	Ramsammy-Cook	Associate	Symphonia

13	Mr	Greg	Vlotman	IMG Manager	Metropole South Education District
14	Mr	Greg	Damster	Events Manager	Community Chest
15	Mr	Jerome	Morkel	Director	Tandym Print
16	Mrs	Jerushah	Rangasami	Director	Impact Consultant
17	Ms	Karin	Van Niekerk	Director	Symphonia Leadership Development
18	Ms	Leslie	Maliepaard	CEO and Editor	Wine Web
19	Ms.	Lucas	Crowley	Country Director	Innovations for Poverty Action
20	Ms	Mandisa	Zitha	Festival Director	Encounters Film Festival
21	Ms	Mariheca	Otto	Director	Motto Business Consulting
22	Ms	Marisa	Sarfatti	Managing Director/Owner	Speakeasy Facilitators
23	Ms	Melanie	Stark	Community Investment Manager	Community Chest
24	Mr	Michael	Eastman	Director	Indigo Computers
25	Mrs	Mignon	Hatting	Fundraiser	The Ruth Prowse School of Art
26	Ms.	Mirintha	Maasdorp	Principal	Noorder Paarl High School
27	Ms	Patsy	De Lora	CEO	Partners in Sexual Health
28	Mr	Philippe	Bakahoukoutela	Provincial Co- ordinator	Black Management Forum
29	Mrs	Razia	Bux	Founder	The Akram Rajab Foundation
30	Ms	Roshon	Omar	HR Director	Mother2Mother
31	Ms	Shana	Kay	Managing Director	Infointeg
32	Capt.	Stephan	Knapp	Captain	South African Police Service
33	Ms	Tasneem	Gamieldien	Programme Manager	SANGOCO
34	Mr	Tim	Mosdell	General Manager/Financial Director	PDG
35	Dr.	Timothy	Visser	Chief Executive Officer	Eerste River Hospital
36	Mrs	Wafaa	Abdurahman	HRD	Sanlam Glacier
37	Ms	Wardah	Abrahams	Entrepreneur	Red Bishop Couture
38	Ms	Wasima	Fisher	Community Development Manager	Communicare
39	Dr.	Yusuf	Lalkhen	Manager: Special Schools	Western Cape Education Department
40	Mr	Zavick	Botha	Artist and Fashion Designer	Zavick aka Supa'dog
41	Ms.	Zohra	Leech	Office Manager	The Inner Circle

Gauteng Navigator Cohort

1. Bella Kanike, Statistician, Helen Joseph Hospital
2. Chenai Mukumba, Student, Wits University
3. Fortune Ncube, Facilitator, Khulisa Crime Prevention Initiative
4. Jeaneth Mahlangu, Behaviour Change
5. Katlego Motlabi, Project Manager, Self Worth
6. Kerry Dos Santos, Co-Head: Centre for Language and Hearing-Impaired Children, Wits University
7. Mariette Conning, Signal and Systems Analyst, CSIR Defence, Peace, Safety and Security
8. Mpho Kgwaredi Makibelo, Internal Auditor, Eskom Holdings Limited
9. Mumsy Malinga, Head of Department: History, St Mary's School
10. Natasha Bhowani, Auditor: Graduate in Training, Eskom Holdings Limited
11. Ntebo Brown, Project Coordinator, Khulisa Crime Prevention Initiative
12. Philip Borchardt, Stores Manager, Gammatec Ndt Supplies Limited
13. Shahida Rahim, Human Resource Officer, Landelahni Group Holdings
14. Sindiso Mbambo, Resource Developer, Metro Evangelical Services
15. Thabang Mabuza, Managing Director, Item 12
16. Tiisetso Ntsoelengoe, Project Coordinator, Khulisa Crime Prevention Initiative
17. Tshogofatso Maswabi, Education, Development and Training Manager, Restorative Justice Centre

Western Cape Navigator Cohort

1. Brett Simpson, Entrepreneur, Breadbin Interactive
2. Chez Pool, Unemployed, ex Educo Africa
3. Duncan Thomas, Deputy Director, Department of the Premier
4. Faith Shenxane, Executive Assistant, Cape Town Tourism
5. Fuad Peters, Membership Administrator, Cape Town Tourism
6. Karen Bailey, Admin Manager; Claremont Improvement District
7. Kerrie Channer, Volunteer, Lucca Leadership South Africa
8. Lerato Mmutle, Assistant & Project Leader, Symphonia
9. Loyiso Mabece, Investment Research Analyst, Association of Saving and Investment SA
10. Michael Bell, Project Administrator, Department of Local Government
11. Michel Joffe, Head of Communications, Lucca Leadership South Africa

12. Musa Zamisa, Budget Research, IDASA
13. Tim Ellis-Smith, Self-employed
14. Vainola Makan, Programme Co-ordinator, New Women's Movement
15. Washiela Albertyn, Manager, Nedbank
16. Yvette Peters, Senior Consultant, Edward Nathan Sonnenbergs

Gauteng International Navigator Cohort

1. Andrew Paverd, Commerce Student, Wits University
2. Atiya Mosam, Medical Officer, Mofolo Community Health Centre
3. Dino Zuccollo, Electrical Engineering Student, Wits University
4. Eric Tshabalala, Audit Senior Manger, Deloitte & Touche
5. Juliet Vuyiseka Rozani, Drama Student, Wits University
6. Kabelo Malapane, Volunteer, Former Convicted Offenders Organisation (FOCODI)
7. Kaylashni Naidoo, VP Corporate Services, AngloGold Ashanti
8. Kodwa Tyiso, Training and Development Manager, People Opposing Women Abuse (POWA)
9. Magendren Naidoo, Senior Manger Audit, Deloitte & Touche
10. Matlhako Mothapo, Buyer, Broadband Infracore
11. Nqobizitha Mahole Mlilo, Candidate Attorney, Lawyers for Human Rights
12. Naomi Roux, Researcher: Centre for Urbanism and Built Environment Studies, Wits University School of Architecture and Planning
13. Nicola Comninos, Team Lead: Equity Market Business Development, Johannesburg Stock Exchange
14. Nomalizo Xabana, Development Coordinator, Johannesburg Development Agency
15. Nontombi Nyathela, Senior Social Worker, Soweto Old Age Home
16. Obakeng Seageng, Project Coordinator, Kasietainment Events and Projects
17. Olga Meshoe, Senior Associate, Webber Wentzel Attorneys
18. Palesa Tshabalala, Project Manager, Broadband Infracore
19. Phumelele Mashigo, Unemployed
20. Refiloe Nyoni, Project Manager, Shanduka Foundation
21. Salochini Naicker, Control: Clinical Technologist, Helen Joseph Hospital
22. Samantha Mundeta, Candidate Attorney, Lawyers for Human Rights

23. Samantha Shabangu, Claims Assistant, Kapara Insurance Brokers
24. Sandile Tsie, Project Manager, Nokuphila Community Service
25. Simphiwe Mkhize, Secretary, Zifozone Traditional Healers
26. Siphon Tshabalala, CEO, Johannesburg Chamber of Commerce & Industry
27. Somisa Mohale, Deputy Director: Special Programmes, Department of Correctional Services
28. Sthemiso Mpungose, Assistant Director: Financial Management, Sandton SAPS
29. Teboho Nkoane, Stakeholder Relationship Manager, South African Ballet Theatre
30. Thabelo Kwindi, Data Typist / Fleet manager, Sandton SAPS
31. Thuli Mbuli, Senior Front of House Manager, Market Theatre
32. Thumiso Masoha, Internet Marketing Consultant, CBDE Solutions
33. Tiyiselani Tshuketana, IT & Support Officer, Johannesburg Development Agency
34. Vivienne Rowland, Senior Communication Officer, Wits University
35. Xolisile Ntshangase, Unemployed
36. Zoe' Jarvis, Project Manager, The Love of Christ Ministries

Appendix 2: Sample Agendas
Meridian – Gauteng – Opening Day – Theme: Setting the Compass – Venue:
Freedom Park

8:00- 8:30	Arrival and Refreshments
8:30 – 9:00	Setting the scene Welcome to the first day of Meridian
9:00 – 9:30	Connecting to your group Introduction to the group and Common Purpose networking
9:30 – 10:30	Sharing different opinions Exploring diversity and the wealth of difference in Meridian
10:30 – 11:00	Break
11:00 – 12:00	Tour of Freedom Park
12:00 – 12:15	Change: The Vision of Common Purpose An insight into the broader vision of Common Purpose
12:15 – 13:00	How does Meridian work? Practical outline of Meridian and how you manage your learning journey
13:00 – 14:00	Lunch
14:00 – 15:00	Key challenges for South African leaders <ul style="list-style-type: none"> • Joel Netshitenze, Former Head of the Policy Co-ordination and Advisory Services (PCAS), The Presidency
15:00– 15:30	Unpacking Leadership Dynamic group engagement about leadership
15:30 – 16:00	Break
16:00 – 17:30	Key dynamics of South Africa in 2010 <i>Challenges facing the region provide the key content for the programme. We lead in with an overview of the key characteristics and dynamics of the area</i> Panel session: <ul style="list-style-type: none"> • Azar Jammie, Director and Chief Economist, Econometrix • Ishmael Mkhabela, Community Organiser • Ronette Engela, Chief Director: Monitoring and Evaluation, The Presidency • Richard Worthington, Manager: Climate Change Programme, WWF South Africa
17:30 – 18:00	Close

**Meridian– Western Cape
Programme Day 2 – Theme: Broadening your Vision
Venue: Pollsmoor Prison**

08:00 – 08:15	Arrival and refreshments
08:15 – 08:30	Welcome and Brief/Reconnecting and Re-visiting
08:30 – 08:45	Welcome from the Pollsmoor Correctional Facility <ul style="list-style-type: none"> • Mandla Mkhabela, Area Commissioner, Pollsmoor Correctional Facility
08:45 – 9:30	A system of Oversight <ul style="list-style-type: none"> • Gideon Morris, Director: Judicial Inspectorate for Correctional Services
9:30 – 10:30	Ability and Disability – what is it really? <ul style="list-style-type: none"> • Hillary Lane, CEO Western Cape Cerebral Palsy Association
10:30 – 11:00	Refreshments
11:00 – 12:30	Visits <ul style="list-style-type: none"> • Small group visits to Male, Female and Juvenile Facilities
12:30 – 13:30	Lunch
13:30 – 14:00	Unpacking the learning from the visits
14:00 – 15:00	Activists for a Safe South Africa <ul style="list-style-type: none"> • Small group work
15:00 – 15:15	Refreshments
15:15 – 16:00	Group presentations Unpacking the “so what?”
16:00 – 16:30	Resetting your radar What does it mean for you?
16:30 – 16:50	Debriefing and assessment
16:50 – 17:00	Close

**International Navigator– Gauteng
Opening Day – Theme: Power and Leadership – Venue: City of Johannesburg,
Braamfontein**

08:30 – 08:45	Welcome and briefing
08:45 – 09:15	Common Purpose conventions Creating a safe space to adventure in
09:15 – 09:45	Introductions Getting to know each other – fast!
9:45 – 10:15	Common Purpose Vision
10:15 – 10:45	Refreshment break
10:45 – 11:45	How does International Navigator work? <i>Practical outline of International Navigator and how you manage your learning journey</i>
11:45 – 12:15	Setting the scene <i>Playing with power: where do you stand?</i>
12.15 – 13:15	Lunch
13:15– 14:00	Personal experiences of power <i>Group conversation</i>
14:00 – 14:15	Visit preparation
14: 15 – 16:15	Site Visits: <ul style="list-style-type: none"> • Bongumusa Makhathini, Head: Programme Management & Integration for Corporate Affairs, SABMiller • Pumeza Bam, Director HR and Corporate Social Investment, EOH • Christine Mentzel, Conservation Manager, Endangered Wildlife Trust • COSATU
16:15 – 16:30	Refreshment break
16:30 – 17:30	Navigating the Power Dynamics of the City <i>Mayor Amos Masondo, Executive Mayor, City of Johannesburg</i>
17:30 – 17:45	Setting personal objectives: <i>What do you really want to achieve with this experience?</i>
17:45 – 1800	Review and closure

Navigator– Western Cape

Programme Day 3 – Theme: Risk and Leadership

08:00 – 08:15	Arrival and Refreshments
08:15 – 08:30	Briefing
08:30 – 08:45	Depart for visits
08:45 – 09:45	Visits <ul style="list-style-type: none"> • Pam Jackson - Ons Plek Shelter for Girls • Ettienne de Kock - Standard Bank Property Division • Priest – St Georges Cathedral
09:45 – 10:00	Visit debrief
10:00 – 11:00	Keynote Speaker: Risks to South African Society <ul style="list-style-type: none"> • Tony Ehrenreich : COSATU
11:00 – 11:30	Refreshments
11:30 – 12:30	Alternative Angle: Risking it all in your own start-up business: lessons learned <ul style="list-style-type: none"> • Maz Zimmerman, The Broccoli Project
12:30 – 13:30	Lunch
13:30 – 14:30	The Wake-Up Perspective: Risk of HIV and AIDS - What must be done? <ul style="list-style-type: none"> • Yolanda Yawa: Singer and Designer
14:30 – 15:00	Learning Groups: Tough Nuts to Crack
15:00 - 16:00	Leadership Insight: Courage and Caution <ul style="list-style-type: none"> • Ravi Gajjar, Adventurer
16:00 – 16:15	Refreshments
16:15 – 16:45	Reflection and review <i>Weaving the threads and setting the goals</i>
16:45 – 17:00	What's next?
17:00	Close