

# ANNUAL REPORT 2023

APRIL 2024

**n** / **s** new south  
institute

Government  
and Public Action

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# About Us

The New South Institute (NSI) formerly known as the Government and Public Policy think tank, is a policy institute based in South Africa. We have a strong presence in Brazil (São Paulo) and in Eastern Europe (Belgrade), providing evidence-based policy and applied research on complex problems of government, particularly state capture, public service reform, migration, and welfare state reform.

We achieve this by collaboration with institutions responsible for implementing change. The NSI draws the experiences of South Africa and other countries in the New South to offer deep comparative insights across various geographical contexts.

# 01

## PURPOSE

The New South Institute is not simply a research institute and policy advisory – though we are excellent at that.

We believe that people with passion can change the world by building democracies and capable governments – especially in fragile democracies that live with challenges of state capture, social fragmentation, and civil war.

In South Africa, our people played a major role in interrupting state capture and now, helping to open the door to meaningful government reform.

Our ambition is to restore respect for the value of evidence-based policy and applied research in collaboration with partners in pivotal middle-income democracies.

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## ORGANISATIONAL OVERVIEW

The NSI is committed to building and strengthening democracy in complex societies at a time of great democratic crisis globally.

Our broad focus is on institution-building, which is the vital link between democratic decision-making (politics) and the realization of such decisions materially (government).

It is the materiality of democracy, its expression

through concrete institutions that do or don't do things that makes of the Institute, not so much a research organisation as a Policy think-tank. Our immediate focus is on strengthening democracy through institution-building.

In this regard, we work on several, related topics: public administration reform, migration governance, state capture and corruption, welfare reform and south-south dialogues.



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# DEMOCRACY AND THE NEW SOUTH

The New South refers to those countries outside the West that are committed to building effective democracies. We include in this space countries like South Africa that have come through complex and difficult transitions and for whom the process is contested, and democratic institutions and government remain delicate.

We aim to build quality or effective democracies by extending democracy from the political

process (party-political competition, elections, for example) to the process of government and administration. We do this so that governments are in a position to implement their choices and policies, whether in economic regulation, building a welfare state, managing migration or combatting corruption. In this way NSI seeks to be an important player in revitalizing democracy in South Africa, on the African continent and in the New South broadly.

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## FOCUS AREAS

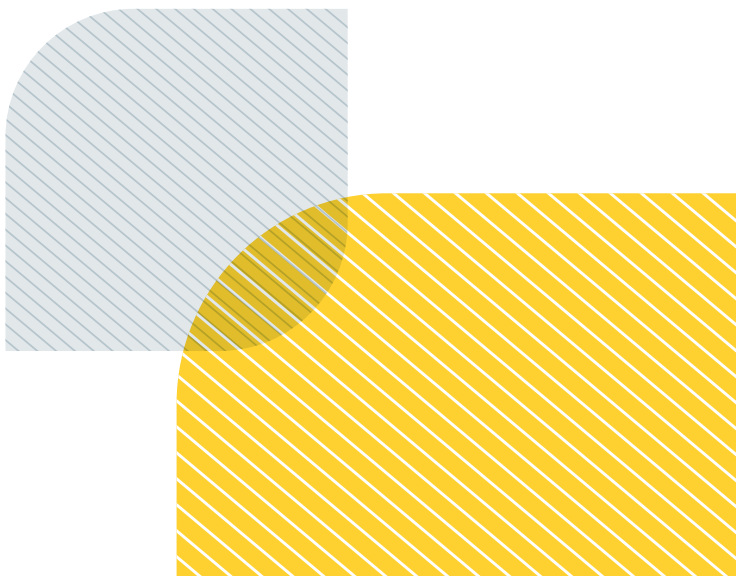
The NSI focuses on major policy challenges for delicate democracies, including:

- **Public Administration Reform** – building effective public administrations.
- **State Capture and Corruption** – designing and putting in place effective measures to anticipate, prevent and mitigate the capture of public institutions by political and business elites and the repurposing of how they work to serve private interests.
- **Migration Governance** – designing effective means to manage migration on the African continent with a view to preventing xenophobic populism, for reducing the risk of the movement of terrorists and criminals and for promoting economic inclusiveness and prosperity.
- **Welfare state reform** – studies of the

welfare regime in South Africa, drawing on international, comparative experiences to reform the current welfare regime to provide more inclusive coverage that is also institutionally efficient and affordable.

- **South-South Dialogues** – The NSI actively seeks to build partnerships with think-tanks, universities, research centres and individuals in the New South working on similar or related questions to those of interest to the institute. More importantly, the programme helps conceptualise the space of the New South itself.

The NSI has made significant contributions to policy discussions through its reports and policy papers on public service reform, migration, and welfare reform. In the year in review, the NSI has published nine reports that offer valuable insights into these important areas.



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## OUR IMPACT

The New South Institute has been playing a significant role in shaping the current landscape of political discourse. Our contributions are widely acknowledged and utilized across various political arenas. We engage directly with political parties, as evidenced by the Democratic Alliance (DA) manifesto drawing on the NSI's work and our active involvement in informing the policy agenda of the Multiparty Convention. Moreover, our guest presentation in gatherings such as the Action SA policy conference demonstrates the credibility and impact of our work.

While maintaining our non-partisan stance, it is evident that politicians take our work seriously. Our advocacy for public service reform has resonated strongly, positioning us as a leading voice in this critical area. The developments around cadre deployment witnessed can largely be attributed to our unwavering dedication and efforts. Political parties have embraced our initiatives, reaffirming the importance of prioritizing public sector reform—a cause we have tirelessly championed.

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## MEET THE NSI BOARD



Stephan Malherbe  
*Chair of the NSI board*



Adebayo Olukoshi



Ivor Chipkin



Jelena Vidojević



Martha Ngoye



Pratap Bhanu Mehta



Taibat Lawanson



## CHAIRPERSON'S MESSAGE – STEPHAN MALHERBE

We are pleased to share our inaugural report with you, capturing the New South Institute's achievements in just under two years of its existence. In South Africa, we've managed to effect significant systemic changes. We've successfully translated our ideas into tangible impact within the policy space. With a global footprint, this certifies our ability to deliver on an international scale.

As many are aware, one of our primary areas of focus is public service reform in South Africa. This sector is fraught with challenges, notably its highly politicized nature. Despite this, the New South Institute (NSI) has consistently pushed for reform, and we're excited to announce that our efforts have contributed diversity to the adoption of the Public Service Amendment Bill in Parliament. This amendment seeks to shift power from politicians to senior public officials, Directors-Generals, and heads of departments. This achievement reaffirms our impact in the policy arena, but there is more work to be done.

We operate within a broad spectrum of South African politics, witnessing the emergence of liberal politics alongside nationalist sentiments. We've also seen successes in the migration sector and through our South-South Dialogues programme. Our presence in Eastern Europe is particularly noteworthy and will be crucial moving forward.

Many countries grapple with fragmented and unstable political environments, which some view as a hallmark of democracy. In South Africa, questions about identity continue to shape our political landscape. Voters are increasingly

evaluating parties based on their performance in governance. This challenge makes our work rewarding, offering us a central role in shaping the political center through high-quality analysis and policy proposals.

Strategically, our goal is to unify various elements by critiquing and improving counterproductive policies. While we see immense opportunities for growth and influence in South Africa, global opportunities also beckon, even amid a challenging global landscape marked by wars and rising authoritarianism. South Africa's International Court of Justice (ICJ) case concerning Gaza demonstrates the country's influence, yet it remains to be seen how this will translate into meaningful political change.

In what we refer to as the New South, or what others term the Global Majorities, we observe the emergence of Global South countries as significant global players. Our expertise in governance and state-building in democratic settings positions the NSI to contribute meaningfully to these conversations globally. Our reputation for quality work is gaining recognition worldwide.

However, such accomplishments require substantial support, particularly financial. As we continue to grow and embark on new initiatives, we appeal for your support. Through this report, we hope to convey the depth of our commitment and invite you to join us, either as a supporter or collaborator, in our mission to build and rebuild democracies.



# EXECUTIVE DIRECTOR'S REPORT – IVOR CHIPKIN

As South Africa approaches the elections in May 2024, we observe a notable shift in the political landscape towards a broadly 'liberal' ethos. This trend, encompassing support for constitutionalism, the rule of law, and market economies, is gaining momentum across a spectrum of political parties, spanning from the right to the center-left.

However, this positive trajectory is juxtaposed with the challenge of a deteriorating nationalist movement embodied by the African National Congress (ANC) and ethno-nationalist tendencies evident in parties like the Economic Freedom Fighters (EFF). Both are entrenched in identity politics and simplistic notions of representation, a trend that appears to be strengthening even within the opposition.

This evolving political dynamic suggests a looming polarization between liberal and nationalist ideologies. Amidst this backdrop, where no single entity holds absolute political hegemony, the New South Institute (NSI) stands poised to occupy the political center.

We envision fulfilling this role through two key avenues:

01

**Shaping Public Discourse:**

By spotlighting the underlying assumptions of policy proposals, we aim to guide public attention towards informed decision-making.

02

**Policy Innovation:** By generating compelling policy proposals across critical domains such as governance, policing, energy, migration, and land reform, we will establish a benchmark for policy excellence.

In addition to our ongoing initiatives in public service reform, migration reform, preventing state capture, welfare reform, and South-South dialogues, we are embarking on two

new projects. The first involves monitoring the implementation of the National Health Insurance, passed by Parliament in December 2023. The second focuses on the Rule of Law, particularly its implications for the economy and the enforcement of commercial contracts.

These programs serve as the foundation for our multifaceted engagement strategy:

01

**Direct Engagement with Government:**

We actively shape policy development and assist with implementation, evidenced by our involvement in crafting the Public Service Amendment Bill and monitoring its progress in Parliament.

02

**Support to Civil Society:**

We provide assistance and guidance to civil society organizations working towards common goals.

03

**Engagement with Political Parties:**

Direct engagements with political parties (The DA manifesto draws on NSI's work, we are actively informing development of policy agenda of Multiparty Convention)

04

**Capacity Building:**

Training Members of Parliament and Portfolio Chairs and from 2024, government officials (Ivor Chipkin has joined GIBS to develop a centre of public service implementation)

In summary, this annual report encapsulates the NSI's firm commitment to insightful policy initiatives and impactful efforts. Our contributions extend beyond the national borders, positioning us as a reputable voice in major global forums. We remain steadfast in our mission to drive positive change and foster informed decision-making on the African continent and beyond.

# 02

## TRANSITIONING TO THE NEW SOUTH

In April, the New South Institute (NSI), formerly known as the Government and Public Policy think tank, officially unveiled its new identity, introduced its staff, and disclosed the composition of its newly constituted board.

Held in Sandton, Johannesburg, the launch drew distinguished guests, including members of the media, representatives from civil society, government, academia, and business.

During the event, NSI Director Ivor Chipkin delivered an address on the challenges facing South Africa and the New South. Chipkin provided insights into the state of democracy, emphasizing that the weakness of public administrations was a pivotal factor contributing to the crisis of democracy locally and globally. He critically assessed the quality of government and the current state of democracy in South Africa.

## STRATEGIC LEADERSHIP

At the launch, our 6-member board was unveiled, comprising accomplished professionals spanning various sectors, each contributing a diverse range of talents and expertise. Renowned global scholar Pratap Mehta, currently teaching at Princeton University, brings invaluable insights, having played a key role in establishing India's premier think tank, the Centre for Policy Research. Professor Taibat Lawanson, a leading figure in Urban Management and Governance at the University of Lagos in Nigeria, also joins the NSI board.

Notably, Martha Ngoye, a whistleblower from PRASA and NSI Board member, expressed enthusiasm about collaborating with dynamic minds on the board. She highlighted the Board's commitment to making a positive impact on the country through strategic policy initiatives, emphasizing the NSI's work as something many people eagerly anticipate.

Board member Adebayo Olukoshi, formerly heading CODESRIA and now based at Wits University, shared his insights during the launch, emphasizing the critical need to rethink democracy and development for a more meaningful social contract between the state and society.

In July, we hosted our inaugural board meeting with Prof Pratap Bhanu Mehta, Prof Taibat Lawanson, Dr Jelena Vidojevic, Dr Ivor Chipkin, and Martha Ngoye, the NSI is delighted to announce Stephan Malherbe, the founder and Chair of Genesis Analytics, as the Chair of the NSI board.

The launch event of the New South Institute received significant coverage in the mainstream media, which shows the importance of this milestone for the organisation. Media outlets such as Jacaranda FM, Daily Maverick, News24, and Business Day covered various aspects of the event, including speeches delivered by NSI Director Ivor Chipkin and Board member Martha Ngoye. Additionally, Anthony Butler, a professor of political studies at the University of Cape Town and a Research Fellow at NSI, authored an article published by Business Day. In his article, Butler discusses the complex external challenges facing South Africa, including its economic relationships with the global North and its ideological approach to international relations, favouring party-to-party relationships over state-to-state relationships.



*At the launch event of the New South Institute, we bid farewell to our old name and embraced our exciting identity*



*Activist and veteran actor Jack Devnarain and NSI Board member Martha Ngoye at the NSI launch event.*

# 03

## SOUTH-SOUTH DIALOGUES

In March, New South Institute researchers Jelena Vidojević and Radmila Nakarada produced a discussion paper titled *'Empowering the Periphery: The Transition Process in Post-Apartheid South Africa and Post-Conflict Republic of Serbia'*.

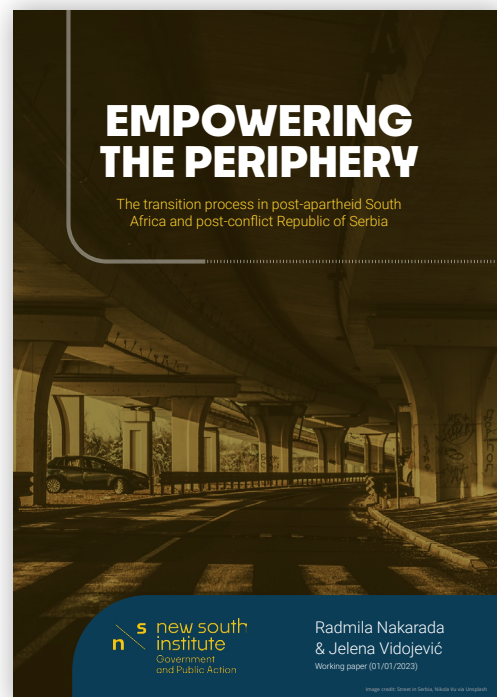
The report offers a thorough analysis of two significant transition projects in South Africa and the Republic of Serbia. The report contends that studying the scope and limitations of these projects provides valuable insights into the broader transformative implications of transitions and the role of the periphery in shaping the global order. By examining the shared traumatic experiences of colonialism and its lasting effects, as well as

the nature of transitions in both countries, post-apartheid and post-socialist ones, the report serves as a crucial case study for understanding the challenges faced by peripheral nations in an ever-evolving world.

The report concludes by highlighting the importance of including the perspectives and experiences of the periphery in our understanding of the world and the ongoing challenges we face today. *Empowering the Periphery* is a valuable contribution to the ongoing debate on the nature of South African and Serbian transitions and the role of the periphery in the global order.

## BUILDING THE NEW SOUTH – MAKING BEST PRACTICE BETTER

NSI Research Fellow, Jelena Vidojević, contributed an article for the Global Government Forum in February, offering insights into the complex challenges facing countries in the Global South and providing a comprehensive overview of the potential benefits of effective government.



Report by NSI researchers Radmila Nakarada and Jelena Vidojevic: *Empowering the Periphery*

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# UNDERSTANDING THE NON-ALIGNED MOVEMENT

We hosted a virtual discussion in April centred around the book *Socialist Yugoslavia and the Non-Aligned Movement, exploring the Non-Aligned Movement* as a post-World War II alternative to East-West conflicts, but also

reflecting on the afterlives of some of its fundamental concepts. The event, presented by the NSI reading club, featured distinguished speakers Ivor Chipkin, Firoz Khan, Radmila Nakarada, Paul Stubbs, and Jelena Vidojević.



Screenshot from NSI Reading Club's virtual event on 'Understanding the Non-Aligned Movement'

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# CONTEMPORARY SOUTH AFRICA AND THE POLITICS OF SELF-DETERMINATION

The New South Institute, in collaboration with the Belgrade International Law Circle (BILC), launched a groundbreaking report on the intricacies of self-determination politics in South Africa. The hybrid event featured insightful discussions on post-Yugoslavia, drawing parallels with contemporary challenges faced by South Africa and other political communities. The report *The End of South Africa: Contemporary South Africa and the Politics of*

*Self-Determination* engages with fundamental questions about identity and inclusion within the political community. Key speakers who participated included Ivor Chipkin from NSI, Miloš Hrnjaz from the Belgrade International Law Circle, Biljana Djordjević from the University of Belgrade's Faculty of Political Science, Janja Simentić Popović from the Belgrade International Law Circle, and Milan Krstić from the University of Belgrade's Faculty of Political Science.

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## NSI SENIOR RESEARCHERS UNVEIL INSIGHTS ON GLOBAL CAPITALISM CRISIS IN INTERVIEW WITH SOCIOLOGIST WILLIAM I ROBINSON

Furthermore, Senior Researchers at the NSI, Jelena Vidojević and Radmila Nakarada, conducted and published an interview with sociologist

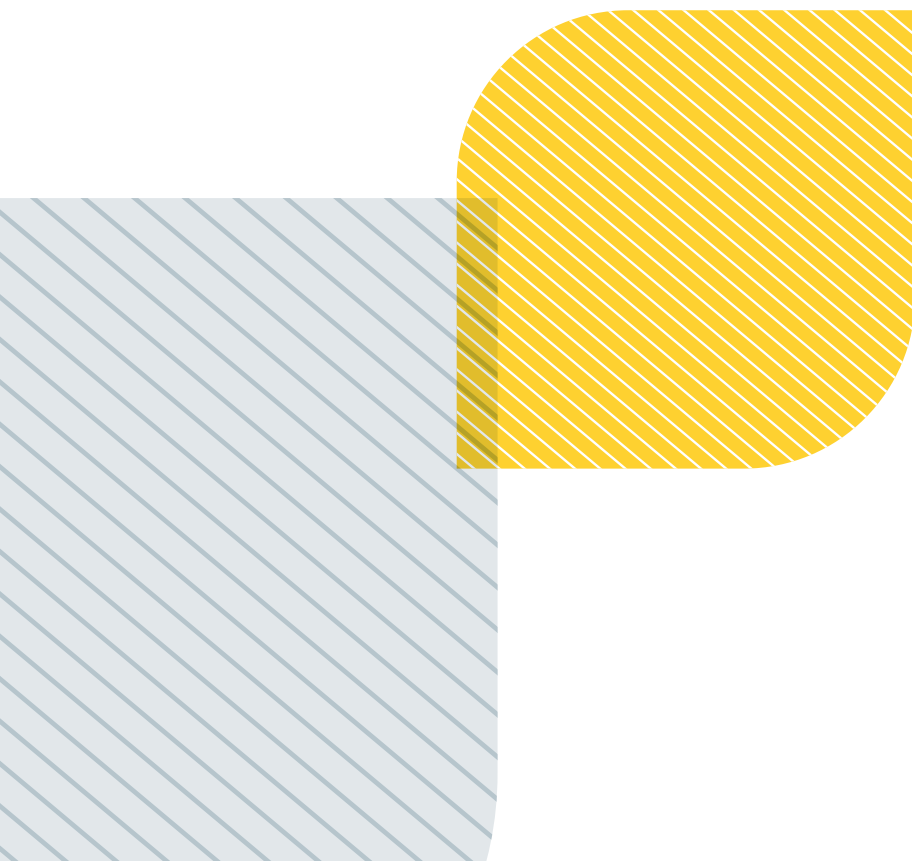
William I Robinson on the current crisis of global capitalism, emphasizing its distinct nature. The article was published in Brave New Europe.

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## NSI RESEARCHER PROVIDES ANALYSIS ON THE ISRAEL-PALESTINE CONFLICT

Our work requires us to be in tune and develop a deep understanding of pertinent challenges across several regions. Distinguished sociologist Radmila Nakarada, a peace studies professor and researcher at the New South Institute, provided

a gripping interview about the persistent Israeli-Palestinian conflict. The interview was with The Media Center which was founded by the Independent Association of Journalists of Serbia in 1994, covering the South East Europe region.



# 04

## MIGRATION GOVERNANCE REFORM

The New South Institute (NSI) proudly launched in July the inaugural publication from its Migration Governance Reform in Africa research program (MIGRA), which signalled the start of a transformative series that will shape the discourse on migration in Africa.

Authored by Alan Hirsch, Director of NSI's MIGRA project, the report, *Framing A Study of African Migration Governance Reform – Towards Freer Movement*, provides a fresh perspective on the intricate relationship between migration, integration, and development in Africa. Aligned with the African Union Protocol's vision of free movement strengthening cultural and economic ties, the report aims to offer practical solutions for improved migration management, easing the movement and settlement of Africans across the continent.

MIGRA's research scrutinizes state and superstate institutions, along with the political and economic conditions influencing migration

trends. Addressing challenges in border governance and differentiating between migratory and non-migratory mobility, the report navigates complexities exacerbated by limited data and inflated migration estimates.

Acknowledging the challenges of open African borders, MIGRA investigates reforms at various levels, including national, bilateral, regional, and continental, considering factors like inequality, poverty, and nation-state sovereignty constraints. The report delves into reform approaches, drawing insights from the migration policies of the European Union and South America.

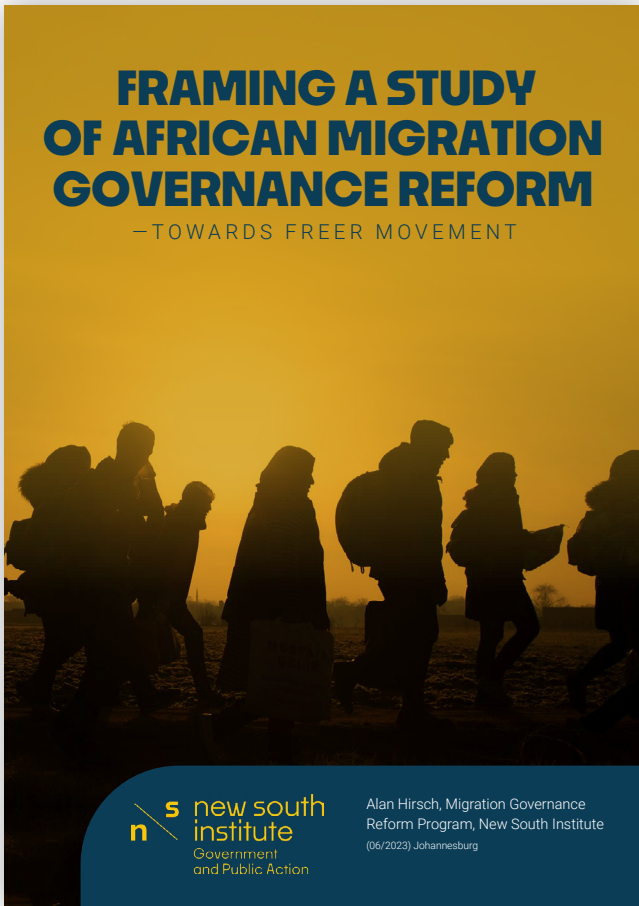
MIGRA adopts a historical and comparative political economy approach, examining four country cases (South Africa, Mozambique, Kenya, and Nigeria) and regional/continental cases (ECOWAS, SADC, and AU). The program aims to offer strategic knowledge supporting policymakers in African integration efforts, grounded in robust data collection and stakeholder interviews.

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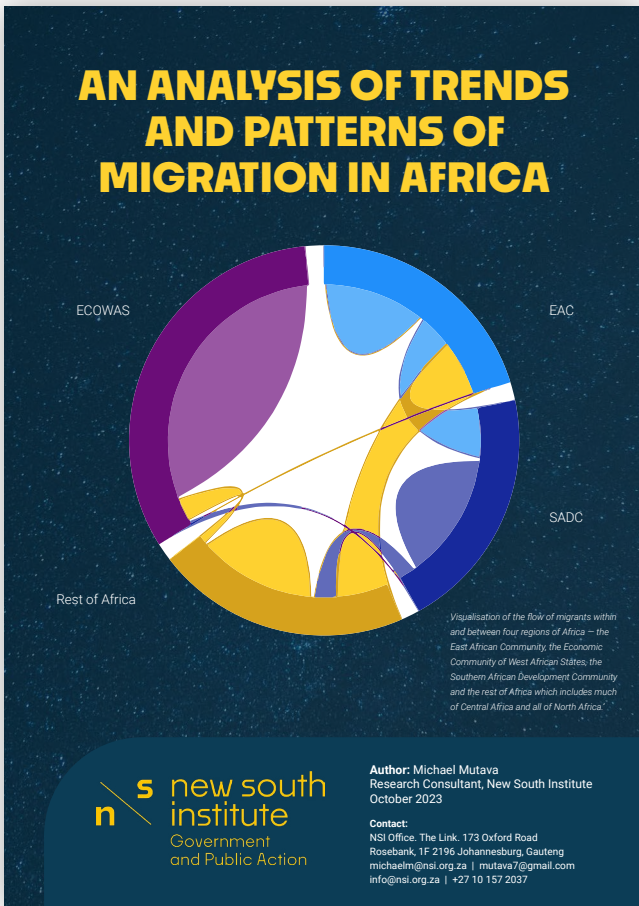
## NSI RESEARCH REPORT ON MIGRATION - FOCUSING ON TRENDS AND PATTERNS IN MIGRATION IN AFRICA

The New South Institute is committed to reforming migration governance, undertaking a transformative approach by conducting a thorough review of current migration data within South Africa and other African countries.

In November, we published a research report titled *An Analysis of Trends and Patterns in Migration in Africa*. This comprehensive report offers a continental perspective, unveiling crucial migration trends that resonate across various African countries and regions.



Report by NSI researcher Alan Hirsch: 'Framing A Study of African Migration Governance Reform – Towards Freer Movement'



NSI report by research fellow Michael Mutava: An Analysis of Trends and Patterns in Migration in Africa report

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# FREE MOVEMENT OF PEOPLE ACROSS AFRICA - SOCIAL POLICIES IN THE GLOBAL EAST AND THE GLOBAL SOUTH

Alan Hirsch, Senior Researcher, and leader of the Migration Governance Reform program published an article in *The Conversation*, a premier platform for research-based news and

analysis. The article offers a full review of the African Union's Protocol on the Free Movement of Persons, delving into its nuances and implications.

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# MIGRATION GOVERNANCE IN FLUX – WHAT CAN AFRICA LEARN FROM THE REST OF THE WORLD?

In his article for the Global Government Forum, Senior Researcher Alan Hirsch provided a nuanced exploration of migration governance in Africa, drawing valuable lessons from European and South American experiences. Titled "Migration governance in flux. What can Africa learn from the rest of the world?" the article intricately unpacks the challenges and prospects associated with achieving the free movement of people across the continent.

The New South Institute (NSI) has released its latest report in the Migration Governance Reform in Africa program (MIGRA) series, titled *South Africa Country Study: Migration Trends, Policy, Implementation, and Outcomes*, authored by Alan Hirsch, the Director of the MIGRA program. This report builds upon the program's previous works,

reaffirming NSI's commitment to advancing the understanding of migration governance in Africa.

The "South Africa Country Study" explores migration within the South African context, covering a wide range of topics to provide a comprehensive narrative. It examines the historical background of migration policies and their impact on current migration patterns, particularly focusing on economic aspects. Hirsch's analysis goes beyond description, offering detailed insights into migration policy, institutional arrangements, and governance issues. The report addresses labour migration, employment policies, and challenges within the immigration system, proposing new approaches for policy adaptation to evolving migratory dynamics.



# SOUTH AFRICA COUNTRY STUDY: MIGRATION TRENDS, POLICY, IMPLEMENTATION, AND OUTCOMES

MIGRATION GOVERNANCE REFORM IN  
AFRICA PROGRAM

3RD MIGRA REPORT



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January 2024

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*NSI report by researcher Alan Hirsch: South  
Africa Country Study: Migration Trends, Policy,  
Implementation, and Outcomes*

## FORTHCOMING

Our upcoming research projects will focus on migration dynamics across the continent, with a specific focus on regions such as Mozambique, Nigeria, and Kenya.



# 05

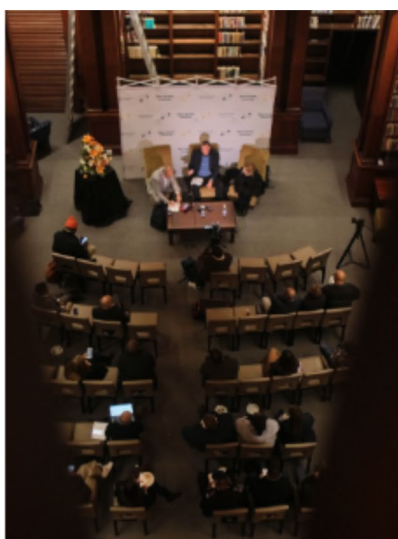
## POLICE AND SECURITY REFORM

### NSI LAUNCHES POLICE REPORT IN PARLIAMENT

In June, we launched a report on police reform, offering a unique theoretical framework and proposing reform paths for the South African Police Service (SAPS). The launch event, held in Parliament, aimed to foster a pragmatic and progressive dialogue on enhancing policing in South Africa. Speakers at this significant event included Ivor Chipkin, author of the report, Irvin Kinnes who is an Associate Professor at the Centre of

Criminology, Public Law Department, UCT and legal journalist Karyn Maughan.

The report, *The Function of the Police; Crime, Social Emergencies and Disorder*, distinguishes between crimes, social emergencies, and disorders, going beyond a mere description of the problems of policing to analysis. It arrives at a remarkable conclusion, that **the police choose not to police us.**



Scenes from our launch event inside Parliament, Cape Town, marking the first-ever event of its kind, unveiling the NSI paper on the function of the police

# 06

## (PREVENTING) STATE CAPTURE AND CORRUPTION

### UNDERSTANDING AI AND ITS ABILITY TO RAISE THE ALARM AGAINST CORRUPTION

The NSI has been actively involved in combating state capture, and some of our members have played a crucial role in preventing it. Our active focus is not only on addressing current state capture but also on preventing its recurrence by enhancing existing measures against corruption.

The New South Institute (NSI) was part of the Global Programme on Measuring Corruption, a recognition of its visible work on helping to protect institutions from capture. Our researchers Ivor Chipkin and Jelena Vidojević contributed to the discussions by the Global Programme on Measuring Corruption focusing on preventing and measuring state capture, which led to the production of a policy response. The brief emphasizes the importance of targeted measurement, while the *Country Insights Brief for South Africa* explores the country's perspectives, needs, and current approaches to corruption measurement.



# 07

## PUBLIC ADMINISTRATION REFORM

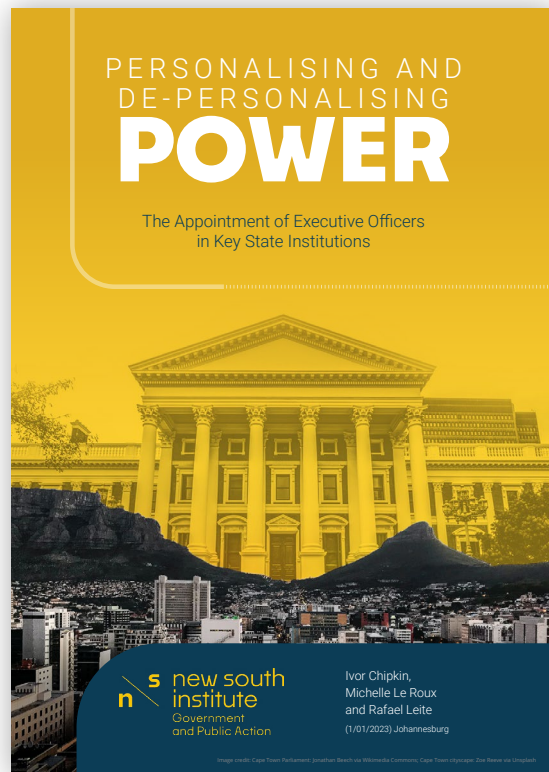
### NSI AMPLIFIES CALLS TO PROFESSIONALISE THE PUBLIC SERVICE

In February we launched a report titled *Personalising and Depersonalising Power - The Appointment of Executive Officers in Key State Institutions*.

It explores what needs to be done to reform and professionalise the public service. The report finds that for most senior officials in key state institutions (head of the police, for example) the relevant legislation stipulates almost no minimum requirements for the job. In this way, politicians are given maximum discretion over appointments.

In partnership with the online newspaper, Daily Maverick, the NSI hosted a webinar to unpack the report.

Examining the appointment of executive officers in key state institutions, the report reveals a lack of minimum requirements for senior roles, granting politicians extensive discretion over appointments. The online gathering featured Ivor Chipkin and Advocate Michelle le Roux as panellists, offering insights into government and performance in South Africa. The webinar, facilitated by Ferial Haffajee, emphasized the pressing need for reform and professionalization in the public service.



NSI report by researchers Ivor Chipkin, Rafael Leite, and advocate Michelle le Roux: *Personalising and De-Personalising Power*

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# NSI CALLS ON CIVIL SOCIETY TO JOIN EFFORTS TO HELP REFORM PUBLIC ADMINISTRATION IN SOUTH AFRICA

In July, we hosted an online gathering of over 40 civil society organisations where we shared news about developments aimed at creating autonomous and professional

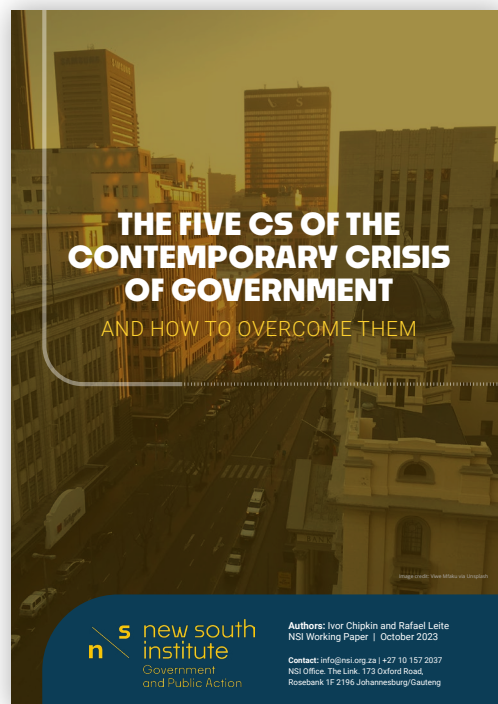
government administrations. The NSI proposed a comprehensive reform agenda, on evidence-driven work that the institution has been pioneering for more than a decade.

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# NSI REPORT IDENTIFIES A PRACTICAL AND ACHIEVABLE AGENDA FOR PUBLIC ADMINISTRATION

Addressing challenges facing public administrations in South Africa, the NSI released a detailed report titled *The Five Cs of the Contemporary Crisis of Government*, outlining a practical and achievable agenda for professionalizing public administration. This initiative aims to counter declines in technical efficiency and government policy.

NSI Researcher Rafael Leite contributed to the Global Government Forum, critically reviewing international best practices for enhancing government efficacy. Highlighting the delicate balance between meritocracy and democratic governance, the piece references successful countries with documented achievements in government improvement. These collective efforts underscore NSI's commitment to advancing public administration reform and contributing valuable insights to the global discourse on effective governance.



*NSI report by researchers Ivor Chipkin and Rafael Leite: The Five Cs of the Contemporary Crisis of Government*

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## THE NSI MAKES HEADLINES IN BRAZIL

In February, Folha De S. Paulo, Brazil's most prominent daily newspaper, featured the New South Institute where our work on public service

reform and democracy building was covered. The article analyses South Africa's civil service and administration alongside that of Brazil.

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## UPCOMING

The New South Institute will launch a report looking at reforming South Africa's senior civil service, critically examining the need for reform within South Africa's Senior Civil Service (SCS) within the context of the country's evolving public service sector. The report will substantially explore how reforms in the senior civil service are essential for broader public service professionalization, considering South Africa's historical and current challenges in public service management.

By questioning how senior civil service reform can contribute to broader professionalization, the study investigates the interplay between South Africa's historical legacy and contemporary administrative challenges. It critiques the current focus on legal and infra-legal regulations in

government reform proposals and advocates for a more comprehensive approach informed by global experiences.

The paper will present arguments that successful reform requires more than new regulations; it calls for a holistic strategy that incorporates global best practices. Proposing an evolutionary approach to SCS reform, emphasizing the need to balance political discretion with managerial competence, practical experimentation, strategic policy learning, and the development of both formal and informal institutions.

This study contributes not only to academic discourse but also provides actionable insights for policymakers.



# 08

## WELFARE REFORM

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### A NEED FOR A WELFARE REVOLUTION IN SOUTH AFRICA

Jelena Vidojević, Head of Welfare Reform at the New South Institute, contributed a thought-provoking piece to the Global Government Forum. The article advocates for the implementation of comprehensive welfare reform as a crucial step

in addressing socio-economic divisions. Vidojević contends that tackling inequality is imperative to safeguarding the foundations of democracy and promoting social solidarity within the country.

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### SOCIAL POLICIES IN THE GLOBAL EAST AND THE GLOBAL SOUTH

Jelena Vidojevic, co-founder, and research fellow at the New South Institute, contributed to the discourse on cash transfer programs in the Global South through her article in the Journal of Social Policy. Recognizing the transformative impact of these programs on poverty reduction and social welfare in Southern Africa, Vidojević critiqued the limiting concept of 'deserving' and 'undeserving' poor, suggesting a universal basic income as a potential solution to addressing structural social

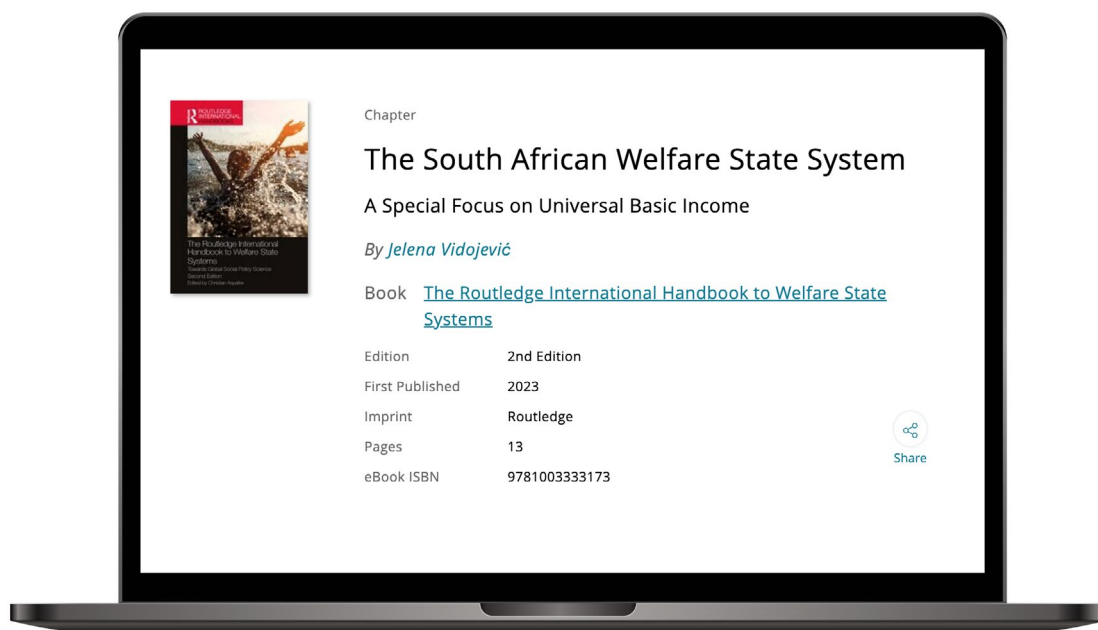
problems in the region. Despite policymakers' reluctance, Vidojević argued that the success of cash transfer programs in Southern Africa support the potential positive impact of a basic income, urging further discussion and action for its implementation in the region and beyond. The empirical evidence suggests that a basic income can contribute significantly to development indicators, making it a transformative policy for millions in the Global South.

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# BREAKING GROUND: NSI CONTRIBUTIONS ILLUMINATE SOUTH AFRICAN WELFARE STATE IN ROUTLEDGE INTERNATIONAL HANDBOOK, SPOTLIGHTING UNIVERSAL BASIC INCOME

Jelena Vidojević, a research fellow and co-founder of the New South Institute (NSI), has contributed a chapter titled “The South African Welfare State System: A Special Focus on Universal Basic Income” to the prestigious “Routledge International Handbook to Welfare State Systems: Towards Global Social Policy Science.” This publication is renowned for its comprehensive coverage of significant topics across various disciplines and signifies the importance of international collaboration in addressing global issues.

Vidojević’s chapter explores the case of South Africa within the context of international social policy, specifically focusing on Universal Basic Income—a topic of relevance in developing countries. Her work offers valuable insights for understanding social policy dynamics in younger welfare states like South Africa, making it essential for scholars, policymakers, and anyone interested in the future of social policy and welfare systems. The book is available for purchase through Routledge’s website.



*The South African Welfare State System: A Special Focus on Universal Basic Income journal featuring insights from NSI.*



# 09

## OUTREACH AND PUBLIC ENGAGEMENTS

The New South Institute has been part of several premier platforms both locally and abroad, from the Conduit Club held in London where we engaged on issues of government and democracy, to contributing to a panel discussion by the University of Free State's Thought-Leader

series looking at threats to democratic stability. In June, we participated in the On Think Tanks Conference in London. In August, the New South Institute attended a two-day workshop in Addis Ababa, upon the invitation of the Ghana Center for Democratic Development.



*NSI Director Ivor Chipkin addressing an audience at an event in London.*

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## NSI RECOGNISED AS ONE OF THE LEADING VOICES IN AFRICA AND IN NEW SOUTH

The Policy Center for the New South, a Moroccan think tank dedicated to enhancing economic and social public policies within Morocco and Africa as integral parts of the global South, hosted the 12<sup>th</sup> edition of The Atlantic Dialogues, an annual international conference that took place in Morocco from December 14-16. The conference brought together leaders from the public and private sectors to deliberate on cross regional and cross-sectoral issues, not only for the region but globally. Distinguished guests participating in

the conference included former heads of state, global leaders, civil society representatives, and policymakers. Notably, the New South Institute is the only organisation that was invited from South Africa to participate in The Atlantic Dialogues.

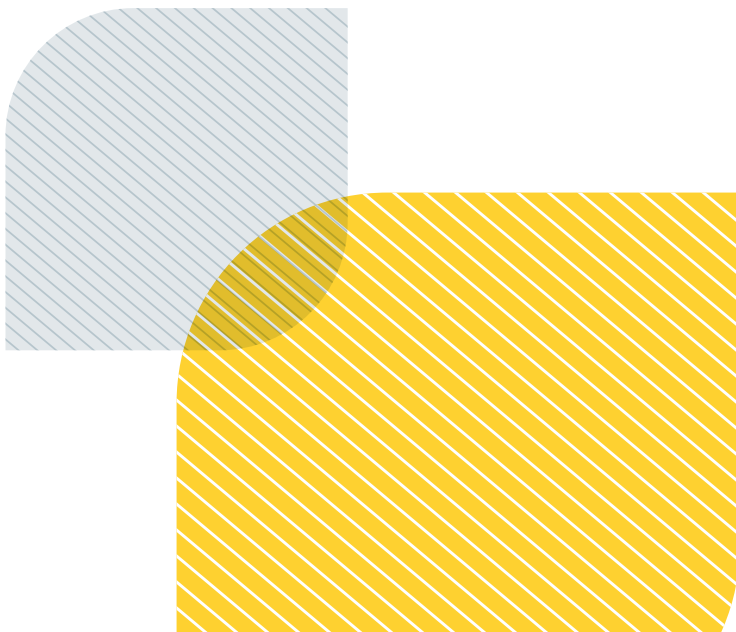
NSI Director and Co-Founder, Ivor Chipkin, was in Morocco and contributed valuable insights to a panel discussion under the theme 'From Barracks to Power: A New Norm in the Sahel?'

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## NSI HOSTS WEBINAR ON MIGRATION TRENDS AND POSSIBILITIES IN AFRICA

The New South Institute hosted a webinar in November, to engage with the current state of migration in Africa and reflect on the two framing papers that have been published by the MIGRA research programme. Speakers at the webinar included NSI researchers Alan Hirsch, author of the first framework paper called *Framing a Study of African Migration Governance Reform – Towards Freer Movement*, who is also the leader of the MIGRA programme, and NSI researcher

Michael Mutava, who authored the report called *An Analysis of Trends and Patterns in Migration in Africa*. Senior Policy Research Officer at the International Organisation for Migration, Tsion Tsadesse Abebe, based in Nairobi, as well as Diego Iturralde, Chief Director of Demography and Population Statistics at Statistics South Africa, responded to the presentations by Alan and Michael at the webinar.



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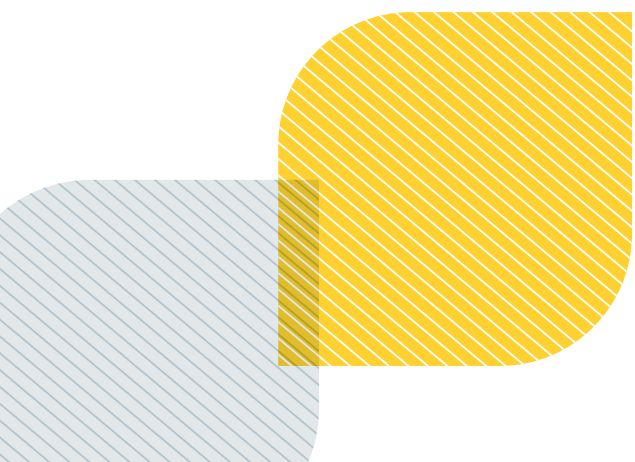
## NSI SENIOR RESEARCHER, ALAN HIRSCH, SPEAKS AT CENTER FOR GLOBAL DEVELOPMENT WEBINAR

The Center for Global Development (CGD), an organization dedicated to reducing global poverty and improving lives through innovative economic research, better policy, and practice, hosted a seminar in October titled 'Is it Time for a Common African Market?' as part of its Working Group Series on Advancing Regional Economic Integration in Africa. The NSI had the honour of presenting at the event, where the leader of our MIGRA research program, Alan Hirsch, spoke alongside Hermogene Nsengimana, Secretary-General of the African

Organization for Standardization, and CGD representatives W. Gyude Moore and Francis Mangeni. The seminar aimed to explore the feasibility and consequences of establishing a Common African Market, with discussions centering on key stakeholders, the impact of the African Continental Free Trade Area (AfCFTA), and its influence on the African Growth and Opportunity Act (AGOA) and broader bilateral relationships. Alan Hirsch's contribution focused on governance reform in Africa, drawing on his research and expertise.



*Alan Hirsch, leader of NSI's Migration Governance Reform in Africa (MIGRA) program, speaking at a panel discussion hosted by the Center for Global Development (CGD)*



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## OUR CONTINUED PARTICIPATION AT THE INCLUSIVE GROWTH FORUM

The Kgalema Motlanthe Foundation hosted its Annual Drakensberg Inclusive Growth Forum, which is a platform for distinguished guests and leading organisations committed to addressing the challenges and opportunities related to inclusive economic growth. The gathering, led by former president Kgalema Motlanthe, focused on critical issues affecting the African continent and possible solutions. The New South Institute was

among the special guests invited to attend and address the forum. Representing the Institute, Director, Ivor Chipkin delivered a talk focusing on the current reform proposals for professionalising public administration. Chipkin suggested that South Africa appears to be on the cusp of a significant transformation, representing a second public moment that could fundamentally alter the character of the country.

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## NSI SPEAKS AT THE BELGRADE SECURITY CONFERENCE 2023, SERBIA

The Belgrade Security Conference (BSC) is the largest high-level Western Balkan gathering on foreign policy and security, bringing world leaders, by invitation only, to tackle relevant issues not only regionally, but globally. Among the speakers at the conference were distinguished representatives from government and civil society, as well as established and emerging organizations and several policy and research institutes. Hosted by the Belgrade Centre for Security Policy (BCSP), a leading think tank in the Western Balkans, the event featured a panel discussion moderated by Ivor Chipkin. Panellists included Jelena Pejić Nikić, Senior Researcher at the Belgrade Center for Security Policy (BCSP), Nikola Dimitrov, President of the Balkan Centre for Constructive Policies and former Foreign Minister of North Macedonia, legal expert Reinhard Priebe and Lenche Ristoska, Liaison Prosecutor for the Republic of North Macedonia at Eurojust, who explored the concept of state capture and its implications for power distribution, institutional accessibility, and the potential misuse of authority for personal gain.

In September, New South Institute Director Ivor Chipkin participated in the 5<sup>th</sup> Annual Local Government Talent Management Seminar that was organised by the South African Local Government Association (SALGA). The South African Local Government Association is an autonomous association of all 257 South African local governments, comprising of a national association.

Leader of our MIGRA research program, Alan Hirsch attended and participated in the 8<sup>th</sup> Conference of the African Union Pan-African Forum on Migration (PAFOM), held from October 31 to November 2, 2023, in Gaborone, Botswana. The event was organised by the African Union in collaboration with the Republic of Botswana.

The New South Institute was invited to provide expert knowledge on public service reform at the Action SA policy conference, which took place in September. Action SA is a South African political party that positions itself as one of the top four in the country. Ivor Chipkin delivered a presentation at its policy conference in Johannesburg.



*Belgrade Security Conference 2023 featuring our Director, Ivor Chipkin*

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## NSI SPEAKS AT THE INTERFAITH FORUM OF SOUTH AFRICA CONFERENCE 2023 ON THE MAKINGS OF A CAPABLE STATE

In October, the New South Institute received an invitation to participate in a panel discussion at a conference hosted by the Interfaith Forum of South Africa. This forum, representing diverse faith communities united to address South Africa's current challenges, seeking solutions to the country's declining state of affairs. NSI Director Ivor Chipkin, while acknowledging ongoing important reforms aimed at building a capable state, addressed the conference. In his remarks, Chipkin drew parallels between the crisis of democracy in

South Africa and the current global political crisis. The 3-day conference featured notable speakers, including Advocate Mojanku Gumbi, Special Advisor to the United Nations Secretary-General on Racism in the Workplace, political scientist Dr Sithembile Mbete, Ambassador Gertrude Mongella, the First President of the Pan African Parliament, and businessman and former chief executive of mining company Anglo-American Mark Cutifani, among others. Former President Thabo Mbeki was also in attendance.

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## NSI TAKES PART IN THE OPEN GOVERNMENT PARTNERSHIP GLOBAL SUMMIT, ESTONIA



*NSI Director, Ivor Chipkin, at the Open Government Summit 2023 in Estonia.*

In September, the Estonian Government hosted the 2023 OGP Global Summit in Tallinn, where the New South Institute was invited to attend and share contributions on open government in the digital age, the potential of technology to make governance and policymaking more transparent and accountable, and the preservation of democracy. The summit brought together senior government officials, representatives of civil society and policymakers around the world. Our Director, Ivor Chipkin, representing the NSI, was at the conference sharing insights with reformers both within and outside the government who are dedicated to reshaping the way government works.

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## NATIONAL FRAMEWORK TOWARDS THE PROFESSIONALISATION OF THE PUBLIC SECTOR

The NSI attended a two-day retreat hosted in July which was organised by the Public Service Commission under the theme Implementing the National Framework Towards the Professionalisation of the Public Sector. The NSI participated in a panel discussion sharing insights alongside Rudi Dicks from the Presidency,

Auditor-General of South Africa Tsakani Maluleke, Business Unity South Africa's Khulekani Mathe and Daily Maverick's Mark Heywood. The panellists discussed the challenges in the South African public sector and the implementation process of the professionalisation framework.



*Gathering hosted by the Public Service Commission*

# PARTICIPATION OF NSI RESEARCHERS AT THE 8<sup>TH</sup> PAFOM CONFERENCE

The New South Institute (NSI) participated in the 8<sup>th</sup> Conference of the African Union Pan-African Forum on Migration (PAFOM), held from October 31 to November 2, 2023, in Gaborone, Botswana. The event was organized by the African Union in collaboration with the Republic of Botswana and supported by the International Organization for Migration (IOM). The theme for the conference was “Bolstering Free Movement and Trade Nexus in AfCFTA: Optimizing Benefits of Migration, Labour Migration for Development.”

Representing NSI at this significant meeting were Alan Hirsch, Lead Researcher of the Migration Governance Reform Project; Victor Amadi, Research Fellow; and Taiwo Olawole, Counsellor

at the Embassy of Nigeria to Ethiopia and Djibouti and at the Permanent Mission of Nigeria to the AU and UNECA, also a Research Partner on the Migration Governance Reform Project. The conference aimed to explore the connections between free movement and trade, with a specific focus on the African Continental Free Trade Area Agreement (AfCFTA).

Hirsch’s 2021 publication, titled *The African Union’s Free Movement of Persons Protocol: Why has it faltered and how can its objectives be achieved?* received acknowledgment as it was cited in the concept note of the event. This citation underscores the impact and contribution of NSI’s research to the ongoing discourse on migration governance.



NSI’s Alan Hirsch and Michael Mutava at the Pan-African Forum on Migration (PAFOM) event.

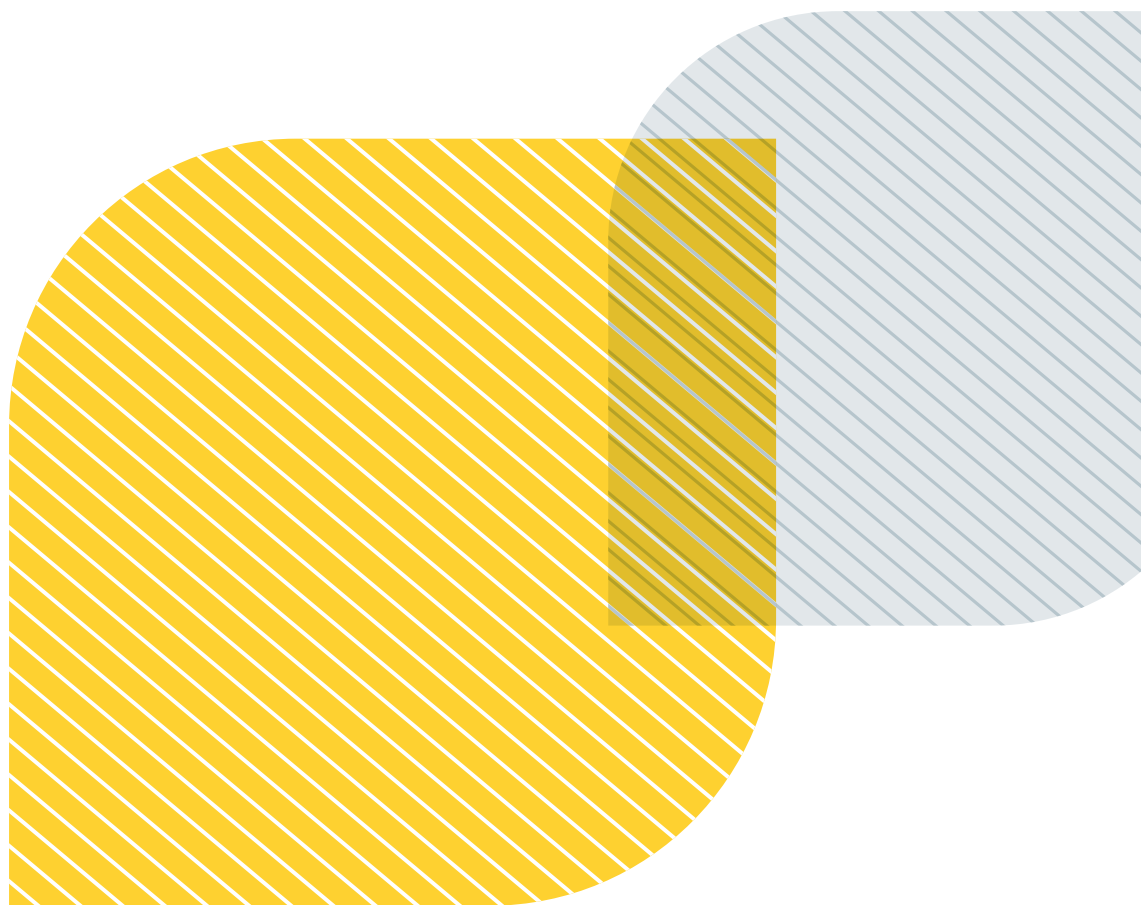
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## ADDIS ABABA HOSTS PAN-AFRICAN EXPERTS FOR 'DEMOCRACY CAPTURE' SEMINAR

The Ghana Center for Democratic Development (CDD) organized an event in Addis Ababa, Ethiopia on 22<sup>nd</sup> and 23<sup>rd</sup> of August, focusing on the concept of "Democracy Capture." The CDD, based in Ghana, aims to promote democracy, good governance, and the development of a liberal economic environment in Ghana and Africa at large. The purpose of the event was to deliberate on the general theme of democracy capture and to discuss the CDD's publications on the topic, particularly the one published in 2021. Ivor Chipkin, representing the New South Institute

(NSI), participated alongside several prominent individuals and representatives from various organizations, including Prof Gyimah-Boadi, founder of Afrobarometer, Ichumile Gqada from Open Society Foundation SA, Levinia Addae-Mensah from West Africa Network for Peacebuilding, Ghana, and others.

The meeting attracted participants from various African countries, with representatives from Ghana, Kenya, Senegal, South Africa, and more.



# 10

## MEDIA AND COMMUNICATIONS

The New South Institute (NSI) actively maintains a public presence, engaging with a dynamic community and supporters of our work. NSI members and researchers consistently participate in discussions through various mainstream media platforms, spanning local, regional, national, and

international levels. Their insightful contributions extend across digital channels, showcasing the Institute's dedication to building meaningful connections, disseminating valuable knowledge, and actively participating in the lively discourse within its areas of expertise.

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### NSI OP-EDS AND RESEARCH ARTICLES

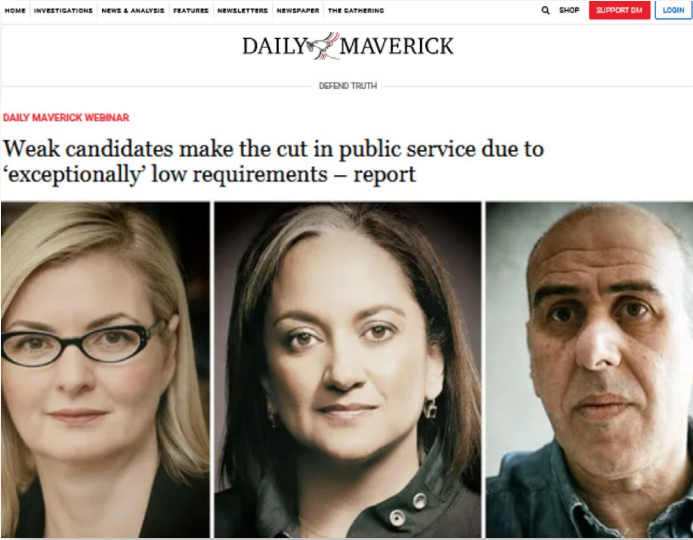
We have had several research articles published in Daily Maverick, News24, Sunday Times, Politicsweb, Polity and the Portuguese Forum among others.

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### EVENTS

Throughout the past year, the New South Institute has organised highly influential events. Our programmes and gatherings are open to the public, serving as a forum for vibrant discussions, meaningful engagements, and the convergence of ideas. We anticipate convening more enriching gatherings as we continue to foster a space for collaborative exchange and shared insights.

This compilation includes all NSI-initiated and hosted events, with detailed coverage of some in various sections of this report. Highlights from the past year include:



**February 2023:** An insightful webinar marked the launch of the ‘Personalising and Depersonalising Power’ report, a collaborative effort with online newspaper Daily Maverick.



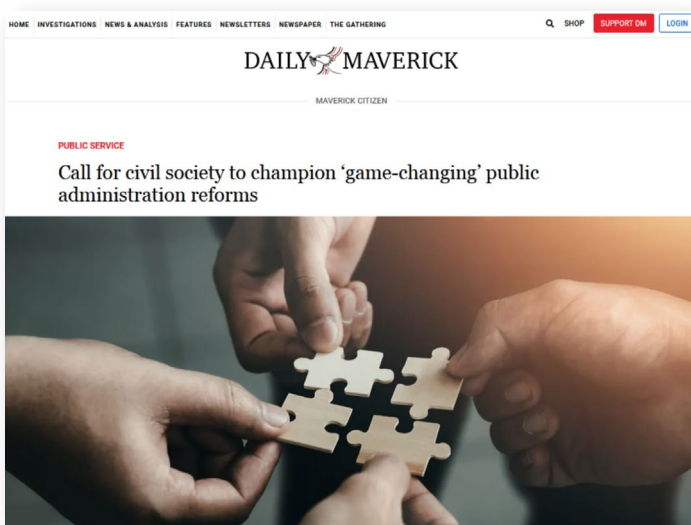
**April 2023:** The official launch and renaming to New South Institute, marking a successful transition from GAPP to NSI.



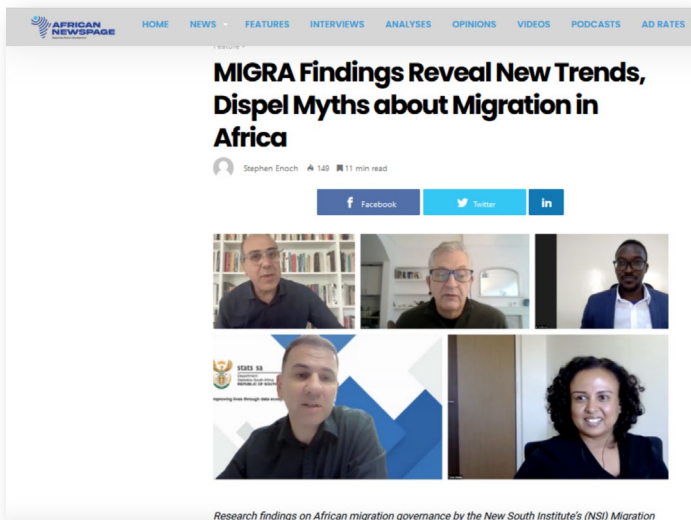
**April 2023:** In April, we also hosted an enlightening webinar exploring ‘Socialist Yugoslavia and the Non-Aligned Movement: Political, Social, Cultural, and Economic Imaginaries.’



**June 2023:** The launch of the police reform paper in Parliament, attended by journalists, intellectuals, politicians, and members of the public.



**July 2023:** An online gathering of several civil society organizations hosted by the New South Institute where we provided insights into developments around public service reform.



**November 2023:** A webinar on migration reform in Africa, drawing on the two previously published reports examining migration on the continent.

We hope these events not only enriched our audiences but also provide you with deeper insights into NSI's impactful initiatives throughout the year. In case you missed them, you can catch the recap on our YouTube channel.

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## MEDIA AND COMMUNICATIONS

We encourage you to like, follow and stay up to date with NSI news. Our YouTube channel features videos from our mainstream media interviews, talks and presentations from NSI people and recaps on some of our amazing and informative events.

You can also familiarise yourself with our website, a library of NSI content. While there, you can download our reports, both new and old, and learn about the interesting things we have been up to. We produce a quarterly newsletter which provides a snapshot of our impact and ongoing work.

The New South Institute actively engages with its audience across multiple social media platforms, including X (formerly Twitter), YouTube, and LinkedIn, where our presence is robust and influential. Our X platform has witnessed remarkable traction during the reporting period, experiencing a surge in impressions and a steady increase in followership.

On LinkedIn, our profile consistently attracts professionals across diverse industries, such as software development, research analysis, project administration in civic and social organisations, research fellows, journalists in the mainstream and research services

industry, international affairs specialists, program managers, university professors, legal administrative professionals in the legal services sector, corporate trainers, government policy analysts, surveyors, community development specialists, campaign coordinators, lawyers, business analysts, auditors, professionals in government relations services, public policy offices, language and localization specialists in the environmental services industry, education administrators, executive directors, heads of think tanks, business strategists, marketing specialists, political staff, public relations and communications services, risk management specialists, and consultants.

We invite you to connect with us by liking and following our profiles to stay informed about the latest NSI news and insights.

Explore our YouTube channel, featuring videos ranging from mainstream media interviews to talks and presentations by NSI experts, along with recaps of our engaging and informative events.

Additionally, our website serves as a comprehensive library of NSI content, where you can download both new and archived reports and gain insights into our latest offerings.



**Our researchers have made valuable contributions to a range of educational and academic journals, as well as media platforms.**

Chipkin, I., & Vidojević, J. (2023, October 26). *Africa is not a Country*. Published in Brave New Europe. <https://braveneweuropa.com/ivor-chipkin-jelena-vidojevic-africa-is-not-a-country>

Chipkin, I. (2023, April 13). *The very basics of a tolerable life – safety, light and water – are insecure because of institutional failures*. Published in Daily Maverick. <https://www.dailymaverick.co.za/opinionista/2023-04-13-safety-light-water-why-the-basics-of-a-tolerable-life-are-insecure/>

Leite, R., & Chipkin, I. (2023, April 12). *Political influence or merit-based appointments? How South Africa can resolve the tension over top public service jobs*. Published in Global Government Forum. <https://www.globalgovernmentforum.com/political-influence-or-merit-based-appointments-how-south-africa-can-resolve-the-tension-over-top-public-service-jobs/>

Chipkin, I., & Leite, R. (2023, March 26). *Can public administration be professionalised? An ingenious plan, put on ice, needs to be renewed*. Published in Sunday Times. <https://www.timeslive.co.za/sunday-times/opinion-and-analysis/opinion/2023-03-26-can-public-administration-be-professionalised/>

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Chipkin, I. (2022, October 16). *If China Can Make Corruption Work In Its Favour, Why Not South Africa?* Published in Sunday Times. <https://www.timeslive.co.za/sunday-times/opinion-and-analysis/opinion/2022-10-16-if-china-can-make-corruption-work-in-its-favour-why-not-south-africa/>

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Vidojević, J. (2023, November 30). *Another world is possible, or how we can learn to stop worrying and love the crisis*. Published in Global Government Forum. <https://www.globalgovernmentforum.com/another-world-is-possible-or-how-we-can-learn-to-stop-worrying-and-love-the-crisis/>

Vidojević, J. (2023, July 30). *In pursuit of public good: the need for a welfare revolution in South Africa*. Published in Global Government Forum. <https://www.globalgovernmentforum.com/in-pursuit-of-public-good-the-need-for-a-welfare-revolution-in-south-africa/>

Vidojević, J. (2023, February 20). *Making best practice better: how governments can learn the right lessons from each other*. Published in Global Government Forum. <https://www.globalgovernmentforum.com/making-best-practice-better-how-governments-can-learn-the-right-lessons-from-each-other/>

Hirsch, A. (2023, January 19). *Free movement of people across Africa: regions are showing how it can work*. Published in The Conversation. <https://theconversation.com/free-movement-of-people-across-africa-regions-are-showing-how-it-can-work-197199>

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Hirsch, A. (2024, February 02) *South Africa needs to manage migrants better. That requires cleaning up the Department of Home Affairs*. Published in The Conversation <https://theconversation.com/south-africa-needs-to-manage-migrants-better-that-requires-cleaning-up-the-department-of-home-affairs-221998>

Leite, R. (2023, July 4). *Learning from global experiences: transforming public administration through senior civil service reforms*. Published in Global Government Forum. <https://www.globalgovernmentforum.com/learning-from-global-experiences-transforming-public-administration-through-senior-civil-service-reforms/>

Chipkin, I., & Leite, R. (2023, March 26). *Can public administration be professionalised? An ingenious plan, put on ice, needs to be renewed*. Published in Sunday Times. <https://www.timeslive.co.za/sunday-times/opinion-and-analysis/opinion/2023-03-26-can-public-administration-be-professionalised/>

Nakarada, R. (2022, October 23). *Unless we dismantle the machinery of war, we are doomed to leave the present without reaching the future*. Published in Daily Maverick. <https://www.dailymaverick.co.za/opinionista/2022-10-23-unless-we-dismantle-the-machinery-of-war-we-are-doomed-to-leave-the-present-without-reaching-the-future/>

# 12

## MEET THE STAFF



**Ivor Chipkin**  
Co-Founder and Director



**Alan Hirsch**  
Research Fellow



**Jelena Vidojević**  
Co-Founder and Research Fellow



**Rafael Leite**  
Research Fellow



**Revati Baboolal**  
Office Manager



**Rommy Morales-Olivares**  
Visiting Researcher



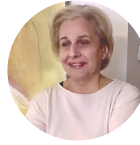
**Delani Majola**  
Media Liaison Officer



**Michael Mulei Mutava**  
Research Fellow



**Victor Amadi**  
Research Fellow



**Radmila Nakarada**  
Distinguished Fellow



**Alfred Makhenthisa**  
Accountant and Director

## 13

FINANCIAL  
STATEMENTS**Statement of Financial Position as at 28 February 2023**

Figures in Rand	Note(s)	2023	2022
<b>Assets</b>			
Non-Current Assets			
Property, plant and equipment	2	105,426	160,690
Intangible assets	3	304,204	
		<b>409,630</b>	<b>160,690</b>
Current Assets			
Trade and other receivables	4	7,290	
Cash and cash equivalents	5	1,914,801	3,164,267
		<b>1,922,091</b>	<b>3,164,267</b>
<b>Total Assets</b>		<b>2,331,721</b>	<b>3,324,957</b>
<b>Equity and Liabilities</b>			
Equity			
Retained income		1,918,634	373,282
<b>Liabilities</b>			
Current Liabilities			
Trade and other payables	6	158,617	2,951,675
Other financial liabilities	14	214,578	
Current tax payable		39,892	
		<b>413,087</b>	<b>2,951,675</b>
<b>Total Equity and Liabilities</b>		<b>2,331,721</b>	<b>3,324,957</b>

## Statement of Comprehensive Income

Figures in Rand	Note(s)	2023	2022
Revenue	7	654,648	542,038
Other income	15	6,500,000	7,000,000
Operating expenses	8	(5,569,404)	(7,459,399)
<b>Operating profit</b>		<b>1,585,244</b>	<b>82,639</b>
<b>Profit before taxation</b>		<b>1,585,244</b>	<b>82,639</b>
Taxation	10	(39,892)	
<b>Profit for the year</b>		<b>1,545,352</b>	<b>82,639</b>
Other comprehensive income			
<b>Total comprehensive income for the year</b>		<b>1,545,352</b>	<b>82,639</b>

## **TECHNICAL DATA**

Date: Johannesburg, April 2024.

## **GRAPHIC DESIGN**

Julia Eccles

## **CONTACT INFORMATION**

For questions or feedback, please contact by email: [info@nsi.org.za](mailto:info@nsi.org.za)

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