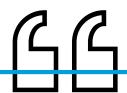


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One of the challenges of our time ... is to re-instill in the consciousness of our people that sense of human solidarity, of being in the world for one another and because of and through others.

Nelson Mandela

Introduction

Inspired by the life and legacy of Nelson Mandela, a towering figure in the struggle against apartheid and a symbol of reconciliation, the Nelson Mandela Project for Social Change aims to address today's challenges by creating a UNSSC-backed network linking the UN system, academia, policy makers and civil society.

Current fragmentation and polarization are driving societies apart, increasing the likelihood of conflict and hindering the collective ability to find constructive solutions to address today's challenges. To help overcome these issues, to rebuild trust between different segments of society and to contribute to social cohesion, the Nelson Mandela Project for Social Change will encompass a variety of learning, training and capacity development offerings, as well as opportunities for dialogue between policy makers and practitioners from different backgrounds and with different life experiences. The Project will also explore approaches, competencies and behaviours in line with the UN Secretary General's Our Common Agenda, a bold vision for a world where social change lies at the core.

The Project's philosophy is anchored in Nelson Mandela's fundamental leadership insights: promoting a culture of adaptive leadership, resilience, and empathy, as well as reflecting a determination to create a genuine and safe space for dialogue. It is a space for intercultural dialogue, allowing us to explore the plural, varied and dynamic identities of groups and individuals in a world in movement. It will also explore the core factors holding societies together and driving them apart, as well as identify ways to increase social cohesion and inclusion and build bridging social capital in society.

The Nelson Mandela Project for Social Change will work with key partners in academia, the public sector, civil society and beyond to gather thought leaders and change makers to reimagine ways to bring communities and societies together. The project will include a wide diversity of perspectives, not just in terms of origins, age, gender, spirituality and exposition to a wide variety of realities, but also by deliberately including people from diverse sectors, including the arts, philosophy, science, technology and journalism.

Beyond acting as regional focal points, providing geographically contextualized insights, the academic institutions that integrate this Project stand out for their excellence in the realm of public policy, civil society engagement, behavioural insights, foresight and the governance of change. Together with the Staff College, they commit to connecting their efforts to widen the space for civic engagement and public sector innovation, based on a culture of adaptive leadership. UNSSC will act as the link to the UN system, providing opportunities for UN personnel and development practitioners to strengthen their role as brokers for social change.

Objective

The overarching objective of the Nelson Mandela Project for Social Change is to contribute to building more peaceful and cohesive societies through strengthening capacities of decision makers, civil society and UN personnel to address divisive issues, which risk to drive societies apart.

Programmatic Areas

The project will address topics that have created division and risk undermining solidarity and social cohesion, as well as the mechanisms and approaches that govern them or provide opportunities to address them.

Topics include, but are not limited, to:

- Climate change, environmental sustainability and biodiversity;
- Gender equality and women's empowerment;
- Human mobility, displacement and cross border migration;
- Inequality as a driver of poverty, conflict and social unrest; and
- Diversity and inclusion.

The mechanisms and approaches that will provide opportunities to address these issues include:

 Human rights, governance, rule of law and citizenship: explore innovative ways of participation and citizen engagement to build trust and strengthen social cohesion;

- Local development and urbanization: explore the role of local governments, cities and municipalities in fostering bottom-up social change;
- Intercultural communication: explore ways to inspire appreciation for diverse cultural backgrounds, foster a sense of common good, as well as societal dialogue about ways to live together;
- Digital transformation: conduct research and share practices on ways to leverage the digital transformation and artificial intelligence to foster social change, while exploring inherent challenges and dangers and ways to mitigate them;
- Negotiation and reconciliation: conduct research and share practices on successful approaches to conflict mitigation and reconciliation, explore ways to discuss societal trade-offs and synergies in the context of sustainability transformation and explore ways to strengthen a whole-of-society discourse.

Ultimately, the Nelson Mandela Project aims at showcasing insights and ways to foster social change to overcome fragmentation and polarization. Through its interventions it will provide a platform that allows sharing knowledge and building a global cohort of change makers from different sectors. UNSSC's unique position within the UN system, combined with the academic insights, regional expertise and influence power of the partnering academic institutions, provide an opportunity for UN entities to increase their role as catalysts and brokers of a genuine whole-of-society conversation, aiming at strengthening the civic space and public governance.

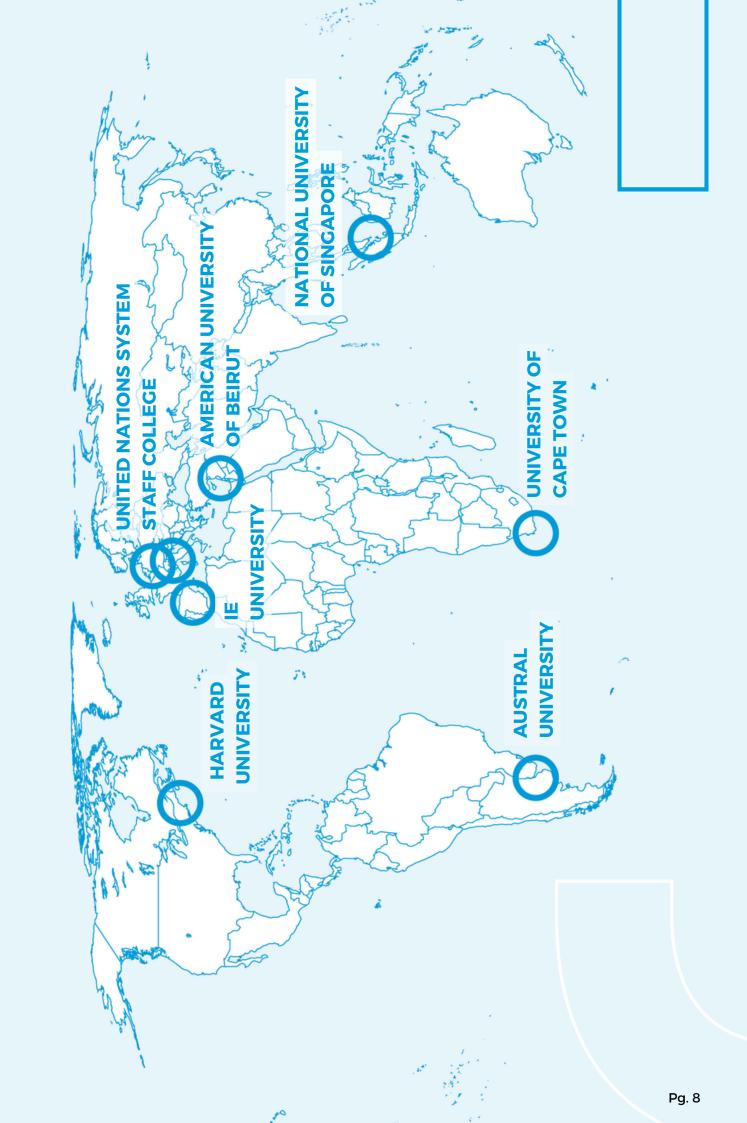
Means of Intervention

Overall, the topics will be addressed through research, case studies, advocacy and capacity development formats. The latter include lectures, dialogues, conversations, learning programmes and train-the-trainer activities.

The aim is to integrate the topics into curricula of formal and non-formal learning formats for local, national and international public servants, elected officials, university students, researchers, civil society activists and the public. More specifically, the project will focus on the following approaches:

- Collect and Share Fostering understanding, collection and dissemination of knowledge: Create a platform for dialogue about the challenges of social change. Feature success stories, lessons learned and case studies of social change through audio, video and text.
- Convene and Connect Forging an informal UN-backed network and community of practice with academic institutions, schools of public administration and civil society actors who are engaged in advancing social change. The project will identify places of excellence in its topical areas and create a network of practitioners and researchers interested in deepening reflections. Particular emphasis will be placed on academic institutions and development actors in the Global South to explore, connect and amplify their perspectives.
- Capacitate and Learn Developing degree and certificate programmes, as well as executive education offerings with academic institutions; curating and developing resources and training for institutions and individuals to enhance their capacity for dialogue and cooperation.

• Consult, advise and advocate - Publishing and convening briefs and dialogues with multiple audiences, such as UN entities, government counterparts, schools of public administration, nongovernmental organizations and civil society activists on matters related to social change and societal transformation. Advocating for public policies that promote inclusivity, diversity, and social harmony.



FOUNDING PARTNERS

American University of Beirut

The American University of Beirut (AUB) is an institution of higher learning founded to provide excellence in education, to participate in the advancement of knowledge through research, and to serve the people of the Middle East and beyond.

Chartered in New York State in 1863, the university bases its educational philosophy, standards, and practices on the American liberal arts model of higher education. The university believes deeply in and encourages freedom of thought and expression and seeks to foster tolerance and respect for diversity and dialogue.

Graduates will be individuals committed to creative and critical thinking, life-long learning, personal integrity, civic responsibility, and leadership.



Fida Afiouni

Fida Afiouni is a human resource and gender expert, with a focus on the middle east and north Africa. She holds a PhD in Human Resource Management and Industrial Relations from Paris 1 Panthéon-Sorbonne University. She is a tenured associate professor in human resource management at the Olayan School of Business and associate provost. She leads the continuing education center, development and implementation of Diversity Equality Inclusion initiatives, faculty advancement and institutional assessment.

Fida is also an engaged scholar and her publications have won multiple awards and appeared in leading journals in her field, the most recent being in Gender, Work, and Organization, the Journal of Vocational Behavior, and the Human Resource Management Journal. Fida is currently a section editor at the Journal of Business Ethics and sits on the editorial board of Human Resource Management Journal.



Great leaders are people who don't seek power but take responsibility because they have the capability and empathy to help others.

Theodora Lai





Lina Abou-Habib

Lina Abou-Habib is the Director of the Asfari Institute for Civil Society and Citizenship. She is also the co-gender director of the AUB MEPI-TLS programme (Tomorrow's Leaders Gender Scholars Programme) and teaches undergraduate and graduate gender courses.

Abou-Habib is a feminist activist and researcher with a long career working with local, regional, and international institutions on gender mainstreaming and feminist activism. She has designed, implemented, and led multi-year gender equality initiatives including training, research, and community actions. She currently serves on the boards of the Urgent Action Fund and the Doria Feminist Fund and is a member of the editorial committee of the Gender and Development Journal. She previously served as secretary and chair of the board of AWID and board member at Haven for Artists.



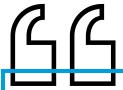
Practicing feminist leadership entails embracing differences and diversities, amplifying voices, and upholding rights.





Tania Haddad

Tania Haddad is an associate professor of public administration at the American University of Beirut and the director of the Global Engagement Initiative. Her research focuses on civil society and social justice, nonprofit management, volunteering, disaster management, and e-government.



I have created my own circumstances where I can do innovative research that matters and that helps others working for change. This is a real privilege.



Austral University

Austral University is a higher education institution in Argentina, holding one of the top positions in the country according to The World University Ranking. The university is known for incorporating practices from both European and American traditions. This includes full-time faculty, research promotion, interdisciplinary work, active teaching methods, and engagement with society.

The School of Politics, Government and International Relations within the University focuses on providing education (undergraduate and graduate) and conducting research in the fields of international affairs, political sciences, and public policy.



Alfonso Santiago

Alfonso Santiago is the Director of the School of Politics, Government and International Relations. He has a Doctorate in Law from the University of Buenos Aires and 40 years of teaching experience in Constitutional Law. He is one of the founding professors of Austral University and has served as Vice Dean of the Faculty of Law and Vice Chancellor of Academic Affairs.

He actively participated in the launch of the Faculty of Law, the beginning of the Austral University Hospital, and the design and execution of our main campus in Pilar. When asked what his job entails, Alfonso usually says "enriching biographies."

Alfonso is a member of the Buenos Aires Academy of Law and Social Sciences and the Royal Academy and Legislation of Spain. He has written 26 books on Constitutional Law and more than 150 scientific works.

As a good Argentine, Alfonso likes soccer and is especially enjoys the country's current title of world champions.



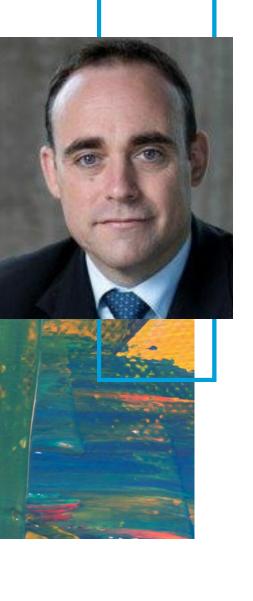
Three of the main elements of all leadership are vision, commitment and communication skills, always placed at the service of the dignity of each human person.

IE University School of Politics, Economics and Global Affairs

We aim to shape a new generation of innovative and entrepreneurial leaders. With diverse and cutting-edge education that promotes a wide understanding of the challenges our planet confronts; we empower our students to drive change.

We leverage tech and the experience of a worldclass faculty of practitioners to build a unique educational experience. We merge theory and practice in collaboration with the United Nations, European Union, North Atlantic Treaty Organization, and other organizations to provide practical and meaningful experiences.

Drawing on the research and resources of our network of centers, and direct access to government heads, policymakers, and leading sector figures, we bring the world to our campus and send our students out ready to change the world.



Ángel Alonso Arroba

Ángel Alonso Arroba is Vice Dean for Management and Development at the IE School of Politics, Economics and Global Affairs (IEGPA). He is responsible for overseeing the daily management of the whole school including the different teams, and advancing an ambitious agenda to consolidate IEGPA's international profile, enhancing programmes and activities and designing and implementing future strategy.

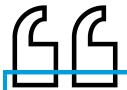
Ángel has had a distinguished career in international affairs. Most recently he was Ambassador-At-Large for Spanish Global Citizenry at the Spanish Ministry of Foreign Affairs, developing networks of Spanish professionals abroad. During his tenure at the Ministry, he was also a member of the Prime Minister's Covid 19 task force during the first wave of the pandemic and played a critical role in the drafting of Spain's Foreign Policy Strategy 2021-2024.

Angel worked for more than 13 years at the Organization for Economic Cooperation and Development, where he held several senior positions, including head of management and communications and senior advisor to the Secretary-General.



He started his professional career in Washington DC, working for the World Bank Group and the Democracy Coalition Project, an initiative of the Open Society Institute. He has been a professor of international affairs at SciencesPo Paris and IE University.

Ángel holds an master of arts in international security studies from the School of Foreign Service at Georgetown University, conducted postgraduate studies in international relations and political science in Madrid, and holds two bachelor degrees in social anthropology and journalism from the University of Sevilla.



There are many ways and styles to exercise leadership, but ultimately, I believe that inspiring others and conveying a sense of solidarity, empathy, and shared goals are critical elements of leadership. A leader puts the collective well-being ahead of any personal consideration, and that altruism is what allows him or her to catalyze the best of everyone in a team, so a group becomes more than the sum of its individual parts and even the most difficult objectives can be achieved by working together.



<u>G</u>G

Do not follow where the path may lead. Go instead where there is no path and leave a trail Ralph Waldo Emerson



Ángeles Figueroa-Alcorta Marin

Ángeles Figueroa-Alcorta Marin is Executive Director for Partnerships at IE School of Politics, Economics and Global Affairs. She initially joined the university in 2010 as deputy director for International Relations and later served as Executive Director of the bachelor's in international relations between 2011 and 2013.

Angeles kickstarted her career in higher education as coordinator for study abroad programmes at Florida International University from 2006 to 2009. She holds a master's degree in international relations from IE University and a Bachelor of Arts in international relations and political science from Florida International University.

Angeles has served as senior advisor on national security issues in the presidential cabinet of Argentina. She also led the department of international relations and was executive director of the master's in international relations at Universidad Austral in Buenos Aires from 2016 to 2020. Prior to her seven-year stay in Argentina, she held the position of associate director at IE's Mexico Office in Distrito Federal.

National University of Singapore - Lee Kwan Yew School of Public Policy

The National University of Singapore (NUS) aspires to be a vital community of academics, researchers, staff, students and alumni working together in a spirit of innovation and enterprise for a better world.

As a part of NUS, the Lee Kuan Yew School of Public Policy educates and trains the next generation of Asian policymakers and leaders. Located in Singapore, the Lee Kuan Yew School of Public Policy is at the heart of one of the best public policy laboratories in the world.





Paraphrasing Lao-Tzu, for me effective leadership is the art of inspiring the best in others.



Francesco Mancini

With over two decades of experience in public policy, international security, and peace mediation, Francesco is passionate about delivering public goods and enhancing multilateral cooperation.

As the Vice Dean and Associate Professor in Practice at the Lee Kuan Yew School of Public Policy (LKYSPP), Francesco leads the school's professional development programs for government officials and corporate leaders across Asia and beyond, equipping them with the skills and knowledge to tackle complex and emerging challenges in their contexts

He also teaches and carries out research on topics such as international conflict analysis and resolution, global governance, and policy innovation, drawing on previous work with the United Nations, think tanks, and consulting firms in New York, Europe, Middle East, and Africa.

At LKYSPP. Francesco founded and runs the Policy Innovation Lab, where he mentors students on how to applying design thinking and behavioral insights to develop creative and effective solutions for real-world policy problems.

Francesco is committed to fostering a culture of innovation, collaboration, and impact in the field of public policy.

University of Cape Town - Nelson Mandela School of Public Governance

University of Cape Town is one of the leading higher education institutions on the African continent and has a tradition of academic excellence that is respected worldwide.

The Nelson Mandela School of Public Governance, which forms a part of the Faculty of Commerce at the university, provides professional and academic training and forums for discussion for senior public officials and those engaged in public policy across Africa and the world. Its mission is to build inclusive, developmental, entrepreneurial, and effective democratic African public institutions.



<u>GG</u>

Great leaders
are people who
don't seek
power but take
responsibility
because they
have the
capability and
empathy to
help others.
Theodora Lai

Faizel Ismail

Faizel Ismail is the Director of the Nelson Mandela School of Public Governance at the University of Cape Town. He has a PhD in politics from the University of Manchester, United Kingdom, an master of philosophy in development studies from the Institute of Development Studies, Sussex, and bachelor of arts and bachelor of law degrees from the University of Kwa-Zulu Natal (Pietermaritzburg) in South Africa.

He served as the Ambassador Permanent Representative of South Africa to the World Trade Organization (WTO) from 2010 to 2014. He was the Chair of the WTO Committee on Trade and Development negotiating group for two years, the Chair of the WTO committee on Trade and Development for one year and the Chair of the WTO Committee on Trade, Debt and Finance.

He was also South Africa's Special Envoy on the South Africa-USA AGOA negotiations between 2015 and June 2016. He led South Africa's trade negotiations with SACU, SADC and the European Union (EU) since the beginning of the new democratic government in 1994.

He has published over 50 articles, chapters and working papers in international journals and books on trade and economic development issues. He has also authored four books.





Penny Parenzee

Penny Parenzee is the Senior Programme
Manager at the Nelson Mandela School of Public
Governance at University of Cape Town(UCT). She
has a background in Law and Social Policy and
has been involved in monitoring the
implementation of various pieces of legislation
and examined policy processes related to land,
violence against women, and sexual and
reproductive health and rights in South Africa,
Southern African Development Community and
East Africa.

She has managed EU-funded programs, conducted research, lead Monitoring & Evalution initiatives, undertaken budget monitoring and expenditure tracking as well as provided technical support to institutions seeking to strengthen their research and training efforts.

Penny is a recipient of the prestigious Fulbright Scholarship. Over a two-year period, she completed two masters programmes at Bryn Mawr College in Philadelphia, USA. She holds a master's degree in law and social policy and a master's degree in clinical social work. She is a doctoral candidate at the Nelson Mandela School of Public Governance.

On the personal front, she is an avid runner with the desire to demonstrate the ability of an Olympian athlete but instead forced to be content with a far more humbling reality.



Do not accept low standards as a benchmark, aspire and expect excellence.



United Nations System Staff College

Since its inception in 2002, the UN System Staff College has continuously adapted to respond to the learning, training and knowledge management needs of UN staff and relevant partners.

Established as an inter-agency learning institution, we have become strategic partners to a wide planet-spanning network of stakeholders.

Each year we offer over 220 programmes to over 44,000 professionals. Either online, face-to-face, or a combination of both, our learning solutions deliver high-quality learning experiences that support professionals along their learning journeys.



Jafar Javan

Jafar Javan was appointed by the former UN Secretary General Ban Ki-moon to lead the UN System Staff College(UNSSC) in 2012 and reappointed to the position by the Secretary General António Guterres in 2018.

He has worked in the UN system for over 35 years in a variety of positions and in various regions. Prior to joining the Staff College, Jafar was the Director of Policy for United Nations Development Programme (UNDP) regional centre for Europe and the CIS based in Bratislava, Slovakia.

He earned his bachelor of arts and master of arts from the American University in Washington DC and a PhD in Psychology from the North Carolina State University in the U.S.



Social change starts with individuals willing to listen to those who do not agree with them. It may be painful, uncomfortable but no one says change is easy to achieve.





Silke Weinlich

Silke Weinlich is the Deputy Director, Learning and Knowledge Services at the UNSSC. Ms. Weinlich brings over 20 years' experience on issues related to United Nations processes and reforms in various policy fields ranging from peacekeeping and peacebuilding to sustainable development.

Prior to joining UNSSC, Silke was a Senior Researcher at IDOS, the German Institute of Development and Sustainability, where she led a research and policy advice project on the UN development system and its reform needs.

She holds a doctorate in political science, with a specialization in international relations, from Bremen University, as well as a master's degree in political science from the Free University Berlin.



Alone we can do so little, together we can do so much.

Helen Keller





<u>R</u>G

If you have come because you want to help me, you are wasting your time, but if you have come because your liberation is bound up with mine, then let us work together.



Simona Costanzo Sow

As Chief, Academic Partnerships at the United Nations Systems Staff College, Simona oversees relations with academic partners and creates spaces for a science-policy-society dialogue to develop capabilities to address today's complex challenges holistically.Previously, Simona designed and implemented learning and training formats for senior leaders in the UN System and beyond on the 2030 Agenda for Sustainable Development, related leadership approaches, systems thinking and policy coherence.

Simona has extensive experience in policy advocacy, partnership building and networking in the inter-governmental sphere, as well as in civil society, academia and the private sector. She has a track record in capacity-building, non-formal education, learning and training, as well as community empowerment and stakeholder engagement.

She previously worked with UNV and UNESCO, and led CCIVS, a global civil society organization at UNESCO HQ in Paris, for eight years. Simona holds a PhD in geography from the Technical University of Munich, focusing on international migration, as well as a master's in international cultural and business studies. She speaks five languages fluently and feels at home around the world, with roots in Italy and Germany and branches in Senegal. Simona is the mother of two amazing young women.

OBSERVER

Harvard University Harvard Kennedy School Executive Education

Harvard Kennedy School Executive Education (HKSEE) brings over four decades of experience in designing and delivering premier executive leadership programmes to leaders worldwide.

Annually, we offer a comprehensive array of more than 70 programs, engaging over 4,000 leaders, primarily from the public sector, representing nearly 150 countries globally.

Our distinguished faculty, renowned for their research and leadership experience, seamlessly integrate theory and practice into the classrooms. Our exceptionally skilled cohorts foster a vibrant network of peers in the classroom and add to our extensive alumni community which now consists of over 60,000 leaders globally. Over the past decade, HKSEE has designed and delivered more than 200 custom programs.



Amy Capman

Amy Capman is Executive Director of Program Development at Harvard Kennedy School (HKS) Executive Education. She leads a senior team which works with HKS faculty to design and develop new open enrollment executive programs and create bespoke custom programs for governments and institutions around the world.

As a member of the HKS Executive Education leadership team, she works closely with the Senior Associate Dean of Executive Education to set the strategic vision for the department and serves as a liaison to research centers and executive education departments across the university on collaborative initiatives and programs.

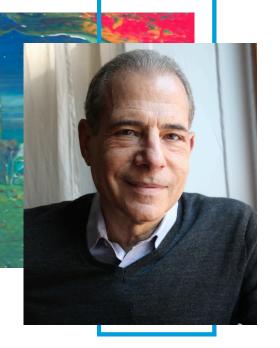


Not everything that is faced can be changed, but nothing can be changed until it is faced.

James Baldwin







SPECIAL GUESTS

Richard Stengel

Richard Stengel is the former Under Secretary of State for Public Diplomacy and Public Affairs in the Obama administration. Prior to going to Washington, Stengel was the editor of TIME for seven years. He was also the president and CEO of the National Constitution Center. In the 1990s. he collaborated with Nelson Mandela on the South African's autobiography, "Long Walk to Freedom." He is the author of the New York Times bestseller "Mandela's Way" and the creator of "Mandela: The Lost Tapes," a 10-part awardwinning podcast on Audible recounting his conversations with Mandela. In 2012, Stengel won an Emmy award for his work as executive producer of TIME's documentary, "Beyond 9/11: Portraits of Resilience." His most recent book is "Information Wars: How We Lost the Global Battle Against Disinformation." He is the co-chair of the board of CARE, the global humanitarian organization, and is an on-air political analyst for MSNBC.

"Does history make the leader? Or does the leader make history? Both.





Gabriele Segre

Gabriele Segre is an expert on issues of identity, coexistence and leadership.

Since 2018, he has been the Director of the Vittorio Dan Segre Foundation, an international foundation dedicated to promoting a culture of identity coexistence.

Prior to taking the helm of the Vittorio Dan Segre Foundation, he was a long-term advisor to the United Nations, working on organizational culture change, leadership, and complex reform processes.

He regularly teaches courses on public and private leadership in various academic settings and writes on issues of political culture and leadership for several international publications.

Gabriele studied international relations and oriental studies at the Catholic University of Milan and the National University of Singapore. He continued his academic training with a master's degree in oriental studies and leadership from Columbia University in New York and a doctorate in leadership and public policy in Singapore.



Interpreting reality is about listening for the song beneath the words.

Ronald Heifetz

99



People do not resist change per se: they resist loss. Ron Heifetz, Marty Linsky

Patricia Keays

Patricia Keays is a Canadian adult educator and facilitator with 45 years of experience beginning with the post-secondary education sector and Canadian International Development Agency.

Trained in forestry, fish and wildlife management, she co-developed an awardwinning environmental education programme. Since 1995, she has co-led more than 400 consultancies with UN organizations focused on cross development, peace / security, humanitarian and human rights pillars, mainly capacity building, knowledge management and facilitation. Her learning and capacity development support since the 1980s includes gender equality, leadership, and technical aspects of peacekeeping. She supported the UN Trust Fund on Ending Violence Against Women in its strategic orientation to movement building and her work with UNSSC includes co-facilitation of UN Leaders.

Her interest in the Mandela Project for Social Change is professional and personal. A community activist on women's equality and environment for decades, Patricia has been a board member of various civil society organizations and a founding member of several non-profit organizations. Home, for Patricia, is the west coast of Canada.



Giulia Ricci

My work is about documenting, mapping and visualizing content during conferences, meetings and collaborative working sessions. The purpose is to capture, interpret and reframe what emerges from the speakers' interventions or the participants' dialogue, and transform it into thought-provoking sources of inspiration for the work-growth-learning-change-creation experience people are immersed in, allowing for content enrichment and shared understanding of the outcomes.

During my 10+ years of experience at Architects Of Group Genius, I have taken part in the design, production, and documentation of more than 60 collaborative working sessions, in 3 continents and 15 countries, dedicated to leadership development, learning, strategy, innovation, change. I hold a Degree in Economics and Social Science from Milan's Bocconi University.



Attention is the rarest and purest form of generosity.

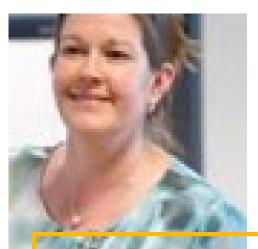
Simone Weil



Thanks to UNSSC's organizing team



Alessandra Rangel Castillo, Associate Fellow, Academic Partnerships



Heli Ihalainen, Executive Assistant, Directorate



Maria Nabatanzi, Associate Fellow, Digital Content



Marli Amorim, Programme Assistant

