



JBS
JOHANNESBURG
BUSINESS SCHOOL

The Centre for Leadership and Digital Transformation

CHARTER



The Centre

1. Name and Status

The Centre for Developmental Leadership and Digital Transformation (CDLDT) is set up within the Johannesburg Business School (JBS), under the governance rules and structures of the University of Johannesburg (UJ). The custodian of the Centre is the Dean of the Johannesburg Business School. The Centre is located at the JBS campus in Kingsway, Auckland Park.

2. Johannesburg Business School (JBS)

It is significant that the Centre is located in the Johannesburg Business School, having transferred from another faculty at the University of Johannesburg. The significance resides in the fact that the Centre, like the JBS, is anchored on two strategic focus areas – leadership and digital transformation. The Centre for Developmental Leadership and Digital Transformation strives to build strategic partnerships with key state institutions in order to build state capacity, leadership, drive a digital transformation agenda throughout the state and equip state actors with the requisite skills to sustain developmental change.

2.1 Strategic Intent

The Centre endeavours to be a partner of choice to the state, in its drive to build capacity and capability across the board. Specifically, the focus is on the following critical functional areas of the state:

- The role and place of the Fourth Industrial Revolution (4IR) and Artificial Intelligence (AI) in improving state performance, accessibility and deepening democracy.
- Development of technical, strategic and analytical capacity and capability among public representatives, public servants and community leaders.

- Impart tools to assess current institutional capacity in order to deploy appropriate measures and plans to overhaul institutional arrangements and make them fit for purpose.
- Avail research infrastructure (and capacity) for the benefit of public representatives and help to build appropriate research and policy-making infrastructure in the legislatures.
- Revise and strengthen law-making protocols and procedures in line with democratic practice around the world.
- Improved oversight, community engagement, accountability measures and protocols for an improved and deepened democratic experience for citizens.

Thus, the Centre seeks to package all these areas of concern into a well-structured set of academic offerings and interventions in the putative interest of the citizenry. The end goal is high levels of

3. Developmental Leadership

The state-making process is complex, multifaceted and layered. It covers technical, theoretical, managerial, ideological and digital (society 5.0) themes. If the Centre is to effectively respond to the unique and ever-changing leadership requirements of the state (in all its complexity), the offerings and delivery of learning interventions must be designed to produce a particular type of leadership – developmental leadership. Well rounded, ideologically and technically equipped to confront and provide developmental leadership to a global and local environment that is crying out for this type of leadership. Developmental Leadership is also forward-looking (future oriented), hence the centrality of Society 5.0 (digital transformation and artificial intelligence) and Climate Change (green economy and developmental change).

4. Vision

A future-fit Public Policy and Leadership Centre fully in tune with the ever-evolving global changes (technology, green economy and innovation), in its quest to developing high performing and competent thought leaders – that will drive growth and social development.

5. Objectives and Functions

The objectives of the Centre fall into three broad categories, as follows:

5.1 Teaching and Learning

- **The Centre provides carefully curated post-graduate** programmes and Short Learning Programmes (SLP), targeted mainly at public servants, public representatives, public policy makers, researchers, the not-for-profit community and the private sector.
- The themes and modules are typically topical and seek to explore solutions to current public policy and analytical challenges (locally and globally).
- The courses (and short learning programmes) offered are typically the product of extensive consultation with policy practitioners throughout the state system (local, provincial and national).
- This is to ensure that all offerings are current, relevant and contribute to the process of resolving real-life policy and analytical challenges

5.2 Research and Knowledge production

- The Centre will leverage the extensive connections and proximity of most of its students to public policy making decision-making platforms to conduct qualitative and quantitative research in relevant thematic areas.
- The product of the research will be published in a series of Working Papers, that will be housed both at the Centre and the University of Johannesburg library system. A large part of the contents of these Working Papers will be personal reflections and analyses of senior leaders within the South African public policy environment.
- The University of Johannesburg community and the broader public will have direct access to primary material authored by senior public representatives and policy makers.
- The central focus of the research agenda will be on the following broad thematic areas:

State of the state	State-Business Relations (SBR)	Leadership and Management in Public Policy and Climate Change	Society 5.0 and Digital transformation
<ul style="list-style-type: none"> • State capacity • Institutional capacity • Law-making • Oversight • Accountability • Meritocracy (technical and political) • Gender and leadership 	<ul style="list-style-type: none"> • Framing SBR • SBR for growth • SBR for development • Coordinative politics (coalitions) • Role of the state • Role of business 	<ul style="list-style-type: none"> • Global ideation processes • Geo-political and strategic arrangements • National policy processes and public policy • Climate change and local responses 	<ul style="list-style-type: none"> • Convergence of cyber space and the physical space. • Deepening democracy and public participation through technology • Enhancing governance efficiency through technology

5.3 Community Engagement

- The Centre will hold at least four (4) Public Seminars annually, on the most topical and controversial public policy themes. The speakers and panellists will be typically be drawn from leading public policy influencers in the state, private sector and the not-for-profit sector.
- The Centre will leverage on its good relations with the National Assembly and provincial legislatures, to curate customised offerings that will improve law-making, oversight and public engagement expertise of these institutions. The overall result of these engagements will be much improved skills and capabilities in the state and an improved democratic experience for the public.
- Provide public policy expertise and analysis on any of the areas within our purview.

5.4 The Centre was established to, among others, achieve the following:

- Provide a platform for the development of academic offerings that respond directly to the capacity and capability challenges confronting the state.
- Place the 4IR and digital transformation at the heart of the state-making process in South Africa
- Constantly interact with state actors to ensure that our products are current, impactful and effectively respond to public policy and leadership knowledge gaps.
- Build research and policy capacity that will benefit policy and law-making throughout the state system.
- Build research and policy making capacity that will benefit and improve policy, law-making, oversight and public accountability throughout the state system.

6. Motivation

Although there has been some indication of capacity and service delivery weaknesses within the state, the publication of the State Capture Report by judge Zondo, confirmed that there were chronic and systemic capacity and capability weaknesses at the very heart of the South African state.

The weaknesses, according to the State Capture Report, range from technical individual capacity, institutional weaknesses, law-making and policy making and implementation capacity.

Accordingly, the Centre for Public Policy and Leadership was conceived as a direct response to these and other state capacity and capability shortcomings besides. Apart from teaching and learning, the Centre seeks to drive a research agenda, publishing and community outreach in order to make the state and its activities more accessible to the general public.

The ultimate objective is that through these interventions, any mystery around public policy making, implementation, accountability and oversight processes in the state system will be gradually removed. This, in turn, will make way for more access, greater public participation and a deepened democratic process.

7. Composition

The Director is appointed through the standard processes for appointing Centre Directors, as set out in relevant University and faculty policies. The Centre is structured as follows:

- Director
- Centre Administrator
- Fixed term/permanent academic appointments
- Research assistants
- Secondments from State Departments(and entities) as deemed appropriate, subject to MOUs between the Centre and the relevant Departments (or external entities).
- Further positions whether fixed term or permanent from either internal or external funding, as resources allow.

8. Academic Offerings and Short Learning Programmes

Masters level:

- Mphil: Leadership and AI (by dissertation only)
- Taught Masters in Leadership in Emerging Economies
- Dphil: Leadership and AI

PGDip:

- PGDip in Public Policy and African Studies (part time)
- PGDip in Public Policy and African Studies (full time)

Short learning Programmes:

- Society 5.0: Exploring Human-centred Development
- Leadership and Management in Public Policy and Climate Change
- Contemporary Issues in Ethical leadership and Integrity in leadership (state capture and corruption)
- Digital Transformation for leaders and managers in the Public Sector
- Contemporary issues in Gender and leadership in the Public Sector
- State legitimacy and Service Delivery: A Mutually Re-enforcing Relationship?
- State-Business Relations (SBR) and Developmental Change.
- The Business of State-owned Enterprises (SOEs)

Credit bearing SLP:

- Law-making and separation of powers.
- Parliamentary Oversight and Accountability
- Public Engagement and deepening participatory democracy



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of REIMAGINING
YOUR FUTURE

For additional information, please do not hesitate to contact the Centre.

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