



## **Centre for Competition, Regulation and Economic Development**

### **Strategic Planning and Knowledge Management in Economic Regulators Short Learning Programme**

**24 February – 28 February 2014**

#### **1. Introduction**

This short learning programme is offered as part of a suite of short learning programmes for the Regulatory Entities Capacity Building Project (RECBP) aimed at strengthening financial analysis and accounting, strategic planning and knowledge management, economic and legal analysis in economic regulation in South Africa. The Project is funded under a Memorandum of Agreement between the University of Johannesburg (UJ) and the South African Government's Economic Development Department (EDD).

The drive to improve public management through strategic planning has increased the demand for effective strategic planning in regulatory entities. Strategic planning is regarded as a means to set clear goals and prioritise action, given the limited resources of agencies relative to the scope of their mandates.

Furthermore, knowledge management plays a key role in the strategic management process. Strategic decisions and positions taken by regulatory entities are linked to their organisational knowledge resources and capabilities. Therefore, the strategies that a regulator can execute are limited by what it knows.

#### **2. Programme Aims and Outcomes**

The purpose of the programme is to enable participants to understand and apply the key strategic planning and knowledge management concepts and methods in the public sector regulatory environment in order to enhance the ability of regulators to prioritise and make effective use of knowledge resources. The participants in this short learning programme will be able to apply the knowledge gained in order to improve strategic planning and knowledge management practices in regulatory entities.

Course participants will be able to:

- understand the core concepts, approaches and models of strategic planning and knowledge management in the public sector and regulatory entities;
- define the relevant strategic planning process and knowledge cycle;
- explain the requirements for each of the stages in the strategic planning process and the components of the knowledge cycle; and,
- apply the core concepts, approaches and models used in strategic planning and knowledge management in the public sector and regulatory entities.

## ***Approach***

The course will be taught by means of lectures on theory and practical case studies on actual strategic planning and knowledge management in regulatory agencies, where possible, in order for course participants to develop a working knowledge thereof.

The course is registered with the Department of Higher Education and is certificated. Participants will be required to successfully complete class case study exercises.

## **3. Key Topics and Themes Covered**

The following topics and themes will be covered in the programme:

### ***Strategic Planning***

- Strategic planning in the public and private sectors – differences in approach
- Models of strategic planning in the public sector – implications for regulators
- Methods and techniques of strategy analysis for regulators
- Strategy formulation for regulators (goal setting, outcome, output and input alignment)
- Strategy implementation for regulators (positioning, process and people)
- Strategy evaluation for regulators (strategic fit)

### ***Knowledge Management***

- Key concepts and definitions
- Knowledge types
- Knowledge management cycle
- Organisational knowledge resources
- Knowledge flows and maps
- Knowledge management capacity development
- Implementing a knowledge management programme

## **4. Targeted Participants**

The programme is targeted at regulatory professionals including those working for economic regulators, government departments and regulated enterprises. Participants are expected to have completed a Bachelor's Degree in Arts, Business, Commerce, Management or Science or an equivalent qualification at National Qualification Framework (NQF) level 7.

## **5. Cost and venue**

The programme cost is R15 000 per participant.

The course will be held at Melrose Place Conferencing, 12A North Street, Melrose, Johannesburg. Transport will be organised to pick up participants from the nearby Rosebank Gautrain station.

## 6. Programme Lecturers and Facilitators

	<p><b>Mark Burke</b> is a public sector organisational development specialist focusing on strategic planning and performance improvements interventions. He has assisted regulators, including the Competition Commission and the National Credit Regulator in South Africa, with strategic planning since 2006. He has presented to the African Competition Forum on strategic planning. Mark has undertaken more than 12 strategic planning projects with public sector organisations in South Africa and elsewhere in Africa since 2001. Mark is an associate of the CCRED and project manager of the Regulatory Entities Capacity Building Project.</p>
	<p><b>Martie Mearns</b> earned a Doctorate degree in Information Science from the University of Johannesburg in 2006, where she works as Senior Lecturer for the Department of Information and Knowledge Management. She facilitates a number of research methodology modules and workshops for Honours and Masters students in the Faculty of Management as well as the Faculty of Economic and Financial Sciences and teaches undergraduate and postgraduate modules on knowledge management practices. Her research focuses on knowledge systems, and the sharing and management of knowledge from both a business perspective and on community level. Previously, she has consulted for the Development Bank of Southern Africa among others. She has been associate editor for the Development Southern Africa journal since 2007 and serves on the editorial board of the South African Journal for Information Management.</p>
	<p><b>Liesl van der Rede</b> has worked for Old Mutual South Africa in various roles including Client Relationship Management, Knowledge Management and Communications. She spent 2.5 years as the dedicated knowledge manager in support of 80 Cape Town based Internal Auditors. In March 2008, she joined the Competition Commission of South Africa as Knowledge Management Co-ordinator. She spent 5 years with the Commission, during which she developed the knowledge management strategy, policies and procedures and oversaw the customisation and implementation of an organisation-wide Sharepoint-based knowledge management system. Liesl completed her MPhil in Information and Knowledge Management through Stellenbosch University in 2006.</p>