



# Course Brochure



University of Fort Hare  
*Together in Excellence*



## ABOUT FORT HARE SOLUTIONS

Fort Hare Solutions is a wholly owned company of the University of Fort Hare. It was established in 2006 and registered in 2007 to be the vehicle through which the university can extend its strategic agendas. Fort Hare Trading Solutions incorporates TTMA (Transversal Training Management Agency) established in 2002 previously known as FHIG (Fort Hare Institution of Government), PFSA (Public Financial Services Agency) also established in 2002 through a Provincial Treasury contract which expired in 2009 and SEP (Special Executive Programmes). Its strategic goal is to become a prominent player in the market for knowledge based solutions in the areas of human capital development, as well as evidence based research and advisory services.

Fort Hare Solutions makes use of internationally recognised and proven methods of consultancy, research, development and training that are flexible enough to meet the changing needs of dynamic projects. Our proven project management skills come from having distinguished ourselves as being the providers of practical consulting solutions and as such focus on process-based as opposed to resource-based consulting services, whilst adopting this style enables us to rapidly transfer skills to the community and / or the project beneficiaries.

Our entire consulting, research and project implementation approach has been developed around integration – the need to ensure the alignment of people, technology and support processes with the core business and the strategic direction of the client organisation.

### OUR VISION

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A world-class provider of innovative solutions

### OUR MISSION

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Fort Hare Solutions (Pty) Ltd is a provider of cutting-edge solutions through innovative research, knowledge-based consulting and professional development, by assisting people and organisations to achieve their purpose.

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# Contents

## SECTION 1

### TRANSVERSAL COURSES

---

1.1	Short Courses	6
1.2	Skills Programme	14
1.3	Full Qualifications	19

## SECTION 2

### INFORMATION COMMUNICATION AND TECHNOLOGY COURSES

---

2.1	ICT Courses	38
2.2	Certificate in IT	39
2.3	ICDL	42

## SECTION 3

### PUBLIC FINANCIAL MANAGEMENT COURSES

---

3.1	Short Courses	46
-----	---------------	----

## SECTION 4

### SUPPLY CHAIN MANAGEMENT COURSES

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4.1	Short Courses	54
4.2	Certificate in SCM	58
4.3	Full Qualifications	60

## SECTION 5

### MUNICIPAL FINANCIAL MANAGEMENT COURSES

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5.1	Local Government Short Courses	66
5.2	Certificate in MFM	82



# *Transversal Courses*

## *Section 1*



**SECTION 1**

# Transversal Courses

## 1.1 Short Courses

### UNIT STANDARD COURSES

- 120372 – Introduction to Project Management
- 243811 – Advanced Project Management
- 14667 – Supervisory Management
- 114278 – Effective Labour Relations
- 114215 – Coaching and Mentoring
- 114941 – HIV/AIDS in the Workplace
- 114226 – Conflict Management
- 120303 – Risk Management
- 15237 – Team building
- 120301 – Public Policy Formulation
- 8600 – Customer Care
- 242901 – Customer Care
- 119336 – Performance Management
- 120306 – Managing service delivery
- 120304 – Effective Communication
- 113955 – Batho Pele Principles
- 15219 – Strategic Planning
- 264400 – Corporate Governance

### OUTCOME BASED COURSES

- Provincial Growth & Development Plan
- Management and Leadership Development

#### 120372 – INTRODUCTION TO PROJECT MANAGEMENT

3 DAYS

**Target Audience:**

Middle Management

**Aim:**

The person credited with this unit standard is able to begin operating in a project environment by understanding the terminology used and interpreting and explaining fundamental concepts of project management. This standard will also add value to learners who are running their own business and recognise that project management forms an integral component of any business.

**Learning Outcomes:**

The qualifying learner is capable of:

- Explaining the nature of a project.
- Explaining the nature and application of project management.
- Explaining the types of structures that are found in a project environment.
- Explaining the application of organisation structures in a project environment.
- Explaining the major processes and activities required to manage a project.

**243811 – ADVANCED PROJECT MANAGEMENT****5 DAYS****Target Audience:**

Middle Managers and Programme Managers

**Aim:**

Learners credited with this unit standard will be able to determine the work required to accomplish the objectives of a simple to moderately complex project. Learners will be able to compile a project scope statement that provides for project requirements, assumptions and constraints. Learners will also be able to determine an appropriate approach to ensure that the work of the project is decomposed to an appropriate level of detail.

**Learning Outcomes:**

By the end of the course participants will be able to:

- Refine the project scope statement. Know what the vision of the PGDP is.
- Determine the approach for decomposing the work of the project.
- Decompose the work of the project into components to the required level of detail.

**14667 – SUPERVISORY MANAGEMENT****5 DAYS****Target Audience:**

Middle and Senior Management

**Aim:**

It provides the background necessary to understand the management function in an organisation.

**Learning Outcomes:**

The qualifying learner is capable of:

- Describing the management activities involved in running a successful business.
- Explaining the basic activities involved in the management process.
- Identifying and explaining the main tasks required of managers.
- Applying the decision making process to make a management decision.
- Analysing the application of the general management functions in a selected organisation.

**114278 – EFFECTIVE LABOUR RELATIONS****5 DAYS****Target Audience:**

Human Resource Practitioners

**Aim:**

It will allow the learner to facilitate fair and equitable adjustments and implementation of the various labour related acts.

**Learning Outcomes:**

The qualifying learner is capable of:

- Demonstrating an understanding of the purpose and primary objects, application and interpretation of the Labour Relations Act
- Describing the bodies created by the Labour Relations Act
- Identifying the relevant stakeholders covered by the Labour Relations Act
- Explaining the various categories of dismissal disputes covered by the Labour Relations Act
- Describing the appropriate dispute resolution route for dismissal disputes as set out in the Labour Relations Act
- Demonstrating an understanding of disputes referred as Unfair Labour Practice, org rights and mutual interest as set out in the Labour Relations Act
- Demonstrating an understanding of the various codes of good practice and schedules in terms of the Labour Relations Act

## 114215 – COACHING AND MENTORING

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2 DAYS

**Target Audience:**

Skills Development Facilitators, Supervisors, Team Leaders, Line Managers

**Aim:**

To ensure that mentors and coaches understands fully what is expected of them

**Learning Outcomes:**

The qualifying learner is capable of:

- Explaining the concept of mentoring.
- Describing the characteristics of a good mentor.
- Explaining the importance of knowledge in mentoring.
- Applying the skills and techniques required of a mentor.

## 114941 – HIV/AIDS IN THE WORKPLACE

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2 DAYS

**Target Audience:**

Supervisors and Line Managers

**Aim:**

The focus is knowledge, skills, values and attitudes in relation to the learner and management with a view to creating a caring environment in the workplace and the community.

**Learning Outcomes:**

The qualifying learner is capable of:

- Explaining HIV/AIDS.
- Describing what behaviour is safe and what behaviour carries the risk of HIV/AIDS transmission.
- Interpreting data and trends on HIV/AIDS in order to explain the potential impact on a community, an organisation and a business sector.
- Investigating the guidelines and assistance that are available to support workers affected by HIV/AIDS.
- Explaining the implications of the HIV/AIDS pandemic for the community, the economy, an organisation and a specific workplace.

## 114226 – CONFLICT MANAGEMENT

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4 DAYS

**Target Audience:**

Supervisors, Line Managers, Middle and Senior Managers

**Aim:**

The person credited with this Unit Standard is able to identify and manage the resolution of personal conflict between persons or parties. The main focus will be on the workplace although the same principles can be used elsewhere.

**Learning Outcomes:**

The qualifying learner is capable of:

- Describing the main sources of conflict
- Describing appropriate techniques to manage conflict
- Implementing a strategy to resolve conflict
- Developing the attributes of a good conflict manager

**120303 – RISK MANAGEMENT****4 DAYS****Target Audience:**

This Unit Standard will be useful to learners who are elected political leaders and public sector officials involved with the service delivery activities that require the use of public assets to render services to the communities. It will also be useful to South Africa's public officials and political executives, strategic executive managers and other role-players.

**Aim:**

This Unit Standard enables the learner to apply the core concepts of risk management and inform policy decision and strategic decision-making processes about the importance of risk management in any sector.

**Learning Outcomes:**

The qualifying learner is capable of:

- Explaining risk management in the public sector.
- Analyse potential risks and the impact thereof on the specific sector.
- Developing and implementing risk management procedures.
- Developing and implementing risk management procedures.

**15237 – TEAM BUILDING****2 DAYS****Target Audience:**

All Managers and Operational staff

**Aim:**

These managers would typically be second level managers such as a heads of department, section heads or divisional heads, and may have more than one team reporting to them.

**Learning Outcomes:**

The qualifying learner is capable of:

- Demonstrating knowledge of the principles and processes of team building in workplace activities.
- Getting agreement from team members on objectives, timeframes, rules and guidelines for participation.
- Leading team to complete workplace activities.

**120301 – PUBLIC POLICY FORMULATION****5 DAYS****Target Audience:**

Public Officials, Public managers and Administration Specialists

**Aim:**

The knowledge and skills will enable learners to develop competence of critical thinking about public policy issues and act formulation. It will enable learners to conduct policy analysis irrespective of the policy area.

**Learning Outcomes:**

The qualifying learner is capable of:

- Identifying and explaining the role of government frameworks and institutions in formulating policies and regulations
- Identifying and interpreting public policy issues and problems and relating them to policy imperatives of the country
- Conducting policy design through evaluation of different policy alternatives
- Applying basic cost-benefit analysis techniques to evaluate different policy alternatives
- Applying ethical principles to policy design and analysis

**8600 – CUSTOMER CARE****5 DAYS****Target Audience:**

Everyone who deals with customers

**Aim:**

The learner achieving this unit standard will be able to meet customer needs and expectations in a positive manner; and recognise and resolve customer complaints that may arise. The learner will be able to identify opportunities for enhancing the quality of service to the customer, and reflect on his / her own performance.

**Learning Outcomes:**

By the end of course Managers and supervisors will be able to:

- Identify customer needs and expectations.
- Recognise customer dissatisfaction and take action to resolve the situation.
- Identify and take opportunities to enhance the quality of customer service.
- Communicate with all customers in a friendly and courteous manner
- Reflect on own performance and identify possible areas for self-improvement.

**242901 – CUSTOMER CARE****3 DAYS****Target Audience:**

This Unit Standard is intended for public sector officials involved with service delivery functions related to communities or other stakeholders.

**Aim:**

This Unit Standard will lead to the development of improved service delivery to communities.

**Learning Outcomes:**

The qualifying learner is capable of:

- Identifying customer needs.
- Differentiating between good and bad service.
- Identifying one's role in the service delivery chain.
- Implementing service delivery improvements that contribute to the achievement of overall public sector objectives.
- Demonstrating an ability to deal with difficult customers.
- Recognising and applying the principles of Batho Pele in servicing customers.

**119336 - PERFORMANCE MANAGEMENT****5 DAYS****Target Audience:**

Supervisors and Line Managers

**Aim:**

This standard will add value to public officials who are seeking to develop a career pathway towards becoming an accomplished public finance management and administration specialist.

**Learning Outcomes:**

The qualifying learner is capable of:

- Demonstrating an understanding of human resources principles and legislation and its applications to the public sector
- Compiling human resources plan
- Managing performance of individuals within a team
- Recruiting and selecting staff
- Managing the training and development of individuals within a team

**120306 - MANAGING SERVICE DELIVERY****5 DAYS****Target Audience:**

This Unit Standard is intended for elected political leaders and public sector officials involved with the service delivery activities that require the use of public assets to render services to the communities

**Aim:**

To enable participants to become more concerned about the concept of service and, as a result, improve relations with their customers.

**Learning Outcomes:**

The qualifying learner is capable of:

- Developing a service delivery improvement plan to meet organisational targets.
- Applying service delivery improvements and honour client confidentiality.
- Reviewing the service delivery improvement plan of the organisation/department.

**120304 – EFFECTIVE COMMUNICATION****4 DAYS****Target Audience:**

Public Sector officials

**Aim:**

The qualifying learner will be able to apply communication knowledge, skills and values which will contribute to the improvement in service delivery to communities.

**Learning Outcomes:**

The qualifying learner is capable of:

- Collating and categorising information.
- Analysing information.
- Developing conclusions and recommendations.
- Communicating conclusions and recommendations according to organisational and legislative requirements.

**113955 – BATHO PELE PRINCIPLES****2 DAYS****Target Audience:**

Public Sector officials

**Aim:**

Persons credited with this unit standard demonstrate knowledge of the Batho Pele principles and apply them to their own roles in the service of the public.

**Learning Outcomes:**

Learners will be able to:

- Explain how the Batho Pele principles apply to their own work roles.
- Explain how the application of Batho Pele principles determines the way in which work is done in the public sector.
- Identify and describe successful examples of application of Batho Pele principles in public sector contexts.
- Explain why the Batho Pele principles are so important to government and effective service delivery in South Africa and own organisation.

**15219– STRATEGIC PLANNING**

**2 DAYS**

**Target Audience:**

All Managers

**Aim:**

This is a Unit Standard intended for managers in all economic sectors. These managers would typically be (second level managers such as heads of department, section heads or divisional heads, and may have more than one team reporting to them.

Learning Outcomes:

The qualifying learner is capable of:

- Developing a strategy for the department/division
- Developing action plans for the department/division
- Implementing action plans
- Reviewing action plans.

**264400 CORPORATE GOVERNANCE**

**3 DAYS**

**Target Audience:**

Middle Managers, Line Managers and Supervisors

**Aim:**

This Unit Standard meets the needs of the sector and of the society by providing competent function managers who, by being able to apply effective corporate governance and ethics in their day-to-day dealings of the function, contribute to the effective management of the function.

**Learning Outcomes:**

Learners credited with this standard will be able to:

- Determine own accountability in respect of corporate governance.
- Develop processes for operationalising the corporate governance policy of the entity within the function.
- Evaluate the adherence to corporate governance in the function.
- Develop a plan to improve compliance to corporate governance.

**PROVINCIAL GROWTH & DEVELOPMENT PLAN**

**5 DAYS**

**Target Audience:**

Middle Managers and Programme Managers

**Aim:**

To provide management and frontline staff with an opportunity to familiarize themselves with the developmental challenges facing the Eastern Cape Province and the strategic framework designed to address them.

**Learning Outcomes:**

By the end of the course managers will have:

- Appreciate all the stages through which the preparation and production of the plan went.
- Know what the vision of the PGDP is
- Discuss and explain all the strategic objectives of the plan
- Have a deeper appreciation of the developmental challenges facing the province.
- Know the strategic framework for growth and development
- Determine what role the participants and their prospective departments can play to the successful implementation of the plan.

**MANAGEMENT & LEADERSHIP DEVELOPMENT****5 DAYS****Target Audience:**

Middle Managers, Line Managers and Supervisors

**Aim:**

To provide managers with opportunities to review their present management and leadership styles, and develop skills in effectively building teams, managing their staff, their time and themselves.

**Learning Outcomes:**

By the end of the course managers will have:

- Discussed the legislative context of managing and leading people.
- Defined the concepts of leadership and management.
- Examined some of the theories of leadership and decided their relevance to their own situation.
- Discussed the unique qualities of leadership in the public service.
- Experienced an exercise that enables them to consider leadership as a visionary function.
- Identified their own style and approach to leadership.
- Investigated the roles and functions of management and developed a plan to improve their performance.
- Examined the concept of a Learning Organisation and applied it to their own team.
- Discussed the models of change and produced a plan for change in their own team.
- Completed the Belbin Team Role Questionnaire and discussed the implications for teams.
- Reviewed their own way of handling conflict and decided whether they need to change their personal style.
- Examined the impact of difference, diversity and division on the team and identified some strategies for managing them in a positive manner.

## 1.2 Skills Programmes

### 1.2.1 PUBLIC ADMINISTRATION SKILLS PROGRAMMES (NQF LEVEL 4)

#### **SKILLS PROGRAM 1: MATHEMATICS IN PUBLIC ADMINISTRATION**

**6 DAYS**

This SKILLS PROGRAM is a combination of the following unit standards and is designed to ensure that learners have a foundational understanding of mathematical literacy.

- Apply knowledge of statistics and probability to critically interrogate and effectively communicate findings on life related problems (US9015)
- Represent analyse and calculate shape and motion in 2-and 3-dimensional space in different contexts (US9016)
- Use mathematics to investigate and monitor the financial aspects of personal, business, national and international issues (US7468)

#### **SKILLS PROGRAM 2: COMMUNICATION IN PUBLIC ADMINISTRATION**

**15 DAYS**

This SKILLS PROGRAM is a combination of 8 unit standards and is designed to ensure that learners who complete this section are well equipped to read, write, analyse written texts and communicate well both orally and in writing.

- Accommodate audience and context needs in oral/signed communication (US119472)
- Interpret and use information from texts (US119457)
- Interpret a variety of literary texts (US119466)
- Write/present/sign texts for a range of communicative contexts (US119465)
- Engage in sustained oral/signed communication and evaluate spoken/signed texts (US19462)
- Write/present/sign for a wide range of contexts (US119459)
- Read/view, analyse and respond to a variety of texts (US119469)
- Use the writing process to compose texts required in the business environment (US12153)

#### **SKILLS PROGRAM 3: LEGAL ASPECTS OF PUBLIC ADMINISTRATION**

**8 DAYS**

This SKILLS PROGRAM is a combination of 2 units (as shown below) standards and is designed to ensure that learners who complete this section are well equipped with entrepreneurial knowledge and skills.

- Apply South African legislation and policy affecting public administration (US120307)
- Discuss the selected legislative regulatory framework governing the public sector management and administration environment (US119334)

#### **SKILLS PROGRAM 4: PRINCIPLES OF MANAGEMENT**

**6 DAYS**

This SKILLS PROGRAM is a combination of 3 unit standards and is designed to ensure that learners who complete this section will be able to research, plan strategically and produce business plans for their own businesses.

- Demonstrate an ability to apply the principles of problem identification, analysis and decision-making within immediate work context (US242902)
- Apply the Batho Pele principles to own work role and context (US113955)
- Apply the principles of good customer service to achieve public sector objectives (US242901)

#### **SKILLS PROGRAM 5: MANAGING PEOPLE**

**9 DAYS**

This SKILLS PROGRAM is a combination of 2 unit standards. It ensures that learners understand the importance of leadership skills in managing/ working with either individuals or a team.

- Motivate and build a team (US242819)
- Manage and develop oneself in the public sector work environment (US119332)

**SKILLS PROGRAM 6: LOCAL GOVERNMENT ADMINISTRATION AND MANAGEMENT** 6 DAYS

This SKILLS PROGRAM is a combination of 3 unit standards. It ensures that learners will be able to plan their daily business operations and implement successfully action plans that they would have developed.

- Demonstrate knowledge of and apply the Public Sector Code of Conduct in own work roles and context (US113956)
- Apply administrative principles in the implementation of public sector procedures and work schedule (US242900)
- Define overall public sector culture and values and apply to own work context (US242903)

**SKILLS PROGRAM 7: INTRODUCTION TO PUBLIC MANAGEMENT** 2 DAYS

It ensures that learners will be able to finance and manage finances of their businesses. Learners will also be equipped with basic costing and pricing skills.

- Demonstrate an understanding and apply the framework and overall mechanics of government in public sector policy (US242880)

**SKILLS PROGRAM 8: RECORDS MANAGEMENT** 3 DAYS

- Apply principles of computerised systems to manage data and reports relevant to the public sector administration (US119351)

**1.2.2 PUBLIC ADMINISTRATION SKILLS PROGRAMMES (NQF LEVEL 5)****SKILLS PROGRAM 1: SERVICE DELIVERY MANAGEMENT** 5 DAYS

This SKILLS PROGRAM is a combination of 2 the following unit standards:

- Apply client service techniques to improve service delivery (US120310)
- Manage service delivery improvement (US120306)

**SKILLS PROGRAM 2: MANAGE AND LEAD HUMAN RESOURCES IN THE WORKPLACE** 20 DAYS

This SKILLS PROGRAM is a combination of the following unit standards and is designed to ensure that learners who complete this section:

- Build teams to meet set goals and objectives (US15237)
- Interpret and manage conflicts within the workplace (US114226)
- Analyse leadership and related theories in a work context (US120300)
- Manage diversity in the workplace (US116928)
- Analyse the role that emotional intelligence plays in leadership (US120305)
- Manage the development and performance of human capital in the public sector (US119336)

**SKILLS PROGRAM 3: THE PRINCIPLES OF KNOWLEDGE MANAGEMENT  
TO PUBLIC SECTOR ADMINISTRATION** 8 DAYS

This SKILLS PROGRAM is a combination of the following unit standards and is designed to ensure that learners who complete this section are well equipped with:

- Apply principles of knowledge management to organisational transformation (US115405)
- Manage and develop oneself in the public sector work environment (US119332)
- Promote a learning culture in an organisation (US15222)

**SKILLS PROGRAM 4: STRATEGIC PLANNING**

**12 DAYS**

This SKILLS PROGRAM is a combination of the following unit standards and is designed to ensure that learners who complete this section will be able to

- Plan strategically to improve business performance (US114585)
- Create opportunities for innovation and lead projects to meet innovative ideas (US15216)
- Apply accounting principles and procedures in the preparation of reports and decision making (US119350)
- Analyse, interpret and communicate information (US120304)

**SKILLS PROGRAM 5: SOUTH AFRICAN LEGISLATION AND POLICY**

**AFFECTING PUBLIC ADMINISTRATION**

**7 DAYS**

This SKILLS PROGRAM is a combination of the following unit standards:

- Apply South African legislation and policy affecting public administration (US120307)
- Apply knowledge of ethical principles, standards and professional conduct in public sector management and administration (US119342)

**SKILLS PROGRAM 6: THE PRINCIPLES OF RISK MANAGEMENT TO MANAGE RISK SITUATIONS**

**IN THE PUBLIC SECTOR**

**3 DAYS**

- Apply principles of risk management (US120303)

**SKILLS PROGRAM 7: DESIGN, FORMULATE PUBLIC SECTOR POLICIES**

**AND REGULATIONS**

**3 DAYS**

- Formulate and evaluate public sector policies and regulation (US120301)

**1.2.3 HUMAN RESOURCES SKILLS PROGRAMMES (NQF LEVEL 5) NEW**

**SKILLS PROGRAMME 1: COMMUNICATION**

**9 DAYS**

ID No.	Unit Standard Title	NQF Level	Credits
12433	Use Communication Techniques effectively	5	8
10044	Implement a generic communication strategy	5	10
115791	Use language and communication strategies for vocational and occupational learning	5	5

**SKILLS PROGRAMME 2: ADMINISTRATION**

**5 DAYS**

ID No.	Unit Standard Title	NQF Level	Credits
110528	Compile and control a budget for a range of office supply requirements	5	4
10171	Manage the capture, storage and retrieval of Human Resources information using an information system	5	3
7882	Manage Payroll Records	5	6

**SKILLS PROGRAMME 3: LEGAL FRAMEWORK****12 DAYS**

ID No.	Unit Standard Title	NQF Level	Credits
114274	Demonstrate and apply an understanding of the Basic Conditions of Employment Act (Act 75 of 1997)	5	8
114273	Demonstrate and apply an understanding of the Labour Relations Act with respect to Collective Agreements and Bargaining Councils	5	6
11907	Draft an employment Contract	5	3
11909	Monitor and advise on substantive conditions of employment and related rights and obligations in an organisation	5	5
116927	Apply the principles of employment equity to organisational transformation	5	10

**SKILLS PROGRAMME 4: HUMAN RESOURCE MANAGEMENT****13 DAYS**

ID No.	Unit Standard Title	NQF Level	Credits
12140	Recruit and select candidates to fill defined positions	5	9
7848	Manage the induction of new staff	5	5
12138	Conduct an organisational needs analysis	6	10
114882	Develop holistic productivity improvement strategies and plans	5	10

**SKILLS PROGRAMME 5: LABOUR RELATIONS****10 DAYS**

ID No.	Unit Standard Title	NQF Level	Credits
12139	Facilitate the resolution of employee grievance	6	5
11286	Institute disciplinary action	5	8
10985	Conduct a disciplinary hearing	6	5
114886	Measure and assess the factors that influence labour productivity and establish the relative impact of each factor	5	8

**SKILLS PROGRAMME 6: TEAM DYNAMICS****14 DAYS**

ID No.	Unit Standard Title	NQF Level	Credits
10148	Supervise a project team of a business project to deliver project objectives	5	14
15220	Set, monitor and measure the achievement of goals and objectives for a team, department or division within an organisation	5	4
15230	Monitor Team members and measure effectiveness of performance	5	4
15214	Recognise areas in need of change, make recommendations and implement change in the team, department or division	5	3
15229	Implement codes of conduct in the team department or division	5	3
15215	Identify and interpret Best Practices guidelines, and plan for and Implement Best Practice within the team, department or division	5	4
264398	Evaluate and plan the role of self as leader in a function	6	5

**SKILLS PROGRAMME 7: SKILLS DEVELOPMENT FACILITATOR****11 DAYS**

ID No.	Unit Standard Title	NQF Level	Credits
15221	Provide Information and advice regarding skills development and related issues	5	14
15232	Coordinate planned skills development interventions in an organisation	5	4
15218	Conduct an analysis to determine outcomes of learning of skills development and other purposes	5	4
15217	Develop an organisational training and development plan	5	3
15228	Advise on the establishment and implementation of a quality management system for skills development practices in an organisation	5	3

**SKILLS PROGRAMME 8: EDUCATION & TRAINING/ SKILLS DEVELOPMENT****12 DAYS**

ID No.	Unit Standard Title	NQF Level	Credits
117871	Facilitate learning using a variety of given methodologies	5	10
115753	Conduct outcomes-based assessment	5	15
252041	Promote a learning culture in an organisation	5	5

**SKILLS PROGRAMME 9: MANAGEMENT****9 DAYS**

ID No.	Unit Standard Title	NQF Level	Credits
115830	Develop own ability to provide a business advisory service for SMME's	5	10
120311	Apply visionary leadership to develop strategy	5	10
259143	Demonstrate knowledge and insight into the relationship between strategic human resource planning and an organisation's strategic planning	6	4

**SKILLS PROGRAMME 10: EMPLOYEE WELLNESS****9 DAYS**

ID No.	Unit Standard Title	NQF Level	Credits
377160	Explain the fundamentals of the concepts of wellness	4	8
377162	Explain the need for wellness awareness programmes	4	4
114941	Apply knowledge of HIV/AIDS to a specific Business Sector and a workplace	3	4

## 1.3 Full Qualifications

- National Certificate: New Venture Creation (Qualification ID 49648 - NQF Level 2)
- Further Education and Training Certificate: Public Administration (Qualification ID 57824 – NQF Level 4)
- Further Education and Training Certificate: New Venture Creation (Qualification ID 66249 – NQF Level 4)
- National Certificate: Public Administration (Qualification ID 50060 – NQF Level 5)
- National Diploma: Human Resource Management and Practices (Qualification ID 61592 - NQF Level 5)

### **CERTIFICATE PROGRAMME IN NEW VENTURE CREATION (SMME)**

The purpose of the NQF level 2 New Venture Creation qualification is to provide a qualification that can form the basis for structured programmes for potential and existing entrepreneurs to capitalize on opportunities to start and grow sustainable businesses that form part of the mainstream economy, enabling the learners to tender for business opportunities within both the public and private sectors. This qualification is designed for learners who intend to set up or have already set up own ventures. Assessment of the competencies and knowledge in the qualification needs to be done in the context of the learner's own new venture.

The small business sector is growing and it is in light of this that various stakeholders have taken the initiative to provide mentorship programmes that will assist budding entrepreneurs to become a more integral part of the mainstream economy, serving both the public and private sectors. Apart from the formative development that can take place via these programmes, it also provides more importantly for sustainable development.

Thus the design and establishment of an entrepreneurship qualification aims to:

- Develop appropriate skills and knowledge for the establishment and development of an enterprise.
- Address the economic/administrative and behavioural barriers that contribute to failures in starting and sustaining an enterprise.
- Create long-term solutions for job creation and SMME development via the building blocks and structure of a qualification that practically addresses the learning requirements of budding entrepreneurs.

#### **Target Audience:**

Entrepreneurs.

#### **Qualification Rules:**

The Certificate is made up of a planned combination of learning outcomes that have a defined purpose and will provide qualifying learners with applied competence and a basis for further learning. The qualification is made up of Unit Standards that are classified as Fundamental, Core and Elective. A minimum of 138 credits is required to complete the qualification.

In this qualification the credits are allocated as follows:

- Fundamental: 36 credits: 27%
- Core: 70 credits: 50%
- Electives: 32 credits: 23%
- Total: 138 credits: 100%

#### **Fundamental Component:**

Unit Standards to the value of thirty-six credits are allocated to the subject areas of Communication and Mathematical Literacy. The Communications aspect focuses on basic communication skills required to fulfill entrepreneurial functions and this component caters for twenty credits

Sixteen credits in Mathematical Literacy have also been included in the Fundamental Component, focusing on the fundamental Mathematics and statistics required to complement entrepreneurial financial functions. In addition, the Mathematical component will enable the learner to utilize a range of patterns and functions to solve problems.

All the Unit Standards are compulsory.

US ID	Modules	Credits
8963	Access and use information from texts	5
9009	Apply basic knowledge of statistics and probability to influence the use of data and procedures in order to investigate life related problems	3
7480	Demonstrate understanding of rational and irrational numbers and number systems	3
9008	Identify, describe, compare, classify, explore shape and motion in 2-and 3-dimensional shapes in different contexts	3
8962	Maintain and adapt oral communication	5
8967	Use language and communication in occupational learning programmes	5
7469	Use mathematics to investigate and monitor the financial aspects of personal and community life	2
9007	Work with a range of patterns and functions and solve problems	5
8964	Write for a defined context	5

**Core Component**

Seventy credits have been allocated to Unit Standards in the Core Component of this Qualification. This is to ensure that the Qualification has a strong New Venture Creation focus. The Unit Standards classified as Core describe entrepreneurial knowledge and skills that are generic to various types of new ventures within varying industries/sectors. They provide an opportunity to develop knowledge of new venture creation through basic research, formal learning and business workplace practice and/or simulated situations. The Unit Standards encourage application of knowledge and skills in real situations, with particular emphasis on developing an entrepreneurial profile, matching new venture to market needs, financial management, business plan implementation, ethics and customer service.

All Unit Standards are compulsory.

US ID	Modules	Credits
113924	Apply basic business ethics in a work environment	2
114974	Apply the basic skills of customer service	2
114959	Behave in a professional manner in a business environment	4
119666	Determine financial requirements of a new venture	8
119673	Identify and demonstrate entrepreneurial ideas and opportunities	7
119667	Identify the composition of a selected new venture's industry/sector and its procurement systems	8
119668	Manage business operations	8
119674	Manage finances for a new venture	10
119672	Manage marketing and selling processes of a new venture	7
119669	Match new venture opportunity to market needs	6
119670	Produce a business plan for a new venture	8

**Elective Component**

This Unit Standards totaling Ninety-one credits in this Component. These Unit Standards develop further the competencies and knowledge contained in the Core Component by focusing on learning areas pertinent to New Venture Creation. They will enable learners to gain specialist knowledge and skills, which are particularly relevant, or of interest to the learner. The Elective Component focuses particularly on teamwork and human resources management, business awareness, administration and records management, information systems, customer and public relations and industry awareness and procurement of new work.

Learners are required to select Electives that add up to at least thirty-two credits.

US ID	Modules	Credits
9964	Apply health and safety to a work area	3
14343	Investigate the structure of an organization as a workplace	8
14341	Keep informed about current affairs related to one's own industry	4
14340	Maintain an existing information system in a business environment	4
114976	Operate and take care of equipment in an office environment	2
14346	Process numerical and text data in a business environment	2
119671	Administer contracts for a selected new venture	10
119713	Apply basic HR principles in a new venture	4
13912	Apply knowledge of self and team in order to develop a plan to enhance team performance	5
117837	Assemble, install and dismantle exhibition stands	5
13929	Co-ordinate meetings, minor events and travel arrangements	3
13915	Demonstrate knowledge and understanding of HIV/AIDS in a workplace, and its effects on a business sub-sector, own organisation and a specific workplace	4
13930	Monitor and control the receiving and satisfaction of visitors	4
13936	Outline the legal environment of a selected industry	2
13934	Plan and prepare meeting communications	4
13933	Plan, monitor and control an information system in a business environment	3
13932	Prepare and process documents for _financial and banking processes	5
119712	Tender for business or work in a selected new venture	8

**Learning Outcomes:**

By the end of this course, learners will be able to:

- Use basic Mathematics in order to fulfill new venture functions effectively.
- Apply basic Communication skills in new venture creation context.
- Determine market requirements and manage the relevant marketing and selling processes.
- Demonstrate an understanding of the sector/industry in which the business operates.
- Determine financial requirements and manage financial resources of a new venture.
- Manage business operations.

# FURTHER EDUCATION AND TRAINING CERTIFICATE: NEW VENTURE CREATION

The purpose of the Qualification is to develop the appropriate skills and knowledge required by a person for the establishment and development of a small to medium business venture, and address the economic, administrative and behavioural (psycho-social) barriers that contribute to success in starting and sustaining the venture.

This qualification is intended for persons who wish to start, operate, manage and grow a new small to medium business venture. Learners attempting this qualification will be equipped with a variety of technical, business managerial and personal skills and strategies to help them succeed in the creation and sustenance of a business. The successful learner will develop a sound foundation for the application of these skills and knowledge to explore a diverse range of entrepreneurial opportunities.

### ***Recipients of this qualification will be able to:***

- Demonstrate an ability to identify and create a new venture.
- Demonstrate knowledge of interpersonal skills required in a business environment.
- Demonstrate an understanding of basic economics within a market economy.
- Manage a new venture by applying business principles and techniques.
- Demonstrate an understanding of the role of leadership and management.

### ***Rationale:***

This Qualification will meet the needs of the formal and in-formal Small, Micro and Medium Enterprise Sector by providing training standards against which entrepreneurs can be trained. This Qualification meets the needs of society by, primarily, providing persons who are able to apply the fairly complex knowledge and skills required to be an entrepreneur and thus contribute to the economic upliftment of themselves, their community and thereby the nation as a whole. Alternatively this Qualification is also attractive to persons who have not received formal training in this Sector but who are already managing and/or are working as employees within an established Small, Micro and Medium Enterprise business.

This Qualification contributes to an integrated National Qualifications Framework; provides for access, mobility and progression within the Small, Micro and Medium Enterprise Sector; enhances the quality of training for entrepreneurs; allows for the redress of past and contributes to the development of the learner entrepreneurs.

The majority of the learners attempting this qualification are likely to be unemployed persons who, via a learnership, have been identified and selected as having the potential to create a new business venture. With this Qualification and the established of a Small, Micro and Medium Enterprise provides the learner access to further learning opportunities at NQF Level 5 in Business Consulting Practice and Business Advising.

### **QUALIFICATION RULES**

The Qualification consists of a Fundamental, a Core and an Elective Component.

To be awarded the Qualification learners are required to obtain a minimum of 149 credits as detailed below.

### ***Fundamental Component:***

The Fundamental Component consists of Unit Standards in:

- Mathematical Literacy at NQF Level 4 to the value of 16 credits.
- Communication at NQF Level 4 in a First South African Language to the value of 20 credits.
- Communication in a Second South African Language at NQF Level 3 to the value of 20 credits.

It is compulsory therefore for learners to do Communication in two different South African languages, one at NQF Level 4 and the other at NQF Level 3.

All Unit Standards in the Fundamental Component are compulsory.

US ID	Unit Standard Title	Credits
119472	Accommodate audience and context needs in oral/ signed communication	5
119457	Interpret and use information from texts	5
119467	Use language and communication in occupational learning programmes	5
119465	Write / Present / Sign text for a range of communicative contexts	5
9015	Apply knowledge of statistics and probability to critically interrogate and effectively communicate findings on life related problems	6
119462	Engage in sustained oral / signed communication and evaluate spoken / signed texts	5
119469	Read / View, analyse and respond to a variety of text	5
9016	Represent analyse and calculate shape and motion in 2- and 3- dimensional space in different context	4
119471	Use language and communication in occupational learning programmes	5
7468	Use mathematics to investigate and monitor the financial aspect of personal, business, national and international issues	6
119459	Write, Present, Sign for a wide range of context	5

### **Core Component:**

The Core Component consists of Unit Standards to the value of 82 credits all of which are compulsory.

US ID	Unit Standard Title	Credits
114600	Apply innovative thinking to the development of a small business	4
263455	Apply the principles of cosying and pricing to a business venture	6
263356	Demonstrate an understanding of an entrepreneurial profile	5
263514	Demonstrate an understanding of the function of the market mechanisms in a new venture	5
120389	Explain and apply the concept, principles and theories of motivation in a leadership context	6
114584	Finance a new venture	5
263534	Implement an action plan for a new venture	4
263474	Manage finances of a new venture	6
114805	Manage general administration	4
13948	Negotiate an agreement or deal in an authentic work situation	5
263434	Plan and manage production / operations in a new venture	6
263456	Plan strategically to improve new venture performance	4
114592	Produce business plans for a new venture	8
114596	Research the viability of a new venture ideas / opportunities	5
116394	Implement and manage human resource and labour relations policies and acts	9

## **Elective Component:**

The Elective Component consists of individual unit standards from which the learner must choose unit standards totalling a minimum of 11 credits.

US ID	Unit Standard Title	Credits
119671	Administer contracts for a selected new venture	10
113836	Apply basic computer technology	11
13912	Apply knowledge of self and team in order to develop a plan to enhance team performance	5
13915	Demonstrate knowledge and understanding of HIV/AIDS in a workplace, and its effects on a business sub sector, own organisation and a specific workplace	4
123258	Foster and maintain customer relations	10
243298	Apply administrative skills and knowledge in a sport organisation	11
120392	Apply the concept and principles of knowledge management to leadership	8
243296	Apply values and ethics to a sport organisation	3
242872	Conduct international market research	6
243303	Create, Improvise and organise sport activities	6
13952	Demonstrate basic understanding of the primary labour legislation that impacts on a business unit	8
242655	Demonstrate knowledge and application of ethical conduct in a business environment	4
13945	Describe and apply the management of stock and fixed assets in a business unit	2
117156	Interpret basic financial statements	4
243300	Lead a community sport activity	12
242819	Motivate and Build a Team	10
243293	Promote sport activity in a community	4
114593	Tender to secure business for a new venture	5
115857	Explain marketing for SMME's	6

## **EXIT LEVEL OUTCOMES**

1. Demonstrate an ability to identify and create a new venture.
2. Demonstrate knowledge of interpersonal skills required in a business environment.
3. Demonstrate an understanding of basic economics within a market economy.
4. Manage a new venture by applying business principles and techniques.
5. Demonstrate an understanding of the role of leadership and management.

## NATIONAL CERTIFICATE: PUBLIC ADMINISTRATION LEVEL 3

### **PURPOSE AND RATIONALE OF THE QUALIFICATION**

#### **Purpose:**

The qualification recognises the generic skills, knowledge, understanding, attitudes and values expected of a competent person in a wide range of contexts in Public Sector Administration and the public sector in general. Additionally this qualification contributes to the development of information technology, communications, writing, and service delivery competencies. It provides learners who have no formal education with an opportunity through formal assessment to:

- Have their prior learning formally recognised.
- Identify gaps in their skills and knowledge.
- Structure learning programmes to close those gaps.

On completion of this qualification the qualifying learner will:

- Be competent in core administration and data capturing skills.
- Understand and be able to apply public sector policies, procedures and processes.
- Recognise and understand the purpose and structure of their own workplace, and the purpose of specific departments or sections and the way in which each contributes to the objectives and purpose of the public sector in the country.
- Understand the role that the public sector plays in the South African economy as a whole.
- Be able to plan his/her work to meet deadlines and performance standards demanded by the department.
- Be able to measure and evaluating his/her level of performance against performance standards and plan improvement strategies.
- Be able to develop a skills development plan for him/herself and apply it so improving productivity levels.

#### **Rationale:**

Effective and efficient administration in the public sector are key to a successful economy. This qualification is a blend of administration skills relevant in the context of the public sector and is aiming at rapid building of the skills base within the public sector. It ties in with the overall objectives of the public sector to skill learners in line with the strategic need of identified broad competences.

The qualification reflects the skills and competencies required of people employed, or seeking employment in the Public Sector, in a role where they provide administration services. The importance of the ethical base of service delivery is additionally reflected in this qualification.

### **QUALIFICATION RULES**

A minimum of 160 credits is required to complete the Qualification, which is made of the following components:

Fundamental: 36 credits.

Core: 103 credits.

Electives: 18 credits.

Total: 157 credits.

Motivation for number of credits assigned to Fundamental, Core and Elective Components

Fundamental component:

Unit Standards to the value of 20 credits are allocated to Communication at NQF Level 3 and Unit Standards to the value of 22 credits to Mathematical Literacy. These Unit standards will help the learner to become a literate and numerate worker who is able to function competently in the global community of which South Africa is a part.

All the Unit Standards in this component are Compulsory.

US ID	Unit Standard Title	Credits
119472	Accommodate audience and context needs in oral/signed communication	5
9010	Demonstrate an understanding of the use of different number bases and measurement units and an awareness of error in the context of relevant calculations	2
9013	Describe, apply, analyse and calculate shape and motion in 2-and 3-dimensional space in different contexts	4
119457	Interpret and use information from texts	5
9012	Investigate life and work related problems using data and probabilities	5
119467	Use language and communication in occupational learning programmes	5
7456	Use mathematics to investigate and monitor the financial aspects of personal, business and national issues	5
119465	Write/present/sign texts for a range of communicative contexts	5

### **Core Component:**

The Unit standards in the Core Component will equip the learner with the essential administration skills and knowledge required to effectively perform an administrative function in a Public Administration office so improving service delivery to the customer. The Core Unit Standards are grouped under topics, which consist of generic competencies to facilitate effective service delivery in the public sector. They promote the personal development of the learner.

All the Unit Standards in the Core Component are compulsory.

US ID	Unit Standard Title	Credits
117943	Install a Personal Computer (PC) peripheral device, in a GUI environment	2
117902	Use generic functions in a Graphical User Interface (GUI)-environment	4
114974	Apply the basic skills of customer service	2
114957	Contribute to the health, safety and security of a financial services workplace	2
114976	Operate and take care of equipment in an office environment	2
14911	Participate in formal meetings	3
14348	Process incoming and outgoing telephone calls	3
117924	Use a Graphical User Interface (GUI)-based word processor to format documents	5
242864	Answer customer enquiries by mail, facsimile, and e-mail in a wide range of public sector contexts	4
242870	Apply public sector policies and procedures to achieve administration objectives	12
242860	Apply the Batho Pele principles to own work role and context	4
13915	Demonstrate knowledge and understanding of HIV/AIDS in a workplace, and its effects on a business sub-sector, own organisation and a specific workplace	4
242858	Demonstrate knowledge of and apply the Public Sector Code of Conduct in own work roles and context	4

242863	Identify basic employment rights and responsibilities and deal appropriately with own grievances and disputes	4
242866	Identify, operate and maintain the records management system in a Public Sector organisation	6
242874	Manage own performance improvement process in a public sector context	4
242862	Manage own work performance in a public sector workplace	6
11241	Perform Basic Business Calculations	6
242865	Use data entry and retrieval skills to input and retrieve computer data	4
242868	Demonstrate and apply knowledge of role and responsibility of local government in South Africa	6
242856	Demonstrate and apply knowledge of role and responsibility of national government in South Africa	6
242854	Demonstrate and apply knowledge of role and responsibility of provincial government in South Africa	6
242857	Demonstrate and apply knowledge of role and responsibility of provincial government in South Africa	4

**Elective Component:**

Candidates may select standards from the list of electives that reflect a personal career development interest or equip them with the building blocks of knowledge and skills required for learning at the next level on the NQF.

US ID	Unit Standard Title	Credits
119517	Advocate and lobby community issues	12
244574	Apply knowledge of HIV/AIDS to a specific business sector and a workplace	4
13912	Apply knowledge of self and team in order to develop a plan to enhance team performance	5
13929	Co-ordinate meetings, minor events and travel arrangements	3
244300	Demonstrate an understanding of public participation in Local Government	6
123436	Facilitate community participation in democratic processes and structures	7
244188	Facilitate public participation and citizen involvement in Local Government processes	6
13937	Monitor and control office supplies	2
13928	Monitor and control reception area	4
13930	Monitor and control the receiving and satisfaction of visitors	4
13935	Plan and conduct basic research in an office environment	6
14667	Describe and apply the management functions of an organization	10
114589	Manage time productively	4

**EXIT LEVEL OUTCOMES**

On achieving this qualification the learner will:

1. Provide an effective administration service at practitioner level in the public sector at national, provincial or local government level.
2. Demonstrate knowledge of the legal, regulatory and policy frameworks applicable to own work environment.
3. Deliver and make informed judgements about the quality of the administration service, offered to clients.
4. Take responsibility for managing own performance and growth as administrative practitioners in the context of public sector human resource development policies and procedures.
5. Use and maintain computers and workplace equipment relevant to own public administration role in own operating context.
6. Maintain health, safety and security of the work community and environment.

## FURTHER EDUCATION AND TRAINING CERTIFICATE IN PUBLIC ADMINISTRATION (QUALIFICATION ID 57824 – NQF LEVEL 4)

### **Purpose:**

The purpose of the FETC: Public Administration is to provide a structured programme for public officials that work in support of senior management officials in providing for service delivery objectives. The need for well-qualified efficient, client-oriented public officials is therefore identified as a priority in all the three spheres of government. The FETC: Public Administration is aimed at practitioners working in the public sector. It is a qualification in a career pathway towards an accomplished public administration and management specialist.

The FETC: Public Administration consists of Exit Level Outcomes covering service delivery, applying public sector policy and legislation in their respective work contexts, identifying and solving problems, communications and administration. The competencies covered in the proposed unit standards encapsulate the competencies required by public officials working at the operational level and responsible for implementing specific service delivery objectives within a public sector departmental context. This qualification enables transferability of skills between the private and the public sector.

The possession of relevant knowledge, skills and attitude by public officials is crucial to the implementation of public sector administration and management reforms.

Qualifying learners should be able to follow various careers within the Public Sector's:

- Financial Services
- Administration
- Management
- Procurement and Supply Chain Management
- Supervisory Administration

### **Rationale:**

In South Africa public service officials operate in a wide variety of roles within the Public Administration and Management structures. Often they work in diverse operating and service delivery circumstances. The strength of the democratic process in South Africa and developmental of good governance practices are strongly linked to capacity building within the three spheres of government - national, provincial and local. The Certificate in Public Administration is a specialised Qualification which offers administrative knowledge and skills that contributes to service delivery in the public sector for learners who:

- Have attained the National Certificate: Public Administration: Level 3 or any related administration, public administration or municipal administration and generic administration qualifications and wish to continue on a path of life-long learning within the Public Administration or related qualifications.
- Have worked in Public Administration or Municipal Administration for many years, but have no formal Qualifications in their area of expertise.
- Wish to extend their range of skills and knowledge of Public Administration so that they can become knowledgeable workers.
- Are contracted in a learnership agreement.
- Have recently taken up a position in Public Administration.

The Certificate in Public Administration: Level 4 is aiming at producing knowledgeable, multi-skilled workers who are able to contribute to improved productivity and efficiency within the public sector. It should provide the means for current workers to receive recognition of prior learning, to upgrade their skills and achieve a nationally recognised qualification. It should also assist new entrants to the public sector.

The Certificate at NQF Level 4 allows the learner to work towards a nationally recognised qualification.

**Target Audience**

It is assumed that all learners accessing this qualification are competent in Communication at NQF Level 3, and Mathematical Literacy at NQF level 3.

**Fundamental Component:**

The Fundamental Component consists of Unit Standards in:

- Mathematical Literacy at Level 4 to the value of 16 credits.
- Communication at Level 4 in a First South African Language to the value of 20 credits.
- Communication in a Second South African Language at Level 3 to the value of 20 credits.

It is compulsory therefore for learners to do Communication in two different South African languages, one at Level 4 and the other at Level 3.

All Unit Standards in the Fundamental Component are compulsory.

Fundamental	119472	Accommodate audience and context needs in oral/signed communication	Level 3	5
Fundamental	119466	Interpret a variety of literary texts	Level 3	5
Fundamental	119457	Interpret and use information from texts	Level 3	5
Fundamental	119465	Write/present/sign texts for a range of communicative contexts	Level 3	5
Fundamental	9015	Apply knowledge of statistics and probability to critically interrogate and effectively communicate findings on life related problems	Level 4	6
Fundamental	119462	Engage in sustained oral/signed communication and evaluate spoken/signed texts	Level 4	5
Fundamental	119469	Read/view, analyse and respond to a variety of texts	Level 4	5
Fundamental	9016	Represent analyse and calculate shape and motion in 2-and 3-dimensional space in different contexts	Level 4	4
Fundamental	7468	Use mathematics to investigate and monitor the financial aspects of personal, business, national and international issues	Level 4	6
Fundamental	12153	Use the writing process to compose texts required in the business environment	Level 4	5
Fundamental	119459	Write/present/sign for a wide range of contexts	Level 4	5

**Core Component:**

The Core Component consists of Unit Standards to the value of 70 credits all of which are compulsory.

Core	113955	Apply the Batho Pele principles to own work role and context	Level 3	4
Core	113956	Demonstrate knowledge of and apply the Public Sector Code of Conduct in own work roles and context	Level 3	4
Core	242900	Apply administrative principles in the implementation of public sector procedures and work schedule	Level 4	6
Core	242901	Apply the principles of good customer service to achieve public sector objectives	Level 4	6
Core	242903	Define overall public sector culture and values and apply to own work context	Level 4	6
Core	242902	Demonstrate an ability to apply the principles of problem identification, analysis and decision-making within immediate work context	Level 4	6
Core	242880	Demonstrate an understanding and apply the framework and overall mechanics of government in public sector policy	Level 4	6
Core	119351	Apply principles of computerised systems to manage data and reports relevant to the public sector administration	Level 5	10
Core	120307	Apply South African legislation and policy affecting public administration	Level 5	10
Core	119334	Discuss the selected legislative regulatory framework governing the public sector management and administration environment	Level 5	12

**Elective Component:**

The Elective Component consists of Unit Standards to the value of 88 credits. Learners are to choose Unit Standards to the minimum of 20 credits.

Elective	242819	Motivate and Build a Team	Level 4	NQF Level 04	10
Elective	119332	Manage and develop oneself in the public sector work environment	Level 5	Level TBA: Pre-2009 was L5	10

**Elective Component:**

The Elective Component consists of Unit Standards to the value of 88 credits. Learners are to choose Unit Standards to the minimum of 20 credits.

**Exit Level Outcomes**

1. Apply public sector principles, policies and ethics to own public sector work context.
2. Apply the principles of good customer service in own public sector context.
3. Apply administrative principles in implementation of public sector procedures and work schedules.
4. Demonstrate an ability to apply the principles of problem identification and analysis.
5. Contribute towards team development in own public sector context.
6. Apply the principles of communication in own work context according to public sector communication protocol.

## NATIONAL CERTIFICATE: PUBLIC ADMINISTRATION (QUALIFICATION ID 50060 – NQF LEVEL 5)

### **Purpose:**

The purpose of the NQF level 5 Public Administration qualification is to provide a structured programme for public officials that work with senior management officials so as to provide support to strategic leadership and management needed to transform all spheres of government. The need for well-qualified efficient, client-oriented public officials is therefore identified as a priority in all the three spheres of government. The National Certificate in Public Administration (NQF Level 5) is aimed at practitioners working in the public sector. It is a qualification in a career pathway towards an accomplished public administration and management specialist.

The National Certificate in Public Administration consists of Exit Level Outcomes covering service delivery, knowledge management, formulation of public sector policies, risk management, applying the public sector legislative framework, managing people, leadership, financial administration, project management and information technology for the public sector. The competencies covered in the proposed unit standards encapsulate the competencies required by public officials working at the operational level.

The qualification will therefore enhance the ability of the qualifying learner as a public finance official to perform the necessary administration tasks expected as well as improve management abilities. In this way, the qualification enhances transferability of skills within different spheres of the public sector. At the same time, a learner will gain a firm foundation required for furthering studies at NQF levels 6 and 7. This qualification enables transferability of skills between the private and public sector.

With regard to the implementation of public administration and management reforms, the qualification serves, as a basis of an effective implementation process by defining and identifying those competencies required by technical public officials. The possession of relevant knowledge, skills and attitude by public officials is crucial to the implementation of public sector administration and management reforms. Thus, the qualification contributes to the upliftment of South African economy in line with the aims of existing skills development legislations through enhancing of skill levels of public sector employees.

Qualifying learners could follow a career within the Public Sectors:

- Financial Services.
- Administration.
- Management.
- Accounting.
- Project/Public Entity Management.

### **Target Audience**

Public officials that work with senior management officials so as to provide support to strategic leadership and management needed to transform all spheres of government.

### **Fundamental Component**

Unit Standards to the value of twenty-seven credits are allocated to the subject areas of communication, ethics and self-development.

The communications aspect of the fundamental component focuses on intermediate communication skills required to effectively fulfill public administration and management functions within the public sector and this component caters for nine credits.

Eight credits have been allocated to ethics and professional codes of conduct required in the public sector.

It is also viewed that self-development and awareness are an integral part of the effective public finance administration and management function. For this reason, ten credits have been allocated to this learning area, covering all aspects of self-development, ranging from awareness of self and interactions with others, and developing a career plan within the public sector.

All the Unit Standards are compulsory.

Fundamental	120304	Analyse, interpret and communicate information	Level 5	9
Fundamental	119342	Apply knowledge of ethical principles, standards and professional conduct in public sector management and administration	Level 5	8
Fundamental	119332	Manage and develop oneself in the public sector work environment	Level 5	10

**Core Component**

Ninety-four credits have been allocated to Unit Standards in the Core Component of this Qualification. This is to ensure that the Qualification has a strong Public Administration concentration. The Unit Standards classified as Core describe Public Administration knowledge and skills that are generic to various public sector contexts where Administrative and Management functions of one kind or another are executed. They provide an opportunity to develop knowledge of Public Sector Administration through research, formal learning and workplace practice and/or simulated situations. The Unit Standards encourage application of knowledge and skills in real situations. The Core Unit Standards provide the basic knowledge and skills that all workers need to know about Public Administration and Management.

All Unit standards are compulsory.

Core	120310	Apply client service techniques to improve service delivery	Level 5	6
Core	115405	Apply principles of knowledge management to organisational transformation	Level 5	10
Core	120303	Apply principles of risk management	Level 5	8
Core	120307	Apply South African legislation and policy affecting public administration	Level 5	10
Core	15237	Build teams to meet set goals and objectives	Level 5	3
Core	15216	Create opportunities for innovation and lead projects to meet innovative ideas	Level 5	4
Core	120301	Formulate and evaluate public sector policies and regulations	Level 5	8
Core	114226	Interpret and manage conflicts within the workplace	Level 5	8
Core	116928	Manage diversity in the workplace	Level 5	14
Core	119336	Manage the development and performance of human capital in the public sector	Level 5	12
Core	15222	Promote a learning culture in an organisation	Level 5	3
Core	120306	Manage service delivery improvement	Level 6	8
Elective	114585	Plan strategically to improve business performance	Level 4	4
Elective	120300	Analyse leadership and related theories in a work context	Level 5	8
Elective	120305	Analyse the role that emotional intelligence plays in leadership	Level 5	8
Elective	119350	Apply accounting principles and procedures in the preparation of reports and decision making	Level 5	15

## NATIONAL DIPLOMA: HUMAN RESOURCE MANAGEMENT AND PRACTICES (QUALIFICATION ID 61592 - NQF LEVEL 5)

### **Purpose:**

This diploma will be useful to people who operationalise some aspects of the core processes and practices at a basic level across the four role clusters in human resources management and practices:

- Strategic planning for human resources management and practices.
- Acquisition, development and utilisation of people.
- Establishment and improvement of labour and employee relations.
- Compensation and administration related to human resources management and practices.

Holders of the qualification will be able to operationalise some aspects of the core human resources management processes at a basic level and integrate them into an organisation's business processes. Holding the qualification will enable holders to enter learning programmes for a generalist degree in Human Resources Management and Practices. Holding this qualification could serve as a requirement for professional registration at associate level.

### **Target Audience:**

Human Resource Practitioners

## QUALIFICATION RULES

### **Learning Components:**

Credit composition:

Fundamental:

- 27 Credits at Level 5
- Total: 27 Credits

Core:

- 154 Credits at Level 5
- 20 Credits at Level 6
- Total: 174 Credits

Elective:

- 64 Credits at Level 5
- Total: 48 Credits - Minimum

Totals:

- Level 5: 245 Credits
- Level 6: 20 Credits
- Qualification Total: 249 Credits

### **Fundamental Component:**

- All unit standards in the Fundamental section, totalling 27 credits, are compulsory.

US ID	US Titles/ Modules	NQF Level	Credits
110528	Compile and control a budget for a range of office supply requirements	Level 5	4
10044	Implement a generic communication strategy	Level 5	10
12433	Use communication techniques effectively	Level 5	8
115791	Use language and communication strategies for vocational and occupational learning	Level 5	5

**Core Component:**

- All unit standards in the core section, totalling 174 credits, are compulsory.

US ID	US Titles/ Modules	NQF Level	Credits
116927	Apply the principles of employment equity to organisational transformation	Level 5	10
115753	Conduct outcomes-based assessment	Level 5	15
15232	Coordinate planned skills development interventions in an organisation	Level 5	6
114274	Demonstrate and apply an understanding of the Basic Conditions of Employment Act (Act 75 of 1997)	Level 5	8
114273	Demonstrate and apply an understanding of the Labour Relations Act with respect to Collective Agreements and Bargaining Councils	Level 5	6
114882	Develop holistic productivity improvement strategies and plans	Level 5	10
115830	Develop own ability to provide a business advisory service for SMMEs	Level 5	10
11907	Draft an employment contract	Level 5	3
117871	Facilitate learning using a variety of given methodologies	Level 5	10
15215	Identify and interpret Best Practice guidelines, and plan for and implement Best Practice within the team, department or division	Level 5	4
15229	Implement codes of conduct in the team, department or division	Level 5	3
11286	Institute disciplinary action	Level 5	8
7882	Manage Payroll Records	Level 5	6
10171	Manage the capture, storage and retrieval of human resources information using an information system	Level 5	3
7848	Manage the induction of new staff	Level 5	5
114886	Measure and assess the factors that influence labour productivity and establish the relative impact of each factor	Level 5	8
11909	Monitor and advise on substantive conditions of employment and related rights and obligations in an organisation	Level 5	5
15230	Monitor team members and measure effectiveness of performance	Level 5	4
15214	Recognise areas in need of change, make recommendations and implement change in the team, department or division	Level 5	3
12140	Recruit and select candidates to fill defined positions	Level 5	9
15220	Set, monitor and measure the achievement of goals and objectives for a team, department or division within an organisation	Level 5	4
10148	Supervise a project team of a business project to deliver project objectives	Level 5	14
10985	Conduct a disciplinary hearing	Level 6	5
12138	Conduct an organisational needs analysis	Level 6	10
12139	Facilitate the resolution of employee grievances	Level 6	5

**Elective Component:**

- The learner must select unit standards totalling at least 48 credits from the listed electives and/or from the sub-field Adult Learning at NQF Level 5 in order to achieve a minimum of 249 credits.

US ID	US Titles/ Modules	NQF Level	Credits
264398	Evaluate and plan the role of self as leader in a function	6	5
15221	Provide information and advice regarding skills development and related issues	5	4
15218	Conduct an analysis to determine outcomes of learning of skills development and other purposes	5	4
15217	Develop an organisational training and development plan	5	3
15228	Advise on the establishment and implementation of a quality management system for skills development practices in an organisation	5	3
252041	Promote a learning culture in an organisation	5	5
120311	Apply visionary leadership to develop strategy	5	10
259143	Demonstrate knowledge and insight into the relationship between strategic human resource planning and an organisation's strategic planning	6	4
114941	Apply knowledge of HIV/AIDS to a specific Business Sector and a workplace	3	4

**EXIT LEVEL OUTCOMES**

Holders of this qualification will be able to:

- Co-ordinate and contribute to the management of some aspects of all of the four role clusters related to human resources management and practices:
  - Provide information for the development of policies.
  - Participate in the development of procedures for processes related to human resources management and practices in accordance with legislative requirements.
  - Recruit and induct new employees.
  - Contribute to the development of employees.
  - Supervise a work unit and manage individual and team performance.
  - Contribute to the establishment and improvement of labour and employee relations (including contributing to employee assistance and wellness programmes).
  - Contribute to the establishment, maintenance and utilisation of an information system related to human resources management and practices (including compensation).
- Adhere to legislative requirements and organisational policies and procedures when co-ordinating and contributing to the management of some of the core processes related to human resources management and practices, as described in exit level outcome 1 above.
- Promote best human resources management practices in an organisation.
- Contribute to the monitoring of Health and Safety at the workplace.
- Identify strengths and areas for improvement in own learning through self-reflection and reflection on organisational human resources management and practices.



***Information  
Communication  
and Technology  
(ICT) Courses***

***Section 2***



**SECTION 2**

# Short Courses in ICT

## 2.1 Short Courses in Information Communication and Technology (ICT)

- Introduction to Computer Skills Course (Module 1 & 2)
- MS-Word (Module 3)
- MS-Excel (Module 4)
- MS-Access (Module 5)
- PowerPoint, Internet and Email (Module 6 & 7)

**Aim:**

The overall objective of the ICDL Programme is an improvement in the level of basic knowledge about Information Technology (IT) and a higher level of basic competence in using personal computers and common computer applications throughout South Africa and internationally. The target population for the ICDL is various departmental staff, who want to use a personal computer competently. The ICDL qualification allows workers, students and citizens to formally show, with their certification, that they have basic knowledge and competence in personal computer use. FHS Modules are packaged as follows:

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**INTRODUCTION TO COMPUTER SKILLS COURSE (ICDL MODULE 1 & 2) 5 DAYS**

**Overview:**

- Concepts of Information Technology (IT) requires the candidate to have an understanding of some of the main concepts of IT at a general level.
- Using the Computer and Managing Files, requires the candidate to demonstrate knowledge and competence in using the common functions of a personal computer and its operating system.

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**MS-WORD (ICDL MODULE 3) 5 DAYS**

**Overview:**

- Word Processing requires the candidate to demonstrate the ability to use a word processing application on a computer. The candidate shall be able to accomplish everyday tasks associated with creating, formatting and finishing a small sized word processing document ready for distribution.

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**MS-EXCEL (ICDL MODULE 4) 5 DAYS**

**Overview:**

- Spreadsheets requires the candidate to understand the concept of spreadsheets and to demonstrate the ability to use a spreadsheet application on a computer. The candidate shall understand and be able to accomplish basic operations associated with developing, formatting, modifying and using a spreadsheet of limited scope ready for distribution.

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**MS-ACCESS (ICDL MODULE 5) 5 DAYS**

**Overview:**

- Database requires the candidate to understand some of the main concepts of databases and demonstrate the ability to use a database on a computer. The candidate shall be able to create and modify tables, queries, forms and reports as well as prepare outputs ready for distribution.

**POWERPOINT, INTERNET & EMAIL (MODULE 6 & 7)****5 DAYS****Overview:**

- Presentation requires the candidate to demonstrate competence in using presentation tools on a computer. The candidate shall be able to accomplish tasks such as creating, formatting, modifying and preparing presentations using different slide layouts for display and printed distribution.
- Information and Communication is divided in two sections. The first section, Information, requires the candidate to understand some of the concepts and terms associated with using the Internet and to appreciate some of the security situations. The candidate shall also be able to navigate within and use Web-based forms.
- Communication, the candidate is required to understand some of the concepts of electronic mail (e-mail) together with having an appreciation of some of the security considerations associated with using e-mail. The candidate shall also demonstrate the ability to use e-mail software to send and receive messages, and to attach files to mail messages.

## **2.2 Certificate Programme in Information Technology: End User Computing**

The purpose of the qualification is to build the knowledge and skills required by learners in End User Computing. It is intended to empower learners to acquire knowledge, skills, attitudes and values required to operate confidently in the End User Computing environment in the South African community and to respond to the challenges of the economic environment. The qualification addresses the need in the workplace for nationally recognized qualifications, based on unit standards, which will allow learners with workplace experience in End User Computing to obtain recognition for prior learning. The qualification provides a framework for learners to develop skills that will enable them to become competent in End User Computing. It introduces theoretical concepts of End User Computing and requires the application thereof, to develop a range of skills that will enable learners to be better-informed workers in their chosen industry. It provides a balanced learning experience that lays the foundation for access to further education, lifelong learning and to productive employment. The course is delivered through block sessions over a period of 12 months.

**Target Audience:**

The qualification is ideal for business people in the following fields:

- Personal Assistants / Receptionists
- Office Administrators
- Project Administrators

**Qualification Rules:**

Rules regarding NQF levels of credits

The qualification consists of a minimum of 130 credits and has been designed in accordance with the SAQA regulations and rules of combination

US ID	Modules	Credits
8968	Accommodate audience and context needs in oral communication	5
9010	Demonstrate an understanding of the use of different number bases and measurement units and an awareness of error in the context of relevant calculations	2
13915	Demonstrate knowledge and understanding of HIV/AIDS in a workplace, and its effects on a business sub-sector, own organisation and a specific workplace	4
9013	Describe, apply, analyse and calculate shape and motion in 2-and 3-dimensional space in different contexts	4

US ID	Modules	Credits
9012	Investigate life and work related problems using data and probabilities	5
11241	Perform Basic Business Calculations	6
8973	Use language and communication in occupational learning programmes	5
7456	Use mathematics to investigate and monitor the financial aspects of personal, business and national issues	5
8970	Write texts for a range of communicative contexts	5
110023	Present information in report format	6

### **Fundamental Components**

1. All fundamental unit standards are compulsory for this qualification. (47 credits)

### **Core Component:**

All core unit standards are compulsory. (56 credits)

US ID	Modules	Credits
117925	Describe the concepts of Information and Communication Technology (ICT) and the use of its components in a healthy and safe manner	3
116935	Enhance, edit and organise electronic messages using a Graphical User Interface (GUI)-based messaging application	2
117923	Use a Graphical User Interface (GUI)-based presentation application to prepare and produce a presentation according to a given brief	5
116937	Use a Graphical User Interface (GUI)-based spreadsheet application to create and edit spreadsheets	4
116931	Use a Graphical User Interface (GUI)-based web-browser to search the Internet	4
117924	Use a Graphical User Interface (GUI)-based word processor to format documents	5
116945	Use electronic mail to send and receive messages	2
116936	Use a Graphical User Interface (GUI)-based database application to work with simple databases	3
116930	Use a Graphical User Interface (GUI)-based presentation application to enhance presentation appearance	5
116940	Use a Graphical User Interface (GUI)-based spreadsheet application to solve a given problem	6
116942	Use a GUI-based word processor to create merged documents	3
119078	Use a GUI-based word processor to enhance a document through the use of tables and columns	5
115391	Demonstrate an understanding of the principles of the internet and the world-wide-web	3
114076	Use computer technology to research a computer topic	3
116943	Using a Graphical User Interface (GUI)-based spreadsheet application, enhance the functionality and apply graph /charts to a spreadsheet	3

**Electives Components:**

Elective unit standards totaling a minimum of 27 credits need to be completed. Learners are required to choose from the available electives.

US ID	Modules	Credits
258897	Apply electronic messaging and calendar application	2
258879	Change the appearance of a spreadsheet	3
114636	Demonstrate an understanding of preventative maintenance, environmental and safety issues in a computer environment	6
14947	Describe data communications	4
14918	Describe the principles of Computer Programming	5
14913	Explain the principles of computer networks	5
7785	Function in a business environment	4
14912	Investigate the use of computer technology in an organisation	6
114984	Manage electronic mail in a business environment	2
13931	Monitor and control the maintenance of office equipment	4
258898	Review and create documents using a Graphical User Interface (GUI)-based word processor	7
258880	Utilise special features to enhance presentations	3
10140	Apply a range of project management tools	8
258877	Demonstrate knowledge of and manipulate master and subdocuments in a Graphical User Interface (GUI)-based word processor	4
117928	Describe the application and effect of Information and Communication Technologies (ICT) on society	5
258881	Design complex tables and queries using a graphical user interface (GUI) based database to solve a given problem	5
258875	Design forms and reports using a Graphic User Interface (GUI) based database	4
258878	Ensure spreadsheet integrity to enhance reliability	3
14917	Explain computer architecture concepts	7
10139	Implement project administration processes according to requirements	5
117156	Interpret basic financial statements	4
258882	Manipulate data and ensure integrity	4
117927	Use a Graphical User Interface (GUI)-based database application to solve a given problem	6
10135	Work as a project team member	8
258876	Work with spreadsheets	3
117926	Identify and explain ICT risks and recommend security solutions	5

**Learning Outcomes:**

A qualifying learner will be able to:

- Competently apply the knowledge, techniques & skills of End User Computing applications in the workplace.
- Understand the impact and use Information Communication & Technology (ICT) in an organization and society.
- Improve Communication by combining communication skills with End User Computing skills.
- Improve the application of mathematical literacy in the workplace, by better utilising applicable End User Computing Applications

## 2.3 International Computer Driving License (ICDL)

The ICDL (International Computer Driving Licence) is the world's leading end-user computer certification programme. The ICDL certification programme covers the key concepts of computing and its practical applications. ICDL is a modular programme. The timeframe for the ICDL Qualification is 6 weeks fulltime and 6 months part time.

**The ICDL certificates are made up from the following seven modules:**

- Basic concepts of IT
- File Management
- Word Processing
- Spreadsheets
- Database
- Presentations
- Internet and e-mail

Registered candidates will be tested on each module. The modules may be taken in any order and at the individual's own pace.

**Benefits of having ICDL include:**

- Internationally recognized computer qualification
- Verifiable qualification of competency
- Proven productivity improvement
- Improves employment opportunities
- Reduces computer support costs
- Mapped to SAQA Unit Standards





*Public  
Financial  
Management  
Courses*

*Section 3*



**SECTION 3**

t 29 of 1999)

# PFM Short Courses

## 3.1 Short Courses

### UNIT STANDARD COURSES

- 117156 – Analyse Financial Statements
- 242810 – Expenditure Management
- 252040 – Finance for Non Finance Managers
- 120303 – Risk Management

### OUTCOME BASED COURSES

- Asset Management
- Asset Management Case Study
- Bank Reconciliations
- Budgeting in the Public Sector
- Cash Flow Management
- In Year Monitoring (IYM)
- Public Financial Management Act (PFMA)
- Revenue Management
- The Role of Management in Internal Control

### STANDARD CHART OF ACCOUNTS UNIT STANDARDS

377893 Use Standard Chart of Accountants (SCOA) to interpret financial transactions for economic classification

377934 Classify receipts and payments in accordance with the Economic Reporting Format (ERF)

377953 Determine whether a payment is of a current or capital nature

377973 Classify, analyse and report on the economic classification using all segments of the Standard Chart of Accounts (SCOA)

377993 Allocate transactions using all segments of the Standard Chart of Accounts (SCOA)

### ANALYSE FINANCIAL STATEMENTS

2 DAYS

The course is aimed at enabling Learners to interpret an income and expenditure statement and use information in the statement to make a financial decision.

**Target Audience:**

Finance personnel and Junior Managers

**Learning Outcomes:**

The qualifying learner is capable of:

- Analysing the basic elements of an income and expenditure statement.
- Analysing the basic elements of a balance sheet.
- Compiling a personal assets and liabilities statement.
- Using the evidence in financial statements to make a financial decision.

### EXPENDITURE MANAGEMENT

3 DAYS

This Unit Standard specifies the knowledge and skills required to manage a budget within the organisation.

**Target Audience:**

Finance personnel and Junior Managers

**Learning Outcomes:**

The qualifying learner is capable of:

- Explaining the concept of budgeting pertinent to an area of responsibility.
- Determining the elements of a budget relevant to an area of responsibility.
- Monitoring and controlling actual expenses (and revenue), against projected budget.

**FINANCE FOR NON FINANCE MANAGERS****3 DAYS**

This unit standard is intended for managers in all economic sectors. These managers would typically be second level managers such as heads of department, section heads or divisional heads, who may have more than one team reporting to them.

**Target Audience:**

Managers in all economic sectors

**Learning Outcomes:**

The qualifying learner is capable of:

- Demonstrating an understanding of the key concepts of managerial finance.
- Interpreting financial statements.
- Drafting financial forecasts.
- Drafting budgets according to operational plans of the unit.
- Supervising the financial management of a unit against given requirements.

**RISK MANAGEMENT****3 DAYS**

This Unit Standard enables the learner to apply the core concepts of risk management and inform policy decision and strategic decision-making processes about the importance of risk management in any sector.

**Target Audience:**

Public Sector officials, Political Executives, Strategic Executive Managers and Other Role Players

**Learning Outcomes:**

The qualifying learner is capable of:

- Explaining risk management in the public sector.
- Analyse potential risks and the impact thereof on the specific sector.
- Developing and implementing risk management procedures.
- Monitoring and assessing risk management procedures.

**USE STANDARD CHART OF ACCOUNTANTS (SCOA)****INTERPRET FINANCIAL TRANSACTIONS FOR ECONOMIC CLASSIFICATION****2 DAYS**

This unit standard is for people in the public sector, which includes National and Provincial Government. This unit standard will enable learners to use Standard Chart of Accountants (SCOA) to interpret financial transactions for economic.

**Target Audience:**

National and Provincial Public Sector officials

**Learning Outcomes:**

A learner credited with this unit standard will be able to:

- Demonstrate an understanding of key definitions and concepts to determine economic classification.
- Determine the economic classification.
- Interpret and review financial reports for correct classification.

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**CLASSIFY RECEIPTS AND PAYMENTS IN ACCORDANCE WITH THE ECONOMIC REPORTING FORMAT (ERF) 2 DAYS**

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This unit standard will enable learners to classify receipts and payments in accordance with Economic Reporting Format.

**Target Audience:**

National and Provincial Public Sector officials

**Learning Outcomes:**

A learner credited with this unit standard will be able to:

- Explain the components of Economic Reporting Format.
- Categorise receipts in accordance with the Economic Reporting Format.
- Categorise payments in accordance with the Economic Reporting Format.

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**DETERMINE WHETHER A PAYMENT IS OF A CURRENT OR CAPITAL NATURE 2 DAYS**

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This unit standard will enable learners to determine whether a payment is of a current or capital nature.

**Target Audience:**

National and Provincial Public Sector officials

**Learning Outcomes:**

A learner credited with this unit standard will be able to:

- Analyse the role and purpose of the decision tree for consistent classification.
- Differentiate between stand-alone items and projects.
- Identify components of a project to determine the total cost of the project.
- Apply the decision tree and rules to determine if a payment is current or capital in nature.

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**CLASSIFY, ANALYSE AND REPORT ON THE ECONOMIC CLASSIFICATION USING ALL SEGMENTS OF THE STANDARD CHART OF ACCOUNTS (SCOA) 2 DAYS**

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This unit standard will enable learners to classify, analyse and report on the economic classification using all segments of the Standard Chart of Accounts (SCOA).

**Target Audience:**

National and Provincial Public Sector officials

**Learning Outcomes:**

A learner credited with this unit standard will be able to:

- Evaluate a transaction ensuring the correct use of all the segments of SCOA.
- Analyse reports to quality assure the use of key definitions and concepts to determine economic classification.
- Analyse SCOA segments and justify inter-relationships amongst the segments.

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**ALLOCATE TRANSACTIONS USING ALL SEGMENTS OF THE STANDARD CHART OF ACCOUNTS (SCOA) 2 DAYS**

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This unit standard will enable learners to allocate transactions using all segments of Standard Chart of Accounts (SCOA).

**Target Audience:**

National and Provincial Public Sector officials

**Learning Outcomes:**

A learner credited with this unit standard will be able to:

- Identify the segments of SCOA to reflect the purpose of each segment.
- Allocate a transaction using all segments of SCOA.
- Use inter-relationships amongst all the segments of SCOA for allocation of transactions.

**ASSET MANAGEMENT****5 DAYS**

The course is aimed at providing delegates with the practical knowledge to implement and maintain an effective, efficient asset management function within their institutions.

**Target Audience:**

Finance and SCM personnel working directly with asset management.

**Learning Outcomes:**

- Learners are able to define and differentiate between different assets in the Public Sector
- Learners understand the purpose of asset management from a legal and financial management perspective.
- Learners are able to identify the inherent risks associated with fixed asset management and develop internal controls to manage these risks.
- Learners are able to create and maintain a fixed asset register and reconcile to the general ledger.
- Learners understand and are able to plan an asset verification process and report on the findings.

**ASSET MANAGEMENT CASE STUDY****2 DAYS**

The course is aimed at providing delegates with the practical knowledge to implement and maintain an effective, efficient asset management function within their institutions.

**Target Audience:**

Finance and SCM personnel working directly with asset management

**Pre-requisite:**

Candidates must have completed the 5 day PFSA Asset Management Course or the 3 day National Treasury Asset Management Course

**Learning Outcomes:**

- Learners are able to link the Asset Management Plan to their department's strategic plan
- Learners are able to link the Asset Management Plan to their department's Budget
- Learners are able to link the Asset Management Plan to their department's Asset Register.
- Learners are able to perform a Needs Analysis
- Learners are able to create an Acquisition Plan
- Learners are able to create an Operations and Maintenance plan
- Learners are able to create a Disposal Plan

**BANK RECONCILIATIONS****1 DAYS**

The course is aimed at providing delegates with the practical knowledge to perform the bank reconciliations.

**Target Audience:**

Personnel working in the finance section of provincial departments.

**Learning Outcomes:**

- Learners will have an understanding of the purpose of doing bank reconciliations
- Learners will be able to identify their information needs to do reconciliations and the source where they can collect this information. (reports and documentation)
- Learners will be able to perform and present these reconciliations
- Learners will be able to identify, report on and then perform the procedures to clear all exceptions or reconciling items.
- Learners will be able to identify, report on and then perform the procedures to clear all exceptions or reconciling items.

## **BUDGETING IN THE PUBLIC SECTOR**

**4½ DAYS**

The course is aimed at providing delegates with the knowledge, skills and competencies required for the planning, preparation, reviewing and analyzing of Budgets and satisfying the legal statutory requirements of the Public Financial Management Act.

### **Target Audience:**

Personnel directly involved in the preparation of the Departmental budgets and those who need to understand the basic principles of Budgeting.

### **Pre-requisite:**

Basic MS Excel skills

### **Learning Outcomes:**

- Learners will understand the basic concepts and the principles of the Public Financial Management Act (PFMA) and other legislation as they relate to Budgeting.
- Learners must be able to demonstrate an understanding of the processes and source documents that are needed in the preparation of the Budget.
- Learners must be able to demonstrate confidence and comfort in navigating between the MS Excel worksheets used as budgeting tools.
- Learners must be able to demonstrate an understanding of what it means to under/ over spend on allocated/ voted budget for the department and make reasonable projections of future expenditure and revenue.

## **CASH FLOW MANAGEMENT**

**3 DAYS**

The course is aimed at providing learners with the practical knowledge to implement and maintain an effective, efficient Cash Flow Management function within their institution.

### **Target Audience:**

Personnel working directly with cash flow management

### **Learning Outcomes:**

- Learners know and understand the legal framework for cash flow management.
- Learners know and understand the concept of "time value of money".
- Learners are able to prepare and analyse weekly, monthly, quarterly and annual cash flow forecasts and projections
- Learners are able to prepare, analyse and understand the impact of a cash flow variance report on future cash flow forecasting.

## **IN YEAR MONITORING (IYM)**

**3 DAYS**

The course is aimed at providing delegates with the knowledge, skills and competencies required for the planning, preparation, reviewing, analysing and submitting of the In Year Monitoring Report and also satisfying the legal statutory requirements of the Public Finance Management Act.

### **Target Audience:**

Personnel that are directly involved in the preparation of the IYM reports and who need to understand the basic principles of In-Year Monitoring.

### **Learning Outcomes:**

- Learner will be able to demonstrate their understanding of the background, context, legislation, and theory and how it links to the practical preparation of the In Year Monitoring.
- Learners will be able to demonstrate their understanding of the processes that are followed in the preparation of the In Year Monitoring.
- Learners will be able to make reasonable projections of the expenditure and revenue in order to manage under/over expenditure in the budget.
- Learners will be able to demonstrate confidence and comfort in navigating between excel worksheets used in IYM.

**PUBLIC FINANCIAL MANAGEMENT ACT (PFMA)****3 DAYS**

The course is aimed at providing delegates with the key competencies, knowledge and skills required to acquaint themselves with the PFMA and its far-reaching consequences on financial management, financial reporting, responsibilities of office bearers and officials as well as their accountability obligations.

**Target Audience:**

Finance and non – finance managers.

**Learning Outcomes:**

- Learner will be able to apply the PFMA to financial management theory,
- Learners will be able to monitor and evaluate the effectiveness of the systems and procedures for compliance.
- Learners will have an understanding of sound management of Revenue, Expenditure, Assets and Liabilities to which the Act applies.

**REVENUE MANAGEMENT****2 DAYS**

This course will seek to build the capacity of revenue personnel to understand revenue management, the relevant policies, procedures, processes and legislation.

**Target Audience:**

Personnel that perform revenue functions and need to understand the basic principles of Revenue Management.

**Learning Outcomes:**

- Learners will be able to demonstrate an understanding of Revenue within the public sector – specifically Eastern Cape Government;
- Demonstrates an understanding of the various regulators of public revenue in South Africa as well as the roles and responsibilities of revenue personnel;
- Learners will be able to identify, correctly allocate and record Own Revenue Transactions on relevant source documents;
- Learners will be able to process these source documents and compile relevant revenue reports.

**THE ROLE OF MANAGEMENT IN INTERNAL CONTROL AND ORGANISATIONAL GOVERNANCE****2 DAYS**

This training intervention course covers the role of management in Internal Control and the governance process. The course guides participants through the fundamental principles of Internal Control and organisational governance and provides suggestions on how to assess and evaluate the Internal Control components and control objectives outlined in the Committee of Sponsoring Organisations (COSO) report.

**Target Audience:**

Public sector management control specialists and Internal Auditors.

**Learning Outcomes:**

- Learners will be able to demonstrate an understanding of the principles of Internal Control and Organisational governance;
- Learners will be able to demonstrate an understanding of the role management and other role players in the Internal Control and the governance process;
- Learners will be able to describe Control / Risk Self Assessment (CRSA) and contrast with other traditional internal auditing techniques;
- Learners will have an understanding of how Internal Control is integrated into the management process;
- Learners will have an understanding of and be able to discuss the broad categories of control objectives.



# *Supply Chain Management Courses*

## *Section 4*



**SECTION 4**

# SCM Short Courses

## 4.1 Short Courses

### OUTCOME BASED COURSES

- Advance course in Compilation, Evaluation and Adjudication of Quotations and Bids
- Introduction to Public Sector Supply Chain Management
- Disposal Management
- Stores and Warehouse Management
- Appointment of Consultants
- Orientation course for Bid Committee Member
- Introduction into Contract Management
- Procurement Spend Analysis

### UNIT STANDARD COURSES NEW

- 337061 – Demonstrate knowledge and insight into bid committee system applicable to an Organ of State in South Africa
- 113835 – Logistics Management
- 336712 – Philosophy of Supply Chain Management
- 336739 – Fundamentals of Public Sector Supply Chain
- 336901 – Demand Management
- 260077 – Procurement Management
- 13945 – Asset Management
- 242914 – Public Sector Project Management
- 377898 – Acquisition Management

### INTRODUCTION TO CONTRACT MANAGEMENT

2 DAYS

The course is aimed at providing delegates with the knowledge of basic contract management requirements as well as the administration of contracts.

#### **Target Audience:**

Officials that perform supply chain management functions who need to understand what constitutes a legal contract, how contracts are implemented and managed.

#### **Learning Outcomes:**

By the end of the course Learners will be able to:

- Understand the South African Legal System
- Understand the basic requirements of valid contracts
- Administer and control contract

### STORES AND WAREHOUSE MANAGEMENT

3 DAYS

The course is aimed at providing delegates with the understanding of how to implement and manage various stores and warehouse processes.

#### **Target Audience:**

Supply chain management officials that perform stores and warehouse management functions and need to implement, manage and control stores or warehouse processes.

#### **Learning Outcomes:**

- The Role of Warehousing
- Warehouse Operations: Facility planning and design, warehouse control systems and warehouse handling equipment
- Warehouse performance

**APPOINTMENT OF CONSULTANTS****2 DAYS**

The course is aimed at providing delegates with the understanding of how to appoint and manage consultants.

**Target Audience:**

All supply chain practitioners as well as programme managers that are responsible for requesting services of consultants.

**Learning Outcomes:**

- Draft terms of reference for consulting services
- Evaluate consultant bids and quotes
- Manage and measure performance of consultants

**ADVANCED COURSE IN COMPILATION,  
EVALUATION AND ADJUDICATION OF QUOTATIONS AND BIDS****4 DAYS**

This course provides a practical and theoretical understanding of the various sourcing strategies that can be applied within the Acquisition element of the supply chain. It provides learners with an in-depth understanding of the bidding process.

**Target Audience:**

This short course is targeted at learners that perform bid processing activities functions related to bid compilation, evaluation and/or adjudication and who need to understand roles and responsibilities of the various bidding committees within the supply chain.

**Learning Outcomes:**

- Establish and participate in Drafting Specifications, Evaluation of Bids as well as Adjudication Committees:
- Understand the key skills needed by committee members and the roles and responsibilities of the three different committees
- Understand process and procedures that need to be followed by committees
- Understand the role and responsibilities of the three different committees

**ORIENTATION COURSE FOR BID COMMITTEE MEMBERS****3 DAYS**

The course is aimed at providing delegates with the understanding of requirements for bid committee members. It provides a high level overview of the bidding process and unpacks the functions, roles and responsibilities for bid committee members.

**Target Audience:**

This short course is targeted at committee members that perform bid committee functions such as developing specifications, evaluating bids and adjudication of bids.

**Learning Outcomes:**

By the end of the course Learners would be able to:

- understand the key skills needed by committee members
- understand the roles and responsibilities of the three different committees
- understand process and procedures that need to be followed by committees

## INTRODUCTION TO PUBLIC SECTOR SUPPLY CHAIN MANAGEMENT

4 DAYS

The course is aimed at providing delegates with the understanding of historical backgrounds reforms, policy objectives of Public Sector Supply Chain Management as well as the implementation of the key elements and the related activities within each element of Public Sector Supply Chain Management.

**Target Audience:**

Officials that perform supply chain management functions and have NO, or VERY LITTLE knowledge of Supply Chain Management - Supply Chain Practitioners, Non Supply Chain Practitioners e.g. budget holders and program managers.

**Learning Outcomes:**

By the end of the course Learners would be able to:

- understand the historical background of procurement reforms
- identify specific requirements of Public Sector Supply Chain Management
- understand each key element and activities within these elements of Public Sector Supply Chain Management as well elements on international best practice in Supply Chain Management

## DISPOSAL MANAGEMENT

2 DAYS

The training will provide delegates with the skills to determine and implement a Departmental Disposal strategy.

**Target Audience:**

This course is aimed at officials that perform asset management and supply chain management functions and need to understand the elements of disposal within Public Sector Supply Chain

**Learning Outcomes:**

- Apply and develop a departmental disposal management plan
- Perform obsolescence planning and maintain a disposal register

## INTRODUCTION TO CONTRACT MANAGEMENT

2 DAYS

The course is aimed at providing delegates with the knowledge of basic contract management requirements as well as the administration of contracts.

**Target Audience:**

Officials that perform supply chain management functions who need to understand what constitutes a legal contract, how contracts are implemented and managed.

**Learning Outcomes:**

By the end of the course Learners will be able to:

- understand the South African Legal System
- understand the basic requirements of valid contracts
- administer and control contracts

## STORES AND WAREHOUSE MANAGEMENT

3 DAYS

The course is aimed at providing delegates with the understanding of how to implement and manage various stores and warehouse processes.

**Target Audience:**

Supply chain management officials that perform stores and warehouse management functions and need to implement, manage and control stores or warehouse processes.

**Learning Outcomes:**

- The Role of Warehousing
- Warehouse Operations: Facility planning and design, warehouse control systems and warehouse handling equipment
- Warehouse performance

## ANALYSING PROCUREMENT SPEND

2 DAYS

**Assumptions (Overview):**

It is assumed that learners taking this course are:

- Employed in a supply chain management related function in the Public Sector
- Newly appointed supply chain management practitioners
- Have reasonable experience and knowledge of the Procurement process and the Demand Management function

**Target Audience:**

This short course is targeted at learners that are involved in the compilation and analysing of Procurement Plans and Reports.

**Learning Outcomes:**

By the end of the programme, participants will be able to :

- understand the importance of Procurement Plans
- understand the importance of proper implementation of Procurement Plans
- understand and implement the processes of analysing the procurement spend
- understand the processes and guidelines of the Eastern Cape Provincial Treasury on Procurement Reporting and Spending Monitoring
- understand the processes and procedures that need to be followed by committees

## 4.2 Skills Programmes

### **SKILLS PROGRAM 1: SUPPLY CHAIN PRINCIPLES AND KEY CRITERIA**

**27 DAYS**

This SKILLS PROGRAM is a combination of the following unit standards:

- 336702 Analyse and apply management practices within the supply chain
- 336710 Develop and implement supply chain performance management systems
- 336708 Facilitate processes to ensure the integration of supply chain information
- 336719 Manage relationships between supply chain partners
- 252025 Monitor, assess and manage risk
- 336711 Demonstrate an understanding of the key elements in developing strategies to optimise operational supply
- 336706 Establish a competitive supply chain infrastructure
- 336712 Outline the philosophy of Supply Chain Management

### **SKILLS PROGRAM 2: PURCHASING, PROCUREMENT AND SUPPLY**

**14 DAYS**

This SKILLS PROGRAM is a combination of the following unit standards:

- 260077 Conduct initial assessment for strategic sourcing
- 336679 Manage in and out sourcing
- 260097 Develop a sourcing strategy
- 336720 Conduct demand forecasting and develop supply and capacity plans to meet demand
- 260137 Execute a strategic sourcing strategy
- 336680 Create sustainable value through appropriate cost and pricing strategies

### **SKILLS PROGRAM 3: STRATEGIC SUPPLY CHAIN**

**10 DAYS**

This SKILLS PROGRAM is a combination of the following unit standards:

- 336700 Lead and influence the supply chain management environment
- 336739 Demonstrate an understanding of the key concepts and elements of strategic supply chain management,

### **SKILLS PROGRAM 4: DISTRIBUTION**

**7 DAYS**

This SKILLS PROGRAM is a combination of the following unit standards:

- 336681 Processing customer orders
- 336703 Design a Distribution Network
- 336740 Analyse logistics systems and implement appropriate strategic plans

### **SKILLS PROGRAM 5: MATERIAL AND LOGISTICS MANAGEMENT**

**35 DAYS**

This SKILLS PROGRAM is a combination of the following unit standards:

- 336680 Create sustainable value through appropriate cost and pricing strategies
- 336699 Demonstrate an understanding of the principles of marketing
- 336701 Demonstrate an understanding of the fundamental principles of the economy
- 336742 Develop and implement optimal inventory strategies
- 335835 Adhere to professional conduct and business ethics
- 113835 Manage logistics operations
- 252288 Align logistics activities to achieve competitive advantage
- 252291 Demonstrate knowledge and understanding of the legal framework of freight forwarding
- 252294 Formulate risk management policies and procedures for international trading companies
- 252296 Secure and retain new business in the freight forwarding industry
- 252260 Select and develop service providers for a forwarding operation

**SKILLS PROGRAM 6: DISPOSAL MANAGEMENT****3 DAYS**

This SKILLS PROGRAM is a combination of the following unit standards:

- 13945 Describe and apply management of stock and fixed assets in a business unit
- 336741 Schedule production activities

**SKILLS PROGRAM 7: PUBLIC SECTOR****29 DAYS**

This SKILLS PROGRAM is a combination of the following unit standards:

- 242914 Apply the principles and theories of Public Sector project management
- 260137 Execute a strategic sourcing strategy
- 260077 Conduct initial assessment for strategic sourcing
- 260097 Develop a sourcing strategy
- 116353 Participate in the design and implementation of municipal supply chain management
- 119345 Apply principles, regulations and legislation underlying supply chain management in the public sector
- 377898 Perform Acquisition Management activities for public sector supply chain management
- 377901 Perform demand management activities for public sector supply chain management
- 123192 Manage Return of Goods
- 246750 Control and Order Stock
- 377896 Administer control for goods, works and services
- 242857 Demonstrate and apply knowledge in Public Sector

**SKILLS PROGRAM 8: SALES AND SERVICE****12 DAYS**

This SKILLS PROGRAM is a combination of the following unit standards:

- 252296 Secure and retain new business in the freight forwarding industry
- 252260 Select and develop service providers for a forwarding operation
- 252288 Align logistics activities to achieve competitive advantage

## 4.3 Full Qualification

### NATIONAL CERTIFICATE: SUPPLY CHAIN MANAGEMENT (QUALIFICATION ID 74149 - NQF LEVEL 5)

#### CERTIFICATE PROGRAMME IN SUPPLY CHAIN MANAGEMENT

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**Purpose:**

To provide learners with the competencies required to engage in the processes and inter-relationships across the supply chain so as to create sustainable value for organisations. This qualification is aimed at overcoming the traditional functional approach to operations and management, and at fostering supply chain integration to the advantage of all stakeholders. The National Treasury developed competency profiles for the Public Sector in terms of supply chain management. This qualification meets some of those Public Sector needs and is also suitable for the private sector.

**Target Audience:**

The target groups for this qualification are people working within operational to middle management positions within the various processes of the supply chain or those who are aspiring for such positions. Learners who have, in the past, held a supervisory position within the various supply chain processes are most likely to find the qualification applicable to them.

The demand for this qualification directly links to the need to:

- Equip supply chain practitioners to understand and respond to the changing supply chain management environment.
- Enable supply chain practitioners to be effective leaders and managers within the supply chain.
- Enable supply chain practitioners to be innovative, creative and competitive in the supply chain management environment.
- Manage and develop sustainable supplier relationships.
- Measure and improve supply chain performance.
- Analyse, assess, manage and mitigate risk.
- Develop and manage legal, contractual arrangements associated with purchasing and supply.

This qualification has therefore been designed to address these demands as well as support the competencies required in the key areas of supply chain management that were identified within the greater industry yielding the following elective areas:

- Purchasing and Supply.
- Strategic Supply Chain Management.
- Distribution.
- Materials/Logistics Management.
- Disposal Management.
- Public Service.

**LEARNING ASSUMED TO BE IN PLACE AND RECOGNITION OF PRIOR LEARNING**

The contents of some of the unit standards are such that learners will be required to demonstrate competence through the practical application of a variety of techniques in a real or simulated work environment.

**Learning assumed to be in place:**

Mathematical Literacy at NQF Level 4.

Communication at NQF Level 4.

Computer Literacy and the ability to use databases and spreadsheets at NQF Level 3.

Recognition of Prior Learning:

**Access to the Qualification:**

The qualification is open to any learner in possession of a National Senior Certificate, Further Education and Training Certificate or equivalent NQF Level 4 qualification provided he/she is competent in the Communication and Mathematical competencies listed under Learning Assumed to be in Place.

QUALIFICATION RULES

**Fundamental Component:**

The Fundamental Component consists unit standards totalling 34 Credits all of which are compulsory.

US ID	US Titles/ Modules	NQF Level	Credits
335800	Apply professional values and ethics in the operational environment	Level 5	4
336713	Demonstrate an understanding of the supply chain environment	Level 5	10
336709	Evaluate the influences of key components in a supply chain	Level 5	8
252267	Negotiate with suppliers	Level 5	1

**Core Component:**

The Core Component consists of Unit Standards to the value of 70 Credits, all of which are compulsory.

US ID	US Titles/ Modules	NQF Level	Credits
336702	Analyse and apply management practices within the supply chain	Level 5	10
336710	Develop and implement supply chain performance management systems	Level 5	10
336708	Facilitate processes to ensure the integration of supply chain information	Level 5	8
336719	Manage relationships between supply chain partners	Level 5	10
252025	Monitor, assess and manage risk	Level 5	8
336711	Demonstrate an understanding of the key elements in developing strategies to optimise operational supply	Level 6	8
336706	Establish a competitive supply chain infrastructure	Level 6	10
336712	Outline the philosophy of Supply Chain Management	Level 6	6

**Elective Component:**

The Elective Component consists of a number of specialisations. Learners should choose an Elective specialisation and then select Unit Standards to the value of 46 Credits listed for that specialisation. Should the unit standards in a specific specialization not total the minimum elective value of 46 Credits, the learner must choose additional unit standards from one of the other specialisations to give a total of 46 Credits for the elective component.

US ID	US Titles/ Modules	NQF Level	Credits
335835	Adhere to professional conduct and business ethics	Level 4	4
246750	Control and order stock	Level 4	6
13945	Describe and apply the management of stock and fixed assets in a business unit	Level 4	2
113835	Manage logistics operations	Level 4	12
252288	Align logistics activities to achieve competitive advantage	Level 5	15
119345	Apply principles, regulations and legislation underlying supply chain management in the public sector	Level 5	15

US ID	US Titles/ Modules	NQF Level	Credits
336701	Demonstrate an understanding of the fundamental principles of the economy	Level 5	8
336699	Demonstrate an understanding of the principles of marketing	Level 5	5
337061	Demonstrate knowledge and insight into a bid committee system applicable to an Organ of State in South Africa	Level 5	15
252291	Demonstrate knowledge and understanding of the legal framework of freight forwarding	Level 5	7
252294	Formulate risk management policies and procedures for international trading companies	Level 5	8
336679	Manage in and out sourcing	Level 5	4
377898	Perform Acquisition Management activities for public sector supply chain management	Level 5	11
377901	Perform demand management activities for public sector supply chain management	Level 5	7
336681	Process customer orders	Level 5	5
336741	Schedule production activities	Level 5	5
252296	Secure and retain new business in the freight forwarding industry	Level 5	8
252260	Select and develop service providers for a forwarding operation	Level 5	8
336740	Analyse logistics systems and implement appropriate strategic plans	Level 6	8
242914	Apply the principles and theories of public sector project management	Level 6	12
336720	Conduct demand forecasting and develop supply and capacity plans to meet demand	Level 6	8
260077	Conduct initial assessment for strategic sourcing	Level 6	4
336680	Create sustainable value through appropriate cost and pricing strategies	Level 6	10
336739	Demonstrate an understanding of the key concepts and elements of strategic supply chain management	Level 6	13
336703	Design a distribution network	Level 6	5
260097	Develop a sourcing strategy	Level 6	8
336742	Develop and implement optimal inventory strategies	Level 6	8
260137	Execute a strategic sourcing strategy	Level 6	6
336700	Lead and influence the supply chain management environment	Level 6	13
123192	Manage the return of goods	Level 6	2
116353	Participate in the design and implementation of municipal supply chain management	Level 6	12

### Learning Outcomes

Qualifying learners will be able to:

- Demonstrate an understanding of a supply chain management environment within an organisation.
- Demonstrate an understanding of the influence of performance and risk within a supply chain management environment.
- Contribute to the development of a supply chain strategy and operational plans for the organisation.
- Execute a supply chain strategy for the organisation.

***Municipal  
Financial  
Management  
Courses***

***Section 5***



**SECTION 5**

# Municipal Financial Management Courses

Municipal Financial Management comprises a range of short courses and a certificate programme.

As part of the University of Fort Hare’s strategic response to the needs of local government sphere that is currently underserved by the higher education sector. The Provincial Treasury together with FHS developed and introduced training programmes for municipal finance unit officials within the Eastern Cape Provincial Treasury and the local municipalities.

**The Purpose was to:**

- Develop quality programmes to ensure that the local government sector development needs are addressed in a coherent and effective manner.
- Accelerate and improve service delivery to communities and strengthen the sustainability of the municipal finance unit by enhancing the leadership and governance competencies of the unit’s officials.

**SHORT COURSES IN MUNICIPAL FINANCIAL MANAGEMENT & OTHER LOCAL GOVERNMENT COURSES**

A customised workplace-based solution that builds the skills and competence of the learner to improve their day-to-day operational efficiency within their directorates at the Municipalities

**5.1 Short Courses**

SAQA ID	Unit Standard Title	Level	Credits
120383	Project work meet quality requirements	3	6
120385	Use a range of tools and project techniques	4	7
120391	Leadership	4	8
123436	Community Participation	3	7
244188	Inter-Governmental Fiscal Relations	3	6
244174	Policy and Legal Framework	3	6
244180	Exercise Leadership	3	6
244183	Role of Councillors	3	6
244190	Advocacy and Lobbying	3	6

**5.2 Full Qualifications**

- Certificate: Municipal Financial Management SAQA ID 48996 NQF Level 6
- Certificate: Local Government Councillor Practice SAQA ID 58578 Level 3
- Certificate: Ward Committee Governance SAQA ID 57823 NQF Level 2

**OUTCOMES BASED SHORT COURSES NQF LEVEL 5**

- MFMA (Municipal Finance Management Act)
- IDP (Integrated Development Plan)
- Project Management
- Asset Management
- Community Participation for Ward Councilors’

**CREDIT BEARING SHORT COURSES (MFM Unit Standards) NQF LEVEL 5 AND 6**

US ID	Unit standard defined	Credits	Levels
116339	Apply risk management in South African municipalities	10	6
116340	Apply costing principles to municipal operational and service-based costing	11	6
116341	Conduct performance management to a South African municipal environment	12	6
116342	Apply approaches to managing municipal income and expenditure within a multiyear framework	15	6
116343	Apply the principles of ethics in a municipal environment	10	6
116344	Apply the inter-governmental Fiscal relations Act to municipal financial management	10	6
116345	Apply the principles of budgeting within a municipality	15	5
116346	Apply techniques and South African Statutes to cash and investment management in a municipal environment	10	6
116347	Contribute to Capital planning and financing	15	6
116348	Conduct Stakeholder consultation around municipal finance programmes	8	6
116351	Conduct auditing planning and implementation in a South African Municipality	12	5
116353	Participate in the design and implementation of municipal supply chain management	12	6
116357	Design the internal control and internal control evaluation framework	8	6
116358	Contribute to the strategic planning process in a South African municipality	15	6
116360	Manage information technology resources in a municipal finance environment	8	6
116361	Interpret South African legislation and policy affecting municipal financial management	8	6
116362	Manage a Municipal's assets and liabilities	11	6
116363	Prepare and Analyze municipal financial reports	12	6
116364	Plan a municipal budgeting and report cycle	8	6
119343	Apply operations research principles and tools in the management of project activities and recourses	15	5
119331	Conduct working Capital management activities in accordance with sound management policy	12	5
119334	Discuss the selected legislative regulatory framework governing the public sector management and administration environment	12	5
119341	Apply cost management information systems in the preparation of management reports	12	6
119348	Apply selected GRAP( General Recognized accounting Practices) to periodic accounting reporting process	12	5
119350	Apply Accounting principles and procedures in the preparation of reports and decision making	15	5
119351	Apply principles of computerized system to manage data and reports relevant to the public sector administration	10	5
119352	Apply principles of Information systems to public finance and administration	12	5
119353	Plan and Implement public-private partnerships for municipal services delivery	12	6

## 5.1 Short Courses

### MUNICIPAL FINANCIAL MANAGEMENT ACT (MFMA)

5 DAYS

The course is aimed at equipping delegates with the necessary knowledge and skills to ensure sound and sustainable Financial Management and compliance within municipalities.

**Target Audience:**

Senior Managers, Middle Managers and Finance Councillors

**Learning Outcomes:**

By the end of the course delegates will be able to:

- understand the reasons for the promulgation of the Municipal Finance Management Act
- describe the roles and responsibilities of elected and professional officials
- define co-operative governance in terms of legislation, transparency, accountability and sustainability
- understand the Municipal Finance Regulatory Framework
- understand other relevant legislation governing municipalities

### IDP (INTEGRATED DEVELOPMENT PLANS)

5 DAYS

The course is aimed at equipping delegates with the necessary knowledge and practical skills to effectively formulate institutional strategies and identify key performance areas in alignment with national policy and legislation frameworks.

**Target Audience:**

Senior Managers, Middle Managers and Finance Councillors

**Learning Outcomes:**

By the end of the course delegates will be able to:

- identify key performance areas as required by legislation, in the context of a municipality
- identify core components of an IDP based on legislative requirements
- evaluate the economic, social and environment context in order to identify strategic opportunities
- integrate strategies
- understand the integrated planning process and implementation thereof
- review an Integrated Development Plan in terms of the requirements of the legislated annual review and amendment process
- review cost associated with projects identified in the IDP

## PROJECT MANAGEMENT

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5 DAYS

The course is aimed at equipping delegates with the necessary knowledge and practical skill to apply operations research principles and tools in the management of project activities and resources.

**Target Audience:**

Senior Managers and Middle Managers

**Learning Outcomes:**

By the end of the course delegates will:

- demonstrate an understanding of project management principles as they relate to the public finance management and administration context
- identify and apply a range of project management tools to support research in the management of projects activities
- initiate and manage specific projects within the public finance management and administration context
- evaluate projects

## ASSET MANAGEMENT

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5 DAYS

The course is aimed at providing learners with the practical knowledge to implement and maintain an effective and efficient Asset Management function within their institution.

**Target Audience:**

Junior and Middle Management

**Learning Outcomes:**

By the end of the course Learners will:

- identify the need for, importance and inherent risk of Asset Management
- be empowered to develop asset policies and internal controls to manage risks
- understand the requirements of the legislative framework governing Asset Management
- be equipped with a strategy to manage the implementation of Asset Management, preparing an asset register, valuation strategy and maintenance plan
- measure the total cost of asset acquisitions
- execute oversight in the implementation of Asset Management
- account for assets

### COMMUNITY PARTICIPATION FOR WARD COUNCILLORS

3 DAYS

The course is aimed at equipping councillors with the necessary knowledge of the key policy and legislative frameworks for Local Government in order to equip them to fulfill their roles and responsibilities thus ensuring improved service delivery.

**Target Audience:**

Councillors

**Learning Outcomes:**

By the end of the course councillors will be able to:

- identify key performance area as required by legislation, in understanding the role and responsibilities of the ward councilor as per the legislative framework (Constitution, MFMA, Systems Act and Structures Act)
- increase awareness of the principles underpinning our constitution (ethical behavior)
- understand the position of local government within the national structure
- understand policies that drive local government and local economic development
- understand the IDP process
- understand the process of community engagement
- enable participants to develop methods for monitoring and evaluating the plans, projects and budgets for which they are responsible
- understand what you can do practically to promote congruency between plans and budgets in your ward

### **MUNICIPAL FINANCE MANAGEMENT (UNIT STANDARD BASED SHORT COURSES)**

#### APPLY RISK MANAGEMENT IN SOUTH AFRICAN MUNICIPALITY (10 CREDITS)

4 DAYS

This unit standard is intended for all people involved in Municipal Financial Management. Person credited with this unit standard will be able to apply core concepts of risk management and to inform policy decisions and strategic decision making processes about the importance of risk management in municipalities.

**Target Audience:**

Senior Managers, Middle Managers and Junior Management.

**Learning Outcomes:**

By the end of the course Delegates will be able to:

- identify the role played by risk management in a municipality
- interpret and apply legislation relevant to municipal risk management in South African Municipality
- demonstrate how risk management contributes to good governance
- develop a municipal wide risk management and reporting system
- develop a risk management process

**APPLY THE PRINCIPLES AND ETHICS IN A MUNICIPAL ENVIRONMENT (10 CREDITS) 4 DAYS**

This unit standard is for all people working in a municipal environment. People credited with this unit standard will be capable of showing insight into legislation, regulations and codes relating to governance and ethics in the municipal sector by applying the principles that underpin professional code of ethics for municipal finance professionals. In the process of qualifying a learner is capable of developing a plan to initiate or improve commitments and Compliance in the implementation of a code of ethics and governance regulations in a municipality.

***Target Audience:***

Middle Managers and Junior Management.

***Learning Outcomes:***

By the end of the course Delegates will be able to:

- demonstrate knowledge and insight into existing legislation, regulations and codes affecting activities of municipalities in South Africa
- apply the principles of ethics and professionalism to a municipal code of conduct Assessment Criteria
- develop an implementation plan to achieve compliance with an established code of ethics

**INTERPRET SOUTH AFRICAN LEGISLATION AND POLICY AFFECTING MUNICIPAL FINANCIAL MANAGEMENT (8 CREDITS) 3 DAYS**

This unit standard is intended for political executives, municipal managers and strategic executive managers in South African local government. This unit standard contributes to the development of policy analysis and review skills amongst political executives, strategic executive's managers and other role players contributing to the development of relevant legislation and policy affecting municipal financial management. Qualifying learners will be able to interpret financial information and provide financial advice to help achieve the strategic goal of a municipality, assist municipal organizations in understanding the many challenges they face while trying to achieve their strategic goal, thereby maximizing their capacity for service delivery.

***Target Audience:***

Political Executives, Municipal Managers and Strategic Executive Managers

***Learning Outcomes:***

By the end of the course Delegates will be able to:

- apply the techniques of sound financial management in local government
- identify and describe the key elements in the structure of public policy making in the South Africa and the connections and power relations between them
- interpret the elements of initiatives taken through various pieces of legislation to promote sound financial management in local government
- demonstrate, through analysis, an understanding of the environment in which policy-making takes place with particular emphasis on factors that significantly impinge on policy making
- demonstrate an understanding of the principles of good governance and ethical behavior within a municipal setting

### APPLY THE INTER-GOVERNMENT FISCAL RELATIONS ACT TO MUNICIPAL FINANCIAL MANAGEMENT (10 CREDITS)

4 DAYS

This unit standard is intended for practitioners in local government who are involved in decision making processes that impact on how a municipality interacts with organs of state either within the same sphere of government or other sphere of government. The unit standard contributes to the development of a systematic analysis of fiscal legislation, as well as to the education of public officials leading to better understanding and implementation of intergovernmental relations which should contribute to overall social and economic transformation through contributing to the development of the government sector. Practitioners who are required to advise on the legislative mandate of municipalities from a provincial and national government perspective will also benefit from this qualification. The qualifying learner will be able to comply with legislation governing intergovernmental Fiscal Relations in South Africa.

**Target Audience:**

Senior Managers, Middle Managers and Junior Management.

**Learning Outcomes:**

By the end of the course Practitioners will be able to:

- interpret the legislative requirements for cooperative government at local government level
- comply with the constitutional provisions regulating provincial supervision of local government
- Interpret the legislative requirements of the division of revenue process and intergovernmental transfer to local government
- identify and implement the conditions of IGFR transfers to Local Government
- apply legislative governing municipal borrowing powers

### APPLY COSTING PRINCIPLES TO MUNICIPAL OPERATIONAL AND SERVICE-BASED COSTING (11 CREDITS)

4 DAYS

This unit standard is intended for practitioners in Local Government who are involved in decision-making process at Operational, Managerial and Political levels.

**Target Audience:**

Middle Managers and Junior Management.

**Learning Outcomes:**

By the end of the course Practitioners will be able to:

- understand and use relevant cost information in all areas of decision-making within local government.
- determine the economic cost of services in order to make informed decisions about service delivery.
- analyse the apportionment of overheads in trying to determine the full costs of providing services.
- decide on the efficiency of service provision by examining and comparing cost between services and service providers.
- advise on service agreements between departments in order to improve the costing system of the municipality.

### CONDUCT PERFORMANCE MANAGEMENT TO A SOUTH AFRICAN MUNICIPAL ENVIRONMENT (12 CREDITS)

4 DAYS

The purpose of the unit standard is to equip learners with the skill and knowledge to develop and apply the financial dimensions of performance management. This will enable learners to ensure performance management requirements are correctly catered for during policy decision-making and strategic decision-making processes. This unit standard will equip practitioners involved in these systems with the required knowledge and skills to perform their roles effectively.

**Target Audience:**

Senior Managers, Middle Managers.

**Learning Outcomes:**

By the end of the course Learners will be able to:

- understand what performance management is and who it is applied in financial environment
- develop and apply financial dimensions of performance management
- understand their roles and key performance indicators

### CONDUCT STAKEHOLDERS' CONSULTATION AROUND MUNICIPAL FINANCE PROGRAMMES (CREDITS 8)

3 DAYS

This unit standard is intended for people who are or seek to be employed in a municipal environment at middle to senior management level. It provides the learner with the competencies to communicate their knowledge of municipal financial management and operating processes to municipality stakeholders and role-players, and through facilitation skills, to secure effective and efficient implementation. The unit standard will enable the political executives, strategic executive managers and other financial management programmes

**Target Audience:**

Senior Managers, Middle Managers.

**Learning Outcomes:**

By the end of the course Delegates will be able to:

- identify and describe relevant stakeholder and role-players in a municipal environment
- select and apply a range of appropriate negotiation and communication techniques and methods
- assess own application of communication techniques and methods and draw up a plan of action for self-development
- evaluate the communication process and make recommendations for improved interaction

### CONDUCT AUDITING PLANNING AND IMPLEMENTATION IN A SOUTH AFRICAN MUNICIPALITY (CREDITS 12)

5 DAYS

This unit standard is for people involved in Municipal Finance management who will be part of the audit planning and audit implementation process. Person credited with this unit standard will be able to contribute to the oversight role of councilors and risk management in a municipality and will also contribute to unbundling of audit reports prepared by auditing professionals.

**Target Audience:**

Senior Managers, Middle Managers.

**Learning Outcomes:**

By the end of the course Managers will be able to:

- demonstrate an understanding of the nature of audit and appraise the fundamental principles and standards that are used to govern its practice.
- describe and evaluate the scope of both internal and external audit work and audit's relationship to management
- contrast the increased importance of performance auditing with the stewardship auditing in the local government
- identify various steps in the auditing process for achieving value for money
- identify and appraise audit's unique role in promoting corporate governance, accountability and internal control
- identify and describe stages in performing an audit through to the reporting findings
- explain different forms of audit reports used to report audit findings

### DESIGN INTERNAL CONTROL AND INTERNAL EVALUATION FRAMEWORK (CREDITS 8) 3 DAYS

People credited with this unit standard will be able to apply and advise, using sound principles, on all aspects of internal control and internal control evaluation while assessing risk. The qualifying learner is also capable of linking the role internal control system to risk management in a municipality

**Target Audience:**

Senior Managers, Middle Managers and Junior Management

**Learning Outcomes:**

By the end of the course Managers will be able to:

- develop and implement an internal control policy for a South African municipality as required by the local government legislative framework and principles of good government
- develop and identify critical areas of internal control within a municipal government environment
- identify and establish internal control procedures that are in accordance with relevant municipal legislation and principles of good governance
- identify and implement the procedures that should be applied to study and review internal controls

### APPLY APPROACHES TO MANAGING MUNICIPAL INCOME AND EXPENDITURE WITHIN A MULTIYEAR FRAMEWORK (15 CREDITS)

6 DAYS

The unit standard is for all people involved in municipal financial management. The unit standard will contribute to social and economic transformation through equipping municipal practitioners with skills in managing income and expenditure, which could translate into better use of resources and improved service delivery that will benefit the economy.

**Target Audience:**

Senior Managers, Middle Managers and Junior Management

**Learning Outcomes:**

By the end of the course Managers will be able to:

- develop approaches to managing a municipality's revenue in a sustainable manner.
- develop a subsidy framework for municipal rates and tariffs that encourages efficient and effective use of resources while promoting equity
- advise on, and choose from a range of approaches that will ensure a municipality uses its resources and revenue rising instruments in an efficient and sustainable manner.
- apply different approaches to forecasting municipal income and expenditure over the medium term.
- budget in a manner, which conforms to the legislative framework for local government.
- assess the organizational implications of planning income and expenditure over the medium term
- contribute to the design of rates, tariffs and user charges
- develop a credit control and debt collection policy

### APPLY TECHNIQUES AND SOUTH AFRICAN STATUTES TO CASH AND INVESTMENT MANAGEMENT IN A MUNICIPAL ENVIRONMENT (10 CREDITS)

4 DAYS

This unit standard is intended for practitioners at Local government that are involved in Municipal decision making and strategic planning. This unit standard contributes as a sub-field of financial management through offering a unit standard on cash, revenue and investment management designed specifically for municipal government but offering competencies applicable to a range of organizations including organizations in the private sector. The qualifying learner will be able to apply the requirements of south African municipal statutes related to cash management, investment management and revenue management, Ensure the effective and efficient management of local government funds through an understanding of the implications of the relevant legislation governing cash, investments and revenue management and assist in overall process of social and economic development.

**Target Audience:**

Senior Managers, Middle Managers and Junior Management

**Learning Outcomes:**

By the end of the course Managers will be able to:

- apply the legislative conditions governing cash and investment management
- comply with sound principles for cash and investment management
- implement the requirements of the legislation for contracts that have budgetary implications
- apply the legislative requirements and internationally recognized principles to credit control and debt collection
- apply the legislative requirements and treasury regulations on cash and investment responsibilities of municipal officials and mayors

### APPLY THE PRINCIPLES OF BUDGETING WITHIN A MUNICIPALITY (15 CREDITS)

6 DAYS

This Unit Standard is intended for practitioners at local government who are involved in municipal policy decision-making and strategic planning. Learners who are required to advise on the legislative mandate of municipalities from a provincial or national government perspective will also benefit from this Unit Standard. The Unit Standard will contribute to social and economic transformation by equipping municipal practitioners with skills in budgeting which could translate into better use of resources and improved delivery services. The qualifying learner will be able to: Explain the various approaches to budgeting within their organization, ensure the strategic objectives of their organization are achieved, contribute to the efficient allocation of resources at municipalities and ensure that municipal funds are used effectively and efficiently.

**Target Audience:**

Senior Managers, Middle Managers and Junior Management

**Learning Outcomes:**

By the end of the course Managers will be able to:

- demonstrate an awareness of the role of a budget in the municipal context
- differentiate between formats of budgets used in a municipality
- evaluate a municipal budgeting system
- contribute to preparing a municipal budget that reflects an integrated development plan
- differentiate between approaches to preparing a municipal budget

### CONTRIBUTE TO CAPITAL PLANNING AND FINANCING (15 CREDITS)

6 DAYS

This unit standard is intended for learners who will need to prepare documentation for the approval of projects of a capital nature in a municipality and use this documentation to raise finance from financial instruments in South Africa for municipal projects. Learners accredited with this unit standard are able to determine capital investment appraisal and project financing options as they relate to capital budgeting decisions and techniques in South Africa's local government sphere.

**Target Audience:**

Senior Managers, Middle Managers and Junior Management

**Learning Outcomes:**

By the end of the course Management will be able to:

- prepare Business plans
- use budgeting techniques including cash flow forecast and budget estimates
- applying different methods of raising finance for capital projects in a municipality
- determine capital investment appraisals and project financing options
- determine and explain the capital expenditure controls
- apply a criteria for screening and selecting capital projects
- combine financial and non financial factors in a project appraisal
- apply the cost benefit analysis to project undertaken by a Municipality

### PARTICIPATE IN THE DESIGN AND IMPLEMENTATION OF MUNICIPAL SUPPLY CHAIN MANAGEMENT (12 CREDITS)

5 DAYS

The unit standard is intended for political executives, Municipal Managers and strategic executive managers and assistant strategic managers. These service delivery processes include the supply of goods and services and include public private partnerships. Municipal services are delivered for the purposes of providing basic services to the community, to which they are constitutionally entitled. Person credited with this unit standard will be able to oversee the establishment of effective, efficient and innovative system for the demand and planning service delivery processes at a municipal level, will ensure value for money is obtained in the use of public funds, the effectively and efficiently managing fiscal and financial resources.

**Target Audience:**

Senior Managers, Middle Managers and Junior Management

**Learning Outcomes:**

By the end of the course Managers will be able to:

- apply legislative requirements governing Supply chain management
- manage risk in supply chain management processes
- delegate Supply Chain management powers and functions
- comply with required ethical standards applied in municipal supply chain management
- develop and evaluate a municipal supply chain management policies
- develop various types of contractual arrangements and operational framework for public private partnerships

### CONTRIBUTE TO THE STRATEGIC PLANNING PROCESS IN A SOUTH AFRICAN MUNICIPALITY (15 CREDITS)

6 DAYS

This unit standard is intended for political executives, Municipal Managers and Strategic executive managers and assistant executive managers in South African local government. Develop own abilities in strategic management. This unit standard contributes to the development of strategic thinking amongst political executives, strategic executive's managers and other role-players contributing to decision-making. This unit deals with strategic planning process within Municipalities irrespective of their position or organizational structure.

**Target Audience:**

Political Executives, Municipal Managers, Strategic Managers and Assistant Executive Managers

**Learning Outcomes:**

By the end of the course Delegates will:

- participate effectively in the strategic planning process within their municipality.
- impact on social and economic development through assisting municipality organizations in planning better, which should lead to improve service delivery.

### MANAGE INFORMATION TECHNOLOGY RESOURCE IN A MUNICIPAL FINANCE ENVIRONMENT (8 CREDITS)

4 DAYS

The purpose of this unit standard is intended for learners who are or who seek to be employed in a municipality environment at middle to senior management level. It provides the learner with an opportunity to contribute to information management strategy formulation. Learners accredited with this unit standard will be able to contribute to the management of information management strategy, personnel, functioning, projects and costs.

**Target Audience:**

Senior Managers, Middle Managers and Junior Management

**Learning Outcomes:**

By the end of the course Managers will be able to:

- determine procedures that can be used to formulate a management strategy in relation to information technology resources.
- identify issues, which are associated with the managing of information technology, of strategic importance to the municipality.
- understand how management information systems projects are managed
- discuss risk management issues in a management information systems
- understand the nature of cost associated with the management of a management information system

### CONDUCT WORKING CAPITAL MANAGEMENT ACTIVITIES IN ACCORDANCE WITH SOUND FINANCIAL MANAGEMENT POLICY (12 CREDITS)

4 DAYS

The learners working towards this unit standard will be working in the public sector, specializing in Municipal financial management and Administration, where the acquisition of competence against this standard will add value to one's job. This unit standard will also add value to learners who are seeking to develop a career pathway towards becoming an accomplished public management and administration specialist.

**Target Audience:**

Middle Managers and Junior Management

**Learning Outcomes:**

By the end of the course Managers will be able to:

- use working capital management policy applicable to financial management
- use financial information to inform working capital decisions
- manage accounts receivable
- manage Inventories
- manage Cash resource

**PLAN A MUNICIPAL BUDGETING AND REPORTING CYCLE (8 CREDITS)****4 DAYS**

The unit standard is intended for practitioners at local government that are involved in municipal policy decision-making and strategic planning. Practitioners who are required to advise on the legislation mandate of municipalities from a provincial and national government perspective will also benefit from this unit standard. The qualifying learner will be able to advise on the application of south African local government framework to local government budgeting processes, advice on the timing of budget related events and the integration of budget related processes with budget processes to ensure compliance with the legislation requirements.

**Target Audience:**

Senior Managers, Middle Managers and Junior Management

**Learning Outcomes:**

By the end of the course Managers will be able to:

- identify the role and responsibilities of municipal political executives and senior management required by the local government legislative framework for budgeting
- plan a Municipal budget calendar in accordance with the legislation
- develop a legislatively compliant municipal budget and treasury office
- comply with the conditions for municipal delegations

**PLAN AND IMPLEMENT PUBLIC-PRIVATE PARTNERSHIPS FOR SERVICE DELIVERY (12 CREDITS)****5 DAYS**

Learners working towards this standard will be working within a municipal sector environment, specializing in Municipal Finance Management and Administration, where the acquisition of competence unit standard will add value to one's job. This unit will add value to a public official who wants to develop a pathway towards becoming an accomplished Municipal Finance Management and Administration specialist.

**Target Audience:**

Senior Managers, Middle Managers and Junior Management

**Learning Outcomes:**

By the end of the course Managers will be able to:

- explain the rationale for Public-private partnerships (PPP) options as innovative systems for the Municipal service delivery.
- prepare a feasible study report showing opportunities for selected PPP options so as to ensure value for money is obtained in the use of public funds.
- contribute to institutionalization of the PPP processes within local government
- apply legal principles in the development of PPP design and implementation of operational frameworks and contracts.
- contribute to the monitoring compliance with regulations for selected PPP projects.

### APPLY COST MANAGEMENT INFORMATION SYSTEMS IN THE PREPARATION OF MANAGEMENT REPORTS (15 CREDITS)

6 DAYS

Learners working towards this standard will be working within a Municipal sector environment, specializing in Municipal Finance Management and Administration, where the acquisition of competence against this standard will add value to ones job, this standard will also add value to public officials who are seeking to develop a career pathway towards becoming an accomplished Municipal Finance Management and Administration specialist

**Target Audience:**

Senior Managers, Middle Managers and Junior Management

**Learning Outcomes:**

By the end of the course Managers will be able to:

- identify and apply different methods of accounting for costing in the Municipal setting.
- compile costing information of management control
- prepare cost performance reports using variance analysis techniques
- present relevant data to support non-routine short-term decisions

### MANAGE A MUNICIPALITY'S ASSETS AND LIABILITIES (11 CREDITS)

4 DAYS

This unit standard is intended for all people who contribute to strategic planning, budgeting and resource use performance related policy-planning processes. Learners completing this unit standard will be able to develop and implement asset and liability management policies for South African municipalities.

**Target Audience:**

Senior Managers, Middle Managers and Junior Management

**Learning Outcomes:**

By the end of the course Managers will be able to:

- provide advice to a municipality on optimizing relationships with the financial community
- describe and prepare proposals to accessing bank finance
- consider the merits of hire purchase transactions and leasing of municipal assets
- plan for contingent municipal liabilities
- develop a municipal asset management plan

### PREPARE AND ANALYSE MUNICIPAL FINANCIAL REPORTS (12 CREDITS)

5 DAYS

This unit standard is for all people involved in financial management in a municipality

**Target Audience:**

Senior Managers, Middle Managers and Junior Management

**Learning Outcomes:**

By the end of the course Managers will be able to:

- select, measure, recognize, classify and report on financial information after taking into account relevant financial reporting standards.
- contribute to Municipal Financial Reporting.

**APPLY SELECTED GRAP TO PERIODIC ACCOUNTING REPORTING PROCESS (12CREDITS) 5 DAYS**

Learners working towards this standard will be working within a Public Sector environment, specializing in Public Financial Management and Administration, where the acquisition of competence against this standard will add value to one's job. This standard will add value to public officials who are seeking to develop a career pathway towards becoming an accomplished public finance management and administration specialist. The qualifying learner will be capable of defining and applying GRAP in the context of public finance and administration, defining a conceptual framework for accounting reporting, defining measurement criteria for determining financial position and performance and identifying financial reports and identifying and resolving discrepancies.

***Target Audience:***

Senior Managers, Middle Managers and Junior Management

***Learning Outcomes:***

By the end of the course Managers will be able to:

- explain and apply the conceptual framework underlying GRAP
- prepare separate periodic financial statement in accordance with GRAP
- explain selected statutory provisions related to financial reporting
- analyse and interpret financial statements

**APPLY ACCOUNTING PRINCIPLES AND PROCEDURES  
IN THE PREPARATION OF REPORTS AND DECISION MAKING (15 CREDITS) 6 DAYS**

Learners working towards this standard will be working within a Public sector environment, specializing in Public Finance Management and Administration, where the acquisition of competence against this standard will add value to public officials who are seeking to develop a career pathway towards becoming an accomplished public finance management and administration specialist.

***Target Audience:***

Senior Managers, Middle Managers and Junior Management

***Learning Outcomes:***

By the end of the course Managers will be able to:

- demonstrate an understanding of accounting principles and reporting requirements and nature of functions in public sector
- use accounting techniques and approaches to process financial information
- apply end of period accounting procedures in the preparation of financial statement
- apply procedures necessary for control over cash transactions and balances
- utilize procedures for reporting and recording accounts receivables

### DISCUSS THE SELECTED LEGISLATIVE REGULATORY FRAMEWORK GOVERNING THE PUBLIC SECTOR MANAGEMENT AND ADMINISTRATION ENVIRONMENT (12 CREDITS) 5 DAYS

Learners working towards this standard will be working within a Public sector environment, specializing in Public Finance Management and Administration, where the acquisition of competence against this standard will add value to one's job. This standard will also add value to public officials who are seeking to develop a career pathway towards becoming an accomplished public finance management and administration specialist.

**Target Audience:**

Senior Managers, Middle Managers and Junior Management

**Learning Outcomes:**

By the end of the course Managers will be able to:

- demonstrate an understanding of and interpret the South African constitution in relation to public sector financial management
- identify and apply the regulations governing Division of revenue
- demonstrate knowledge of and apply the South African legal system within the public sector financial management and administration context
- apply legislative regulations and legal principles to contracts
- manage the implementation of the Municipal Financial management Act in a Municipality

### APPLY PRINCIPLE OF COMPUTERIZED SYSTEMS TO MANAGE DATA AND REPORT RELEVANT TO THE PUBLIC SECTOR ADMINISTRATION (10 CREDITS) 4 DAYS

Learners working towards this standard will be working within a Public sector environment, specializing in Public Finance Management and Administration, where the acquisition of competence against this standard will add value to one's job. This standard will also add value to public officials who are seeking to develop a career pathway towards becoming an accomplished public finance management and administration specialist.

**Target Audience:**

Senior Managers, Middle Managers and Junior Management

**Learning Outcomes:**

By the end of the course Managers will be able to:

- describe the basic elements of a computer-based information system
- utilise computer applications commonly found in the public sector environment
- identify opportunities to use the computer as a management tool
- monitor and control information to relevant technology risks

**APPLY PRINCIPLES OF INFORMATION SYSTEMS TO  
PUBLIC FINANCE AND ADMINISTRATION (12 CREDITS)**

**5 DAYS**

Learners working towards this standard will be working within a Public sector environment, specializing in Public Finance Management and Administration, where the acquisition of competence against this standard will add value to one's job. This standard will also add value to public officials who are seeking to develop a career pathway towards becoming an accomplished public finance management and administration specialist.

***Target Audience:***

Senior Managers, Middle Managers and Junior Management

***Learning Outcomes:***

By the end of the course Managers will be able to:

- identify and describe the elements of management information systems (MIS) relevant to public finance management and administration
- utilise information technology to aid management planning
- assess the risk associated with Information technology
- assist e-commerce and e-governing to enhance work productivity

**APPLY OPERATIONS RESEARCH PRINCIPLES AND TOOLS IN  
THE MANAGEMENT OF PROJECT ACTIVITIES AND RESOURCES (15 CREDITS)**

**6 DAYS**

Learners working towards this standard will be working within a Public sector environment, specializing in Public Finance Management and Administration, where the acquisition of competence against this standard will add value to one's job. This standard will also add value to public officials who are seeking to develop a career pathway towards becoming an accomplished public finance management and administration specialist.

***Target Audience:***

Senior Managers, Middle Managers and Junior Management

***Learning Outcomes:***

By the end of the course Managers will be able to:

- discuss the impact of micro-economic decision on the economy and a business environment
- discuss the impact of micro-economic decisions on investment strategies in a business environment
- use economic indicators to determine the current economic cycle and possible future directions
- apply trends in the economic environment to a specific financial organization
- demonstrate an understanding of the financial world of public finance management and administration
- demonstrate an understanding of the nature and importance of debt in financing public capital projects

## 5.2 Certificate Programme in Municipal Finance Management

The purpose of the qualification is to enable qualifying learners to apply strategic level of financial management competencies to ensure effective, efficient and economical utilisation of public funds and resources at local government level. Learners will develop competencies to manage strategic planning and budgeting processes, financial management processes and internal control, auditing and reporting processes. Individual learners will benefit through enhancing their personal competencies, knowledge and skills so as to be able to complete tasks required in their employment contracts and by legislation.

The course is delivered through block sessions over a period of 18 months. Detailed learning material is presented using lectures, group discussions, case studies and activities. Learners are expected to complete classroom assignments, and present information during plenary sessions.

**Target Audience:**

Senior and Middle Managers

**Qualification Rules**

Level, credits and learning components assigned to the qualification

Level : NQF Level 6

Credits: Minimum of 166

**Fundamental Component:**

The Fundamental Component consists of two Unit Standards, one of which deals with consultation with stakeholders. Consultation is an important process in the setting and implementation of policy and procedures. This Unit Standard will enable learners to see the importance of consultation and provide them with the necessary skills to consult with stakeholders.

The second Fundamental Standard deals with ethical behavior, which is vitally important for municipal officials if public administration is to have credibility amongst the broad public.

Both unit standards are compulsory.

US ID	Modules	Credits
116348	Conduct a stakeholders consultation around municipal finance programmes	8
116343	Apply the principles of ethics in a Municipal environment	10

**Core Component:**

The Core Component consists of Unit Standards to the value of 136 credits, which deal with the core competencies required by municipal official in the areas of strategic planning and budgeting, financial management and internal control.

All Standards are compulsory.

US ID	Modules	Credits
116345	Apply the principles of budgeting within a municipality	15
116342	Apply approaches to municipal income and expenditure within multi-year framework	15
116340	Apply costing principles to municipal operation and service based costing	11
116339	Apply risk management in south African municipalities	10
116346	Apply techniques and South African statutes to cash and investment management in a municipal environment	10
116344	Apply the Inter-governmental Fiscal Relations Act to municipal finance management	10
116347	Contribute to capital planning and financing	15
116358	Contribute to the strategic planning process in a South African municipality	15
116362	Manage municipal assets and liabilities	11
116353	Participate in the design and implementation of municipal supply chain management	12
116364	Plan a municipal budgeting and reporting cycle	8
116363	Prepare and analyze municipal financial reports	12

**Elective Component:**

Learners are required to choose Unit Standards totaling a minimum of 12 credits from the Unit Standards from this component, which will enable the learner to obtain specialist insight into such matters as the use of technology in municipal administration, Internal Controls and Legislation and Performance Management.

US ID	Modules	Credits
116351	Conduct auditing planning and implementation in a South African municipality	12
116341	Conduct performance management to a South African municipal environment	12
116357	Design internal control and internal control evaluation framework	8
116361	Interpret South African legislation and policy affecting municipal financial management	8
116360	Municipal information technology resources in a municipal finance environment	8

**Learning Outcomes:**

By the end of the course Managers will be able to:

- demonstrate knowledge and critical understanding of municipal finance issues in general, and their areas of focus in particular
- apply economic principles to municipal finance management
- assess foundations and principles of municipal practice in South Africa
- implement well-grounded and systematically developed principles in municipal financial management
- offer solutions to municipal service management and delivery problems
- engage with the broader field of municipal finance management
- support as a strategic management leader in the field of municipal finance management
- contribute to others' understanding of current and emerging municipal finance issues
- demonstrate responsibility and adaptability as a professional in a municipality setting

# **National Certificate: Local Government Councillor Practices (SAQA 58578)**

## **PURPOSE AND RATIONALE OF THE QUALIFICATION**

### **Purpose:**

The purpose of the qualification is to enable qualifying learners to apply the relevant competences required to fulfil the roles and responsibilities of a Local Government councillor and therein:

- Act as representatives of the community they serve.
- Provide leadership roles in a council.
- Act as custodians or guardians of public finances.

The learning outcomes contained in this qualification are based on the competencies required to contribute to municipal processes from a councillor perspective. These competences relate to:

- Demonstrating an understanding of the interests of the people in a municipality.
- Demonstrating an understanding of the main issues in their municipality.
- Providing the link between the public and the council and ensuring primary loyalty to the public.
- Participating in policy making.
- Participating in decision-making pertaining to local government matters.
- Passing by laws.
- Giving direction to the related administration.

Learners entering this qualification may come from various backgrounds and will generally be persons, elected for the purpose of serving as a Local Government councillor in order to achieve municipal objectives.

### **Rationale:**

The qualification is aimed at learners in a Local Government context who facilitate democratic relations between the community, Local Government and various stakeholders that impact on Local Government democratic processes. The qualification provides key competences to councillors to fulfil their mandate in respect of improving the lives of all people in their municipalities. It provides the learner with the necessary skills, knowledge and attitudes required to be a proactive link between the public and the council. The councillors play a critical role in achieving the objectives of Local Government, including giving a practical meaning and substance to the basic political commitment that 'the People Shall Govern'. The councillors play a critical role in the facilitation of proper communications between various parties within Local Government and the community to ensure that Local Government objectives are achieved in a proactive and democratic manner. The typical learner enrolled for this qualification will be a council member, wishing to improve his competencies related to the fulfilment of the requirements of his/her role as a council member. In addition persons seeking future employment in the Local Government sector may choose to complete the qualification.

This qualification is part of the learning pathway in Local Government administration, management and governance. The learning pathway includes learning opportunities in administration and finance, local economic development and leadership in Local Government, and integrated development planning. The learning pathway provides varied opportunities for a learner wishing to embark on a career within local government and are also complementary to other qualifications within the public sector.

**QUALIFICATION RULES**

The qualification is made up of unit Standards that are classified a Fundamental, Core and Electives. A minimum of 122 credits is required to complete the qualification

**Fundamental Component:**

Unit standards totalling to thirty six (36) credits are allocated to the Fundamental Component: twenty (20) credits in Communication and sixteen (16) credits in Mathematical Literacy.

All these standards are compulsory.

US ID	Unit Standard Title	Credits
119474	Accommodate audience and context needs in oral / signed communication	5
9010	Demonstrate an understanding of the use of different number bases and measurements units and an awareness of error in the context of relevant calculations	2
9013	Describe, apply, analyse and calculate shape and motion in 2- and 3- dimensional space in different context	4
119457	Interpret and use information from texts	5
9012	Investigate life and work related problems using data and probabilities	5
119467	Use language and communication in occupational learning programmes	5
7456	Use mathematics to investigate and monitor the financial aspects of personal, business and national issues	5
119465	Write/ present/ sign text for a range of communicative contexts	5

**Core Component:**

Unit standards totalling seventy six credits (76) have been allocated to the Core Component of this Qualification. This is to ensure that the Qualification has a strong Council focus. The unit standards classified as Core describe the integral functions and activities required to be a Local Government councillor. They provide an opportunity to develop knowledge of key municipal processes, facilitate public participation in Local Government processes and to facilitate corporate governance via an understanding of intergovernmental relations. The unit standards encourage the application of knowledge and skills in real life situations.

All these standards are compulsory.

US ID	Unit Standard Title	Credits
244185	Apply key municipal processes in a function	12
242860	Apply the Batho Pele principles to own work role and context	4
244175	Demonstrate an understanding of the policy and legal framework guiding Local Government	10
13915	Demonstrate knowledge and understanding of HIV/AIDS in a workplace, and its effects on a business sub-sector, own organisation and a specific workplace	4
242858	Demonstrate knowledge of and apply the Public Sector Code of Conduct in own work roles and context	4
244180	Exercise leadership in a councillor context	6
244174	Facilitate co-operative governance and inter-governmental relations	6
244186	Facilitate Council and related meetings to achieve Local Government objectives	6
244188	Facilitate public participation and citizen involvement in Local Government processes	6
244183	Fulfil the role and the responsibilities of a councillor	6
244190	Utilise advocacy and lobbying skills to present municipal interests in inter-governmental structures and processes	6
120394	Apply communication principles, strategies and processes in a leadership role	6

## **Elective Component:**

There are unit standards totalling sixty one (61) credits in this Component. These unit standards continue from the core component in focusing on learning areas pertinent to a Local Government councillor. Learners are required to select Electives that add up to at least ten (10) credits.

US ID	Unit Standard Title	Credits
123462	Demonstrate knowledge and understanding of the project and project support services environment	4
242894	Demonstrate knowledge of gender, equity and diversity issues in development projects	6
123436	Facilitate community participation in democratic processes and structures	7
120383	Provide assistance in implementing and assuring project work meets quality requirements	6
120385	Apply a range of project management tools and techniques	7
242900	Apply administrative principles in the implementation of public sector procedures and work schedule	6
120391	Apply leadership skills to relationship management	8
242902	Demonstrate an ability to apply the principles of problem identification, analysis and decision-making within immediate work context	6
242819	Motivate and Build a Team	10

## **EXIT LEVEL OUTCOMES**

- Demonstrate an understanding of how Local Government functions.
- Fulfil the roles and responsibilities of councillors to achieve Local Government objectives.
- Apply municipal processes to the councillor function
- Facilitate public participation and citizen involvement in Local Government processes..

## **National Certificate: Ward Committee Governance (SAQA 57823)**

### **PURPOSE AND RATIONALE OF THE QUALIFICATION**

#### **Purpose:**

The purpose of the qualification is to enable qualifying learners to apply the relevant competences required for proactive participation as a Ward Committee member so that they achieve municipal objectives.

The learning outcomes contained in this qualification are based on the competencies required to contribute to the effectiveness of municipal processes from a Ward Committee perspective. These competences relate to:

Conducting or participating in formal and informal meetings to achieve Ward Committee objectives

Involvement in and giving advice on municipal projects

Assisting in implementing municipal objectives and overall objectives of Local Government by displaying an understanding of core municipal functions as they relate to a Ward Committee context.

- Facilitating relations between Local Government and citizens to effectively support the implementation of its objectives.
- Facilitating service delivery in a Ward Committee context

The learners entering this qualification may come from various backgrounds and will be persons who have been nominated by their community onto a Ward Committee to represent the needs of the community, while achieving municipal objectives. It will create an opportunity for the learner to be exposed to various municipal processes and pursue a learning pathway in counselling for Local Government. The qualifying learner will be able to participate actively in overall democracy through proactive community involvement in local government processes.

### **Rationale:**

The qualification is aimed at learners working in a Ward Committee context within Local Government. The newly created sub-municipal Ward Committees play a critical role in achieving the objectives of Local Government including giving practical meaning and substance to the basic political commitment that 'the People Shall Govern'. Being a representative structure of the community and its citizens, the Ward Committees need to inform the municipality about the aspirations, potentials and problems of the people and form a bridge by facilitating proper communication between the Council and the citizens. On this basis, a need was identified to equip learners in the Ward Committee with the competencies they require to function as a Ward Committee representatives. The typical learner will be member of a Ward Committee participating in municipal processes at a local level. In addition persons seeking future employment in the Local Government sector may choose to complete the qualification.

### **QUALIFICATION RULES**

The Certificate is made up of a planned combination of learning outcomes that have a defined purpose and will provide qualifying learners with applied competencies and a basis for further training.

The qualification is made up of Unit Standards that are classified as Fundamental, Core and Elective. A minimum of 120 credits is required to complete the qualification.

In this qualification the credits are allocated as follows:

Fundamental: 36 credits.

Core: 62 credits.

Electives: 22 credits.

Total: 120 credits.

Motivation for number of credits assigned to Fundamental, Core and Elective:

## **Fundamental component:**

The Fundamental component consists of unit standards to the value of 36 credits. There are 20 credits in Communication and 16 credits in Mathematical Literacy.

All these standards are compulsory.

US ID	Unit Standard Title	Credits
119463	Access and use information from texts	5
9009	Apply basic knowledge of statistics and probability to influence the use of data and procedures in order to investigate life related problems	3
7480	Demonstrate understanding of rational and irrational number	3
119454	Maintain and adapt oral/ signed communication	5
12444	Measure, estimate and calculate physical quantities and explore, describe and represent geometrical relationship in 2- dimensions in different life or workplace contexts	3
119460	Use language and communication in occupational learning programmes	5
7469	Use mathematics to investigate and monitor the financial aspects of personal and community life	2
9007	Work with a range of patterns and functions and solve problems	5
119456	Write/ present for a defined context	5

## **Core component:**

Sixty-two credits have been allocated to the Core component of this Qualification. The unit standards classified as Core describe the integral functions and activities required to be a Ward Committee member. They provide an opportunity to develop knowledge of municipal processes and structures as they impact on Ward Committee governance, basic legislation and policy applying to Ward Committee systems and functioning, communications and interpersonal skills required for the effective functioning of Ward Committees and basic project management skills to participate effectively in municipal projects.

All these standards are compulsory.

US ID	Unit Standard Title	Credits
242891	Apply communication, interpersonal and conflict management principles in ward committee functions, processes	10
242896	Demonstrate an understanding and apply the broad principles of ward committee functioning to participate in municipal processes	10
242892	Display an understanding of the constitution, structure of Ward Committee and the roles and responsibilities of committee members	6
242893	Display an understanding of the policy and legal framework guiding the ward committee system and its functions	6
242895	Support the facilitation of development project service delivery in a ward committee context	8
113955	Apply the Batho Pele principles to own work role and context	4
123462	Demonstrate knowledge and understanding of the project and the project support services environment	4
242890	Display an understanding of core municipal processes and Ward Committee participation in these processes	10
13934	Plan and prepare meeting communications	4

**Elective component**

There are unit standards totalling forty-six credits in this component. These unit standards continue from the core component and focusing on learning areas pertinent to Ward Committee governance and will enable learners to gain specialist knowledge and skills relevant to their job or of personal interest to the learner. From the Elective component the learner must choose unit standards of a minimum 22 credits to complete the qualification.

US ID	Units standard title	Credits
119517	Advocate and Lobby community issues	12
242894	Demonstrate knowledge of gender, equity and diversity issues in development projects	6
123436	Facilitate community participation in democratic processes and structures	7
123464	Gather information and provide assistance for project planning	10
123465	Measure and plan work performance and behaviour line with roles and responsibilities in a project team	5
120383	Provide assistance in implementing and assuring project work meets quality requirements	6

**EXIT LEVEL OUTCOMES**

- Conduct formal meetings to achieve Ward Committee objectives
- Demonstrate an understanding and apply the role of Ward Committee member in the context of core municipal processes
- Display an understanding of core municipal functions and Ward Committee in these functions
- Facilitate service delivery in ward committee context.





## **CONTACT DETAILS**

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