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GOVERNMENT NOTICES GOEWERMENTSKENNISGEWINGS

SOUTH AFRICAN QUALIFICATIONS AUTHORITY

No. 910

30 July 2004

Established in terms of Act 58 of 1995

SOUTH AFRICAN QUALIFICATIONS AUTHORITY (SAQA)

In accordance with regulation 24(c) of the National Standards Bodies Regulations of 28 March 1998, the Standards Generating Body (SGB) for

Public Administration and Management

Registered by NSB 03, Business, Commerce and Management Studies, publishes the following qualification and unit standards for public comment.

This notice contains the titles, fields, sub-fields, NQF levels, credits, and purpose of the qualification and unit standards. The qualification and unit standards can be accessed via the SAQA web-site at www.saga.org.za. Copies may also be obtained from the Directorate of Standards Setting and Development at the SAQA offices, Hatfield Forum West, 1067 Arcadia Street, Hatfield, Pretoria.

Comment on the unit standards should reach SAQA at the address ***below and no later than 30 August 2004***. All correspondence should be marked **Standards Setting – SGB for Public Administration and Management** and addressed to

The Director: Standards Setting and Development
SAQA

Attention: Mr. D Mphuthing
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DR LOFFIE NAUDE
ACTING DIRECTOR: STANDARDS SETTING AND DEVELOPMENT



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

QUALIFICATION:

Certificate: Municipal Financial Management

SAQA QUAL ID	QUALIFICATION TITLE		
48965	Certificate: Municipal Financial Management		
SGB NAME	SGB Public Administration and Management		
NSB ACRONYM	PROVIDER NAME		
NSB 03			
QUAL TYPE	FIELD	SUBFIELD	
National Certificate	Business, Commerce and Management Studies	Public Administration	
ABET BAND	MINIMUM CREDITS	NQF LEVEL	QUALIFICATION CLASS
Undefined	166	Level 6	Regular-Unit Stds Based

PURPOSE OF THE QUALIFICATION

The purpose of the qualification is to enable qualifying learners to apply strategic level 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.

Business and commerce will benefit through this qualification as it will assure commonality of practice between public and private sector financial management practices.

Social and economic transformation is a core responsibility of local government. Through increasing the financial management capacity of government office bearers and employees the social and economic programmes of government will be implemented effectively, efficiently and economically.

The qualification serves to provide the opportunity for new and existing public sector employees to gain financial management competencies. In this light it serves to allow access to management positions for groupings previously excluded from such positions. Through providing financial management competencies South Africa's democracy can be strengthened, through strengthening the ability of local government to deliver. Delivery of services, and most importantly of basic services will contribute to the social and economic development of the country. As individuals competencies improve, the quality as well as the effectiveness and efficiency of local government will improve. Managers with competencies in financial management will assure that all processes of budgeting, financial management, internal control, auditing and reporting meet the conditions of relevant legislation and in this way are accountable to the public.

Rationale:

The qualification is aimed at senior managers and future senior managers in local government. The typical learner will be an employee in local government, wishing to gain the competence to fulfil the requirements of his/her current job obligations or a municipal employee wishing to gain a qualification so as to advance his/her career opportunities. In addition persons seeking future employment in the local government sector may choose to complete the qualification. Persons employed in non-profit organisations and non-governmental organisations as well as private sector agencies which interface with local government would

benefit from the qualification.

Qualifying learners may operate at the level of executive mayor, executive councillors, councillors, municipal manager; chief financial officer; department managers; strategic managers and managers of municipal entities.

Office bearers and employees at local government level are responsible for managing the provision of services to the community. The Constitution of the RSA (Act 108 of 1996) section 27 (1) states that all South Africans have the right to access health care services; sufficient food and water and social security. Section 27(2) requires the state to take reasonable measures within its available resources to provide these basic human rights. The state is also responsible for providing education for the community and managing all of the country's resources. The constitution therefore allows the community to demand that services are met and that government office bearers and managers have the skills to take reasonable measures in providing services.

Based on the parameters created by the Constitution a range of legislation has been promulgated to legislate the manner in which local government will manage public funds. The learning outcomes contained in this qualification are based on the competencies required to contribute to the decision-making and management of public funds. The learning outcomes are combined in 3 broad areas of competence:-

- > Strategic planning and budget related competencies;
- > Financial management competencies and
- > Internal control, auditing and reporting competencies.

The qualification aims to provide opportunities for applied competencies in these three areas and provides a basis for further qualifications in both public sector and private sector financial management qualifications at higher levels on the NQF.

Learners will build on their existing competencies in financial management and will learn how to manage within the many challenges facing the public sector. They will learn how to apply basic budgeting, financial management, internal control, auditing and reporting competencies in a public sector setting. These competencies will assist the learner in their role in public sector finance and will also provide competencies which are transferable to the private sector.

RECOGNIZE PREVIOUS LEARNING?

N

LEARNING ASSUMED TO BE IN PLACE

It is assumed that Learners undertaking this qualification are competent in:

- > Communication at NQF Level 4
- > Mathematical Literacy at NQF Level 4
- > Economics at NQF Level 4
- > Accounting at NQF Level 4

Recognition of Prior Learning (Rpl)

Learners able to demonstrate competency through the summative assessment processes attached to this qualification will receive recognition of prior learning. It is recognised that candidates may have been performing the competencies contained in this qualification in a workplace setting competently for many years, without having gained any formal qualification. The aim of this qualification will be to provide recognition of prior learning for such persons so as to enable them to obtain the qualification in whole or in part for this process.

The way in which RPL will be done will be jointly determined by learner and assessor with the tools and techniques used for assessment of the qualification and individual Unit Standards being applicable.

QUALIFICATION RULES

Level, credits and learning components assigned to the qualification

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 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 behaviour, which is vitally important for municipal officials if public administration is to have credibility amongst the broad public.

Both standards are compulsory.

Core Component

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

All Standards are compulsory.

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 Public Administration, Supply Chain Management, Internal Controls and Legislation and Performance Management.

EXIT LEVEL OUTCOMES

1. Demonstrate knowledge and critical understanding of municipal finance issues in general, and their areas of focus in particular.
2. Apply economic theories and principles to municipal finance management.
3. Assess foundations and principles of municipal practice in South Africa.
4. Implement well-grounded and systematically developed principles in municipal financial management.
5. Analyse theoretical positions and proffered solutions to municipal service management and delivery problems.
6. Engage with the broader field of municipal finance management.
7. Act as a strategic management leader in the field of municipal finance management.
8. Contribute to others' understanding of current and emerging municipal finance issues.
9. Demonstrate responsibility and adaptability as a professional in a municipality setting.

ASSOCIATED ASSESSMENT CRITERIA

1.
 - > Lines of debate in the field of municipal finance and local government legislative framework are understood and can be explained orally.

- > Literature within municipal financial management can be critically assessed and its application explained in context.
- > Legislative requirements and guidelines are applied creatively and imaginatively.
- 2.
 - > Knowledge, skills and competences are applied to specific areas of municipal operation.
- 3.
 - > Knowledge is analysed and applied in different areas of municipality operations.
 - > Sound principles about municipal finance management, with particular reference to service delivery, are applied in terms of established policy.
- 4.
 - > Claims and conclusions about implemented policy are justified with appropriate evidence and argument.
 - > Reports of work relevant to decision-making are provided and analysed in a municipality context.
- 5.
 - > Independent analyses of data is provided in a manner that entails recent developments in ICT applications.
 - > Inquiries in the field of municipal finance management, training or development, are conducted and their findings are reported in appropriate ways.
 - > Investigations are planned and conducted using appropriate research techniques.
- 6.
 - > Already developed frameworks are applied according to policy.
 - > Findings are communicated in written and oral form to a wider audience.
- 7.
 - > Assigned activities are managed and value commitments are made to enhance performance.
 - > Debate with learning or professional groups in municipal finance who are engaged effectively in an interactive manner.
- 8.
 - > Discussion on finance issues are facilitated in an informed and visionary manner.
- 9.
 - > Reflect on values and responsibilities appropriate to strategic management and professional leadership.

Integrated Assessment

Formative and summative assessment

The learner must demonstrate his or her proficiency to manage local government finances. Assessment of this qualification should be done in an integrated fashion, combining a number of related Unit Standards in application based assessment exercises utilising the following assessment instruments:

- > Portfolios
- > Simulations
- > Work-place assessments
- > Written examinations
- > Oral examinations

The applied competence inherent in this qualification will be ideally demonstrated through assessing a combination of Unit Standards together for example: The Unit Standard, "Apply strategic management planning principles and techniques in public administration and management", could be assessed with the Unit Standard, "Manage budget processes within a public sector organisation."

Formative assessments may be structured into a learning programme, based on a combination of some of the specific outcomes from a combination of Unit Standards. Summative assessments should include all the specific outcomes included in the formative assessments in a holistic application based approach.

INTERNATIONAL COMPARABILITY

Australia

Australia, a Chief Financial Officer (CFO) in any level of government is expected either to be a Chartered or Certified Practising Accountant. The qualification of a Chartered or Certified Practising Accountant requires a minimum of a three-year degree, articles served over a three-year period and a further training course designed by the relevant professional body. Those who desire to move from a specialist CFO position to general management usually use their credits towards an MBA qualification and concentrate on study units relating to general and strategic management and industry specific units.

The United Kingdom and Ireland

The United Kingdom and Ireland, Financial Managers in Public Administration are expected to be members of the Chartered Institute of Public Finance and Accountancy (CIPFA) and to comply with their requirements. CIPFA promotes public sector finance management interest through its professional qualification and continuing professional development scheme; and through its regulatory role comprising the setting of professional standards and the maintenance of a professional disciplinary scheme for members.

Kenya

Kenya Accountants and Secretaries National Examination Board (KASNEB) is an examination body which registers learners and sets administers and manages accounting, finance, administration and management examinations both at professional and technician levels.

The examinations of the Board are recognised worldwide and are comparable to similar professional examinations (ACCA and CIS) in the world.

The Board administers the following four major examinations:

- > The Certified Public Accountants (CPA) examination for those learners who wish to qualify and work as professional accountants, auditors, finance managers, tax and financial consultants. The CPA qualification has two elective subjects on government finance and government Accounting. The learning outcomes underlying this qualification are equivalent to SAQA's NQF level 7 outcomes
- > The Certified Public Secretaries (CPS) examination for those learners who wish to qualify and work as corporate secretaries, company secretaries, town clerks, secretary managers, consultants and managers in industry and commerce; administrators and human resources advisers in public and private institutions. The CPS qualification has two elective subjects on government finance and government Accounting. The learning outcomes underlying this qualification are equivalent to SA's NQF level 7 broad outcomes. This is the highest qualification that must be held by candidates seeking to fill Municipal Managers (Town Clerk) and Treasurers positions in Kenya's local government.
- > The Kenya Accounting Technicians Certificate (KATC) examination for those learners who wish to obtain a qualification as specialised middle-level accountants, who are also known as accounting technicians. The learning outcomes of this qualification closely match those attributable to accounting technicians' qualifications registered at an NQF level 5 in South Africa.
- > The Kenya Administration and Management Examination (KAME) is for those learners who wish to obtain a qualification as supervisors, administrative officials, section heads and first level managers and administrators in the public and private sectors.

Middle managers in administration in the Kenyan government or local governments are expected to hold either the KATC or KAME Qualifications.

Tanzania and Uganda

Faculties of economics and management sciences at universities tend to offer subjects whose technical and academic content is closely aligned to the examinations administered by KASNEB. It follows that there is insignificant coverage of public sector finance and accounting issues given that they tend to receive a peripheral treatment in the CPS/CPA examinations administered by KASNEB. The training situation is not materially different from that prevailing in Tanzania and Uganda given that the two countries have tended to adopt a similar approach to training of management, accounting and finance professionals.

Namibia

The University of Namibia has a certificate programme in Taxation and Finance, which was designed in 2000 to equip those high school graduates with experience in technical accounting issues in the central and local government.

On the basis of the scope of subjects and related learning outcomes addressed, this certificate programme can only be equated to finance qualifications registered at an NQF level 5. This qualification provides a foundation to first degrees in accounting and finance at the same university. The holders of this qualification require a further advanced degree in order to hold the positions of CEOs or CFOs at municipalities.

This Certificate in Municipal Financial Management NQF Level 6 contains the skills and knowledge required for the South African situation, but an analysis of the qualifications mentioned above, show that while none compares directly with this qualification, all the qualifications required for positions of CFO compare favourably with this Certificate, bearing in mind that this is a one year certificate without a practical articulated component for the Learner. The competencies related to the accounting function are assumed to be in place, and are not dealt with in this qualification.

ARTICULATION OPTIONS

This qualification should articulate with the following qualifications:

- > Bachelor of Commerce degree.
- > Any qualification in Administration or Public Administration at NQF Level 6.

MODERATION OPTIONS

- > Anyone assessing a learner or moderating the assessment of a learner against this Qualification must be registered as an assessor with the relevant Education and Training Quality Assurance (ETQA) Body.
- > Any institution offering learning that will enable the achievement of this Qualification must be accredited as a provider with the relevant ETQA.
- > Assessment and moderation of assessment will be overseen by the relevant ETQA according to the ETQA's policies and guidelines for assessment and moderation; in terms of agreements reached around assessment and moderation between ETQA's (including professional bodies); and in terms of the moderation guideline detailed immediately below.
- > Moderation must include both internal and external moderation of assessments at exit points of the qualification, unless ETQA policies specify otherwise. Moderation should also encompass achievement of the competence described both in individual Unit Standards as well as the integrated competence described in the qualification.

Anyone wishing to be assessed against this Qualification may apply to be assessed by any assessment agency, assessor or provider institution that is accredited by the relevant ETQA.

CRITERIA FOR THE REGISTRATION OF ASSESSORS

Assessors and Moderators of this qualification should:

- > Be in possession of a public administration or administration qualification at NQF Level 7 or above.
- > Have worked in a public administration environment for at least 2 years.
- > Be registered as an assessor with the relevant ETQA or an ETQA that has a Memorandum of Understanding with the relevant ETQA.

NOTES

N/A

UNIT STANDARDS

(Note: A blank space after this line means that the qualification is not based on Unit Standards.)

	UNIT STANDARD ID AND TITLE	LEVEL	CREDITS	STATUS
Core	116345 Apply the principles of budgeting within a municipality	Level 5	15	Public Comment
Core	116339 Apply risk management in South African municipalities	Level 6	14	Public Comment
Core	116340 Apply costing principles to municipal operational and service-based costing	Level 6	11	Public Comment
Core	116342 Apply approaches to managing municipal income and expenditure within a multi-year framework	Level 6	15	Public Comment
Core	116344 Apply the inter-governmental Fiscal Relations Act to municipal financial management	Level 6	10	Public Comment
Core	116346 Apply techniques and South African statutes to cash and investment management in a municipal environment	Level 6	10	Public Comment
Core	116347 Contribute to capital planning and financing	Level 6	15	Public Comment
Core	116358 Contribute to the strategic planning process in a South African municipality	Level 6	15	Public Comment
Core	116362 Manage a municipality's assets and liabilities	Level 6	11	Public Comment
Core	116363 Prepare and analyse municipal financial reports	Level 6	12	Public Comment
Core	116364 Plan a municipal budgeting and reporting cycle	Level 6	8	Public Comment
Elective	116351 Contribute to auditing planning and process in a South African municipality	Level 5	12	Public Comment
Elective	116341 Apply performance management to a South African municipality	Level 6	12	Public Comment
Elective	116353 Implement municipal supply chain management	Level 6	12	Public Comment
Elective	116357 Contribute to internal control and internal control evaluation framework	Level 6	8	Public Comment
Elective	116360 Participate in management of information technology resources in a municipal finance environment	Level 6	8	Public Comment
Elective	116361 Interpret South African legislation and policy affecting municipal financial management	Level 6	8	Public Comment
Fundamental	116343 Apply the principles of ethics in a municipal environment	Level 6	10	Public Comment
Fundamental	116348 Conduct stakeholder consultation around municipal finance programmes	Level 6	8	Public Comment



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

1

Apply the principles of budgeting within a municipality

SAQA US ID	UNIT STANDARD TITLE		
116345	Apply the principles of budgeting within a municipality		
SGB NAME		NSB ACRONYM	PROVIDER NAME
SGB Public Administration and Management		NSB 03	
FIELD		SUBFIELD	
Business, Commerce and Management Studies		Public Administration	
ABET BAND	UNIT STANDARD TYPE	NQF LEVEL	CREDITS
Undefined	Regular	Level 5	15

Specific Outcomes:**SPECIFIC OUTCOME 1**

Demonstrate an awareness of the role of a budget in the municipal context.

SPECIFIC OUTCOME 2

Differentiate between formats of budgets used in a municipality.

SPECIFIC OUTCOME 3

Evaluate a municipal budgeting system.

SPECIFIC OUTCOME 4

Contribute to preparing a municipal budget that reflects an integrated development plan.

SPECIFIC OUTCOME 5

Differentiate between approaches to preparing a municipal budget.



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

2

Contribute to auditing planning and process in a South African municipality

SAQA US ID	UNIT STANDARD TITLE		
116351	Contribute to auditing planning and process in a South African municipality		
SGB NAME		NSB ACRONYM	PROVIDER NAME
SGB Public Administration and Management		NSB 03	
FIELD		SUBFIELD	
Business, Commerce and Management Studies		Public Administration	
ABET BAND	UNIT STANDARD TYPE	NQF LEVEL	CREDITS
Undefined	Regular	Level 5	12

Specific Outcomes:

SPECIFIC OUTCOME 1

Demonstrate an understanding of the nature of audit and appraise the fundamental principles and stan

SPECIFIC OUTCOME 2

Describe and evaluate the scope of both internal and external audit work and audit's relationship to

SPECIFIC OUTCOME 3

Contrast the increased importance of value for money auditing with the stewardship auditing in the l

SPECIFIC OUTCOME 4

Identify various steps in the audit process for achieving value for money.

SPECIFIC OUTCOME 5

Identify and appraise audit's unique role in promoting corporate governance, accountability and inte

SPECIFIC OUTCOME 6

Identify and describe stages in performing an audit through to the reporting of findings.

SPECIFIC OUTCOME 7

Explain different forms of audit reports used to report audit findings.



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

3

Apply approaches to managing municipal income and expenditure within a multi-year framework

SAQA US ID	UNIT STANDARD TITLE		
116342	Apply approaches to managing municipal income and expenditure within a multi-year framework		
SGB NAME		NSB ACRONYM	PROVIDER NAME
SGB Public Administration and Management		NSB 03	
FIELD		SUBFIELD	
Business, Commerce and Management Studies		Public Administration	
ABET BAND	UNIT STANDARD TYPE	NQF LEVEL	CREDITS
Undefined	Regular	Level 6	15

Specific Outcomes:**SPECIFIC OUTCOME 1**

Apply the principles of sustainable municipal revenue management.

SPECIFIC OUTCOME 2

Develop a subsidy framework for municipal rates and tariffs.

SPECIFIC OUTCOME 3

Apply the different approaches to forecasting municipal income and expenditure over the medium term.

SPECIFIC OUTCOME 4

Assess the organisational implications of planning income and expenditure over the medium term.

SPECIFIC OUTCOME 5

Contribute to the design rates, tariffs and user charges.

SPECIFIC OUTCOME 6

Develop a credit control and debt collection policy.



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

4

Apply costing principles to municipal operational and service-based costing

SAQA US ID	UNIT STANDARD TITLE		
116340	Apply costing principles to municipal operational and service-based costing		
SGB NAME		NSB ACRONYM	PROVIDER NAME
SGB Public Administration and Management		NSB 03	
FIELD		SUBFIELD	
Business, Commerce and Management Studies		Public Administration	
ABET BAND	UNIT STANDARD TYPE	NQF LEVEL	CREDITS
Undefined	Regular	Level 6	11

Specific Outcomes:

SPECIFIC OUTCOME 1

Compile and interpret a unit cost statement and apply the results in a decision-making process.

SPECIFIC OUTCOME 2

Identify the strengths and weaknesses of recognised approaches to efficiency comparisons.

SPECIFIC OUTCOME 3

Apportion overhead costs efficiently in a municipal specific context.

SPECIFIC OUTCOME 4

Recognise the importance of classifying costs by behaviour.

SPECIFIC OUTCOME 5

Identify difficulties of classifying costs by behaviour in a municipal financial management system.

SPECIFIC OUTCOME 6

Understand the benefits and limitations of classifying costs by relevance to the decision considerat



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

5

Apply performance management to a South African municipality

SAQA US ID	UNIT STANDARD TITLE		
116341	Apply performance management to a South African municipality		
SGB NAME		NSB ACRONYM	PROVIDER NAME
SGB Public Administration and Management		NSB 03	
FIELD		SUBFIELD	
Business, Commerce and Management Studies		Public Administration	
ABET BAND	UNIT STANDARD TYPE	NQF LEVEL	CREDITS
Undefined	Regular	Level 6	12

Specific Outcomes:**SPECIFIC OUTCOME 1**

Implement legislative requirements for performance management at municipalities in South Africa.

SPECIFIC OUTCOME 2

Develop performance management concepts.

SPECIFIC OUTCOME 3

Develop a performance agreement.

SPECIFIC OUTCOME 4

Provide institutional arrangements required for performance management.

SPECIFIC OUTCOME 5

Apply performance management concepts to municipal service delivery.



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

6

Apply risk management in South African municipalities

SAQA US ID	UNIT STANDARD TITLE		
116339	Apply risk management in South African municipalities		
SGB NAME		NSB ACRONYM	PROVIDER NAME
SGB Public Administration and Management		NSB 03	
FIELD		SUBFIELD	
Business, Commerce and Management Studies		Public Administration	
ABET BAND	UNIT STANDARD TYPE	NQF LEVEL	CREDITS
Undefined	Regular	Level 6	14

Specific Outcomes:

SPECIFIC OUTCOME 1

Identify the role played by risk management in a municipality.

SPECIFIC OUTCOME 2

Interpret and apply legislation relevant to municipal risk management in South African municipalities.

SPECIFIC OUTCOME 3

Demonstrate how risk management contributes to good governance.

SPECIFIC OUTCOME 4

Develop a municipality wide risk management and reporting system.

SPECIFIC OUTCOME 5

Develop a risk management process.



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

7

Apply techniques and South African statutes to cash and investment management in a municipal environment

SAQA US ID	UNIT STANDARD TITLE		
116346	Apply techniques and South African statutes to cash and investment management in a municipal environment		
SGB NAME		NSB ACRONYM	PROVIDER NAME
SGB Public Administration and Management		NSB 03	
FIELD		SUBFIELD	
Business, Commerce and Management Studies		Public Administration	
ABET BAND	UNIT STANDARD TYPE	NQF LEVEL	CREDITS
Undefined	Regular	Level 6	10

Specific Outcomes:**SPECIFIC OUTCOME 1**

Apply the legislative conditions governing cash and investment management.

SPECIFIC OUTCOME 2

Comply with sound principles for cash and investment management.

SPECIFIC OUTCOME 3

Implement the requirements of the legislation for contracts that have budgetary implications.

SPECIFIC OUTCOME 4

Apply the legislative requirements and internationally recognised principles to credit control and d

SPECIFIC OUTCOME 5

Apply the legislative requirements and treasury regulations on cash and investment responsibilities



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

8

Apply the Inter-governmental Fiscal Relations Act to municipal financial management

SAQA US ID	UNIT STANDARD TITLE		
116344	Apply the Inter-governmental Fiscal Relations Act to municipal financial management		
SGB NAME		NSB ACRONYM	PROVIDER NAME
SGB Public Administration and Management		NSB 03	
FIELD		SUBFIELD	
Business, Commerce and Management Studies		Public Administration	
ABET BAND	UNIT STANDARD TYPE	NQF LEVEL	CREDITS
Undefined	Regular	Level 6	10

Specific Outcomes:

SPECIFIC OUTCOME 1

Interpret the legislative requirements for cooperative government at local government Level.

SPECIFIC OUTCOME 2

Comply with the constitutional provisions regulating provincial supervision of local government.

SPECIFIC OUTCOME 3

Identify and implement the conditions of IGFR transfers to Local Government.

SPECIFIC OUTCOME 4

Apply legislation governing municipal borrowing powers.



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

9

Apply the principles of ethics in a municipal environment

SAQA US ID	UNIT STANDARD TITLE		
116343	Apply the principles of ethics in a municipal environment		
SGB NAME		NSB ACRONYM	PROVIDER NAME
SGB Public Administration and Management		NSB 03	
FIELD		SUBFIELD	
Business, Commerce and Management Studies		Public Administration	
ABET BAND	UNIT STANDARD TYPE	NQF LEVEL	CREDITS
Undefined	Regular	Level 6	10

Specific Outcomes:**SPECIFIC OUTCOME 1**

Demonstrate knowledge and insight into existing legislation, regulations and codes affecting activit

SPECIFIC OUTCOME 2

Apply the principles of ethics and professionalism to a municipal code of conduct Assessment Criteri

SPECIFIC OUTCOME 3

Develop an implementation plan to achieve compliance with an established code of ethics.



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

10

Conduct stakeholder consultation around municipal finance programmes

SAQA US ID	UNIT STANDARD TITLE		
116348	Conduct stakeholder consultation around municipal finance programmes		
SGB NAME		NSB ACRONYM	PROVIDER NAME
SGB Public Administration and Management		NSB 03	
FIELD		SUBFIELD	
Business, Commerce and Management Studies		Public Administration	
ABET BAND	UNIT STANDARD TYPE	NQF LEVEL	CREDITS
Undefined	Regular	Level 6	8

Specific Outcomes:

SPECIFIC OUTCOME 1

Identify and describe relevant stakeholder and role players in a municipal environment.

SPECIFIC OUTCOME 2

Select and apply a range of appropriate negotiation and communication techniques and methods.

SPECIFIC OUTCOME 3

Assess own application of communication techniques and methods and draw up a plan of action for self

SPECIFIC OUTCOME 4

Evaluate the communication process and make recommendations for improved interaction.



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

11

Contribute to capital planning and financing

SAQA US ID	UNIT STANDARD TITLE		
116347	Contribute to capital planning and financing		
SGB NAME		NSB ACRONYM	PROVIDER NAME
SGB Public Administration and Management		NSB 03	
FIELD		SUBFIELD	
Business, Commerce and Management Studies		Public Administration	
ABET BAND	UNIT STANDARD TYPE	NQF LEVEL	CREDITS
Undefined	Regular	Level 6	15

Specific Outcomes:**SPECIFIC OUTCOME 1**

Prepare a business plan for a municipal capital project.

SPECIFIC OUTCOME 2

Apply different methods of raising finance for capital in a municipality.

SPECIFIC OUTCOME 3

Determine and explain the capital expenditure controls.

SPECIFIC OUTCOME 4

Apply criteria for screening and selecting capital projects.

SPECIFIC OUTCOME 5

Combine financial and non-financial factors in a project appraisal.

SPECIFIC OUTCOME 6

Apply the cost-benefit analysis to projects undertaken by municipalities.



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

12

Contribute to internal control and internal control evaluation framework

SAQA US ID	UNIT STANDARD TITLE		
116357	Contribute to internal control and internal control evaluation framework		
SGB NAME		NSB ACRONYM	PROVIDER NAME
SGB Public Administration and Management		NSB 03	
FIELD		SUBFIELD	
Business, Commerce and Management Studies		Public Administration	
ABET BAND	UNIT STANDARD TYPE	NQF LEVEL	CREDITS
Undefined	Regular	Level 6	8

Specific Outcomes:

SPECIFIC OUTCOME 1

Develop an internal control policy for an organisation in accordance with relevant legislation.

SPECIFIC OUTCOME 2

Implement a control environment in a public sector organisation.

SPECIFIC OUTCOME 3

Implement internal control procedures.

SPECIFIC OUTCOME 4

Implement an evaluation framework for internal control procedures.



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

13

Contribute to the strategic planning process in a South African municipality

SAQA US ID	UNIT STANDARD TITLE		
116358	Contribute to the strategic planning process in a South African municipality		
SGB NAME		NSB ACRONYM	PROVIDER NAME
SGB Public Administration and Management		NSB 03	
FIELD		SUBFIELD	
Business, Commerce and Management Studies		Public Administration	
ABET BAND	UNIT STANDARD TYPE	NQF LEVEL	CREDITS
Undefined	Regular	Level 6	15

Specific Outcomes:

SPECIFIC OUTCOME 1

Formulate vision and mission statements.

SPECIFIC OUTCOME 2

Conduct a stakeholder and community participation analysis.

SPECIFIC OUTCOME 3

Identify key performance areas applicable to institutional strategies.

SPECIFIC OUTCOME 4

Formulate institutional strategies.

SPECIFIC OUTCOME 5

Apply requirements of legislation governing integrated development planning.

SPECIFIC OUTCOME 6

Develop methods to monitor the implementation of a strategic plan and related programmes.



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

14

Implement municipal supply chain management

SAQA US ID	UNIT STANDARD TITLE		
116353	Implement municipal supply chain management		
SGB NAME		NSB ACRONYM	PROVIDER NAME
SGB Public Administration and Management		NSB 03	
FIELD		SUBFIELD	
Business, Commerce and Management Studies		Public Administration	
ABET BAND	UNIT STANDARD TYPE	NQF LEVEL	CREDITS
Undefined	Regular	Level 6	12

Specific Outcomes:

SPECIFIC OUTCOME 1

Apply legislative requirements governing supply chain management.

SPECIFIC OUTCOME 2

Manage risks in supply chain management processes.

SPECIFIC OUTCOME 3

Delegation supply chain management powers and functions.

SPECIFIC OUTCOME 4

Comply with required ethical standards applied in municipal supply chain management.

SPECIFIC OUTCOME 5

Develop and evaluate a municipal supply chain management policy.

SPECIFIC OUTCOME 6

Develop various types of contractual arrangements and operational frameworks for public private part



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

15

Interpret South African legislation and policy affecting municipal financial management

SAQA US ID	UNIT STANDARD TITLE		
116361	Interpret South African legislation and policy affecting municipal financial management		
SGB NAME		NSB ACRONYM	PROVIDER NAME
SGB Public Administration and Management		NSB 03	
FIELD		SUBFIELD	
Business, Commerce and Management Studies		Public Administration	
ABET BAND	UNIT STANDARD TYPE	NQF LEVEL	CREDITS
Undefined	Regular	Level 6	8

Specific Outcomes:**SPECIFIC OUTCOME 1**

Apply the techniques of sound financial management in local government.

SPECIFIC OUTCOME 2

Interpret the elements of initiatives taken through various pieces of legislation to promote sound f

SPECIFIC OUTCOME 3

Demonstrate an understanding of the principles of good governance and ethical behaviour within the p

SPECIFIC OUTCOME 4

Demonstrate knowledge and understanding of the public policy making process in South Africa.

SPECIFIC OUTCOME 5

Identify, analyse and present a report on a public policy on municipal financial management and fact



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

16

Manage a municipality's assets and liabilities

SAQA US ID	UNIT STANDARD TITLE		
116362	Manage a municipality's assets and liabilities		
SGB NAME		NSB ACRONYM	PROVIDER NAME
SGB Public Administration and Management		NSB 03	
FIELD		SUBFIELD	
Business, Commerce and Management Studies		Public Administration	
ABET BAND	UNIT STANDARD TYPE	NQF LEVEL	CREDITS
Undefined	Regular	Level 6	11

Specific Outcomes:

SPECIFIC OUTCOME 1

Provide advice to a municipality on optimising relationships with the financial community.

SPECIFIC OUTCOME 2

Describe and prepare proposals to accessing bank finance.

SPECIFIC OUTCOME 3

Consider the merits of hire purchase transactions and leasing of municipal assets.

SPECIFIC OUTCOME 4

Plan for contingent municipal liabilities.

SPECIFIC OUTCOME 5

Develop a municipal asset management plan.



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

17

Participate in management of information technology resources in a municipal finance environment

SAQA US ID	UNIT STANDARD TITLE		
116360	Participate in management of information technology resources in a municipal finance environment		
SGB NAME		NSB ACRONYM	PROVIDER NAME
SGB Public Administration and Management		NSB 03	
FIELD		SUBFIELD	
Business, Commerce and Management Studies		Public Administration	
ABET BAND	UNIT STANDARD TYPE	NQF LEVEL	CREDITS
Undefined	Regular	Level 6	8

Specific Outcomes:**SPECIFIC OUTCOME 1**

Determine procedures that can be used to formulate a management strategy in relation to information

SPECIFIC OUTCOME 2

Identify issues, which are associated with the managing of information technology, of strategic impo

SPECIFIC OUTCOME 3

Discuss how management information systems projects are managed.

SPECIFIC OUTCOME 4

Discuss risk management issues in a management information system.

SPECIFIC OUTCOME 5

Understand the nature of costs associated with the management of a management information system.



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

18

Plan a municipal budgeting and reporting cycle

SAQA US ID	UNIT STANDARD TITLE		
116364	Plan a municipal budgeting and reporting cycle		
SGB NAME		NSB ACRONYM	PROVIDER NAME
SGB Public Administration and Management		NSB 03	
FIELD		SUBFIELD	
Business, Commerce and Management Studies		Public Administration	
ABET BAND	UNIT STANDARD TYPE	NQF LEVEL	CREDITS
Undefined	Regular	Level 6	8

Specific Outcomes:

SPECIFIC OUTCOME 1

Identify the roles and responsibilities of municipal political executives and senior management requ

SPECIFIC OUTCOME 2

Plan a municipal budget calendar in accordance with the legislation.

SPECIFIC OUTCOME 3

Develop a legislatively compliant municipal budget and treasury office.

SPECIFIC OUTCOME 4

Comply with the conditions for municipal delegations.



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

19

Prepare and analyse municipal financial reports

SAQA US ID	UNIT STANDARD TITLE		
116363	Prepare and analyse municipal financial reports		
SGB NAME		NSB ACRONYM	PROVIDER NAME
SGB Public Administration and Management		NSB 03	
FIELD		SUBFIELD	
Business, Commerce and Management Studies		Public Administration	
ABET BAND	UNIT STANDARD TYPE	NQF LEVEL	CREDITS
Undefined	Regular	Level 6	12

Specific Outcomes:**SPECIFIC OUTCOME 1**

Select measure, record, classify and report financial data in accordance with current financial repo

SPECIFIC OUTCOME 2

Implement a control environment in a public sector organisation.

SPECIFIC OUTCOME 3

Prepare and comment on financial reports for different forms of municipal entities.

SPECIFIC OUTCOME 4

Prepare financial statements using suitable bases of measurement and concepts.

SPECIFIC OUTCOME 5

Analyse and interpret financial statements.