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## 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

Procurement, Logistics and **Supply** Chain Management

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

**This** notice contains the titles, fields, sub-fields, **NQF** levels, credits, and purpose **of** the qualifications and unit standards. The qualification and unit standards can be accessed via the **SAQA** web-site at [www.saga.org.za](http://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 18 April 2005**. All correspondence should be marked Standards Setting – SGB for Procurement, Logistics and Supply Chain Management and addressed to

The Director: Standards Setting and Development

**SAQA**

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**ACTING DIRECTOR: STANDARDS SETTING AND DEVELOPMENT**



## SOUTH AFRICAN QUALIFICATIONS AUTHORITY

### QUALIFICATION:

#### **National Diploma: Complex Acquisition Management: (Defence and Security related)**

SAQA QUAL ID	QUALIFICATION TITLE		
49469	National Diploma: Complex Acquisition Management: (Defence and Security related)		
SGB NAME	NSB 03	PROVIDER NAME	
SGB Procurement, Logistics and Supply Chain Mngt	Business, Commerce and Management Studies		
QUAL TYPE	FIELD	SUBFIELD	
National Diploma	Business, Commerce and Management Studies	Procurement	
ABET BAND	MINIMUM CREDITS	NQF LEVEL	QUALIFICATION CLASS
Undefined	240	Level 5	Regular-Unit Stds Based

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

#### Purpose of the qualification

The purpose of the qualification is to build the knowledge and skills required by the defence and security related acquisition environment allowing learners to function as programme managers, engineering managers, logistical managers and quality assurance managers. It is intended to empower learners to acquire knowledge, skills, attitudes and values required to apply business acumen, establish, validate and manage user requirements, programme management and to provide specialist expertise.

The qualification covers management and provides a framework for learners to develop competencies that will enable them to become competent acquisition managers within the defence and security related environment. It introduces a fundamental understanding of the key terms, rules, concepts and principles of acquisition management. It provides a balanced learning experience that allows flexible access to life long learning, higher education and to productive employment.

The unit standards included in the qualification are intended as building blocks for the further learning and development of skills that will make the learner a more fulfilled, informed, efficient and cost effective manager. The skills, knowledge, values and understanding demonstrated within this qualification are essential for a positive impact on social and economic transformation and upliftment within the democratic South African society.

#### Rationale

The uniqueness of a programme manager in the defence sector, the highly regulated acquisition environment and the application of systems engineering, demands a unique and multi-disciplinary set of **skills** which led to the need for this qualification.

This qualification is intended to empower learners to operate efficiently within the defence and security related acquisition environment. It is envisaged that learners who complete this qualification will be engaged in multiple work roles in a variety of divisions and/or programmes and will be able to play a part, at their level, in contributing ultimately to the success of the defence and security related acquisition programme management.

The qualification allows for learners to complete all the unit standards in core and fundamental and then split out to specialised areas as a programme manager, a systems engineer, a logistical engineer and a quality assurance manager.

This qualification allows the learner to attain a nationally recognised qualification. It is flexible enough to accommodate both learners in formal education and learners already employed within the defence and

security related environment. It aims to develop informed and skilled learners. The skills, knowledge, values and attitudes reflected in the qualification are building blocks that will be developed further at **NQF** level 5 and higher.

Anybody involved in the defence and security related acquisition process must adhere to national and international legislation, policies and procedures. Defence includes, but is not limited to South African Defence Force, South African Police and Correctional Services.

This qualification is particularly applicable to complex projects. Complex projects include:

- > Acquisition projects, for instance the procurement of military equipment or large-scale IT projects,
- > Projects in the public arena with many stakeholders, for instance AIDS prevention and education projects or education transformation projects, and
- > Development projects in environmentally-sensitive areas having a contentious cost-benefit balance, for instance mining development.

The acquisition principles as embedded in the unit standards associated to this qualification may be tailored to less-complex projects.

### **RECOGNIZE PREVIOUS LEARNING?**

N

### **LEARNING ASSUMED TO BE IN PLACE**

It is assumed that learners have obtained the skills and knowledge as identified in the National Certificate in Project Management: NQF Level 4 or relevant prior learning that can be recognised

It is assumed that learners are competent in Communication, Computer Literacy and Mathematical Literacy at NQF level 4

All competencies reflected in the learning assumed to be in place could be achieved through the recognition of prior learning

Recognition of prior learning

This qualification may be achieved in part or completely through the recognition of prior learning, which includes formal, informal and non-formal learning and work experience. The learner should be thoroughly briefed on the mechanism to be used and support and guidance should be provided. Care should be taken that the mechanism used provides the learner with an opportunity to demonstrate competence and is not so onerous as to prevent learners from taking up the RPL option towards gaining a qualification.

### **QUALIFICATION RULES**

- > Fundamentals: 86 credits
- > Core: 110 credits
- > Electives: 44 credits

### **EXIT LEVEL OUTCOMES**

1. Apply business acumen
2. Establish, validate and manage user requirements
3. Apply defence and security related acquisition programme management principles
4. Provide specialist technical expert services

### **ASSOCIATED ASSESSMENT CRITERIA**

1.
  - > Self- and business- and conflict management principles are explained, described and applied in the defence and security related acquisition process.
  - > Communicate effectively in implementing best practice within the team, department or division in the context of the acquisition process.
  - > Demonstrate an understanding of Computer Database Management Systems as part of the defence and security related acquisition process as it relates to the acquisition process.
  - > Areas in need of change are recognised and communicated in accordance with the project or programme strategy and action plans.

2.
  - > System engineering principles are explained, described and applied as it relates to the acquisition process
  - > Acquisition requirements are identified, recorded and managed as required in the Defence and Security

related acquisition process

> Functional requirements are explained, identified, recorded and managed as required in the defence and security related acquisition process

### 3.

> Contracts and contract management as required in the defence and security related acquisition process are explained and managed

> Integrated defence and security related acquisition programmes are managed using programme management principles

> Technical meetings are conducted and managed as it relates to the acquisition process

### 4.

> The project environment and activities to deliver the project objectives in the specialist expert areas are supported as it relates to the acquisition process

> Specialist technical expert services are provided as it relates to the acquisition process

## Integrated Assessment

The applied competence (practical, foundational and reflexive competencies) of this qualification will be achieved if a candidate is able to explain the broad context and concept of management principles in South Africa and the greater environment. This will enable a learner to apply and maintain standard operating procedures and protocols in order to assist and support the achievement of the objectives of incident management.

Any combination of foundational, reflexive and practical Competencies needs to be assessed with the appropriate methods and tools that will determine applied competence. A detailed portfolio of evidence is required to prove the applied competencies of the learner.

Assessors and moderators should develop and conduct their own integrated assessment by making use of a range of formative and summative assessment methods. Assessors should assess and give credit for the evidence of learning that has already been acquired through formal, informal and non-formal learning and work experience.

## INTERNATIONAL COMPARABILITY

It is imperative to develop a qualification for all defence and security related acquisition managers to ensure continuous economic development whilst at the same time underpinning the objectives of the NQF. The qualification should also be comparable internationally. In selecting countries for international comparison it is important to consider countries where the economic context in which the qualification is to be used is similar to the South African context. Ideally, the South African defence and security related acquisition management qualification should be compared to qualifications from a country with a developed economy and a second developing country with an emerging economy in order to include contexts that have similarities to the South African situation. Canada and Malaysia have been chosen. The following websites were searched for qualifications that relate defence and security related acquisition management.

An attempt to do a comparison with a country with an emerging economy, the following websites were searched:

> Malaysian Accrediting Body: Lenbaga Akreditasi Negara: [www.lan.gov.my](http://www.lan.gov.my)

> Mexican Accrediting Body: COPAES: [www.copaes.org.mx](http://www.copaes.org.mx)

> National Assessment and Accreditation Council (India): [www.naac-india.com](http://www.naac-india.com)

> Nigeria: [www.nigeria.com](http://www.nigeria.com)

This qualification could not be compared to a qualification in a country with an emerging economy because the websites are not presented in English or there is no information available on the accreditation of learning programmes against national unit standards and/or qualifications. Some of the websites are inaccessible and one only deals with education in schools.

International comparisons with qualifications in the South African Developing Countries proved to be difficult as no qualifications could be found.

## ARTICULATION OPTIONS

This qualification will enable the qualifying candidate to progress to other related qualifications. This qualification articulates horizontally with all related learning in the Higher Education and Training band for

example:

- > National Certificate in Project Management L4 and L5
- > National Certificate in Administration and Business Administration at Level 4 and L5
- > National Certificate in Human Resources at Level 4 and level 5

### **MODERATION OPTIONS**

- > Anyone assessing a learner or moderating the assessment of a learner against this Qualification and Unit Standards must be registered as an assessor with the relevant ETQA.
- > Any institution offering learning that will enable the achievement of this Qualification and Unit Standards 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 ETQAs (including professional bodies);
- > 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, exit level outcomes as well as the integrated competence described in the qualification.

Criteria for registration of assessors

— ~~an individual wishing to be assessed~~ (including through RPL) against this Unit Standard may apply to an assessment agency, assessor or provider institution accredited by the relevant ETQA, or an ETQA that has a Memorandum of Understanding with the relevant ETQA.

- > Anyone assessing a learner against this Unit Standard must be registered as an assessor with the relevant ETQA or with an ETQA that has a Memorandum of Understanding with the relevant ETQA
- > Any institution offering learning that will enable achievement of this Unit Standard or assessing this Unit Standard must be accredited as a provider with the relevant ETQA or with an ETQA that has a Memorandum of Understanding with the relevant ETQA
- > Moderation of assessment will be conducted by the relevant ETQA at its discretion

### **CRITERIA FOR THE REGISTRATION OF ASSESSORS**

- > The assessor must have a related tertiary qualification on at least NQF Level 6.
- > The assessor must have at least 5 years experience in the relevant field.

### **NOTES**

The elective unit standard category is open ended to allow the learner to choose the **44** credits associated to the elective unit standards from any discipline that would add value to the purpose of the qualification or the learners own development on a learning pathway.

### **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	119210 Define and apply the policy and procedure for the acquisition of armaments	Level 4	4	Draft - Prep for P Comment
core	12999 Contribute to the management of costs and the enhancement of value	Level 5	10	Registered
Core	15137 Apply contract documentation	Level 5	10	Registered
Core	15225 Identify and interpret related legislation and its impact on the team, department or division and ensure compliance	Level 5	4	Registered
Core	15238 Devise and apply strategies to establish and maintain relationships	Level 5	3	Registered
Core	110526 Plan, organise, implement and control record-keeping systems	Level 5	4	Registered
Core	114050 Explain the principles of business and the role of information technology	Level 5	4	Registered
Core	114051 Conduct a technical practitioners meeting	Level 5	4	Registered
Core	114601 Identify, select and co-ordinate value engineering project life cycle phase	Level 5	4	Registered
Core	114873 Apply basic financial procedures to PFMA principles	Level 5	3	Registered
Core	119209 Develop functional specification for complex acquisition programmes	Level 5	8	Draft - Prep for P Comment
Core	119211 Apply systems engineering principles in a complex acquisition management process	Level 5	8	Draft - Prep for P Comment
Core	119212 Manage complex acquisition contracts	Level 5	8	Draft - Prep for P Comment
Core	119213 Manage an integrated complex acquisition programme	Level 5	20	Draft - Prep for P Comment

Core	119224 Manage requirements within a complex acquisition programme	Level 5	8	Draft - Prep for P Comment
core	119215 Develop acquisition requirements to meet stakeholders' needs	Level 5	8	Draft - Prep for P Comment
Elective	10147 Supervise a project team of a technical project to deliver project objectives	Level 5	14	Reregistered
Elective	10149 Support the project environment and activities to deliver project objectives	Level 5	14	Reregistered
Elective	11273 Apply Fundamental Concepts of Supply Chain Management Optimisation	Level 5	8	Registered
Elective	11274 Negotiate International Contracts of Purchase and Sale	Level 5	8	Registered
Elective	12432 Use mathematical and statistical techniques effectively	Level 5	20	Registered
Elective	12458 Develop the skills of a work team	Level 5	10	Registered
Elective	13237 Optimise the quality assurance system	Level 5	6	Registered
Elective	14214 Evaluate and improve the project team's performance	Level 5	8	Reregistered
Elective	15144 Develop and manage quality systems and procedures on a construction project	Level 5	12	Registered
Elective	15148 Manage financial aspects of a construction project	Level 5	8	Registered
Elective	15216 Create opportunities for innovation and lead projects to meet innovative ideas	Level 5	4	Registered
Elective	110508 Demonstrate and apply knowledge and understanding of the concept of facilitation and a range of facilitation skills.	Level 5	6	Registered
Elective	114599 Apply Functional Value to Engineering Design	Level 5	6	Registered
Fundamental	8043 Applying advanced business principles	Level 5	20	Reregistered
Fundamental	8662 Analyse and communicate workplace data	Level 5	5	Reregistered
Fundamental	10622 Conduct communication within a business environment	Level 5	8	Reregistered
Fundamental	11911 Manage individual careers	Level 5	5	Registered
Fundamental	14522 Analyse and explain the impact of one's personal interactive style on one's relationship with a client	Level 5	6	Registered
Fundamental	14609 Participate in management of conflict	Level 5	4	Registered
Fundamental	15096 Demonstrate an understanding of stress in order to apply strategies to achieve optimal stress levels in personal and work situations	Level 5	5	Registered
Fundamental	15214 Recognise areas in need of change, make recommendations and implement change in the team, department or division	Level 5	3	Registered
Fundamental	15215 Identify and interpret Best Practice guidelines, and plan for and implement Best Practice within the team, department or division	Level 5	4	Registered
Fundamental	15219 Develop and implement a strategy and action plans for a team, department or division	Level 5	4	Registered
Fundamental	15234 Apply efficient time management to the work of a department/division/section	Level 5	4	Registered
Fundamental	15237 Build teams to meet set goals and objectives	Level 5	3	Registered
Fundamental	110525 Apply a range of skills to facilitate workshops, community meetings and planned sessions in the local economic development environment	Level 5	8	Registered
Fundamental	114049 Demonstrate an understanding of Computer Database Management Systems	Level 5	7	Registered



## SOUTH AFRICAN QUALIFICATIONS AUTHORITY

## UNIT STANDARD:

1

## Apply systems engineering principles in a complex acquisition management process

SAQA US ID	UNIT STANDARD TITLE		
119211	Apply systems engineering principles in a complex acquisition management process		
SGB NAME	NSB 03	PROVIDER NAME	
SGB Procurement, Logistics and Supply Chain Mngt	Business, Commerce and Management Studies		
UNIT STANDARD TYPE	FIELD DESCRIPTION	SUBFIELD DESCRIPTION	
Regular	Business, Commerce and Management Studies	Procurement	
ABET BAND	CREDITS	NQF LEVEL	UNIT STANDARD TYPE
Undefined	8	Level 5	Regular

**SPECIFIC OUTCOME 1**

Manage the systems engineering life cycle in accordance with the acquisition process.

**SPECIFIC OUTCOME 2**

Apply systems engineering practices for a defence and security related acquisition.

**SPECIFIC OUTCOME 3**

Develop acquisition risk management strategies according to organisational policies and procedures.

**SPECIFIC OUTCOME 4**

Develop a validation and verification framework for systems engineering.

**SPECIFIC OUTCOME 5**

Integrate systems engineering specialties into systems development processes.



## SOUTH AFRICAN QUALIFICATIONS AUTHORITY

### UNIT STANDARD:

2

#### Develop acquisition requirements to meet stakeholders' needs

SAQA US ID	UNIT STANDARD TITLE		
119215	Develop acquisition requirements to meet stakeholders' needs		
SGB NAME	NSB 03	PROVIDER NAME	
SGB Procurement, Logistics and Supply Chain Mngt	Business, Commerce and Management Studies		
UNIT STANDARD TYPE	FIELD DESCRIPTION	SUBFIELD DESCRIPTION	
Regular	Business, Commerce and Management Studies	Procurement	
ABET BAND	CREDITS	NQF LEVEL	UNIT STANDARD TYPE
Undefined	8	Level 5	Regular

#### SPECIFIC OUTCOME 1

Identify and collect stakeholder needs, expectations, constraints, and interfaces.

#### SPECIFIC OUTCOME 2

Elicit stakeholder needs, expectations, constraints, and interfaces.

#### SPECIFIC OUTCOME 3

Develop an understanding with the requirement providers on the meaning of the acquisition requirements.

#### SPECIFIC OUTCOME 4

Transform stakeholder needs, expectations, constraints, and interfaces into requirements.

#### SPECIFIC OUTCOME 5

Analyse the requirements to ensure necessity, validity, sufficiency and completeness.

#### SPECIFIC OUTCOME 6

Analyse requirements to balance stakeholder needs and constraints according to systems engineering practice.





## SOUTH AFRICAN QUALIFICATIONS AUTHORITY

## UNIT STANDARD:

3

Develop functional specification for complex acquisition programmes

SAQA US ID	UNIT STANDARD TITLE		
119209	Develop functional specification for complex acquisition programmes		
SGB NAME		NSB 03	PROVIDER NAME
SGB Procurement, Logistics and Supply Chain Mngt		Business, Commerce and Management Studies	
UNIT STANDARD TYPE		FIELD DESCRIPTION	SUBFIELD DESCRIPTION
Regular		Business, Commerce and Management Studies	Procurement
ABET BAND	CREDITS	NQF LEVEL	UNIT STANDARD TYPE
Undefined	8	Level 5	Regular

**SPECIFIC OUTCOME 1**

Establish and maintain operating concepts, support concepts, maintenance concepts, disposal concepts and transportation concepts.

**SPECIFIC OUTCOME 2**

Establish and maintain a definition of the functionality needed to accomplish the requirements.

**SPECIFIC OUTCOME 3**

Validate requirements to ensure that the resulting system will perform appropriately in its intended-use environment.

**SPECIFIC OUTCOME 4**

Establish and maintain system and product requirements based on customer needs and requirements.



## SOUTH AFRICAN QUALIFICATIONS AUTHORITY

### UNIT STANDARD:

4

Manage an integrated **complex** acquisition programme

SAQA US ID	UNIT STANDARD TITLE		
119213	Manage an integrated complex acquisition programme		
SGB NAME	NSB 03	PROVIDER NAME	
SGB Procurement, Logistics and Supply Chain Mngt	Business, Commerce and Management Studies		
UNIT STANDARD TYPE	FIELD DESCRIPTION	SUBFIELD DESCRIPTION	
Regular	Business, Commerce and Management Studies	Procurement	
ABET BAND	CREDITS	NQF LEVEL	UNIT STANDARD TYPE
Undefined	20	Level 5	Regular

#### SPECIFIC OUTCOME 1

Use a process tailored from the organisation's acquisition practices.

#### SPECIFIC OUTCOME 2

Co-ordinate and collaborats with project stakeholders.

#### SPECIFIC OUTCOME 3

Organise integrated teams to execute the project.



## SOUTH AFRICAN QUALIFICATIONS AUTHORITY

**UNIT STANDARD:**

5

Manage complex acquisition contracts

SAQA US ID	UNIT STANDARD TITLE		
119212	Manage complex acquisition contracts		
SGB NAME	NSB 03	PROVIDER NAME	
SGB Procurement, Logistics and Supply Chain Mngt	Business, Commerce and Management Studies		
UNIT STANDARD TYPE	FIELD DESCRIPTION	SUBFIELD DESCRIPTION	
Regular	Business, Commerce and Management Studies	Procurement	
ABET BAND	CREDITS	NQF LEVEL	UNIT STANDARD TYPE
Undefined	8	Level 5	Regular

**SPECIFIC OUTCOME 1**

Develop value systems for the selection of contractors in the defence environment.

**SPECIFIC OUTCOME 2**

Compile request for information/request for proposal documentation.

**SPECIFIC OUTCOME 3**

Perform an evaluation to select a contractor for recommendation.

**SPECIFIC OUTCOME 4**

Present contract for approval.

**SPECIFIC OUTCOME 5**

Monitor contract progress and identify corrective actions.

**SPECIFIC OUTCOME 6**

Review contract line items according to organisational policies and procedures.



## SOUTH AFRICAN QUALIFICATIONS AUTHORITY

### UNIT STANDARD:

6

Manage requirements within a **complex** acquisition programme

SAQA US ID	UNIT STANDARD TITLE		
119214	Manage requirements within a complex acquisition programme		
SGB NAME	NSB 03	PROVIDER NAME	
SGB Procurement, Logistics and Supply Chain Mngt	Business, Commerce and Management Studies		
UNIT STANDARD TYPE	FIELD DESCRIPTION	SUBFIELD DESCRIPTION	
Regular	Business, Commerce and Management Studies	Procurement	
ABET BAND	CREDITS	NQF LEVEL	UNIT STANDARD TYPE
Undefined	8	Level 5	Regular

#### **SPECIFIC OUTCOME 1**

Obtain commitment to requirements (and possible changes) from the project participants.

#### **SPECIFIC OUTCOME 2**

Manage changes to the requirements as they evolve during the project according to organisational policies and procedures.

#### **SPECIFIC OUTCOME 3**

Maintain bidirectional traceability.

#### **SPECIFIC OUTCOME 4**

Identify inconsistencies between various requirements, the project work breakdown structure and associated project plans.