

No. 1172

9 December 2005

**SO JTH 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 Organising Field 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.saqa.org.za](http://www.saqa.org.za). Copies may also be obtained from the Directorate of Standards Setting and Development at the **SAQA** offices, Hatfield Forum West, 1069 Arcadia Street, Hatfield, Pretoria.

Comment on the unit standards should reach **SAQA** at the address *below and no later than 13 January 2006*. All correspondence should be marked **Standards Setting – SGB for Public Administration and Management** and addressed to

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**ACTING DIRECTOR: STANDARDS SETTING AND DEVELOPMENT**



## SOUTH AFRICAN QUALIFICATIONS AUTHORITY

## QUALIFICATION:

*National Certificate: Municipal Integrated Development Planning*

SAQA QUAL ID	QUALIFICATION TITLE		
50205	National Certificate: Municipal Integrated Development Planning		
SGB NAME	ORGANISING FIELD ID	PROVIDER NAME	
SGB Public Administration and Management	3		
QUAL TYPE	ORGANISING FIELD DESCRIPTION	SUBFIELD	
National Diploma	Business, Commerce and Management Studies	Public Administration	
ABET BAND	MINIMUM CREDITS	NQF LEVEL	QUALIFICATION CLASS
Undefined	160	Level 5	Regular-Unit Stds Based

**PURPOSE AND RATIONALE OF THE QUALIFICATION**

## Purpose:

The purpose of the qualification is to enable qualifying learners to apply strategic level development and governance competencies to ensure integrated and sustainable development and governance processes, outcomes, structures, strategies, planning; implementation management, monitoring and evaluation at a municipal level.

Learners will develop competencies to manage strategic planning and development processes, and the associated local governance and consultation 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, relating to the:

- > Designing and implementation of municipal integrated development plans
- > Identification of key development priorities and agendas, within resource constraints and informed by a local, district wide, provincial and national strategic analysis and policy context.
- > Development of proposals and strategic solutions beyond administrative boundaries and local resource/capacity constraints.
- > Identification of realistic and sustainable projects and development paths for cities and districts, within existing intergovernmental framework.
- > Implementation of integrated development plans and facilitation of democratic and accountable local governance.
- > Provision of inputs from municipal integrated development planning process into the planning processes and plans of other role players and spheres.

Through increasing the integrated development planning capacity of government office bearers and employees the notion of developmental local government, intergovernmental co-operation and the objectives of the developmental state can be achieved:

## Rationale:

The qualification is aimed at municipal managers, integrated development planning (IDP) managers and specialists in local government, executive mayors, as well as integrated development planning and city/district development specialists in Planning Implementation and Management Support (PIMS) Centres, provincial and national government. The typical learner will be an employee in local or provincial government, wishing to gain the competence to fulfil the requirements of his/her current job obligations or a municipal employee or even councilor 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 municipal, provincial and national sector departments, non-profit organisations and non-governmental organisations as well as private sector agencies which interface with local government integrated development planning would benefit from the qualification.

Qualifying learners may operate at the level of executive mayor, executive councillors, councillors, municipal manager, IDP manager or specialist, PIMS manager or senior planner, city/district development department managers, strategic managers and provincial IDP coordinators.

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 and key to concept of the Developmental State is the concept of decentralised development planning, coupled with the policy imperative of coordination and integration between the three spheres of government. Both these ideas were in line with the South African Constitution, which (1) enshrined the notions of cooperative governance, and government as one entity consisting of three interdependent spheres and (2) endowed local government with a novel and specific developmental role. In accordance with this new intergovernmental development-planning ethos local government would be the main/frontline planning arm of government, provinces would support and monitor this activity, and national government would create the framework of norms and standards in which these developmental actions would take place. Collectively, and with each sphere fulfilling its specific mandate, the actions of the three spheres would dovetail into a joint governmental effort aimed at achieving its developmental objectives.

In contrast to the traditional sector-specific land use, transport and infrastructure master planning of the past, a different approach to planning was proposed. Called integrated development planning and culminating in an Integrated Development Plan (IDP), this new style of planning, which had semblances of similar tendencies in the international planning arena, was meant to (1) be holistic, span and integrate all sectors though a focus on cross-cutting issues assist in reintegrating the fragmented landscapes and communities left in the wake of apartheid, and (3) ensure that projects and programmes contained in the plans were included in the budgets of the municipalities and/or provincial and national sector departments. In essence this new approach entailed a deft exercise in balancing (1) equity and efficiency, (2) strategic planning and speedy delivery and extensive public participation, and (3) local, indigenous and technical knowledge traditions. Along with the rise of 'good governance' and 'urban management' in South Africa as elsewhere, IDPs, linked to performance management systems, would also provide the frameworks, or rather the business plans, in terms of which municipalities were to be managed. In the spirit of cooperative governance these IDPs are also meant to play a key role in ensuring greater intergovernmental cooperation, integration and alignment, as not only were they conceptualised as the inventories of local needs and lists of desired projects and programmes, but also as the tools by which intergovernmental relations could be strengthened by providing arenas for representatives from the different spheres to come together and debate issues of shared concern.

The IDP was first called to life in the Local Government Transition Act Second Amendment Act, 1996, which required all municipalities in the country to prepare such plans (Republic of South Africa, 1996a). In terms of this Act IDPs were meant to ensure 'the integrated development and management of the area of jurisdiction of the municipality concerned in terms of its powers and duties' and had to be compiled having regard to a set of equity, sustainability and efficiency principles set out in the Development Facilitation Act (see Republic of South Africa, 1995).

The IDPs are also intended to reflect, capture or contain any other sectoral municipal planning requirement or plan in terms of sectoral legislation. These include, in terms of the Water Services Act, 1997 Water Services Development Plans, Integrated Transport Plans in terms of the National Land Transport Act, 2000 and a set of requirements regarding plans for housing provision in terms of the Housing Act, 1997.

The learning outcomes contained in this qualification are based on the competencies required to contribute to integrated development planning in a municipal context. The learning outcomes are combined in 4 broad areas of competence:

> Integrated and sustainable development and governance.

- > Design an integrated development planning process.
- > Strategic and integrated development planning.
- > Municipal implementation management, monitoring and evaluation.

The qualification aims to provide opportunities for applied competencies in these areas and provides a basis for further qualifications in town and regional planning, development planning and public sector management qualifications at higher levels on the NQF.

Learners will build on their existing competencies in city or regional planning, development planning or public sector management and will learn how to manage an integrated development planning process within the many challenges facing local government and intergovernmental alignment. They will learn how to apply strategic skills in relation to sustainable development of human settlements, districts and cities, developmental governance, strategic planning, process and resource management, process facilitation, monitoring and evaluation, and reporting competencies in a public sector setting. These competencies will assist the learner in their role in public sector strategising and development management and will also provide competencies which are transferable to the private sector.

The exit level learning outcomes highlight many of the integrated and intergovernmental development planning skills required within the public sector. Such skills and knowledge are geared towards enabling public officials in all spheres of government to operate effectively and successfully in a demanding environment. Therefore, exit level outcomes and related assessment criteria are outlined for the areas of competence, which mark out integrated development planning as key and highly influential in the developmental state and public service delivery.

The Certificate in Integrated Development Planning: Level 6 should produce 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. It will ensure that the quality of education and training in the public sector is enhanced and of a world-class standard.

#### **RECOGNIZE PREVIOUS LEARNING?**

**Y**

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

All learners accessing this qualification must be in possession of a Further Education and Training Certificate or equivalent qualification.

Recognition of prior learning:

The structure of this Unit Standard based Qualification makes the Recognition of Prior Learning possible. Learner and Assessor will jointly decide on methods to determine prior learning and competence in the knowledge, skills, values and attitudes implicit in the Qualification and the associated Unit Standards. Recognition of Prior Learning will be done by means of an Integrated Assessment as mentioned in the previous paragraph.

This Recognition of Prior Learning may allow for:

- > Accelerated access to further learning at this or higher levels on the NQF
- > Gaining of credits towards a Unit Standard in this Qualification
- > Obtaining this Qualification in whole or in part.

All recognition of Prior Learning is subject to quality assurance by the relevant ETQA or an ETQA that has a Memorandum of Understanding with the relevant ETQA.

Access to the qualification:

Access to this Qualification is open to all learners in possession of an FETC or equivalent qualification.

It is preferable, however, for the learner to first have completed a qualification in town and regional planning, development planning or public sector management and administration at least at NQF Level 4, before accessing this Qualification so that the learner has a broad understanding of the basic principles of city and regional development, development planning and/or public management and governance before proceeding with the more specialised learning in the National Certificate: Municipal Integrated

Development Planning, Level 5.

### **QUALIFICATION RULES**

Level, credits and learning components assigned to the qualification:

> The qualification is made up of Unit Standards that are classified as Fundamental, Core and Elective. A minimum of 160 credits is required to complete the qualification.

Rules of combination:

In this qualification the credits are allocated as follows:

- > Fundamental: 30 credits. Compulsory for all learners.
- > Core: 100 credits. Compulsory for all learners.
- > Electives: Choose a minimum of 30 credits.
- > Total: 160 credits.

Motivation for number of credits assigned to fundamental, core and elective:

**Fundamental Component:**

Unit standards of thirty credits are allocated to the subject areas of visionary thinking, knowledge management and communications.

Ten credits in visionary thinking have been included in the Fundamental Component, focusing on the importance of visionary thinking in strategic development processes. This is fundamental for a learner wanting to work in Municipal Integrated Development Planning.

Ten credits in knowledge management have been included in the Fundamental Component as well, focusing on the importance of the skills of Knowledge Management in the overall function of Integrated Development Planning and utilising knowledge to enhance overall job skills.

Ten credits in communication principles have also been added to the Fundamental Component. Communication is an underlying ability required for an Integrated Development Planner to be effective and engage the commitment and input of key stakeholders and communities.

All these standards are compulsory.

**Core Component:**

One hundred credits have been allocated to unit standards in the Core Component of this Qualification. This is to ensure that the Qualification has a strong Municipal Integrated Development Planning focus. The unit standards classified as Core describe Municipal Integrated Development Planning knowledge and skills that are generic to the municipal local government sphere where Integrated Development Planning functions of one kind or another are executed. They provide an opportunity to develop knowledge of Municipal Integrated Development Planning through research, formal learning and workplace practice and/or simulated situations. The unit standards encourage the 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 Integrated Development Planning.

All these standards are compulsory.

**Elective Component:**

There are unit standards totaling one-hundred and seven credits in this Component. These unit standards continue from the core component in focusing on learning areas pertinent to Municipal Integrated Development Planning and will enable learners to gain specialist knowledge and skills, which are particularly relevant, or of interest to the learner or a particular learning context. Learners are required to select Electives that add up to at least thirty credits. Whilst learners may choose any of the Electives to make up the thirty credits, it is required that the learner chooses at least three elective unit standards and furthermore, it is preferable that the learner chooses the complete set of standards listed even if this should mean that the minimum number of credits is exceeded. The learner may also select other unit standards at the level of the qualification, not listed in the qualification, but which would enhance the learner's work performance or employability, or which are of particular interest to the learner, with the

approval of the relevant ETQA (Education, Training and Quality Assurance Body).

### **EXIT LEVEL OUTCOMES**

On achieving this qualification, the learner will:

1. Design and implement an integrated development planning process.
2. Conduct strategic and integrated development planning.
3. Implement and monitor sustainable municipal integrated development planning programmes and processes.
4. Evaluate efficacy of Integrated Development Planning programmes and processes.
5. Facilitate events/meetings/actions for development.

### **ASSOCIATED ASSESSMENT CRITERIA**

1.

- > An integrated development plan is outlined for a specific municipal area.
- > Key development priorities and agendas are identified and designed within resources constraints informed by a local, district wide, provincial and national strategic analysis and policy context.
- > The legal principles underlying the concepts of 'developmental local government' and 'integrated development planning' are carefully considered for governance in a municipal area.
- > The impact of policy implications are considered in designing an integrated development planning process.
- > A set of engagement and participation processes, systems and events are utilised to ensure support for the integrated development planning process.

2.

- > Proposals for strategic agenda's are drawn up to address key municipal development challenges in an integrated and sustainable manner.
- > Strategic development plans are drawn up for the short, medium and long requirements of sustainable integrated development.
- > Municipal budgets are designed in line with strategic agenda.
- > The implementation of strategies and strategic programmes and interventions are assessed and supported in a proactive manner.

3.

- > The relevant institutional and governance arrangements and structures are established to develop, monitor and review the Integrated Development Plan.
- > The various role players required to take part in and implement the IDP process are capacitated through a facilitative process.
- > Synergy between the integrated development plan in a municipality, the organizational structure, and the relevant human and other resources are ensured to ensure that the IDP is effectively implemented.
- > Municipal budgets are drawn up and utilised to monitor achievement of IDP objectives from a financial perspective.

4.

- > The progress towards the achievement of targets and projects set out in strategic plans are monitored and reported on a quarterly and annual basis.
- > Appropriate and timely recommendations and revisions are made to improve the effectiveness and efficiency of the integrated development planning processes to ensure sustainable development.
- > Integrated development planning processes are assessed to ensure compliance to governance principles.
- > Engagement processes to ensure input and commitment to Integrated Development Planning programmes are assessed to determine efficacy of communications and participative strategies.

5.

- > The elements of developmental facilitation and their interconnections are defined to ensure that facilitated events are customised appropriately.
- > Facilitated events are prepared and follow up procedures put in place to ensure the implementation of post-event action plans.
- > Group dynamics, cultural diversity and potential conflict areas are considered when conducting facilitated events.

- > An appropriate toolbox of procedures are utilised to ensure that facilitated event achieves objectives of sustainable development.
- > Facilitated events are monitored and evaluated and recommendations made for any areas of remediation.

#### Integrated assessment

Because assessment practices must be open, transparent, fair, valid, and reliable and ensure that **no** learner is disadvantaged in any way whatsoever, an integrated assessment approach is incorporated into the Qualification.

Learning, teaching and assessment are inextricably lined. Whenever possible, the assessment **of** knowledge, skills, attitudes and values shown in the unit standards should be integrated.

Assessment of the communication, language, literacy and strategic analysis and planning competencies should be conducted in conjunction with other aspects and should use authentic municipal development contexts wherever possible.

A variety of methods must be used in assessment and tools and activities must be appropriate to the context in which the learner is working. Where it is not possible to assess the learner in the workplace or on-the-job, simulations, case studies, role-plays and other similar techniques should be used to provide a context appropriate to the assessment.

The term 'Integrated Assessment' implies that theoretical and practical components should **be assessed** together. During integrated assessments the assessor should make use of formative and summative assessment methods and assess combinations of practical, applied, foundational and reflective competencies.

Assessors and moderators should make 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.

Assessment should ensure that all specific outcomes, embedded knowledge and critical cross-field outcomes are evaluated. The assessment of the critical cross-field outcomes should **be** integrated with the assessment of specific outcomes and embedded knowledge.

#### **INTERNATIONAL COMPARABILITY**

Local municipalities in South Africa have to use "integrated development planning" as a method to plan future development in their areas. Whilst the concept and processes have been given a specific South African flavour and historical urgency, planning concepts are ubiquitous and training in planning and development for local government are well established internationally.

Learning materials on local government development are also available on various topics on the web. **e.g.** The World Bank has an online "World Bank Institute" with learning materials on various local government development topics. Generally however, the idea that local government planning should be 'integrated' is well established. In this regard **see** the proceedings **of** the International Conference of **Local Development** held under the auspices of the World Bank in Washington in **2004** (<http://www1.worldbank.org/sp/ldconference/>). Typical course pertinent to local government planning & development include:

- > City Management and Urban Development
- > Community Empowerment and Social Inclusion
- > Corporate Governance & Corporate Social Responsibility
- > Education
- > Environment and Natural Resources Management
- > Financial Sector
- > Governance and Anti-Corruption
- > Health, Nutrition, and Population
- > Investment Climate
- > Knowledge for Development
- > Leadership Program on AIDS
- > Poverty and Growth
- > Public-Private Partnership in Infrastructure
- > Rural Poverty and Development
- > Social Protection and Risk Management

- > Trade
- > Water

The following website can be referred to for further information:

(<http://web.worldbank.org/WBSITE/EXTERNAL/WBI/WBIPROGRAMS/0,,contentMDK:20223717~menuPK:461836~pagePK:64156158~piPK:64152884~theSitePK:443977,00.html>). The United Nations Development Program also provides materials online relating to local development.

As far as unit standards based qualifications are concerned and internet search of the Qualifications and Curriculum Authority of the United Kingdom (<http://www.qca.org.uk/>), the Australian Qualifications Framework (<http://www.aqf.edu.au/>), the Scottish Qualifications Authority ([http://www.sqa.org.uk/sqa/sqa\\_nu\\_display\\_home.jsp;jsessionid=596144E9562BEBF4831E99B8355CD9FC?p\\_applic=CCC&p\\_service=Content.show&pContentID=457&](http://www.sqa.org.uk/sqa/sqa_nu_display_home.jsp;jsessionid=596144E9562BEBF4831E99B8355CD9FC?p_applic=CCC&p_service=Content.show&pContentID=457&)), the National Qualifications authority of Ireland (<http://www.nqai.ie/cgi-bin/search>) all failed to reveal any specific qualification of a similar nature to this qualification. On the other hand general public service and local government qualifications were available.

As far as qualifications dealing with local government planning are concerned, the content of such courses varies considerably according to local contexts.

United States:

As an example, a one year course (equivalent to this certificate course) provided by Department of Government and Public Service, University of Alabama at Birmingham entitled Local Government Planning has the stated objective of providing learners with a general base relating to planning history and practice, planning methodology, critical reasoning and writing skills and presentation skills. The content provided to learners includes: Land use concepts; The Interaction of Geography and Law; The reasons for planning; The history of land-use and Law, (including property rights and the owner as planner); Land use zoning; Constitutional & policy issues relating to urban planning; The relationship between zoning and planning; The Planning process and the master plan; Subdivision of land, its regulation and land development; Land use planning methods (including land planning area; planning information systems; The Economy; Infrastructure and community facilities; capital improvement programs; Direction setting; The citizen and planning action; Land use design methods; Land classification planning; Integrating community facilities with land use; Evaluation and impact migration; Development management planning); Ethics of planning, planning professional development.

A related course from the same institution entitled "Urban development and Planning" (an important facet of local government planning) contains knowledge areas relating to: Urban Land use policy in the United States; Globalisation and economic restructuring; Urban poverty, inner-city concentration of poverty and neighbourhood distress; Race and urban poverty in the Global Economy; Segregation, poverty and geographical opportunity ("American Apartheid"); Exodus and modern day sprawl.

Because these courses are provided at university level it would approximate as NQF6 or NQF7. Despite the relatively higher level, the course is far more focused on equipping learners with concrete knowledge of real world local government planning issues, i.e. Land law, use, zoning, economics and demographics as well as planning in relation to critical social issues.

These certificate length qualifications may compare with other tertiary level qualifications in South Africa (an issue outside this investigation) failing which it would seem that these topic areas should be articulated in a future NQF6 or NQF7 Qualification.

Australia:

The territory of Queensland in Australia has an Integrated Planning Act, 1997. The purpose of this legislation is to provide a process for assessing and deciding development applications in Queensland. The act deals with ensuring desired environmental outcomes, compliance with state planning policies, regional planning.

Conclusion:

The focus of this qualification at NQF5 is to provide skills relating the concepts of integration planning and the planning process itself. A similar qualification to this one could not be found internationally. The focus on integrated planning is critical in South Africa, which has to deal with historical developmental distortions and must accordingly maximise the use of public resources to address these developmental issues.



**ARTICULATION OPTIONS**

This Qualification articulates vertically and horizontally with the following Qualifications:

> Town and Regional Planning, Development Planning, Public Management and Administration Levels 5, Municipal Finance and Administration Level 6, Public Finance Management and Administration Level 5.

**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, Training, Quality, Assurance (ETQA) Body, or with an ETQA that has a Memorandum of Understanding with the relevant ETQA.

> Any institution offering learning that will enable the achievement of this Qualification must be accredited as a provider with the relevant Education, Training, Quality, Assurance (ETQA) Body, or with an ETQA that has a Memorandum of Understanding with the relevant ETQA.

> Assessment and moderation of assessment will be overseen by the relevant Education, Training, Quality, Assurance (ETQA) Body, or by an ETQA that has a Memorandum of Understanding with the relevant ETQA, according to the ETQA's policies and guidelines for assessment and moderation.

> 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**

For an applicant to register as an assessor, the applicant needs:

- > A minimum of 5 (five) years' practical, relevant occupational experience in urban and regional development and integrated development planning.
- > To be registered as an assessor with the relevant ETQA.
- > To be in possession of a Qualification in Town and Regional Planning, Development Planning or Public Management and Administration at an NQF Level 6 or higher.

**NOTES**

N/A

	<b>UNIT STANDARD ID AND TITLE</b>	<b>LEVEL</b>	<b>CREDITS</b>	<b>STATUS</b>
core	120305 Analyse the role that emotional intelligence plays in leadership	Level 5	8	Recommended
core	120499 Design and implement a set of engagement and participation processes, systems and events in support of the integrated development planning process in a municipality	Level 5	8	Draft - Prep for P Comment
core	120500 Evaluate the effectiveness and efficiency of the integrated development planning processes	Level 5	12	Draft - Prep for P Comment
core	120501 Demonstrate an understanding of the legal implications and principles of the concepts of 'developmental local government' and 'integrated development planning' for governance in a municipal area	Level 5	6	Draft - Prep for P Comment
core	120503 Design integrated development planning and review processes for a municipality	Level 5	8	Draft - Prep for P Comment
core	120504 Determine the impact and policy implications of the concepts of 'integrated sustainable development' and 'sustainable human settlements' for a municipal area	Level 5	8	Draft - Prep for P Comment
Core	120505 Support the development of appropriate institutional capacity in integrated Development Planning (IDP) processes and leverage coordination	Level 5	8	Draft - Prep for P Comment
core	120508 Determine the development mandate and direction of a municipal area	Level 5	10	Draft - Prep for P Comment
core	120509 Assess and support the implementation of strategies and strategic programmes and interventions	Level 5	8	Draft - Prep for P Comment

Core	<b>116364</b> Plan a municipal budgeting and reporting cycle	Level 6	8	Registered
core	<b>120502</b> Facilitate municipalwide information gathering and the compilation of an updated integrated municipal development profile	Level 6	8	Draft - Prep for P Comment
Core	<b>120507</b> Draw up a strategic development municipal agenda to address the key municipal development challenges in an Integrated and sustainable manner	Level 6	8	Draft - Prep for P Comment
Elective	<b>10140</b> Apply a range of project management tools	Level 4	8	Reregistered
Elective	<b>14667</b> Describe and apply the management functions of an organization	Level 4	10	Registered
Elective	<b>10146</b> Supervise a project team of a developmental project to deliver project objectives	Level 5	14	Reregistered
Elective	<b>15216</b> Create opportunities for innovation and lead projects to meet innovative ideas	Level 5	4	Registered
Elective	<b>115395</b> Apply and explain the generic business process and value chain model	Level 5	12	Registered
Elective	<b>115401</b> Apply the basic principles of issue management	Level 5	8	Registered
Elective	<b>115407</b> Apply the principles of change management in the workplace	Level 5	10	Registered
Elective	<b>116924</b> Implement a programme of diversify management in the workplace	Level 5	14	Registered
Elective	<b>119350</b> Apply accounting principles and procedures in the preparation of reports and decision making	Level 5	15	Registered
Elective	<b>120506</b> Facilitate Integrated Development Planning events	Level 5	12	Draft - Prep for P Comment
Fundamental	<b>115405</b> Apply Principles of Knowledge Management to Organisational Transformation	Level 5	10	Registered
Fundamental	<b>119346</b> Apply sound communication principles in the coordination of selected public sector communications programmes	Level 5	10	Registered
Fundamental	<b>120311</b> Apply visionary leadership to develop strategy	Level 5	10	Recommended



## SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

1

SAQA USID	UNIT STANDARD TITLE	
120499	Design and implement a set of engagement and participation processes, systems and events in support of the integrated development planning process in a municipality	
SGB NAME	ORGANISING FIELD ID	PROVIDER NAME
SGB Public Administration and Management	3	
UNIT STANDARD TYPE	ORGANISING FIELD DESCRIPTION	SUBFIELD DESCRIPTION
Regular	Business, Commerce and Management Studies	Public Administration
ABET BAND [CREDITS]	NQF LEVEL	UNIT STANDARD TYPE'
Undefined   8	Level 5	Regular

**SPECIFIC OUTCOME 1**

Identify and engage the participation of all relevant stakeholders to ensure and win support for appropriate public participation in the IDP process.

**SPECIFIC OUTCOME 2**

Identify all the relevant mechanisms required to ensure maximum participation in IDP process.

**SPECIFIC OUTCOME 3**

Establish the relevant institutional and governance arrangements and structures to develop, monitor and review the IDP.

**SPECIFIC OUTCOME 4**

Capacitate the various role players to understand, effectively take part in, and implement the IDP process and strategic priorities of the municipality.



## SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

2

## Evaluate the effectiveness and efficiency of the integrated development planning processes

SAQA US ID	UNIT STANDARD TITLE		
120500	Evaluate the effectiveness and efficiency of the integrated development planning processes		
SGB NAME	ORGANISING FIELD ID	ORGANISING FIELD DESCRIPTION	SUBFIELD DESCRIPTION
SGB Public Administration and Management	3	Business, Commerce and Management Studies	Public Administration
UNIT STANDARD TYPE	ABET BAND	CREDITS	NQF LEVEL
Regular	Undefined	12	Level 5
UNIT STANDARD TYPE	ABET BAND	CREDITS	NQF LEVEL
Regular	Undefined	12	Level 5

**SPECIFIC OUTCOME 1**

Monitor and report on the progress towards the achievement of targets and projects set out in the business plans, on a quarterly and annual basis.

**SPECIFIC OUTCOME 2**

Monitor and report on the progress towards the achievement of targets and projects set out in the business plans, on an annual and five yearly basis.

**SPECIFIC OUTCOME 3**

Provide recommendations and revisions to improve effectiveness and efficiency of the integrated development planning processes, plans and practices in the municipality and on development in the municipal area.

**SPECIFIC OUTCOME 4**

Evaluate integrated development planning in terms of its underlying principles.

**SPECIFIC OUTCOME 5**

Evaluate the integrated development planning and implementation process in terms of a range of governance principles, concepts and tools.

**SPECIFIC OUTCOME 6**

Evaluate the effectiveness and efficiency of the integrated development planning processes and implementation of the IDP.



## SOUTH AFRICAN QUALIFICATIONS AUTHORITY

## UNIT STANDARD:

3

Demonstrate an understanding of the legal implications and principles of the concepts of 'developmental local government' and 'integrated development planning' for governance in a municipal area

SAQA US ID	UNIT STANDARD TITLE		
120501	Demonstrate an understanding of the legal implications and principles of the concepts of 'developmental local government' and 'integrated development planning' for governance in a municipal area		
SGB NAME	ORGANISING FIELD ID	PROVIDER NAME	
SGB Public Administration and Management	3		
UNIT STANDARD TYPE	ORGANISING FIELD DESCRIPTION	SUBFIELD DESCRIPTION	
Regular	Business, Commerce and Management Studies	Public Administration	
ABET BAND	CREDITS	NQF LEVEL	UNIT STANDARD TYPE
Undefined	6	Level 5	Regular

**SPECIFIC OUTCOME 1**

Demonstrate an understanding of relevant legislation and policies.

**SPECIFIC OUTCOME 2**

Demonstrate an understanding of the core powers and functions of a municipal government in terms of relevant legislation and policies.

**SPECIFIC OUTCOME 3**

Demonstrate an understanding of the role of other spheres of government and role players in municipal areas.

**SPECIFIC OUTCOME 4**

Demonstrate an ability to apply the principles of municipal integrated development planning in relation to other role players and spheres of government.



## SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

4

SAQA US ID		UNIT STANDARD TITLE	
120502		Facilitate municipal wide information gathering and the compilation of an updated integrated municipal development profile	
SGB NAME		ORGANISING FIELD ID	PROVIDER NAME
SGB Public Administration and Management		3	
UNIT STANDARD TYPE		ORGANISING FIELD DESCRIPTION	SUBFIELD DESCRIPTION
Regular		Business, Commerce and Management Studies	Public Administration
ABET BAND	CREDITS	NQF LEVEL	UNIT STANDARD TYPE
Undefined	8	Level 6	Regular

**SPECIFIC OUTCOME 1**

Gather, interpret, analyse and present relevant geographic, statistical and other information.

**SPECIFIC OUTCOME 2**

Analyse and synthesise the critical development challenges, strengths, opportunities of the municipal area and economy.

**SPECIFIC OUTCOME 3**

Analyse and synthesise the critical governance challenges, strengths, opportunities of the municipality and other role players in the municipal area.

**SPECIFIC OUTCOME 4**

Achieve consensus and commitment on long and medium term municipal-wide development priorities.



## SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

5

SAQA US ID		UNIT STANDARD TITLE	
120503		Design integrated development planning and review processes for a municipality	
SGB NAME		ORGANISING FIELD ID	PROVIDER NAME
SGB Public Administration and Management		3	
UNIT STANDARD TYPE		ORGANISING FIELD DESCRIPTION	SUBFIELD DESCRIPTION
Regular		Business, Commerce and Management Studies	Public Administration
ABET BAND	CREDITS	NQF LEVEL	UNIT STANDARD TYPE
Undefined	8	Level 5	Regular

**SPECIFIC OUTCOME 2**

Design the process to ensure an IDP is drawn up, an IDP process followed, and an IDP reviewed that is legal compliant and contributes toward development and governance in the municipal area.

**SPECIFIC OUTCOME 3**

Identify and design the IDP implementation and review process to relate to when implementing IDP programme.

**SPECIFIC OUTCOME 4**

Design the IDP process to support alignment between the three spheres of government in the municipal area.



## SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

6

SAQA US ID	UNIT STANDARD TITLE		
120504	Determine the impact and policy implications of the concepts of 'integrated sustainable development' and 'sustainable human settlements' for a municipal area		
SGB NAME	ORGANISING FIELD ID	PROVIDER NAME	
SGB Public Administration and Management	3		
STANDARD TYPE	ORGANISING FIELD	RIPTIC	RECORDING
	Business, Commerce and Management Studies		Public Administration
ABET BAND	CREDITS	NQF LEVEL	UNIT STANDARD TYPE
Undefined	8	Level 5	Regular

**SPECIFIC OUTCOME 1**

Demonstrate an understanding of the key developmental challenges in a municipality.

**SPECIFIC OUTCOME 2**

Identify and demonstrate an understanding of the interrelationships between the key developmental challenges in a municipality.

**SPECIFIC OUTCOME 3**

Demonstrate an understanding of the nature, importance, opportunities and challenges for sustainable development.

**SPECIFIC OUTCOME 4**

Demonstrate an understanding of the value, nature, importance of government's development approach to address development challenges in a sustainable and integrated way.





## SOUTH AFRICAN QUALIFICATIONS AUTHORITY

## UNIT STANDARD:

7

**Support the development of appropriate institutional capacity in Integrated Development Planning (IDP) processes and leverage coordination**

SAQA US ID		UNIT STANDARD TITLE	
120505		Support the development of appropriate institutional capacity in Integrated Development Planning (IDP) processes and leverage coordination	
SGB NAME		ORGANISING FIELD ID	PROVIDER NAME
SGB Public Administration and Management		3	
UNIT STANDARD TYPE		ORGANISING FIELD DESCRIPTION	SUBFIELD DESCRIPTION
Regular		Business, Commerce and Management Studies	Public Administration,
ABET BAND	CREDITS	NQF LEVEL	UNIT STANDARD TYPE
Undefined	8	Level 5	Regular

**SPECIFIC OUTCOME 1**

Ensure synergy between the integrated development plan in a municipality, the organisational structure, and the relevant human and other resources especially to draw up and implement in accordance with the IDP.

**SPECIFIC OUTCOME 2**

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

**SPECIFIC OUTCOME 3**

Ensure co-ordination between the integrated development plan and core functional areas, plans and activities in the municipality.

**SPECIFIC OUTCOME 4**

Ensure that knowledge management systems are designed and implemented in support of the integrated development planning process in a municipality.

**SPECIFIC OUTCOME 5**

Ensure buy-in and commitment for the process proposed to design and implement the IDP process.



## SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

8

SAQA US ID		UNIT STANDARD TITLE	
120506		Facilitate Integrated Development Planning events	
SGB NAME		ORGANISING FIELD ID	PROVIDER NAME
SGB Public Administration and Management		3	
UNIT STANDARD TYPE		ORGANISING FIELD DESCRIPTION	SUBFIELD DESCRIPTION
Regular		Business, Commerce and Management Studies	Public Administration
ABET BAND	CREDITS	NQF LEVEL	UNIT STANDARD TYPE
Undefined	12	Level 5	Regular

**SPECIFIC OUTCOME 1**

Demonstrate an understanding of and explain the elements of development facilitation and their interconnections.

**SPECIFIC OUTCOME 2**

Plan and prepare facilitated events and implement follow-up procedures after the event is undertaken.

**SPECIFIC OUTCOME 3**

Work with groups of people participating in facilitated events.

**SPECIFIC OUTCOME 4**

Access and utilise a toolbox of procedures related to the process.

**SPECIFIC OUTCOME 5**

Respond to the process as it unfolds.



## SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

9

Draw up a strategic development municipal agenda to address the key municipal development challenges in an integrated and sustainable manner

SAQA US ID	UNIT STANDARD TITLE		
120507	Draw up a strategic development municipal agenda to address the key municipal development challenges in an integrated and sustainable manner		
Management			
UNIT STANDARD TYPE	ORGANISING FIELD DESCRIPTION	SUBFIELD DESCRIPTION	
Regular	Business, Commerce and Management Studies	Public Administration	
ABET BAND	CREDITS	NQF LEVEL	UNIT STANDARD TYPE
Undefined	8	Level 6	Regular

**SPECIFIC OUTCOME 1**

Facilitate the development of a medium term agenda for strategic development for a district/metropolitan municipal area.

**SPECIFIC OUTCOME 2**

Ensure the development of intervention strategies to guide investment and action of the municipality.

**SPECIFIC OUTCOME 3**

Ensure the development of integrated programmes and plans to give effect to and inform the development direction, strategic agenda, strategies and guiding principles.

**SPECIFIC OUTCOME 4**

Ensure the review of integrated programmes to determine that strategic agenda is being achieved. \_



## SOUTH AFRICAN QUALIFICATIONS AUTHORITY

## UNIT STANDARD:

10

## Determine the development mandate and direction of a municipal area

SAQA US ID	UNIT STANDARD TITLE		
120508	Determine the development mandate and direction of a municipal area		
SGB NAME	ORGANISING FIELD ID	PROVIDER NAME	
SGB Public Administration and Management	3		
UNIT STANDARD TYPE	ORGANISING FIELD DESCRIPTION	SUBFIELD DESCRIPTION	
Regular	Business, Commerce and Management Studies	Public Administration	
ABET BAND	CREDITS	NQF LEVEL	UNIT STANDARD TYPE
Undefined	10	Level 5	Regular

**SPECIFIC OUTCOME 1**

Facilitate the development of a vision statement for the municipal area.

**SPECIFIC OUTCOME 2**

Determine the strategic long-term direction for the development of the district and metropolitan municipal area.

**SPECIFIC OUTCOME 3**

Determine underlying values and principles to guide development direction.

**SPECIFIC OUTCOME 4**

Ensure impact and guidance by the long term municipal vision and strategies.


**SAQA**
**SOUTH AFRICAN QUALIFICATIONS AUTHORITY**
**UNIT STANDARD:**

11

<b>SAQA US ID</b>		<b>UNIT STANDARD TITLE</b>	
120509		Assess and support the implementation of strategies and strategic programmes and interventions	
<b>SGB NAME</b>		<b>ORGANISING FIELD ID</b>	<b>PROVIDER NAME</b>
SGB Public Administration and Management		3	
<b>STANDARD TYPE</b>		<b>ORGANISING FIELD DESCRIPTION</b>	<b>SUBFIELD DESCRIPTION</b>
Regular		Business, Commerce and Management Studies	Public Administration
<b>ABET BAND</b>	<b>CREDITS</b>	<b>NQF LEVEL</b>	<b>UNIT STANDARD TYPE</b>
Undefined	8	Level 5	Regular

**SPECIFIC OUTCOME 1**

Extract and consolidate specific area based project plans, in terms of the medium term municipal priorities, targets and integrated strategies.

**SPECIFIC OUTCOME 2**

Guide the development and review of municipal operational plans and line department business plans in support of the development direction, strategic agenda and intervention strategies.

**SPECIFIC OUTCOME 3**

Extract and consolidate annual business plans for line departments/functional units in terms of the strategic development direction and agenda and intervention strategies.

**SPECIFIC OUTCOME 4**

Facilitate the design of and obtain a commitment to agreements on development of specific areas/issues with relevant private/public agencies/institutions/role players.