

No. 1067

27 October 2006

**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 Organising Field 03, Business, Commerce and Management Studies, publishes the following qualification for public comment.

This notice contains the titles, fields, sub-fields, NQF levels, credits, and purpose of the qualification. The qualification 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 qualification should reach SAQA at the address ***below and no later than 24 November 2006***. All correspondence should be marked **Standards Setting – SGB for Public Administration and Management** and addressed to

The Director: Standards Setting and Development  
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**ACTING DIRECTOR: STANDARDS SETTING AND DEVELOPMENT**



## SOUTH AFRICAN QUALIFICATIONS AUTHORITY

### QUALIFICATION:

#### *National Diploma: Public Administration*

SAQA QUAL ID	QUALIFICATION TITLE		
57827	National Diploma: Public Administration		
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	260	Level 7	Regular-Unit Stds Based

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

Purpose:

The purpose of the NQF Level 7 Public Administration qualification is to provide the knowledge, skills, attitudes and values required by public officials that work at a senior management and executive level. These competencies will enable senior public officials to provide the strategic leadership and management needed to transform all spheres of government. The need for well-qualified efficient, client-oriented public officials is identified as a priority in all the three spheres of government.

The National Diploma in Public Administration (NQF Level 7) is aimed at practitioners working in the public sector. It is the last qualification in a career pathway in Public Administration and Management.

The National Diploma in Public Administration consists of Exit Level Outcomes covering competencies related to service delivery from a developmental perspective, ensuring that public value is delivered within the broader market economy, formulating public sector policies, evaluating outcomes of multiple projects and determining requirements for new projects, harnessing knowledge that can be integrated into public sector decision making and problem solving, designing and facilitating all administrative functions required to ensure regionalism, decentralisation and governance, strategically leading public sector change and integrating public administration under the rule of law.

The competencies covered in the proposed unit standards encapsulate the competencies required by public officials working at executive level. The qualification will therefore enhance the ability of the qualifying learner as a public official to perform the necessary administration tasks expected as well as to improve management and strategic leadership abilities. In this way, the qualification enhances transferability of skills within different spheres of the public sector.

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

The qualifying learners could follow a variety of careers within the Public Sector related to:

- > Knowledge Management.
- > Project Management.
- > Administration.
- > Executive Management.
- > Project/Public Entity Management.

> Generic Management.

Rationale:

The public officials in South Africa fulfil a wide variety of roles within the public administration and management structures. They tend to work in diverse operating and service delivery circumstances and are required to solve problems, visualise strategies and develop policies that cater for the development and functional needs of the country.

The sustainability of South Africa's democratic process and developmental governance are strongly linked to capacity building within the three spheres of government- national, provincial and local. The public sector has a strong skills development initiative affecting three hundred thousand employees during the next three years. It is imperative that public officials receive an up to date Public Administration and Management qualification that develops the knowledge and skills which officials in South Africa's public sector require. The public officials need to have awareness and understanding of the changing needs of today's public service delivery systems. A needs analysis was done informed by international benchmarks taking into account the leading position of South Africa in public sector development on the African continent.

The Exit Level Outcomes concentrate on the public administration 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 highly demanding and competitive environment. The exit level outcomes and the related assessment criteria are outlined for a number of areas of competence, with public administration marked as a key competence directly affecting the service delivery process.

The Diploma in Public Administration is a specialised Qualification which offers managerial, conceptual, strategic and policy formulation knowledge and skills that contribute to service delivery in the public sector for learners who:

> Have attained the National Diploma in Public Administration and Management NQF Level 6 or any related financial, management, administration, or public administration degrees and wish to continue on a path of life-long learning within the Public Administration or related qualifications.

> Have worked in Public Administration, Public Financial Management, Municipal Administration/Management for many years, but have no formal Qualifications in their area of expertise.

> Wish to extend their range of skills and knowledge of Public Administration and Management so that they can specialise in more executive and senior management functions.

> Have recently taken up a position in Public Administration and Management at a strategic or senior management level.

> Have not yet acquired the skills and competencies required for learning higher level Public Administration and Management.

The skills, knowledge, values and attitudes reflected in the Qualification are building blocks to related NQF Level 7 and 8 qualifications. The intention is:

> To promote the development of knowledge and skills that are required for the efficient performance of Public Management and Administration functions.

> To release the potential of people.

> To ensure that public officials can fulfill public administrative functions that are internationally comparable.

The Diploma in Public Administration: Level 7 should produce knowledgeable, multi-skilled workers who are able to contribute strategically and policy design, formulation of service delivery frameworks and structures for the public sector. This qualification should provide the means for current workers to receive recognition of prior learning and upgrade their skills and achieve a nationally recognised qualification. It should also assist new entrants to the public sector.

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

Y

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

It is assumed that all learners accessing this qualification must be in possession of a Further Education and Training Certificate or equivalent qualification in Public Administration, and also a general degree at NQF Level 6 in the areas of Administration, Management, Finance or Commerce.

#### 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.

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:

Learners accessing this qualification would preferably have completed the National Diploma in Public Administration at NQF Level 6 or equivalent. This will help to ensure that the learner has a broad understanding of the basic principles of Public Management and Administration before proceeding with the more specialised requirements of Public Administration at Level 7.

#### **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 260 credits is required to complete this qualification.

The credits of the qualification are allocated as follows:

- > Fundamental: **44** credits.
- > Core: **176** credits.
- > Electives: **40** credits.
- > Total: 260 credits.

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

#### > Fundamental Component:

Unit Standards to the value of forty-four credits are allocated to the subject areas of Public Sector Communication, Public Sector Governance and Leadership.

The communications aspect of the fundamental component focuses on advanced communication skills in that it requires the learner to implement a sector wide communication strategy. Eight credits have been allocated to this.

Eight credits have been allocated to implementing sustainable public sector ethical practices.

It is also viewed that critical systems thinking and integrating qualitative and quantitative information is fundamental at this level and sixteen credits have been allocated thereto.

In addition, research is a fundamental component that must be integrated into all the core functions. Twelve credits have been allocated to this.

All the Unit Standards are compulsory.

#### > Core Component:

One hundred and seventy six credits have been allocated to Unit Standards in the Core Component of this Qualification. The Unit Standards classified as Core describe Public Administration and Management knowledge and skills integral to various public sector contexts where Administrative and Management functions of one kind or another are executed. They provide an opportunity to develop knowledge of Public Sector Administration and Management through research, formal learning and workplace practice and/or

simulated situations. The Unit Standards encourage application of knowledge and skills in real situations. The Core Unit Standards provide the basic knowledge and skills that all workers need to know about Public Administration and Management at an executive and senior management level.

All Unit standards are compulsory.

> Elective Component:

There are Unit Standards totalling one hundred and forty three credits in this Component. These Unit Standards continue from the Core component in focusing on learning areas pertinent to Public Administration and Management and will enable learners to gain specialist knowledge and skills or develop in area of personal enrichment and interest. Learners are required to select Electives that add up to minimum of forty credits.

#### **EXIT LEVEL OUTCOMES**

1. Deliver public value.
2. Formulate and evaluate public sector policies and programmes.
3. Fulfil management functions required to deliver public value.
4. Conceptualise, design and implement a public sector development management framework.
5. Integrate public administration under the rule of law.

#### **ASSOCIATED ASSESSMENT CRITERIA**

1:

- > An understanding of public administration functions and policy is determined and applied within the broader market economy.
- > Public sector change is lead in a strategic manner.
- > The different kinds of value created by public sector entities are explained and applied in line with the needs of citizens and stakeholders.
- > The effects of the political environment are considered in the delivery of public sector objectives.
- > The various kinds of operational capabilities and resources available to the public sector managers are identified and mobilised in line with delivery objectives.
- > Risk management is integrated into service delivery.
- > Strategies for delivering public value are formulated and integrated into all public service functions.

2:

- > The theories and concepts that apply to policy design, implementation and evaluation are integrated and applied in line with overall public administration objectives.
- > Policy design success factors are considered in developing new policies.
- > Needs assessment is undertaken in effective policy design.
- > Impact evaluation is applied in the context of policy design, implementation, monitoring and evaluation.
- > Techniques and tools are applied to the monitoring, implementing, planning and managing of policy research projects to ensure effective public sector performance.
- > Basic and advanced methods are adopted for evaluating public and private non-profit agencies and programs.
- > Various data collection systems are evaluated and utilised for programme and policy evaluation.
- > The skills and information necessary to utilise expert panels, focus groups, and key stakeholders in program evaluation and policy analysis are adopted in line with overall policy requirements.

3:

- > An understanding of the theories and issues shaping contemporary public management is demonstrated and applied in overall management objectives.
- > The different approaches to public sector reform are investigated and incorporated into overall management functions.
- > The changing management skills and competences are analysed in relation to the significant shifts in public sector activities.
- > Budgetary and financial management processes are utilised to allocate and manage resources and interpret and make decisions required for the effective functioning of the public sector.
- > Independent research is conducted and critically evaluating issues in the area of public management.
- > The principles and theories of public sector project management are applied to multiple projects.
- > The administrative provisions to regionalism, decentralisation and governance are applied to the overall management thereof.

- > Knowledge is harnessed to promote the achievement of public sector goals.
- > Human resources are managed within multiple public sector contexts.

**4:**

- > Issues surrounding development frameworks in the public sector are analysed in the context of wider public sector objectives.
- > The institutional and conceptual frameworks are analysed for development programmes.
- > Different investigative methods and processes are applied to compile a development framework.
- > Development frameworks are planned, proposed and appraised in the context of wider public sector development objectives.
- > The relationships required to ensure the effective implementation of public sector development frameworks are facilitated on an ongoing basis to ensure that development objectives are realised effectively.

**5:**

- > The main features of Cabinet and parliamentary government are explained in the South African context.
- > An understanding of the relationships between legal rules, political structures, Cabinet is demonstrated as they relate to other administrative processes and policy outcomes.
- > The process by which "regulation" can, should, does and does not work to solve problems is evaluated in the context of historical, current and future public sector scenarios.
- > The relevant stakeholders and entities within the public sector are engaged, particularly in using the resources of the group for developing arguments about particular issues and problems.

**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 linked. 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 numeracy should be conducted in conjunction with other aspects and should use authentic Public Service 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**

This qualification was compared to similar level Public Administration qualifications in:

- > SADC countries (Namibia, Botswana, Lesotho and Swaziland).
- > United Kingdom.
- > Pacific rim countries (Australia and New Zealand).
- > United States of America.

The general comparison revealed that importance of management and administrative training within the public sector context is well articulated worldwide. This qualification compares favourably to Masters level programs in Public Administration in all the countries canvassed in respect of core and elective components, syllabi and course outcomes.

> Botswana, Lesotho and Swaziland:

The Institute for Development Management (IDM) (<http://www.idmbls.com>) is a regional organisation in Botswana, Lesotho and Swaziland (BLS). It helps the region to meet its management needs through management development activities including training, consultancy, research, and the establishment of a Management Resource Centre. IDM offers a Certificate in Public Administration and Management. The course's duration is 36 weeks and its aim is to meet the need for continuous training and development in the Public Sector.

The course outcomes include:

- > Use the computer in information management.
- > Demonstrate knowledge of numeric skills.
- > Demonstrate knowledge of Occupational Health and Safety.
- > Demonstrate knowledge of HIV/AIDS.
- > Communicate effectively in the workplace.
- > Demonstrate knowledge of the role and scope of Public Administration.
- > Demonstrate knowledge of decentralization and the role of local authorities in national development.
- > Apply basic principles of management in the workplace.
- > Demonstrate understanding of the various statutes which affect their day to day work.
- > Manage records and information in their organisations.
- > Demonstrate an understanding of basic principles of management.
- > Demonstrate an understanding of basic principles of economics.
- > Apply research methods by undertaking a work related project.

The course comprises the following modules:

- > Introduction to Public Administration.
- > Local Government Administration and Management.
- > Principles of Management.
- > Legal Aspects of Public Administration.
- > Introduction to Personal Computers.
- > Communication skills.
- > Introduction to Financial Management.
- > Introductory Economics.
- > Occupational Health and Safety.
- > Records Management.
- > Numeric skills.
- > HIV/AIDS Awareness.
- > Basic Research Methods.

> United Kingdom:

This qualification was compared with Masters level programmes of the Open University and the University of Bradford.

The Open University provides and a leading edge Master of Public Administration qualification for managers throughout Federal, National, Regional and Local Government, the uniformed services, public and voluntary agencies, and social enterprises. It reflects international influences and it has a strong trans-national dimension.

The Core and Elective components are selected from the following themes:

- > Health and Social Care.
- > Criminal Justice.
- > Regional and Local Government planning and services.
- > Fundamentals of senior management.
- > Managing performance and change.
- > Shaping public policy: processes and contexts.
- > Current issues in public management and social enterprise.
- > Financial strategy.
- > Creativity, innovation and change.
- > Managing knowledge.
- > Managing human resources.
- > Marketing in a complex world.
- > Strategic management in life sciences and healthcare.

- > Environmental valuation and policy.
- > Rethinking social policy.
- > Community safety, crime prevention and social control.
- > Youth justice, penalty and social control.
- > Leading and managing for effective education.
- > Science and the public.
- > Environmental ethics.
- > Environmental decision making: a systems approach.
- > Capacities for managing development.
- > War, intervention and development.

Except for a wider ambit of potential Elective elements, this qualification compares favourably with the Open Universities Master in Public Administration (MPA) in respect of main themes, outcomes quality and content.

The University of Bradford provides a Masters degree in Public Administration with a core comprising of the following modules:

- > Delivering Public Value.
- > Designing Public Policies and Programs.
- > Government in a Market Economy.
- > Decision Making Under Uncertainty.
- > Governing by the Rules.
- > Leading Public Sector Change.
- > Work-Based Project.

This qualification compares favourably with the University of Bradford's MPA program in respect of main themes, outcomes quality and content.

> Australia and New Zealand:

This qualification was compared with Masters level programmes from the Australian and New Zealand School of Government and Flinders University. The Australia and New Zealand School of Government delivers an executive Masters programme using the same core developed at the Bradford University in the United Kingdom.

The Masters program in Public Administration at Flinders University in Australia comprises the following themes and subjects in its Core:

- > Public Policy.
- > Contemporary Issues in Public Policy.
- > Public Management.
- > Toolkit for Public Management.
- > Governance and Public Policy.
- > Ethics in Public Administration.
- > Research Methods.

In addition it requires a:

- > Master of Public Administration Dissertation.
- or:
- > Project in Public Administration.

This qualification compares favourably with the Flinders University MPA program in respect of main themes, outcomes quality and content.

The New Zealand Qualifications Authority (<http://www.kiwiquals.govt.nz/>) has a registered Diploma in Local Government and Administration at NQF Level 8 worth 120 credits.

Qualifications at the diploma or degree levels in Public Administration and Management were found on various university websites in New Zealand, Australia and Ireland.

> Conclusion:

In all respects this is an internationally comparable high level programme in Public Administration. It is possible, following international examples and trends at later stage to add additional clusters of specialisation to this National Diploma in Public Administration Level 7.



**ARTICULATION OPTIONS**

This Qualification articulates with MBA and other similar qualifications at NQF Level 7 and 8.

**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.

> 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 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 2 (two) years' practical, relevant occupational experience in Administration.
- > Registration as an assessor with the relevant ETQA.

**NOTES**

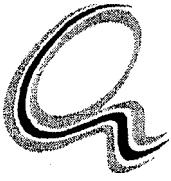
N/A

**UNIT STANDARDS**

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

	<b>UNIT STANDARD ID AND TITLE</b>	<b>LEVEL</b>	<b>CREDITS</b>	<b>STATUS</b>
/core	<b>242914</b> Apply the principles and theories of public sector project management	Level 6	12	Draft - Prep for P Comment
Core	<b>242904</b> Deliver public value	Level 7	16	Draft - Prep for P Comment
core	<b>242905</b> Integrate public administration under the rule of law	Level 7	16	Draft - Prep for P Comment
core	<b>242906</b> Analyse and apply administrative provisions to regionalism, decentralisation and governance	Level 7	16	Draft - Prep for P Comment
core	<b>242907</b> Conceptualise, design, implement and monitor public policies and programmes	Level 7	20	Draft - Prep for P Comment
core	<b>242908</b> Strategically lead public sector change	Level 7	12	Draft - Prep for P Comment
Core	<b>242909</b> Harness knowledge to promote the achievement of public sector goals	Level 7	12	Draft - Prep for P Comment
Core	<b>242910</b> Demonstrate an understanding of public administration functions and policy within the broader market economy	Level 7	12	Draft - Prep for P Comment
Core	<b>242911</b> Apply the principles and theories of public management	Level 7	16	Draft - Prep for P Comment
core	<b>242917</b> Evaluate public sector programmes	Level 7	16	Draft - Prep for P Comment
core	<b>242918</b> Conceptualise, design and implement a public sector development management framework	Level 7	16	Draft - Prep for P Comment
con?	<b>242919</b> Manage human resources in a public sector context	Level 7	12	Draft - Prep for P Comment
Elective	<b>12161</b> Establish, develop and manage media relationships to promote the image of Government	Level 7	5	Reregistered
/Elective	<b>12436</b> Develop and manage government communication campaigns	Level 7	6	Reregistered

Elective	<b>114693</b> Analyse international law in diplomatic relations	Level 7	12	Registered
Elective	<b>114697</b> Develop negotiation and conflict management skills for diplomatic practice	Level 7	10	Registered
Elective	<b>114698</b> Analyse global economic structures	Level 7	10	Registered
Elective	<b>114700</b> Demonstrate an understanding of diplomacy and the structure of the Department of Foreign Affairs	Level 7	5	Registered
Elective	<b>114701</b> Demonstrate economic diplomacy	Level 7	10	Registered
Elective	<b>114702</b> Demonstrate effective team work in diplomatic practice	Level 7	5	Registered
Elective	<b>114703</b> Explain the policies of the African States and SADC countries	Level 7	5	Registered
Elective	<b>114704</b> Analyse South Africa's domestic policies	Level 7	25	Registered
Elective	<b>114705</b> Promote South Africa abroad	Level 7	10	Registered
Elective	<b>114706</b> Assess the role of the United Nations and other key World Organizations in diplomatic relations	Level 7	8	Registered
Elective	<b>114714</b> Analyse South Africa's foreign policy	Level 7	20	Registered
Elective	<b>119624</b> Design electoral processes	Level 7	12	Registered
Fundamental	<b>242912</b> Integrate qualitative and quantitative information, methods and evidence to support decision making in the public sector	Level 7	8	Draft - Prep for P Comment
Fundamental	<b>242913</b> Implement a sectorwide communication strategy	Level 7	8	Draft - Prep for P Comment
Fundamental	<b>242915</b> Apply research methodologies in order to compile in a major research report in a public sector context	Level 7	12	Draft - Prep for P Comment
Fundamental	<b>242916</b> Strengthen and implement sustainable public sector ethical practices	Level 7	8	Draft - Prep for P Comment
Fundamental	<b>242920</b> Apply critical systems thinking and practice to public sector policy issues	Level 7	8	Draft - Prep for P Comment



## SOUTH AFRICAN QUALIFICATIONS AUTHORITY

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<b>SAQA US ID</b>	<b>UNIT STANDARD TITLE</b>		
242904	Deliver public value		
<b>SGB NAME</b>		<b>ORGANISING FIELD ID</b>	<b>PROVIDER NAME</b>
SGB Public Administration and Management		3	
<b>UNIT 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	16	Level 7	Regular

### **SPECIFIC OUTCOME 2**

Explain how the political environment affects public sector objectives.

### **SPECIFIC OUTCOME 3**

Identify the various kinds of operational capabilities and resources available to the public sector managers and how they can be mobilised.

### **SPECIFIC OUTCOME 4**

Manage risks in delivering value to the community.

### **SPECIFIC OUTCOME 5**

Define and implement strategies for delivering public value.



## SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

2

SAQA US ID	UNIT STANDARD TITLE		
242905	Integrate public administration under the rule of law		
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	16	Level 7	Regular

**SPECIFIC OUTCOME 1**

Identify and explain the main features of Cabinet and parliamentary government in the South African context.

**SPECIFIC OUTCOME 2**

Demonstrate an understanding of the relationship between legal rules, political structures, Cabinet and other administrative processes and policy outcomes.

**SPECIFIC OUTCOME 3**

Evaluate how "regulation" can, should, does and does not work to solve problems.

**SPECIFIC OUTCOME 4**

Interact with stakeholders and entities within the public sector, particularly in using the resources of the group for developing arguments about particular issues and problems.



## SOUTH AFRICAN QUALIFICATIONS AUTHORITY

**UNIT STANDARD:**

**3**

**Analyse and apply administrative provisions to regionalism, decentralisation and governance**

<b>SAQA US ID</b>		<b>UNIT STANDARD TITLE</b>	
242906		Analyse and apply administrative provisions to regionalism, decentralisation and governance	
<b>SGB NAME</b>		<b>ORGANISING FIELD ID</b>	<b>PROVIDER NAME</b>
SGB Public Administration and Management		3	
<b>UNIT 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	16	Level 7	Regular

**SPECIFIC OUTCOME 1**

Identify and understand some of the main theories and issues shaping contemporary trends in decentralisation and regionalism.

**SPECIFIC OUTCOME 2**

Explain how regionalism and decentralisation fits into a suite of policy approaches for addressing complex issues.

**SPECIFIC OUTCOME 3**

Identify and analyse the multitude of factors involved in decentralisation programmes.

**SPECIFIC OUTCOME 4**

Relate concepts of regionalism, decentralisation and governance to own work context.



## SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

4

## Conceptualise, design, implement and monitor public policies and programmes

SAQA US ID	UNIT STANDARD TITLE		
242907	Conceptualise, design, implement and monitor public policies and programmes		
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	20	Level 7	Regular

**SPECIFIC OUTCOME 1**

Demonstrate an understanding of and apply theories and concepts that apply to policy design, implementation and evaluation.

**SPECIFIC OUTCOME 2**

Demonstrate an understanding of and apply policy design success factors.

**SPECIFIC OUTCOME 3**

Apply needs assessment in effective policy design.

**SPECIFIC OUTCOME 4**

Demonstrate knowledge of and apply impact evaluation in the context of policy design, implementation and monitoring.

**SPECIFIC OUTCOME 5**

Display an understanding of the monitoring of program process and performance.

**SPECIFIC OUTCOME 6**

Display an understanding of the implementation of public policy interventions.

**SPECIFIC OUTCOME 7**

Display an understanding of the planning and managing of policy research projects.



## SOUTH AFRICAN QUALIFICATIONS AUTHORITY

**UNIT STANDARD:**

5

<b>SAQA US ID</b>	<b>UNIT STANDARD TITLE</b>	
242908	Strategically lead public sector change	
<b>SGB NAME</b>	<b>ORGANISING FIELD ID</b>	<b>PROVIDER NAME</b>
SGB Public Administration and Management	3	
<b>UNIT STANDARD TYPE</b>	<b>ORGANISING FIELD DESCRIPTION</b>	<b>SUBFIELD DESCRIPTION</b>
Regular	Business, Commerce and Management Studies	Public Administration
<b>ABET BAND (CREDITS)</b>	<b>NQF LEVEL</b>	<b>UNIT STANDARD TYPE</b>

**SPECIFIC OUTCOME 1**

Identify own leadership and management style, strengths and shortcomings.

**SPECIFIC OUTCOME 2**

Demonstrate an understanding of the complexity of drivers for change in the public sector environment and manage under uncertainty.

**SPECIFIC OUTCOME 3**

Recognise the value of diversity in change leadership styles.

**SPECIFIC OUTCOME 4**

Apply various frameworks for the planning and implementing of change management strategies.

**SPECIFIC OUTCOME 5**

Communicate change processes to all stakeholders.

**SPECIFIC OUTCOME 6**

Evaluate the effectiveness of change programmes.



## SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

6

Harness knowledge to promote the achievement of public sector goals

<b>SAQA US ID</b>	<b>UNIT STANDARD TITLE</b>		
242909	Harness knowledge to promote the achievement of public sector goals		
<b>SGB NAME</b>	<b>ORGANISING FIELD ID</b>	<b>PROVIDER NAME</b>	
SGB Public Administration and Management	3		
<b>UNIT 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	12	Level 7	Regular

**SPECIFIC OUTCOME 1**

Explain the knowledge-based theory of organisations and different aspects of knowledge.

**SPECIFIC OUTCOME 2**

Conduct knowledge audits.

**SPECIFIC OUTCOME 3**

Construct models of knowledge retention structures.

**SPECIFIC OUTCOME 4**

Formulate strategies to optimally utilise the knowledge in the workplace.





## SOUTH AFRICAN QUALIFICATIONS AUTHORITY

**UNIT STANDARD:**

7

**Demonstrate an understanding of public administration functions and policy within the broader market economy**

SAQA US ID	UNIT STANDARD TITLE		
242910	Demonstrate an understanding of public administration functions and policy within the broader market economy		
<b>SGB</b> Public Administration and Management			
		3	
UNIT	ID	DESCRIPTION	SUBFIELD DESCRIPTION
Regular		Business, Commerce and Management Studies	Public Administration
ABET BAND	CREDITS	NQF LEVEL	UNIT STANDARD TYPE
Undefined	12	Level 7	Regular

**SPECIFIC OUTCOME 1**

Demonstrate an understanding of the methods, concepts and frameworks that underpin the economic way of thinking.

**SPECIFIC OUTCOME 2**

Demonstrate an understanding of the economic role of government.

**SPECIFIC OUTCOME 3**

Demonstrate an understanding of economic growth and its linkage to non-economic dimensions of society (developmental initiatives).

**SPECIFIC OUTCOME 4**

Analyse current economic problems.



## SOUTH AFRICAN QUALIFICATIONS AUTHORITY

*UNIT STANDARD:*

8

**Apply the principles and theories of public management**

<b>SAQA US ID</b>	<b>UNIT STANDARD TITLE</b>		
242911	Apply the principles and theories of public management		
<b>SGB NAME</b>		<b>ORGANISING FIELD ID</b>	<b>PROVIDER NAME</b>
SGB Public Administration and Management		3	
<b>UNIT 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	16	Level 7	Regular

**SPECIFIC OUTCOME 1**

Demonstrate an understanding of the theories and issues shaping contemporary public management.

**SPECIFIC OUTCOME 2**

Investigate the different approaches to public sector reform.

**SPECIFIC OUTCOME 3**

Analyse the changing management skills and competences that are required for significant shifts in public sector activities.

**SPECIFIC OUTCOME 4**

Demonstrate a knowledge of, and apply the utilisation of budgetary and financial management processes to allocate and manage resources.

**SPECIFIC OUTCOME 5**

Conduct independent research and critically evaluate issues in the area of public management.



## SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

9

<b>SAQA US ID</b>	<b>UNIT STANDARD TITLE</b>		
242912	Integrate qualitative and quantitative information, methods and evidence to support decision making in the public sector		
<b>SGB NAME</b>	<b>ORGANISING FIELD ID</b>	<b>PROVIDER NAME</b>	
SGB Public Administration and Management	3		
<b>UNIT STANDARD TYPE</b>	<b>ORGANISING FIELD DESCRIPTION</b>	<b>SUBFIELD DESCRIPTION</b>	
Regular	Business, Commerce and Management Studies	Public Administration	
<b>ABET BAND (CREDITS)</b>	<b>NQF LEVEL</b>	<b>UNIT STANDARD N P E</b>	
	Level 7		

**SPECIFIC OUTCOME 1**

Utilise, interpret and draw inferences from information gathered as evidence to support decision making.

**SPECIFIC OUTCOME 2**

Identify the strengths, weaknesses and suitability of selected quantitative and qualitative methods for gathering evidence.

**SPECIFIC OUTCOME 3**

Commission information gathering and analysis to support management and policy decision making.

**SPECIFIC OUTCOME 4**

Demonstrate an understanding of how the policy system and organisational context affects the use of evidence and analysis in public decision making.



## SOUTH AFRICAN QUALIFICATIONS AUTHORITY

**UNIT STANDARD:**

10

**Implement a sector wide communication strategy**

<b>SAQA US ID</b>	<b>UNIT STANDARD TITLE</b>		
242913	Implement a sector wide communication strategy		
<b>SGB NAME</b>	<b>ORGANISING FIELD ID</b>	<b>PROVIDER NAME</b>	
SGB Public Administration and Management	3		
<b>UNIT 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 7	Regular

**SPECIFIC OUTCOME 1**

Manage the dissemination of strategic information to all stakeholders.

**SPECIFIC OUTCOME 2**

Demonstrate an understanding of the impact data dissemination can have on a range of stakeholders.

**SPECIFIC OUTCOME 3**

Ensure that systems are in place to manage information flow.

**SPECIFIC OUTCOME 4**

Present verbal, written and visual information to a range of stakeholders in order to support communication strategy.



## SOUTH AFRICAN QUALIFICATIONS AUTHORITY

<b>242914</b>	Apply the principles and theories of public sector project management		
<b>SGB NAME</b>		<b>ORGANISING FIELD ID</b>	<b>(PROVIDERNAME</b>
SGB Public Administration and Management		13	
<b>UNIT 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	12	Level 6	Regular

### **SPECIFIC OUTCOME 1**

Demonstrate an understanding of project processes, project scope management and project integration management in the context of public projects.

### **SPECIFIC OUTCOME 2**

Demonstrate an understanding of project time management and project cost management in the context of public projects.

### **SPECIFIC OUTCOME 3**

Demonstrate an understanding of project quality management and project human resources management in the context of public projects.

### **SPECIFIC OUTCOME 4**

Demonstrate an understanding of project communications management and project risk management in the context of public projects.

### **SPECIFIC OUTCOME 5**

Demonstrate an understanding of project supply management and project management competencies in the context of public projects.



## SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

12

<b>SAQA US ID</b>	<b>UNIT STANDARD TITLE</b>		
242915	Apply research methodologies in order to compile in a major research report in a public sector context		
<b>SGB NAME</b>		<b>ORGANISING FIELD ID</b>	<b>PROVIDER NAME</b>
SGB Public Administration and Management		3	
<b>UNIT 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	12	Level 7	Regular

**SPECIFIC OUTCOME 1**

Demonstrate an understanding of and apply basic research concepts.

**SPECIFIC OUTCOME 2**

Design research models for a variety of public administration problems.

**SPECIFIC OUTCOME 3**

Demonstrate an understanding of and apply basic social statistics.

**SPECIFIC OUTCOME 4**

Demonstrate an understanding of the ethical dimension of conducting applied research.

**SPECIFIC OUTCOME 5**

Recognise the role of citizen input in policy administration.



## SOUTH AFRICAN QUALIFICATIONS AUTHORITY

*UNIT STANDARD:*

13

### Strengthen and implement sustainable public sector ethical practices

SAQA US ID	UNIT STANDARD TITLE		
242916	Strengthen and implement sustainable public sector ethical practices		
SGB NAME	ORGANISING FIELD ID	PROVIDER NAME	
SGB Public Administration and Management	3		
UNIT STANDARD TYPE	ORGANISING FIELD DESCRIPTION	PROVIDER	
Regular	Business, Commerce and Management Studies	Public Administration	
ABET BAND	CREDITS	NQF LEVEL	UNIT STANDARD TYPE
Undefined	8	Level 7	Regular

#### **SPECIFIC OUTCOME 1**

Explain different theories of ethics and apply them to the practice of public administration.

#### **SPECIFIC OUTCOME 2**

Identify the ethical issues that typically arise for public sector.

#### **SPECIFIC OUTCOME 3**

Identify existing codes of ethical conduct and evaluating them for efficacy and sustainability.

#### **SPECIFIC OUTCOME 4**

Identify the ways in which public sector ethics can be strengthened.



## SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

14

## Evaluate public sector programmes

SAQA US ID	UNIT STANDARD TITLE		
242917	Evaluate public sector programmes		
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	16	Level 7	Regular

**SPECIFIC OUTCOME 1**

Identify and understand basic and advanced methods for evaluating public and private non-profit agencies and programs.

**SPECIFIC OUTCOME 2**

Understand and apply the skills and information to implementing various data collection systems used in program evaluation.

**SPECIFIC OUTCOME 3**

Understand and apply the skills and information necessary to utilise expert panels, focus groups, and key stakeholders in program evaluation and policy analysis.

**SPECIFIC OUTCOME 4**

Understand and apply the skills and information necessary to provide relevant interpretation and presentation of information to stakeholders and policy makers.





## SOUTH AFRICAN QUALIFICATIONS AUTHORITY

<b>SAQA US ID</b>		<b>UNIT STANDARD TITLE</b>	
242918		Conceptualise, design and implement a public sector development management framework	
<b>SGB NAME</b>		<b>ORGANISING FIELD ID</b>	<b>PROVIDER NAME</b>
SGB Public Administration and Management		3	
<b>UNIT 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	16	Level 7	Regular

### **SPECIFIC OUTCOME 1**

Demonstrate an understanding of the components and concepts of development management frameworks in public sector context.

### **SPECIFIC OUTCOME 2**

Conceptualise development framework models, their objectives and boundary conditions in relation to the public sector.

### **SPECIFIC OUTCOME 3**

Design a public sector development management framework.

### **SPECIFIC OUTCOME 4**

Implement a public sector development management framework.

### **SPECIFIC OUTCOME 5**

Demonstrate an understanding of the context and environment within which policy development takes place, including the relationships among policy adviser, decision makers and citizens.



## SOUTH AFRICAN QUALIFICATIONS AUTHORITY

## UNIT STANDARD:

16

**Manage human resources in a public sector context**

<b>SAQA US ID</b>	<b>UNIT STANDARD TITLE</b>		
242919	Manage human resources in a public sector context		
<b>SGB NAME</b>		<b>ORGANISING FIELD ID</b>	<b>PROVIDER NAME</b>
SGB Public Administration and Management		3	
<b>UNIT 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	12	Level 7	Regular

**SPECIFIC OUTCOME 1**

Demonstrate an understanding of the theories, concepts and practice of human resources management and reflecting on these theories, concepts and practices in a public sector environment.

**SPECIFIC OUTCOME 2**

Implement and maintain performance management processes.

**SPECIFIC OUTCOME 3**

Identify the developmental needs of employees and provide opportunities for development.

**SPECIFIC OUTCOME 4**

Recognise and reward desired behaviours and results.

**SPECIFIC OUTCOME 5**

Design integrated strategies for reaching Skills Development, Employment Equity and Affirmative Action goals.

**SPECIFIC OUTCOME 6**

Adapt organisational systems and processes to recruit and retain high calibre staff.

**SPECIFIC OUTCOME 7**

Achieve or exceed set goals for Skills Development, Employment Equity and Affirmative Action.



## SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

17

Apply critical systems thinking and practice to public sector policy issues

SAQA US ID	UNIT STANDARD TITLE		
242920	Apply critical systems thinking and practice to public sector policy issues		
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 7	Regular

**SPECIFIC OUTCOME 1**

Demonstrate critical and analytical skills in conceptualising participatory policy.

**SPECIFIC OUTCOME 2**

Appreciate the value of considering the narratives of all participants in developing solutions.

**SPECIFIC OUTCOME 3**

Develop responses that are mindful of interrelated issues across sectors and disciplines.

**SPECIFIC OUTCOME 4**

Develop and apply participatory approaches to problem solving with stakeholders.