

IMASA COURSE FRAMEWORK

LOCAL GOVERNMENT ADMINISTRATION AND MANAGEMENT. LOCAL GOVERNMENT LAW.

SCHEDULE OF UNIT STANDARDS

LEVEL 1: ENTRANCE LEVEL: Minimum qualification requirement: Grade 12.

The Certification programme consists of two components: 50% Educational (LGSETA qualification) and 50% experience. (Minimum of 2 years experience to qualify for the 50% experience component. The total will determine Membership category of IMASA)

- 1. INTRODUCTION TO LOCAL GOVERNMENT ADMINISTRATION AND MANAGEMENT: NQF 4**
(SETA Qualification: Municipal Finance Management and Administration.
Leadership number 14Q140037301574 /.
SAQA ID 50372 /

Modules / courses	Unit standard ID	Unit standard description	Credits	Outcome	Educational Components
Introduction to Municipal Administration					
Discussion of the origin and development of public/municipal administration/generic components of mun. adm and codes of conduct.	110490 Not in Seta learnership	Demonstrate a knowledge and understanding of the basic principles of public (municipal) administration and management.	NQF 4 4	Define the concept “public administration and management” and identify and explain	Fundamental
Social and Political Systems					
Introduction to the roles and models for local government: A national and international perspective/ objectives of the SA constitution.	242868? Not in Seta learnership	Demonstrate and apply knowledge of the role and responsibility of local government in SA	NQF 4 6	Describe the main objectives of the Constitution of SA in terms of its implications for local government.	?

Modules / courses	Unit standard ID	Unit standard description	Credits	Outcome	Educational Components
Local Government					
Current structures of municipalities: Local /District municipalities/ Ward and Plenary Councils – roles and responsibilities/ advantages and disadvantages.	255576 Not in LG Seta learnership.	Apply the broad managerial and administrative framework to the local government environment.	NQF 5 8	1. Identify how various categories of municipalities are established and interact with one another. 2. Identify and explain the powers and functions within the different municipal structures. 3. Integrate local and public management philosophies into overall managerial function. 4. Demonstrate an understanding of the managerial and administrative requirements of efficient municipal service rendering.	Core
Introduction to Law					
Basic principles of Administrative Law. Categories of legislation in local government, ie Structures Act, Systems	255579 Not in LG Seta learnership	Interpret and analyse the impact of legislative framework on local government.	NQF 5 8	1. Demonstrate an understanding of the background and founding provision of the Constitution	Core

Modules / courses	Unit standard ID	Unit standard description	Credits	Outcome	Educational Components
<p>Act, MFMA etc.</p> <p>Other legislation: LRA, EEA, SDA, Health & Safety Act. ect.</p> <p>Seta Module IV: Health, Safety and Security and Record Management.</p> <p>Land Management: Municipal Property Rates Act, Valuations etc. Land ownership (tribal land/rural land and urban)</p> <p>Policies and By-laws:</p>	<p>255574 Not in Seta learnership.</p> <p>123456 LU 1: Employee Health, Safety and Security.</p> <p>255579</p>	<p><i>Unit standard focus on Finance.</i></p> <p>Participate in employee health, safety and security administration at the workplace.</p> <p>Interpret and analyse the impact of legislative framework on local government.</p>	<p>10</p> <p>NQF 5</p>	<p>and how this impacts on local government. 2. Identify and explain the broad spectrum of municipal and related administrative legislation and regulations that guide and direct daily functioning of local government.</p> <p>Demonstrate knowledge and insight into the Compensation for Occupational Injury and Disease Act (COIDA) 2. Identify and explain the broad spectrum of municipal and related administrative legislation and regulations that guide and direct daily functioning of</p>	<p>Core.</p>

Modules / courses	Unit standard ID	Unit standard description	Credits	Outcome	Educational Components
<p>Difference between policy and a by-law, necessity for both. Standard By-laws to comply with powers and functions as in local government legislation.</p> <p>Miscellaneous: Access to Information Act, Administrative Justice Act etc. Provincial Ordinances still in force – role and functions.</p>		Participate in municipal policy making and analysis processes.	12	<p>local government.</p> <p>. Demonstrate a basic understanding of and apply theories and concepts relating to policy design, implementation and evaluation.</p>	
Introduction to Communication / Written communication					
	Communication in first language. Total credits – 20		5		Fundamental
Business communication/verbal and written. Seta - Module 1: Personal team effectiveness and legal framework.	119462 Seta LU 1: Managing Self Development and Communication in the Municipal Environment	Engage in sustained oral/signed communication and evaluate spoken/signed texts.	5	<ul style="list-style-type: none"> • Seta: Practice self-development principles according to own and organization requirements. • Demonstrate an ability to develop own short-term and long-terms career 	

Modules / courses	Unit standard ID	Unit standard description	Credits	Outcome	Educational Components
				plans.	
	119469 LU 2. Mod 1.	Read/view, analyse and respond to a variety of texts.	5		
	Communication in second language Total credits 20 (NQF 3)				
Seta - Module 1: Personal team effectiveness and legal framework	119472 LU 1. Managing self development and communication in the municipal environment.	Accommodate audience and context needs in oral/signed communication.	5	Interact successfully in oral/signed communication.	Compulsory. Fundamental
Seta- Module II: Accounting, Budgeting and Information Systems for Municipal Resource Management.	119457 LU 2. The principles of Information Systems in Public Finance Administration.	Interpret and use information from texts	NQF 3 5	Use a range of reading and/or viewing strategies to understand the literal meaning of specific texts.	Reg- Fundamental.
Seta: Module IV: Health, Safety and Security and Record Management.	119465 L U 1. Employee Health, Safety and Security	Write/present/sign texts for a range of communicative contexts.	NQF 3 5	Write.sign for a specified audience and purpose.	
Seta: Module IV: Health, Safety and Security and Record Management	119467 LU 1. Employee Health, Safety and	Use language and communication in occupational learning programmes	NQF 3 5	Access and use available learning resources.	

Modules / courses	Unit standard ID	Unit standard description	Credits	Outcome	Educational Components
	Security.				
	119346 Not in Seta Learnership	Apply sound communication principles in the coordination of selected municipal sector communications programmes.	NQF 5 10	Demonstrate an understanding of a communication process used to coordinate selected communications programmes in the public sector.	
Meeting Administration.					
1. Report writing and minuting in local government context. Seta Module 1: Personal and team effectiveness and the legislative framework. 2. Developing meeting agendas, recording and processing official minutes, action minutes, consent agendas, developing resolutions.	119459 L U 3: Administrative principles in the implementation of municipal office administration procedures. 120304 Not in Seta Learnership.	Write/present/sign for a wide range of contexts. Analyse, interpret & communicate information.	5 NQF 5.	Write/present/sign texts for a range of communicative contexts. Seta: <ul style="list-style-type: none"> Record and maintain administrative information. Maintain information at the required level of confidentiality. 	Regular. Fundamental.
Introduction to Fiscal Management					
Basic Financial Reporting for non-financial officers. SETA: Module II	Mathematics Literacy Total credits 16. (NQF 4)				
	7468 LU 1.	Use mathematics to investigate and monitor the financial aspects of		Use mathematics to plan and control	

Modules / courses	Unit standard ID	Unit standard description	Credits	Outcome	Educational Components
Accounting, Budgeting and Information Systems for Municipal Resource Management.	Accounting and Budgeting for input into municipal financial resource management.	personal, business, national and international issues.	6	financial instruments. Seta: <ul style="list-style-type: none"> • Implement and use the municipal accounting information system. • Apply the principles of budgeting in a municipality. • Plan and prepare a budget and financial reporting cycle. • Apply accrual accounting procedures to account for accruals and prepayments to effectively monitor control accounts. 	Fundamental
	9015 LU 3. Statistics and probability in the municipal environment.	Apply knowledge of statistics and probability to critically interrogate and effectively communicate findings on life related problems.	6	Critique and use techniques for collecting, organizing and representing data. Seta: <ul style="list-style-type: none"> • Critique and use 	

Modules / courses	Unit standard ID	Unit standard description	Credits	Outcome	Educational Components
				techniques for collecting, organizing and representing data. <ul style="list-style-type: none"> • Use theoretical and experimental probability to develop models. • Critically interrogate and use probability and statistical models. 	
Accounting and Budgeting					
Basic principles of budgeting and budget control for non-financial officials. Seta Module II: Accounting, Bdgeting and Information Systems for Municipal Resource Management.	123458 LU 1: Accounting and Budgeting for input into municipal financial resource management.	Administer accounting and budgeting for input into municipal financial resource management	15	Demonstrate an understanding of an apply various elements of a municipal accounting system. Seta: <ul style="list-style-type: none"> • Demonstrate an understanding of and apply various elements of a municipal accounting system. • Implement and use the municipal accounting 	Core

Modules / courses	Unit standard ID	Unit standard description	Credits	Outcome	Educational Components
				information system. <ul style="list-style-type: none"> • Apply the principles of budgeting in a municipality. • Plan and prepare a budget and financial reporting cycle. 	
Public Management					
Introduction to the fundamental issues that underlie the field on government. Topics include strategic management, human resources, ethics, leadership. Performance Management, Public Relations and marketing within local government. Seta Module I: Personal and team effectiveness and the legislative framework.	123460 LU 3: Administrative principles in the implementation of municipal office administration procedures.	Develop and apply administrative principles in the implementation of Municipal Office Administration.	6	Demonstrate an understanding of the nature of office administrative systems within a municipality. Seta: <ul style="list-style-type: none"> • Demonstrate an understanding of the nature of administration systems within a municipality. • Record and maintain administrative information. 	Core

Modules / courses	Unit standard ID	Unit standard description	Credits	Outcome	Educational Components
Records Management Seta Module I: Personal and team effectiveness and the legislative framework.	123455 LU 2: Records Management	Utilize municipal administrative procedures and principles to manage records within a municipal information system (manual or electronically).	10	Explain records management in the context of municipal management information systems. Seta: <ul style="list-style-type: none"> • Describe a records retention programme for a municipality. • Recommend records protection and disaster recovery procedures. • Apply filing systems in electronic records management. 	Core
Principles of Ethics					
Code of conduct for councilors and municipal employees with reference to prescribed Codes of Conduct for Councillors and employees in Structures and Systems Acts. Seta: Module 1: Personal and Team effectiveness and the legislative framework.	119342 Not in LG Seta learnership. 119462 Seta learning unit: 1. Managing self development and communication in	Apply knowledge of ethical principles, standards and professional conduct in (municipal) sector management and administration. Engage in sustained oral/signed communication and evaluate spoken/signed texts.	NQF 5 8 5	Explain the core ethical values and standards which apply to the public (municipal) sector. Seta: <ul style="list-style-type: none"> • Demonstrate an understanding of professional ethics and code of conduct in a 	Core

Modules / courses	Unit standard ID	Unit standard description	Credits	Outcome	Educational Components
<p>Seta Module 1: Personal and Team effectiveness and the legislative framework.</p>	<p>the municipal environment.</p> <p>123459 LU 1: Managing self development and communication in the municipal environment.</p>	<p>Manage self-development in the workplace.</p>		<p>municipal environment.</p> <ul style="list-style-type: none"> • Operate as a member of a team in a workplace. <p>Apply task management self-discipline in the workplace.</p> <p>Seta:</p> <ul style="list-style-type: none"> • Practice self development principles according town and organizational requirements. • Demonstrate an ability to develop own short-term and long-term career plans. • Demonstrate an undersanding of professional ethics and code of conduct in a municipal environment. • Operate as a 	

Modules / courses	Unit standard ID	Unit standard description	Credits	Outcome	Educational Components
<p>Seta Module VI: 2nd elective. Knowledge Management and Information Technology.</p> <p>Seta Module II: Accounting, budgeting and information systems for municipal resource management.</p>	<p>119352 LUnit: The knowledge management era and the role of ICT. LU 2: The principles of information systems in public finance administration.</p>	Apply principles of information systems to public (municipal) administration.		<p>Identify and describe the elements of management information systems (MIS) relevant to public(municipal) finance management and administration.</p> <p>Seta:</p> <ul style="list-style-type: none"> • Identify and describe the elements of MIS relevant to MFA. • Itulise IT to aid management planning. • Assess and provide recommendations on the risk associated with IT. 	
Introduction to Project Management					
Introductory course that discusses the principles of project management within the entire municipal administration process.	20385	Apply basic management tools and techniques	7		Elective
An overview of the planning process – strategic and operational plans/IDP process.	119343	Apply basic operations research principles and tools in the management of project activities	NQF 5 15	Demonstrate an understanding of project management	Elective

Modules / courses	Unit standard ID	Unit standard description	Credits	Outcome	Educational Components
	255577	and resources. Design, implement, monitor and evaluate local government plans for development projects.	NQF 5 8	principles as they relate to the public (municipal) finance management and administration context. 1. Demonstrate an understanding of the various plans in local government processes and their formulation and integration into various municipal project. 2. Develop a strategic plan for local government processes and projects in own work context.	
	255578	Apply principles of sustainable development in local government.	NQF 5 8	1 Identify and analyse the various environments that impact on local government.	
	119353	Plan and implement public private partnerships for municipal service delivery.	NQF 5 8	1. Demonstrate an understanding of the rationale for Public-Private	

Modules / courses	Unit standard ID	Unit standard description	Credits	Outcome	Educational Components
				Partnerships (PPP) and different options available to municipalities.	
Municipal Organisations:					
Organised Employer Organisations such as SALGA, Bargaining Councils etc.		Unit standard to be sourced.			
Organised Employee Organisations – Unions such as SAMWU and IMATU and others.		Unit standard to be sourced.			
Statutory Commissions /Committees – IEC and others.		Unit standards to be sourced.			
Statutory Institutes such as Institute for Valuers, etc. Engineers etc.		Unit standard to be sourced.			

HR – Team development

9016	Represent, analyse and calculate shape and motion in 2- and-3 dimensional space in different contexts.	4	Measure, estimate and calculate physical quantities in practical situations relevant to the adult with increasing responsibilities in life or the workplace.
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LEVEL 2: Minimum qualification: 3-4 year degree.

Post degree: One / 2 year diploma course being a bridging course specializing in local government administration and management.

2. LG SETA QUALIFICATION: DIPLOMA IN MUNICIPAL/PUBLIC (MUNICIPAL) FINANCE MANAGEMENT AND ADMINISTRATION. NQF 5.

SAQA ID 49554

LEARNERSHIP NO: 14Q140030182605 –

REMARKS: Training material to focus on municipal administration and finance as it relates to administrative functions.

Unit standards title matrix refers mainly to financial aspects- very little reference to the administrative focus required from Corporate Services departments and Administrative practitioners.- training material to be developed within Administrative/Legal context.

Course topics aligned with IIMC Curriculum.

Note: Unit standards reflected below were taken from the learnership

INTRODUCTION TO LOCAL GOVERNMENT ADMINISTRATION AND MANAGEMENT: NQF 3 – 4 (as above) with unit standards on NQF 5.

As well as unit standards from Diploma in Municipal/Pubic Finance Mangement on NQF 5 SAQA ID 4954

**(SETA Qualification: Municipal Finance Management and Administration.
Leadership number 14Q140037301574
Saq ID 50372**

Modules / courses	Unit standard ID	Unit standard description	Credits	Outcomes	Component
INTRODUCTION TO PUBLIC ADMINISTRATION:					
Discussion of the origin and development of public administration as a discipline and a profession. Citizens and the administrative state; the rise of professionalism; public (municipal) service within an environment of democratic, legal, ethical, political and economic restraints. <i>The course (should) emphasis the role of</i>	110490 Not in Seta learnership	Demonstrate a knowledge and understanding of the basic principles of public (municipal) administration and management.	<i>NQF</i> 4 4	Define the concept “public administration and management” and identify and explain.	Regular
	115823	Gather and manage information for decision-making.	NQF 5 5	Establish information-gathering team.	

Modules / courses	Unit standard ID	Unit standard description	Credits	Outcomes	Component
<i>Administrative (Corporate Services) Manager in the democratic process.</i>	15215	Identify and interpret Best Practice guidelines, and plan for and implement Best Practice within the team, department or division.	NQF 5 4	Identify best practice guidelines.	Elective
PUBLIC MANAGEMENT:					
Introduction to the fundamental issues that that underly the field of government. Topics include a history of the discipline, ethics in public services, leadership, strategic management, human resources and public budgeting. Performance Management: Regulations/policies/practices. Public Relations and Marketing within a local government context. Access to Information manual processes.	115823	Gather and manage information for decision-making.	NQF 5 5	Establish information-gathering team.	Elective
	15215	Identify and interpret Best Practice guidelines, and plan for and implement Best Practice within the team, department or division.	4	Identify best practice guidelines.	Elective
	110490	Demonstrate a knowledge and understanding of the generic principles of public (municipal) administration and management.	<i>NQF 4</i> 4	Define the concept “public administration and management” and identify and explain.	Regular
	119342	Apply knowledge of ethical principles, standards and professional conduct in municipal sector	NQF 5 8	Explain the core ethical values and standards which apply to the public (municipal) sector	Fundamental

Modules / courses	Unit standard ID	Unit standard description	Credits	Outcomes	Component
		management and administration.			
	115405	Apply principles of knowledge management to organisational transformation.	NQF 5 10	Analyse the essential elements of the Knowledge Economy.	Elective
	123459	Manage self development in the workplace	NQF4 6	Apply task management self-discipline in the workplace.	
	114878	Identify and measure the factors that influence productivity.	NQF 4 10	Demonstrate an understanding of the concept “Productivity”.	Elective
SOCIAL AND POLITICAL SYSTEMS					
Origins and formation of social and political systems, history and theory of government, legal premises and foundations of government, constitutional government and representative democracy, comparative governmental systems, organization and functions of the various levels of government, the policymaking and implementation processes, intergovernmental		Unit standards to be identified or developed.			

Modules / courses	Unit standard ID	Unit standard description	Credits	Outcomes	Component
relations and operations.					
LOCAL GOVERNMENT					
Faced with resource constraints and increased demands from citizens, managers in local government must function as entrepreneurs working to develop innovative ways for delivering public services. This course studies the structure of municipalities to identify the ways in which Administrators and Corporate Service Managers could contribute to the health of municipalities by exercising a leadership role in resource allocation.		Unit standard to be sourced/developed.			
Public organizations: History of public organizations, structure and functions of contemporary public organizations, in governmental and regional (provincial) organizational forms and functions, principles of organising and administration, public sector organizational and					
Organised Employer Organisations such as SALGA,		Unit standards to be sourced/developed/			

Modules / courses	Unit standard ID	Unit standard description	Credits	Outcomes	Component
Bargaining Councils etc.					
Organised Employee Organisations – Unions such as SAMWU and IMATU and others.		“			
Statutory Commissions /Committees – IEC and others.		“			
Statutory Institutes such as Institute for Valuers, etc. Engineers etc.					
INTRODUCTION TO FISCAL MANAGEMENT					
Principles and practices of financing applied to local government, nature, sources and varieties of municipal revenue,typical municipal expenditures, approached to municipal financing, financial analysis and fiscal management, analyzing current and future revenues and expenditures,	123457	Compile revenue and cost analysis in the context of multi-year revenue and expenditure management in municipalities.	NQF 4 12	Perform cost-volume-profit analysis in the management of municipal revenue and costs.	Core
	119341	Apply cost management information systems in the preparation of management reports.	NQF 5 15	Identify and apply different methods of accounting for costs in the public setting.	Core

Modules / courses	Unit standard ID	Unit standard description	Credits	Outcomes	Component
research on financing local government. Financial Reporting for non-financial officers. Budgeting and budget control for non-financial managers/officials.	119331	Conduct working capital management activities in accordance with sound financial management policy.	NQF 5 12	Use the working capital management policy applicable to the public finance management and administration sector.	Core
ACCOUNTING AND BUDGETING					
Introduction to Municipal accounting practices, accrual accounting, cashflow analysis, billings, taxation, collections, payroll administration, government auditing regulations and practices. Social values and the budgeting process, definitions and fundamentals of local government budgeting, the politics of the budgeting process, preparing small and large municipal budgets, anticipating and managing budget shortfalls.	116345	Apply the principles of budgeting within a municipality.	NQF 5 15	Demonstrate an awareness of the role of a budget in the municipal context.	Core
	119350	Apply accounting principles and procedures in the preparation of reports and decision making	NQF 5 15	Demonstrate an understanding of accounting principles and reporting requirements and nature of functions in the public sector.	Core

Modules / courses	Unit standard ID	Unit standard description	Credits	Outcomes	Component
MUNICIPAL LAW:					
Advanced Administrative Law. History and principles of municipal law, overview of municipal legislation, administrative law, south African judicial system and responsibilities:	119334	Discuss the selected legislative regulatory framework governing local government management and administration environment.	12	<i>Finance orientated: Demonstrate an understanding of and interpret the SA constitution in relation to the public sector. (Adapt to Administration and legal context.)</i>	Core
	119344	Apply the legislation governing the establishment and management of public entities.	12	See above	Core
Procurement	119345	Apply principles, regulations and legislation underlying supply chain management in local government.	NQF 5 15	Identify and apply the principles of supply chain management.	Core
Labour Relations – LRA, Emp Equity, Pensions etc.	119954	Apply public service labour legislation in mediation.	NQF 5 6	Define labour relations in the public (municipal) service.	Elective
	117390	Identify and interpret related labour legislation and its impact on the workplace and ensure compliance.	NQF 5 20	Identify and access legislation, legal documents and regulations	Elective

Modules / courses	Unit standard ID	Unit standard description	Credits	Outcomes	Component
Training and skills development: Skills Levies Act, Skills Development Act, and others.	117390	Identify and interpret related labour legislation and its impact on the workplace and ensure compliance.	NQF 5 20	Identify and access legislation, legal documents and regulations	Elective
Land Management: Municipal Property Rates Act, Valuations etc.	119334	Discuss the selected legislative regulatory framework governing the municipal sector	12	<i>Finance orientated: Demonstrate an understanding of and interpret the SA constitution in relation to the public sector. (Adapt to Administration and legal context.)</i>	Core
Policies and By-laws: Difference between policy and a by-law and necessity for both. Standard by-laws required to comply with powers and functions as in Structures Act and related legislation.	119334	Discuss the selective legislative regulatory framework governing the (municipal) sector.	12	<i>Finance orientated: Demonstrate an understanding of and interpret the SA constitution in relation to the public sector. (Adapt to Administration and legal context.)</i>	Core
	120307	Apply South African legislation and policy affecting public (municipal) administration.	NQF 5 10	<i>Finance orientated: Apply financial management techniques in the implementation of sector specific policy programmes. (Adapt to focus on</i>	

Modules / courses	Unit standard ID	Unit standard description	Credits	Outcomes	Component
				<i>administration and legal)</i>	
Miscellaneous: Access to Information Act, Administrative Justice Act etc. Provincial Ordinances still in force – role and functions.	119334	Discuss the selected legislative regulatory framework governing the (municipal) sector.	12	<i>Finance orientated: Demonstrate an understanding of and interpret the SA constitution in relation to the public sector. (Adapt to Administration and legal context.)</i>	Core
Decided cases impacting on local government.					
Land and property: Valuation rolls, interim valuations, land ownership (tribal land/rural land and urban)	119334	Identify and interpret Best Practice guidelines, and plan for and implement Best Practice within the team, department or division.	12	<i>Finance orientated: Demonstrate an understanding of and interpret the SA constitution in relation to the public sector. (Adapt to Administration and legal context.)</i>	Core
INTRODUCTION TO INFORMATION TECHNOLOGY					

Modules / courses	Unit standard ID	Unit standard description	Credits	Outcomes	Component
Introduction to information technology and automation, review and description of current technology local government, interactive databases, automated documentation management, Internet, intranet, the WW and Internet communications, alternative software packages, computer laboratory training, electronic marketing.	119351	Apply principles of computerized systems to manage data and reports relevant to the municipal sector administration.	NQF 5 10	Describe the basic elements of a computer based information system.	core
	119352	Apply principles of information systems to municipal finance and administration.	NQF 5 12	Identify and describe the elements of management information systems (MIS) relevant to public (municipal) finance management and administration.	core
	116360	Manage information technology resources in a municipal finance environment	NQF 6 Credits 8	Determine procedures that can be used to formulate a management strategy in relation to information technology resources.	Elective
INTRODUCTION TO RECORDS MANAGEMENT					
Records management, freedom of information and open records, records privacy and security issues, manual indexing and filing systems, document imaging, microfilming practices and procedures, archival management, e-mail records management.	123455	Develop and utilize municipal administrative procedures and principles to manage records within a municipal information system (manual and electronically).	NQF 4 10	Explain records management in the context of municipal management information systems.	Core
MEETING ADMINISTRATION:					

Modules / courses	Unit standard ID	Unit standard description	Credits	Outcomes	Component
<p>Conducting council and committee meeting, council rules and procedures, parliamentary procedures, open meeting, ward committee meetings. Emphasis is placed on the functions of the municipality and the effect of conducting efficient and productive meetings on those functions.</p> <p>Report writing, agendas and minutes: Developing meeting agendas, recording and processing official minutes, action minutes, consent agendas, developing resolutions Personal and Group behaviour Personality and behaviour theory, groups dynamics, problem analysis, action planning and decision making, understanding and managing conflicts, power and influence in organizations.</p>	119346	Apply sound communication principles in the coordination of selected municipal sector communications programmes.	NQF5 10	Demonstrate an understanding of a communication process used to coordinate elected communications programmes in the Public (municipal) sector.	Fundamental
	120304	Analyse, interpret and communicate information.	NQF4 Credits 6	Collate and categorise information.	
INTRODUCTION TO COMMUNICATION					
Principles of communication, intrapersonal, interpersonal and organizational communications, verbal and non-verbal communications, management team communication, public speaking and oral presentation skills, business writing principles,	119346	Apply sound communication principles in the coordination of selected municipal sector communications programmes.	NQF 5 10	Demonstrate an understanding of a communication process used to coordinate selected communications programmes in the public sector.	Fundamental

Modules / courses	Unit standard ID	Unit standard description	Credits	Outcomes	Component
communication skills. Written communication: Elements of effective writing communication for business and personal purposes, formal and informal writing will be emphasized. E-mail etiquette will be discussed. Samples of writings will be discussed and analyzed by the participants.					
THE PLANNING PROCESS					
An overview of the planning processes. Through case studies it compares the strategic and operational plan and shows the interrelationship between them. It discusses the role of the planning process in effective management and leadership in a municipality..	116358	Contribute to the strategic planning process in a South African municipality	NQ 6 15 credits	Formulate vision and mission statements in a South African municipality as required by the local government legislative framework.	Core
INTRODUCTION TO PROJECT MANAGEMENT					
An introductory course that discusses the principles of project management and the role it plays within the entire management process. It discusses the importance of defining such elements as tasks, taskmasters and timelines that enable planners to execute their plans for satisfactory results.	119343	Apply operations research principles and tools in the management of project activities and resources. (NQF level)	NQF 5 15	Demonstrate an understanding of project management principles as they related to the public finance management and administration context.	Electoral
PRINCIPLES OF ETHICS.					
Introduction to ethics, morals,	116343	Apply the principles of	NQF 6	Demonstrate	Fundamental

Modules / courses	Unit standard ID	Unit standard description	Credits	Outcomes	Component
values, beliefs and behaviour, personal ethics as a public official and manager, building trust in government, typical ethical problems facing administration managers, legal guidelines to ethical behaviour at work, sexual harassment law and behaviour. Legal rights and responsibilities and ethical dilemmas.		ethics in a municipal environment	Credits 10	knowledge and insight into existing legislation, regulations and codes affecting activities of municipalities in South Africa.	

FINAL

A 2-3 year post degree diploma course on a level of honours, masters and doctorate degrees.

QUALIFICATION: LGSETA – NATIONAL CERTIFICATE IN MUNICIPAL FINANCE MANAGEMENT ON NQF 6-7 (Unit standards geared for Finance and not Administration – see list below)

(Unit standards needs to be identified with focus on post degree ADMINISTRATIVE /LEGAL elements with a small percentage finance dimension.

UNIT STANDARDS TITLES MATRIX NATIONAL CERTIFICATE IN MUNICIPAL FINANCE MANAGEMENT ON NQF 6

	ID	UNIT STANDARD TITLE	LEVEL	CREDITS
F	116343	Apply the principles of ethics in a municipal environment	Level 6	10
F	116348	Conduct stakeholder consultation around municipal finance programmes	Level 6	8
C	116345	Apply the principles of budgeting within a municipality	Level 5	15
C	116342	Apply approaches to managing municipal income and expenditure within a multi-year framework	Level 6	15
C	116340	Apply costing principles to municipal operational and service-based costing	Level 6	11

C	116339	Apply risk management in South African municipalities	Level 6	10
C	116346	Apply techniques and South African statutes to cash and investment management in a municipal environment	Level 6	10
C	116344	Apply the Inter-governmental Fiscal Relations Act to municipal financial management	Level 6	10
C	116347	Contribute to capital planning and financing	Level 6	15
C	116358	Contribute to the strategic planning process in a South African municipality	Level 6	15
C	116362	Manage a municipality's assets and liabilities	Level 6	11
C	116353	Participate in the design and implementation of municipal supply chain management	Level 6	12
C	116363	Prepare and analyse municipal financial reports	Level 6	12
E	116351	Conduct auditing planning and implementation in a South African municipality	Level 5	12
E	116341	Conduct performance management to a South African municipal environment	Level 6	12
E	116357	Design internal control and internal control evaluation framework	Level 6	8
E	116361	Interpret South African legislation and policy affecting municipal financial management	Level 6	8
E	116360	Manage information technology resources in a municipal finance environment	Level 6	8

**Sample Curriculum of the Master Municipal Clerk programme (IIMC)
For proposed similar LEVEL 3 programme. (Education Component)
NQF LEVEL 6-7**

Public administration and Society

Review and analyze administrative concepts, institutions, legal systems, values and practices. Constitutional accountable and ethical practices will be emphasized at the individual and organizational levels.

Environmental Policy and Management

Policy, management and administrative questions associated with public sector involvement in environmental control. Key questions include the relative responsibilities of the public and private sectors; the appropriate degree of National, Provincial and Municipal responsibility; regulatory efficiency and equity, and appropriate policy mechanisms to improve environmental quality in the next decade.

Local Government Administration

This course studies the formation and implementation of policies at the local level. Municipal management concerns with human and financial resources, city and town planning and service delivery. Relevant cases are utilized throughout.

Comparative Administrative System

This course is a comparative study of administrative systems across different cultures with emphasis on national, provincial and municipal practices, structures, and processes. Through case studies, the course compare and contrasts the administration of the municipality with that of other government bodies.

Administrative Theory

The course studies empirical theories of informal and formal organizations and behaviour; organization theories; concepts of authority; compliance systems; communications structures; models of decision-making; small groups behaviour, and models of individual accommodation to organizations.

Administrative Law

This course introduces participants to the legal and constitutional issues arising from the relationship between public administrative agencies, legislative bodies and the courts. Through a review of significant court cases the course explores issues concerning the separation of powers and delegation, sovereign immunity and the scope and limits of the administrative discretion in the administrative rule making. Emphasis will be put on the administrative laws that affect municipalities.

Accounting for Municipalities

Discuss principles of financial, managerial , fund and governmental accounting applicable to municipalities. Participants will become familiar with the Generally Accepted Accounting Principles,(GAAP) Generally Accepted Municipal Accounting Principles (GAAMAP) and will be able to understand, prepare and analyze financial statements.

Public Sector Economics

This course includes an overview of micro and macro economics applied to managerial issues in municipalities. It discusses principles, organization models, instruments, and economic issues facing municipalities.

Public Financial Management I

This course covers literature on budgeting, both operating and capital, in national, provincial and municipal governments with special emphasis on the budgetary process in municipalities. Attention to the individual and organizational factors, which influence budget making in a political environment. Explores financial, analytical, and managing techniques such as cash and debt management, accounting and budgeting.

Public Financial Management II

Participants prepare and analyze expenditure and revenue trends; examine the costs and benefits of instituting new programmes or expanding existing ones; present revenue projections; explain expenditure proposals, and propose a budget document. The course provides a hands-on experience for the students to create municipal budgets from scratch to gain insight into the process and tools of budgeting.

Sustainable Economic and Community Development

This course studies institutions, procedures and problems associated with achieving sustainable economic and community development in municipalities. It focuses on administrative and political implications.

The South African Municipality

This course studies the urban environment and demographic change; interest groups and governing bodies; local legislative and executive leadership. Political forms and policies impacted by such trends as immigration, homeland security, urban sprawl, urbanization, race and ethnicity, suburbanization and metropolitan growth.

Project Management

This course provides a step-by-step explanation of the project management process while reviewing the differences between theory and practice. The participants will create their own project plan with the tools and knowledge provided in the course.

Project Risk Management

Compared with project work done in the past, all projects today are risky; they are more time constrained, pose greater technical challenges, and rarely have adequate resources. However, there are techniques for dealing with project risk that can help Managers recognize and manage potential problems. This course focuses on practical methods for completing difficult projects. Throughout the course examples are used to show how to apply these ideas to projects in municipalities.

Information Technology Management

Ongoing revolutions in information technology have transformed the ways public organizations conduct business. Public Managers are increasingly required to deal with organizational and managerial issues arising from the use of new information technology. This course studies the impact of the new technology on the public sector and especially on municipalities, provides an understanding of information technology applicable to municipalities and explores alternative ways of acquiring, updating and managing information technology.

Knowledge Management

Knowledge management includes a host of practices and techniques used by organizations to identify and distribute knowledge, know-how, expertise, intellectual capital and other forms of knowledge for leverage, reuse, and transfer of knowledge and learning across the organization. Knowledge innovation is the key to competitive advantage. Organisations gain this through the effectiveness of people, processes and technologies in creation, acquisition and dissemination of knowledge. This course explores the processes and technologies associated with knowledge management and the way to effectively create and manage an organizations' intellectual capital. Special emphasis will be given to the role of knowledge management in municipalities.

Public Personnel Management

This course includes a study of selected cases and problems in public personnel management process. Emphasis on empirical theories of motivation, satisfaction, productivity, supervisory patterns and organizational conditions.

Community Power, Leadership and Administration

The course examines the location of public and private resources of power and influence in large and small cities and communities; professional and amateur leadership patterns, uses and abuses of bureaucratic authority, administrative opportunities and concerns; and cases of development and service delivery.

Organisational Change in Public Service

How do public service organizations become more efficient, effective and innovative to meet customer and citizen needs? This course examines improvement methods such as flattening the organizational structure, teamwork, quality management, performance management, budgeting, and re-engineering. The course covers the role of leadership in transforming the organizational culture to create a high performance organization.

Technical Writing and Communication in Public Services

Develops writing skills applied to public organizations and municipalities. Participants write news releases, position papers, and technical memos. The course provides participants with communication skills to convey results and ideas in writing and other forms of presentation.

Ethics as Core Strategy for Social Responsibility

There is a growing consensus that the roles and responsibilities of the governmental officials towards the society are becoming more complex and extend beyond simply providing social services, and in conducting day-to-day business the need for attention to ethical behaviour has become essential. This course integrates ethics in all aspects of public life. Best ethical practices are illustrated through contemporary case studies.

Directed Research.

Individualized research course for those managers/administrative practitioners who want to engage in independent study. The course will be designed by students who want to accomplish a particular scholarly purpose through reading of academic articles and books. A list of reading materials must be pre-approved by IIMC.

Recertification programme requirements will be formulated.

It is important that Managers/Administration Practitioners update and refresh their knowledge by doing a re-certification course every few years, ie 4-5 years. This will be worked into the certification programme.

(Compiled by ME Heitbrink with the assistance of the Certification and Recertification Education Guidelines of IIMC, LGSETA Qualifications Frameworks and SAQA unit standards. For consideration by the National Training and Development Committee, IMASA.

UNIT STANDARD TO BE INVESTIGATED FOR APPLICABILITY:

Unit Standards: ID 120394) - Apply Communication principles, strategies and processes in a leadership role. NQF 4

Unit Standards: ID 120391 – Apply leadership skills to relationship management. NQF 4.

Unit Standard: ID 120392 – Apply the concept and principles of knowledge. NQF 4.

Current learnership under preparation with LGSeta. – Introduction into Local Government. NQF 3.

Unit standard: ID 123460 – Develop and apply administrative principles in the implementation of Municipal Office Administration. NQF 4.

Unit standard: ID 123455 – Develop and utilize municipal administrative procedures and principles to manage records within a municipal information system. NQF 4.

Unit standard: ID 120393 – Explain and apply legislation and policies applicable to leadership in a specific sector or context.

Unit standard: ID 120389 – Explain and apply the concept, principles and theories of motivation in a leadership context.

Unit standard: ID 116250 – Gather and verify application information.

Unit standard: ID 123459 – Manage self-development in the workplace.