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SOUTH AFRICAN QUALIFICATIONS AUTHORITY

REGISTERED UNIT STANDARD:

Contribute to the strategic planning process in a South African municipality

SAQA US ID	UNIT STANDARD TITLE		
116358	Contribute to the strategic planning process in a South African municipality		
SGB NAME		REGISTERING PROVIDER	
SGB Public Administration and Management			
FIELD		SUBFIELD	
Field 03 - Business, Commerce and Management Studies		Public Administration	
ABET BAND	UNIT STANDARD TYPE	NQF LEVEL	CREDITS
Undefined	Regular	Level 6	15
REGISTRATION STATUS	REGISTRATION START DATE	REGISTRATION END DATE	SAQA DECISION NUMBER
Registered	2004-10-13	2007-10-13	SAQA 0256/04

PURPOSE OF THE UNIT STANDARD

This Unit Standard is intended for political executives, municipal managers and strategic executive managers and assistant strategic executive managers in South African local government. Develop own abilities in strategic management.

This Unit Standard contributes to the development of strategic thinking amongst political executives, strategic executive managers and other role-players contributing to decision-making.

This Unit Standard deals with the strategic planning process, which is specific for municipal government, but includes competencies applicable to a range of organisations, including private sector organisations.

Qualifying learners are able to:

- Participate effectively in the strategic planning process within their municipality, respective of their position in the organisation structure.

Impact on social and economic development through assisting municipal organisations in planning better, which should lead to improved service delivery.

LEARNING ASSUMED TO BE IN PLACE AND RECOGNITION OF PRIOR LEARNING

It is assumed that the Learners are competent in:

- Communication at Level 4.
- Mathematical Literacy at Level 4.
- Economics at Level 4.

UNIT STANDARD RANGE

The typical scope of this Unit Standard includes conducting strategic planning in all the areas of responsibility of a local government, including the following fields:

- Social and Cultural, Economic, Ecological/Environmental
- Development planning, Social services, Operations, Corporate services, Financial services, Town planning, Public Safety, Engineering and electrical services

The types of organisations in which strategic planning will take place includes:

- Hierarchical, matrix, complex, project-based.

UNIT STANDARD OUTCOME HEADER

N/A

Specific Outcomes and Assessment Criteria:

SPECIFIC OUTCOME 1

Formulate vision and mission statements in a South African municipality as required by the local government legislative framework.

ASSESSMENT CRITERIA

ASSESSMENT CRITERION 1

The various role-players for consultation typically required in the formulation of municipal `vision` and `mission` statements are identified for consultation.

ASSESSMENT CRITERION 2

A process is designed for formulating `vision` and `mission` statements including all role-players and in accordance with relevant legislation.

ASSESSMENT CRITERION 3

Different municipal mission statements are evaluated in the context of the actual service delivery programmes and evolving macro environment.

ASSESSMENT CRITERION 4

Programmes are formulated to carry out service delivery activities required to support an already formulated mission statement.

SPECIFIC OUTCOME 2

Conduct a stakeholder analysis and develop a framework for a community participation process.

ASSESSMENT CRITERIA

ASSESSMENT CRITERION 1

Various stakeholders are identified that should be consulted in a municipal strategic planning process.

ASSESSMENT CRITERION 2

Current practices with respect to stakeholder analysis and participation are applied in a municipality`s strategic planning process.

ASSESSMENT CRITERION 3

Principles are identified from legislation pertaining to community participation as part of integrated development planning.

SPECIFIC OUTCOME 3

Identify key performance areas applicable to institutional strategies as required by the local government legislative framework.

ASSESSMENT CRITERIA

ASSESSMENT CRITERION 1

Key performance areas are identified as required by legislation in the context of a municipality.

ASSESSMENT CRITERION 2

Key performance areas are aligned with vision and mission statements.

ASSESSMENT CRITERION 3

Key performance areas are evaluated in terms of institutional arrangements.

SPECIFIC OUTCOME 4

Formulate institutional strategies.

ASSESSMENT CRITERIA

ASSESSMENT CRITERION 1

Participatory processes are applied to inform institutional strategies.

ASSESSMENT CRITERION 2

The economic, social and environmental context of a municipality is evaluated when weighing alternative strategies.

ASSESSMENT CRITERION 3

Institutional strategies are identified in alignment with national and provincial plans and programmes.

ASSESSMENT CRITERION 4

Programmes are developed to align service delivery activities to the institutional strategies.

SPECIFIC OUTCOME 5

Demonstrate knowledge of the legislative framework for integrated development planning and apply requirements of legislation.

ASSESSMENT CRITERIA

ASSESSMENT CRITERION 1

Legislative pre-requisites are interpreted with regard to the adoption of an integrated development plan.

ASSESSMENT CRITERION 2

Core components of an integrated development plan are identified based on legislative requirements.

ASSESSMENT CRITERION 3

An integrated development plan is completed in terms of relevant legislative requirements.

ASSESSMENT CRITERION RANGE

An integrated development plan will include a district and local municipality as well as the role of the provincial sphere of government.

ASSESSMENT CRITERION 4

An integrated development plan is reviewed in terms of the requirements of the legislated annual review and amendment process.

SPECIFIC OUTCOME 6

Formulate programs and develop methods for monitoring the implementation of a strategic plan and related programmes.

ASSESSMENT CRITERIA

ASSESSMENT CRITERION 1

Methods are developed which will allow the implementation of the plan to be monitored throughout the time period of the planned program.

ASSESSMENT CRITERION 2

Indicators are developed to be used in the measurement of the delivery of all elements of a plan.

UNIT STANDARD ACCREDITATION AND MODERATION OPTIONS

- An individual wishing to be assessed (including through RPL) against this Unit Standard may apply to an assessment agency, assessor or provider institution accredited by the relevant ETQA, or an ETQA that has a Memorandum of Understanding with the relevant ETQA.
- Anyone assessing a learner against this Unit Standard must be registered as an assessor with the relevant ETQA, or an ETQA that has a Memorandum of Understanding with the relevant ETQA.
- Any institution offering learning that will enable achievement of this Unit Standard or assessing this Unit Standard must be accredited as a provider with the relevant ETQA, or an ETQA that has a Memorandum of Understanding with the relevant ETQA.
- Moderation of assessment will be conducted by the relevant ETQA at its discretion.

UNIT STANDARD ESSENTIAL EMBEDDED KNOWLEDGE

- The developmental role of strategic planning
- The concept of key performance areas
- The process for formulating institutional strategies within key performance areas.
- The legislative requirements of integrated development planning.

UNIT STANDARD DEVELOPMENTAL OUTCOME

N/A

UNIT STANDARD LINKAGES

N/A

Critical Cross-field Outcomes (CCFO):**UNIT STANDARD CCFO IDENTIFYING**

Identify and solve problems using critical and creative thinking processes, for example by trying to find the best strategic option for the challenges facing municipal organisations.

UNIT STANDARD CCFO WORKING

Work effectively with others as a member of a team, group, organisation or community, e.g. through gaining commitment to a municipal strategy through a team approach to conducting the strategic planning exercises.

UNIT STANDARD CCFO ORGANISING

Organise and manage oneself and one's activities responsibly and effectively, e.g. through assuring that all responsibilities delegated to oneself are completed timeously and done to the best of one's ability.

UNIT STANDARD CCFO COLLECTING

Collect, analyse, organise and critically evaluate information, e.g. through researching all possible strategic options and presenting conclusions.

UNIT STANDARD CCFO COMMUNICATING

Communicate effectively using visual, mathematical and / or language skills in the modes of oral and/or written persuasion, e.g. through advising and motivating others with regard to the best possible strategic options.

UNIT STANDARD CCFO SCIENCE

Use Science and technology effectively and critically, showing responsibility to the environment and health of others, e.g. use appropriate computer software for data capturing and document storage purposes.

UNIT STANDARD CCFO DEMONSTRATING

Demonstrate an understanding of the world as a set of interrelated systems by recognising that problem-solving contexts do not exist in isolation, e.g. in keeping in mind that the success of a municipality contributes to the success of a community and the country as a whole.

UNIT STANDARD CCFO CONTRIBUTING

Participating as responsible citizens in the life of local, national and global communities, e.g. acting as custodian of ethical behaviour and maintaining a high Level of commitment to providing effective strategic alternatives.

UNIT STANDARD ASSESSOR CRITERIA

N/A

UNIT STANDARD NOTES

N/A

QUALIFICATIONS UTILISING THIS UNIT STANDARD:

	ID	QUALIFICATION TITLE	LEVEL	STATUS	END DATE
Core	48965	Certificate: Municipal Financial Management	Level 6	Registered	2007-10-13
Elective	49554	National Diploma: Public Finance Management and Administration	Level 5	Registered	2008-06-15

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