

### National Certificate: Public Administration

SAQA ID: 50060

NQF Level: 5

Credits: 141

The purpose of this qualification is to provide a structured programme for public officials that work with senior management officials so as to provide support to strategic leadership and management needed to transform all spheres of government. The need for well-qualified efficient, client-oriented public officials is therefore identified as a priority in all the three spheres of government. The National Certificate in Public Administration (NQF Level 5) is aimed at practitioners working in the public sector. It is a qualification in a career pathway towards an accomplished public administration and management specialist.

The National Certificate in Public Administration covers service delivery, knowledge management, formulation of public sector policies, risk management, applying the public sector legislative framework, managing people, leadership, financial administration, project management and information technology for the public sector. The competencies covered in the proposed unit standards encapsulate the competencies required by public officials working at the operational level.

#### Qualification Unit Standards

No.	SAQA ID	SAQA Title	NQF Level	Credits	Learning Outcomes (Concepts/Content Covered)
1	120310	Apply client service techniques to improve service delivery	5	6	<ul style="list-style-type: none"> <li>Analysing the relationship between service communication and client behaviour and characteristics.</li> <li>Applying client service techniques.</li> <li>Applying client techniques to high-risk customer relations.</li> <li>Applying professional conduct in service provision</li> </ul>
2	115405	Apply principles of knowledge management to organisational transformation	5	10	<ul style="list-style-type: none"> <li>Analyse the essential elements of the Knowledge Economy.</li> <li>Identify the essential features of the Human Capital in an organisation.</li> <li>Provide an analysis of the Structural Capital in an organisation.</li> <li>Indicate how an organisation uses its Customer Capital.</li> <li>Establish the relationship between Intellectual Capital and Knowledge Management.</li> <li>Demonstrate the potential relationship between Knowledge Management and Organisational Transformation.</li> </ul>

No.	SAQA ID	SAQA Title	NQF Level	Credits	Learning Outcomes (Concepts/Content Covered)
3	120303	Apply principles of risk management	5	8	<ul style="list-style-type: none"> <li>• Explaining risk management in the public sector.</li> <li>• Analyse potential risks and the impact thereof on the specific sector.</li> <li>• Developing and implementing risk management procedures.</li> <li>• Monitoring and assessing risk management procedures.</li> </ul>
4	120307	Apply South African legislation and policy affecting public administration	5	10	<ul style="list-style-type: none"> <li>• Applying financial management techniques in the implementation of sector specific policy programmes.</li> <li>• Explaining the structures of public policy making in the South Africa context.</li> <li>• Apply legislation to promote public sector management.</li> <li>• Analyse factors affecting policy-making.</li> <li>• Apply principles of good governance and ethical behaviour within a public sector setting.</li> </ul>
5	15237	Build teams to meet set goals and objectives	5	3	<ul style="list-style-type: none"> <li>• Demonstrating knowledge of the principles and processes of team building in workplace activities.</li> <li>• Getting agreement from team members on objectives, timeframes, rules and guidelines for participation.</li> <li>• Leading team to complete workplace activities.</li> </ul>
6	15216	Create opportunities for innovation and lead projects to meet innovative ideas	5	4	<ul style="list-style-type: none"> <li>• Keeping abreast of and analyse innovations or new developments.</li> <li>• Creating opportunities for innovation.</li> <li>• Leading projects to meet new, innovative ideas.</li> <li>• Reviewing new projects/procedures to determine effectiveness.</li> </ul>

No.	SAQA ID	SAQA Title	NQF Level	Credits	Learning Outcomes (Concepts/Content Covered)
7	120301	Formulate and evaluate public sector policies and regulations	5	8	<ul style="list-style-type: none"> <li>Identifying and explaining the role of government frameworks and institutions in formulating policies and regulations</li> <li>Identifying and interpreting public policy issues and problems and relating them to policy imperatives of the country</li> <li>Conducting policy design through evaluation of different policy alternatives</li> <li>Applying basic cost-benefit analysis techniques to evaluate different policy alternatives</li> <li>Applying ethical principles to policy design and analysis</li> </ul>
8	114226	Interpret and manage conflicts within the workplace	5	8	<ul style="list-style-type: none"> <li>Describing the main sources of conflict</li> <li>Describing appropriate techniques to manage conflict</li> <li>Implementing a strategy to resolve conflict</li> <li>Developing the attributes of a good conflict manager</li> </ul>
9	116928	Manage diversity in the workplace	5	14	<ul style="list-style-type: none"> <li>Demonstrate why managing diversity is important in the South African workplace</li> <li>Understand racism, sexism and other "isms" as a product of a common history.</li> <li>Explain how discrimination and prejudices are experienced by all South African as part of daily life.</li> <li>Actively promote a culture of equality between people of different races, classes, sexual preference and gender.</li> <li>List the solutions that may be available for people to overcome problems experienced with group identity, stereotyping, discrimination, exclusion and other cultural differences.</li> </ul>

No.	SAQA ID	SAQA Title	NQF Level	Credits	Learning Outcomes (Concepts/Content Covered)
10	119336	Manage the development and performance of human capital in the public sector	5	12	<ul style="list-style-type: none"> <li>• Demonstrating an understanding of human resources principles and legislation and its applications to the public sector</li> <li>• Compiling human resources plan</li> <li>• Managing performance of individuals within a team</li> <li>• Recruiting and selecting staff</li> <li>• Managing the training and development of individuals within a team</li> </ul>
11	15222	Promote a learning culture in an organisation	5	3	<ul style="list-style-type: none"> <li>• Investigate and analyse the status of the learning culture within the organisation</li> <li>• Develop strategies for the promotion of a learning culture within the organisation</li> <li>• Implement strategies to promote a learning culture.</li> </ul>
12	120306	Manage service delivery improvement	6	8	<ul style="list-style-type: none"> <li>• Developing a service delivery improvement plan to meet organisational targets.</li> <li>• Applying service delivery improvements and honour client confidentiality.</li> <li>• Reviewing the service delivery improvement plan of the organisation/department.</li> </ul>
13	120304	Analyse, interpret and communicate information	5	9	<ul style="list-style-type: none"> <li>• Collating and categorising information.</li> <li>• Analysing information.</li> <li>• Developing conclusions and recommendations.</li> <li>• Communicating conclusions and recommendations according to organisational and legislative requirements.</li> </ul>

No.	SAQA ID	SAQA Title	NQF Level	Credits	Learning Outcomes (Concepts/Content Covered)
14	119342	Apply knowledge of ethical principles, standards and professional conduct in public sector management and administration	5	8	<ul style="list-style-type: none"> <li>• Explaining the core ethical values and standards which apply to the public sector.</li> <li>• Outlining ethical values and standards contained in legislation and codes which have relevance to the conduct of employees in the public sector.</li> <li>• Describing areas of ethical conflict for public sector employees.</li> <li>• Explaining the importance of ethical values and standards in relation to the public sector workplace.</li> <li>• Discussing the relevance of established professional ethics and codes of conduct in public sector administration.</li> </ul>
15	119332	Manage and develop oneself in the public sector work environment	5	10	<ul style="list-style-type: none"> <li>• Demonstrating insight into emotional intelligence in personal development</li> <li>• Managing work relationships within the Public Sector environment</li> <li>• Demonstrating an understanding of stress in order to apply strategies to achieve optimal stress levels in personal and work situations</li> <li>• Identifying and applying the skills and knowledge required for the development of a career path</li> </ul>
16	11273	Apply Fundamental Concepts of Supply Chain Management Optimisation	5	8	<ul style="list-style-type: none"> <li>• Use a reference model to identify the parties involved and their respective roles in a supply chain.</li> <li>• Apply the principles of supply chain optimisation as they pertain to each element</li> <li>• Identify the elements which make up total logistics cost.</li> <li>• Transform the strategic objectives of the organisation into a supply chain optimisation framework.</li> <li>• Make recommendations for supply chain optimisation based on a time frame of implementation.</li> <li>• Achieve appropriate customer-service standards in a cost-effective manner through the introduction of supply chain optimisation methodologies.</li> </ul>

No.	SAQA ID	SAQA Title	NQF Level	Credits	Learning Outcomes (Concepts/Content Covered)
17	119352	Apply principles of information systems to public finance and administration	5	12	<ul style="list-style-type: none"> <li>Identifying and describing the elements of management information systems (MIS) relevant to public finance management and administration</li> <li>Utilising information technology to aid management planning</li> <li>Assessing the risk associated with information technology</li> <li>Utilising e-commerce and e-governance to enhance work productivity</li> </ul>
18	119351	Apply principles of computerised systems to manage data and reports relevant to the public sector administration	5	10	<ul style="list-style-type: none"> <li>Describing the basic elements of a computer-based information system</li> <li>Utilising computer applications commonly found in the public sector environment</li> <li>Identifying opportunities to use the computer as a management tool</li> <li>Monitoring and controlling information to prevent technology risks</li> </ul>
19	119348	Apply selected GRAP (Generally Recognised Accounting Practices) to periodic accounting reporting process	5	12	<ul style="list-style-type: none"> <li>Defining and applying GRAP in the context of public finance and administration</li> <li>Defining a conceptual framework for accounting reporting</li> <li>Defining measurement criteria for determining financial position and performance</li> <li>Identifying financial reports and identifying and resolving discrepancies</li> </ul>
20	115407	Apply the principles of change management in the workplace	5	10	<ul style="list-style-type: none"> <li>Explain why change management is an important process for organisations to achieve sustainable trading results</li> <li>Identify examples of planned change and reactive change in an organisation</li> <li>Describe a model for effective change management and its management</li> <li>Identify reasons for resistance to change and indicate ways to overcome them</li> <li>Identify the risks inherent in any change management programme and indicate ways to manage them</li> <li>Identify and apply the competencies of an effective change agent</li> </ul>

No.	SAQA ID	SAQA Title	NQF Level	Credits	Learning Outcomes (Concepts/Content Covered)
21	120311	Apply visionary leadership to develop strategy	5	10	<ul style="list-style-type: none"> <li>• Explaining the purpose of visionary thinking in a leadership context</li> <li>• Analyse current context and trends to develop strategy</li> <li>• Compiling scenario plans</li> <li>• Apply selected scenarios into strategic and business planning processes</li> <li>• Evaluate scenario planning</li> </ul>
22	116353	Participate in the design and implementation of municipal supply chain management	6	12	<ul style="list-style-type: none"> <li>• Apply legislative requirements governing supply chain management.</li> <li>• Manage risks in supply chain management processes</li> <li>• Delegation supply chain management powers and functions.</li> <li>• Comply with required ethical standards applied in municipal supply chain management.</li> <li>• Develop and evaluate a municipal supply chain management policy.</li> <li>• Develop various types of contractual arrangements and operational frameworks for public private partnerships.</li> </ul>
23	10080	Formulate, design and implement customer service delivery systems and processes	6	8	<ul style="list-style-type: none"> <li>• Developing and implementing an action plan to achieve desired service levels</li> <li>• Monitoring progress and effectiveness of action plans implemented</li> </ul>
24	119350	Apply accounting principles and procedures in the preparation of reports and decision making	5	15	<ul style="list-style-type: none"> <li>• Demonstrating an understanding of accounting principles and reporting requirements and nature of functions in the public sector</li> <li>• Using accounting techniques and approaches to process financial information</li> <li>• Applying end of period accounting procedures in the preparation of financial statements</li> <li>• Applying procedures necessary for control over cash transactions and balances</li> <li>• Utilising procedures for reporting and recording accounts receivables</li> <li>• Utilising procedures for recording and reporting on liabilities in the public sector</li> </ul>

No.	SAQA ID	SAQA Title	NQF Level	Credits	Learning Outcomes (Concepts/Content Covered)
25	120360	Demonstrate understanding of financial and accounting principles for public entities	5	12	<ul style="list-style-type: none"> <li>• Interpret the appropriate legislative requirements applicable to the governing of public entities.</li> <li>• Apply good corporate governance principles in public entities.</li> <li>• Obtain knowledge on the financial and accounting principles necessary to evaluate financial and accounting issues of the specific public entity.</li> <li>• Examine the critical performance indicators and analyse and interpret the public entity's financial statements and reports using critical performance indicators.</li> </ul>
26	115444	Manage construction organizational assets	6	5	<ul style="list-style-type: none"> <li>• Identify and maintain an asset database.</li> <li>• Identify and implement maintenance requirements.</li> <li>• Review alternative asset and technology availability.</li> <li>• Control assets.</li> <li>• Monitor and evaluate asset usage.</li> <li>• Evaluate asset management in terms of organizational strategy.</li> </ul>
27	260137	Execute a strategic sourcing strategy	6	6	<ul style="list-style-type: none"> <li>• Establish supplier relationship.</li> <li>• Establish contract.</li> <li>• Communicate strategy and plan.</li> <li>• Execute plan and contracts.</li> <li>• Monitor and improve performance.</li> </ul>
28	115196	Establish, implement and control procurement processes	6	12	<ul style="list-style-type: none"> <li>• Establish the procurement strategy at organisation and project level.</li> <li>• Manage pre-bid procedures.</li> <li>• Prepare procurement documentation.</li> <li>• Invite, receive and evaluate tenders.</li> </ul>

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29	260097	Develop a sourcing strategy	6	8	<ul style="list-style-type: none"> <li>• Mobilise cross-functional team for strategic sourcing.</li> <li>• Evaluate business baseline for a commodity.</li> <li>• Identify and collect data.</li> <li>• Conduct data analysis for different information categories.</li> <li>• Determine sourcing strategy.</li> </ul>
30	260077	Conduct initial assessment for strategic sourcing	6	4	<ul style="list-style-type: none"> <li>• Demonstrate an understanding of strategic sourcing within the context of the wider procurement environment, supply chain management and organisational objectives.</li> <li>• Conduct a Landscape Assessment.</li> <li>• Conduct a cost and benefit analysis.</li> <li>• Form and present a business case to assist stakeholder decision-making.</li> </ul>
		Prepare budgets for a specific sector	6	15	<ul style="list-style-type: none"> <li>• Applying knowledge and understanding of the South African legislative framework for budgeting processes.</li> <li>• Evaluating budgeting processes and procedures.</li> <li>• Managing budgetary processes and data to ensure that they comply with timeframes, integrated planning and legislative requirements.</li> <li>• Recommending and advising on the roles and responsibilities of role players in the budgetary process.</li> <li>• Prepare and compile the budget in line with policy initiatives and prescribed amounts.</li> </ul>
32	10079	Measure and analyse customer service levels	6	12	<ul style="list-style-type: none"> <li>• Identifying factors which influence customer service and perceptions.</li> <li>• Designing methodologies to measure factors and perceptions of customer service.</li> <li>• Implementing customer service measurement processes and collect data.</li> <li>• Analysing measurement results of customer service levels.</li> </ul>

No.	SAQA ID	SAQA Title	NQF Level	Credits	Learning Outcomes (Concepts/Content Covered)
33	10146	Supervise a project team of a developmental project to deliver project objectives	5	14	<ul style="list-style-type: none"> <li>• Discussing and explaining the appropriateness of the various organisational structures.</li> <li>• Supervising and monitoring a developmental project team.</li> <li>• Reporting progress on a developmental project.</li> <li>• Identifying and rectifying problems occurring in a developmental project.</li> <li>• Setting up, running and closing a developmental project.</li> </ul>
34	114879	Promote a productivity improvement strategy	5	10	<ul style="list-style-type: none"> <li>• Develop a strategy to promote productivity improvement within an organisation.</li> <li>• Implement the promotion strategy within the organisation</li> <li>• Encourage and nurture participation in the implementation of the strategy and its objectives.</li> <li>• Monitor, evaluate and improve the impact of the organisational promotion strategy.</li> </ul>
35	244254	Manage the mainstreaming of gender in programmes and projects	5	10	<ul style="list-style-type: none"> <li>• Demonstrating knowledge and understanding of mainstreaming gender for gender equality.</li> <li>• Demonstrating knowledge and understanding of tools for the mainstreaming of gender equality into programmes and projects.</li> <li>• Monitoring and evaluating the mainstreaming of gender into programmes and projects.</li> <li>• Developing programmes and projects in which gender is mainstreamed.</li> </ul>

No.	SAQA ID	SAQA Title	NQF Level	Credits	Learning Outcomes (Concepts/Content Covered)
36	15215	Identify and interpret Best Practice guidelines, and plan for and implement Best Practice within the team, department or division	5	4	<ul style="list-style-type: none"> <li>Identifying Best Practice guidelines</li> <li>Analysing current operating practices against identified Best Practices</li> <li>Drawing up a plan for implementing Best Practice</li> <li>Implementing Best Practice</li> </ul>
37	117390	Identify and interpret related labour legislation and its impact on the workplace and ensure compliance	5	20	<ul style="list-style-type: none"> <li>Identifying and accessing legislation, legal documents and regulations.</li> <li>Interpreting legislation, legal documents and rules and regulations.</li> <li>Providing advice on compliance with legislation and regulations which regulate business in general and the department/division in particular.</li> <li>Identifying areas of non-compliance with legislation.</li> <li>Take appropriate corrective actions.</li> </ul>
38	15233	Harness diversity and build on strengths of a diverse working environment	5	3	<ul style="list-style-type: none"> <li>Identifying the nature of diversity in the working environment.</li> <li>Identifying the positive consequences of diversity in the working environment.</li> <li>Dealing with diverse individuals and groups.</li> <li>Dealing with disagreements and conflict arising from diversity amongst individuals and groups.</li> </ul>
39	115823	Gather and manage information for decision-making	5	5	<ul style="list-style-type: none"> <li>Establishing an information-gathering team</li> <li>Identifying information required</li> <li>Gathering and recording information</li> <li>Reporting on information gathered</li> <li>Developing a feedback system</li> </ul>
40	252033	Demonstrate ways of dealing with the effects of dread diseases and in particular HIV/AIDS	5	8	<ul style="list-style-type: none"> <li>Identify dreaded diseases and their impact on the unit.</li> <li>Promote a non-discriminatory work environment and practices in relation to dreaded diseases.</li> <li>Describe ways of dealing with the effects of dread diseases in a unit.</li> </ul>

No.	SAQA ID	SAQA Title	NQF Level	Credits	Learning Outcomes (Concepts/Content Covered)
41	337063	Demonstrate knowledge and insight into the principles of monitoring and evaluation in assessing organisation and/or programme performance in a specific context	5	5	<ul style="list-style-type: none"> <li>• Explaining the purpose of monitoring and evaluation as a management function.</li> <li>• Analysing current Policy and organisational documents relating to monitoring and evaluation.</li> <li>• Conceptualising a monitoring and evaluation system for a selected programme, project or organisation.</li> <li>• Assessing how monitoring and evaluation is applied in specific work roles.</li> </ul>
42	252020	Create and manage an environment that promotes innovation	5	6	<ul style="list-style-type: none"> <li>• Analysing own unit in terms of opportunities for innovation.</li> <li>• Demonstrating understanding of the techniques that promote creativity.</li> <li>• Developing a plan for creating an environment conducive to innovation.</li> <li>• Leading a team through a creative thinking process.</li> </ul>
43	10142	Fulfill procurement activities and supervise procurement administration	4	8	<ul style="list-style-type: none"> <li>• Compiling and processing procurement requests to required standards and needs.</li> <li>• Sourcing suppliers to meet procurement requirements.</li> <li>• Receiving and evaluating proposals and making supplier recommendations.</li> <li>• Supervising procurement administration.</li> <li>• Monitor supplier performance and building supplier relations.</li> </ul>