

ELECTED MUNICIPAL OFFICIALS

Improving qualifications and competences

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Some regulations and comments

- **Guidelines for the Appointment of Municipal Managers (SALGA, 2016), based on the Local Government Municipal Systems Act No. 32 of 2000 (Acting President, 2000)**
- **Regulations on the Appointment of and Conditions of Service for Senior Managers (Minister of COGTA, 2014)**

LG Municipal Systems Act No. 32 of 2000

Section 54A

Provides for the appointment of municipal managers/ acting municipal managers, and provides inter alia as follows:

(1) The municipal council must appoint-

- (a) a municipal manager as head of the administration of the municipal council; or**
- (b) an acting municipal manager under circumstances and for a period as prescribed.**

(2) A person appointed as municipal manager in terms of subsection (1) must at least have the skills, expertise, competencies and qualifications as prescribed.

Regulations on the Appointment and Conditions of Service for Senior Managers (M:COGTA, 2013)



- **Must meet the qualification, knowledge, skills and competence requirements detailed in Annexures A, B, C**

QUALIFICATIONS

EXPERIENCE

KNOWLEDGE & EXPERTISE

CORE COMPETENCES

LEADERSHIP COMPETENCES

GENERIC COMPETENCES

- **Requirements: (a) Job Advert (b) Selection Panel (c) Shortlisting (d) Screening (e) Interviews (f) Competency Tasks (g) Candidate Selection (h) Contracting (i) Performance Management**

Regulations on the Appointment and Conditions of Service for Senior Managers (M:COGTA, 2013)



Requirements in more detail....

QUALIFICATIONS – NQF Level, particular qualifications

EXPERIENCE – years and type of experience

KNOWLEDGE – Acts, Regulations, Policies, other

EXPERTISE – Core, Leadership, Generic competences

- Five levels

5 – EXPERT

4 – ADVANCED

3 – COMPETENT

2 – INTERMEDIATE

1 - BASIC

Regulations on the Appointment and Conditions of Service for Senior Managers (M:COGTA, 2013)



ONE EXAMPLE OF THE RANKING OF COMPETENCES

[2] CORE COMPETENCES

2.1 Customer Service Delivery

- 5 – EXPERT** (Acts as a trusted customer service advisor/ expert, provides excellent service, manages staff and challenges pro-actively)
- 4 – ADVANCED** (Leads integrated long-term service delivery)
- 3 – COMPETENT** (Manages integrated long-term service delivery)
- 2 – INTERMEDIATE** (Addresses customer/ community needs and probes problems but fails to probe deeply)
- 1 – BASIC** (Understands customer/ community needs and reacts only when required)

Regulations on the Appointment and Conditions of Service for Senior Managers (M:COGTA, 2013)



- **Core competences**

1. Customer service delivery 5, 4, 3, 2, 1
2. Ethics, integrity, professionalism 5, 4, 3, 2, 1
3. Impact and influence 5, 4, 3, 2, 1
4. Political astuteness 5, 4, 3, 2, 1

- **Leadership competences**

1. Governance and risk 5, 4, 3, 2, 1
2. Policy conceptualisation and formulation 5, 4, 3, 2, 1
3. Cooperative governance 5, 4, 3, 2, 1
4. Change leadership 5, 4, 3, 2, 1
5. Institutional performance management and accountability 5, 4, 3, 2, 1
6. Strategic direction and leadership 5, 4, 3, 2, 1

- **Generic competences**

1. Critical and innovative thinking 5, 4, 3, 2, 1
2. Financial management 5, 4, 3, 2, 1
3. Knowledge and information management 5, 4, 3, 2, 1
4. Negotiation, conflict management and resolution 5, 4, 3, 2, 1
5. People management 5, 4, 3, 2, 1
6. Planning and organising 5, 4, 3, 2, 1
7. Programme and project management 5, 4, 3, 2, 1

Regulations on the Appointment and Conditions of Service for Senior Managers (M:COGTA, 2013)



- **Functional competences**

Audit and Risk Functional Competences

1. Audit and risk management **5, 4, 3**
2. Municipal budget and financial accounting **5, 4, 3**
3. Quarterly and annual reporting **5, 4, 3**

Development Planning Functional Competences

1. Master planning **5, 4, 3**
2. Enforcing municipal bylaws **5, 4, 3**

Technical Services Functional Competences

1. Programme management **5, 4, 3**
2. Coordination of infrastructure and maintenance of resources **5, 4, 3**

Community Service Functional Competences

1. Community Health service management **5, 4, 3**
2. Cemetery, Parks and Recreation, and Library Services management **5, 4, 3**
3. Public Safety **5, 4, 3**

Regulations on the Appointment and Conditions of Service for Senior Managers (M:COGTA, 2013)



- **Functional competences continued**

CFO Functional Competences

1. Institutional budget and assistance to municipal managers 5, 4, 3, 2, 1
2. Reporting on municipal operations 5, 4, 3, 2, 1
3. Supply Chain Management 5, 4, 3, 2, 1
4. Operational financial management 5, 4, 3, 2, 1
5. Revenue strategy and implementation 5, 4, 3, 2, 1
6. Coordinating all corporate support services 5, 4, 3
7. Human capital strategy 5, 4, 3

Corporate Support Functional Competences

1. Coordinates all support services 5, 4, 3
2. Human capital strategy 5, 4, 3

Regulations continued....

Competence requirements regulated for:

- 1. Senior Managers**
- 2. Development Planning Managers**
- 3. Technical Services Managers**
- 4. Chief Financial Officers**
- 5. Community Service Managers**
- 6. Corporate Support Service Managers**

One example



Requirements for Senior Managers:

QUALIFICATIONS (a) **BHons, NQF Level 7** (Public Administration/ Law/ Political Science) (b) Certificate in Programmes for Municipal Management (c) professional registration

EXPERIENCE (a) 7-8 years at senior management level (b) proven organisational transformation and turnaround of a medium/ large public or private entity

KNOWLEDGE – Acts, Regulations, Policies, other

EXPERTISE – Core, Leadership, Generic competences

5 – EXPERT

4 – ADVANCED

3 – COMPETENT

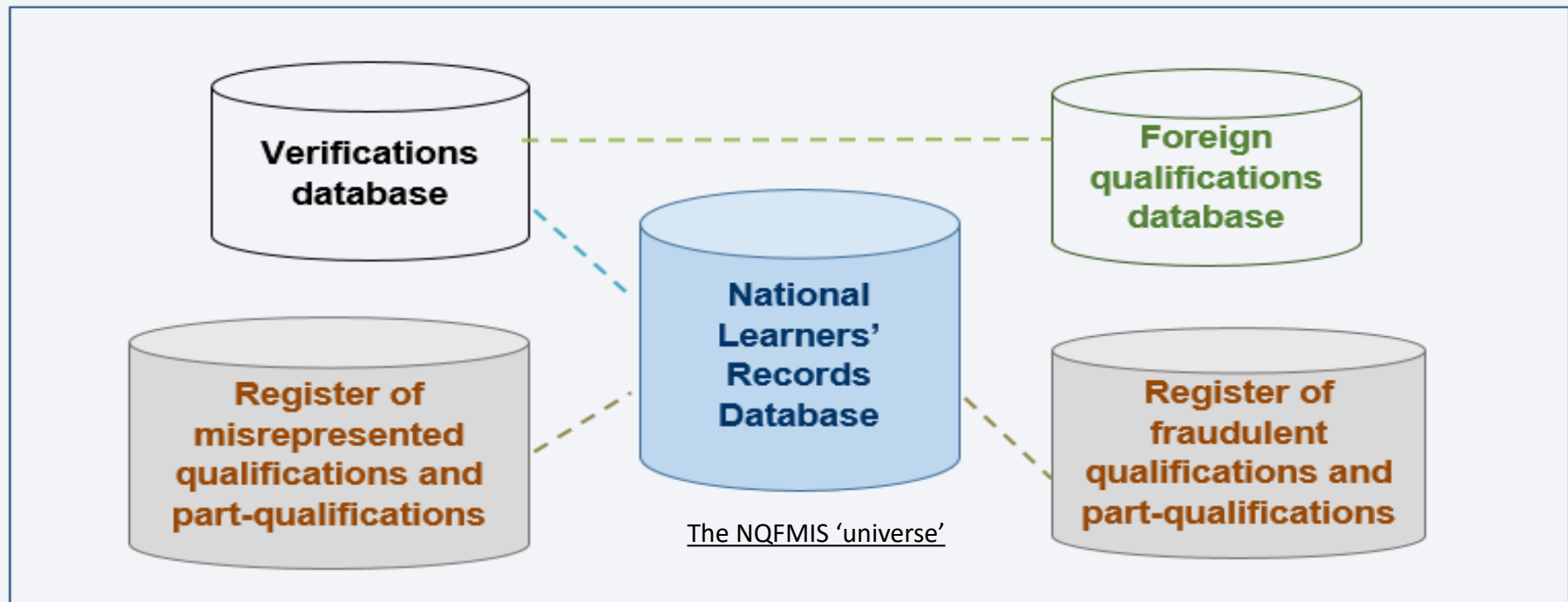
2 – INTERMEDIATE

1 - BASIC

Some statistics

Background to data sourced

- SAQA maintains the NQF MIS
- NQFMIS includes (a) National Learners' Records Database (NLRD) (b) qualification verifications database (c) foreign qualifications database (d) register of misrepresented qualifications (e) register of fraudulent qualifications (f) register of professional bodies/ designations
- For today, data from the NLRD, verifications, professional bodies were analysed



Data analysed

1) Qualifications

- An extract of all qualification titles in the NLRD that contain the key word '*municipal*'
- The number of achievements (graduations) against some of these qualifications (2007 to 2021)

2) Professional Bodies/ Designations

- A search for possible professional bodies and professional designations linked to the phrase 'municipal'

3) Verifications

- Review of data from all municipalities contracted with SAQA
- Summary of qualifications by municipal staff and submitted for verification by SAQA (qualification types, NQF levels, NQF Sub-Frameworks)

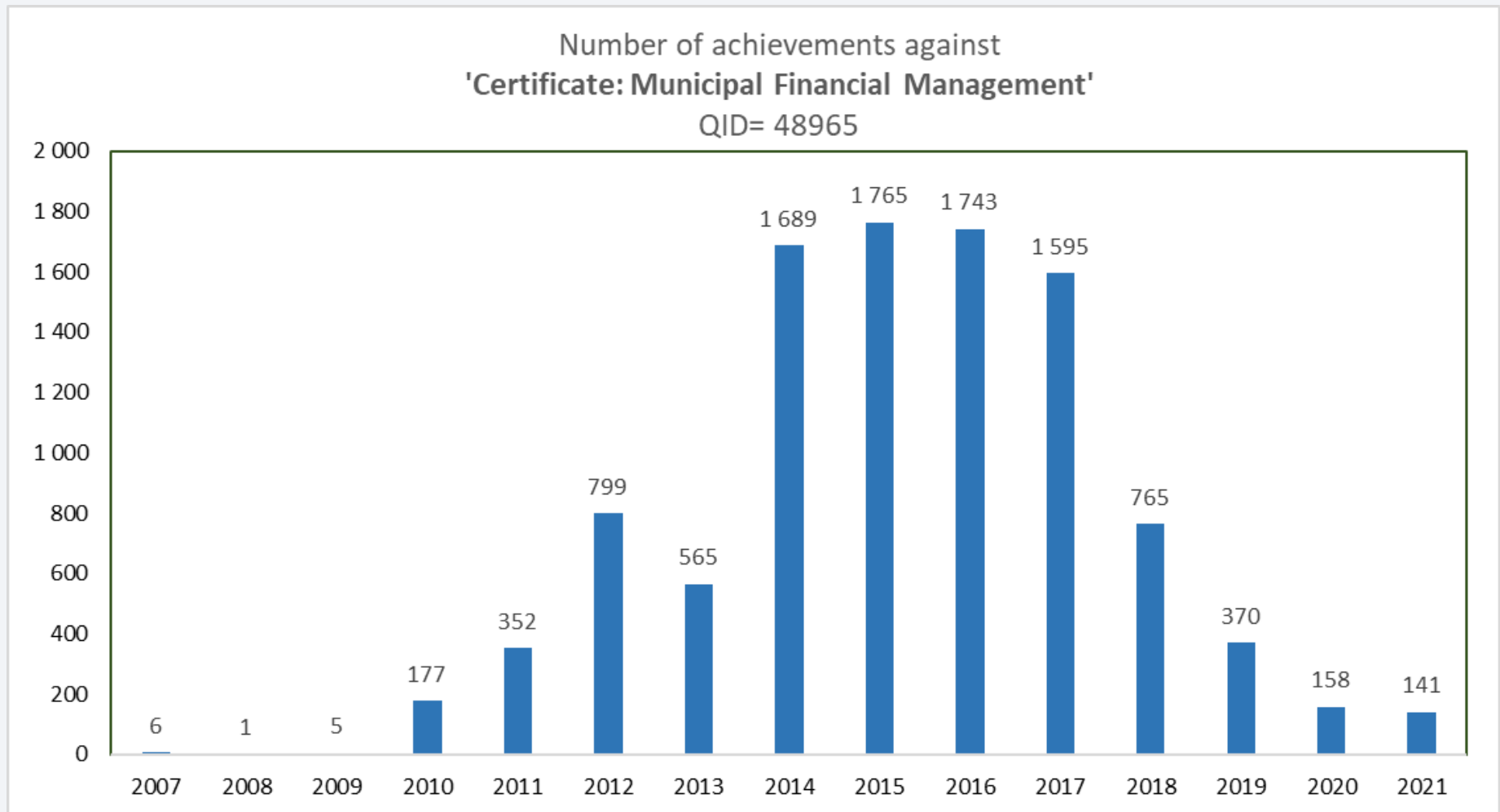
Qualifications found

- ❖ 14 qualifications currently registered on the NQF with key word
- ❖ Four (4) of the 14 have learning achievements recorded against them

Qual_ID	Title	Credits	NQF Level	SFW	Total Achievements
48965	Certificate: Municipal Financial Management	166	Level TBA	OQSF	10 131
50205	National Certificate: Municipal Integrated Development Planning	160	Level TBA	OQSF	490
50372	FETC: Municipal Finance and Administration	157	NQF Level 04	OQSF	820
60529	National Certificate: Municipal Governance	140	NQF Level 05	OQSF	333
4929	Bachelor of Administration Honours in Municipal Administration	120	NQF Level 08	HEQSF	0
4941	Master of Administration in Public and Municipal Administration	180	NQF Level 09	HEQSF	0
4957	Doctor of Administration in Municipal Administration	360	NQF Level 10	HEQSF	0
83246	Advanced Certificate: Municipal Governance	120	NQF Level 06	HEQSF	0
99700	Occupational Certificate: Valuer (Municipal Property Assessor)	120	NQF Level 05	OQSF	0
100955	Diploma in Traffic Safety and Municipal Police Management	360	NQF Level 06	HEQSF	0
101005	Higher Certificate in Municipal Management and Governance	120	NQF Level 05	HEQSF	0
101133	Master of Public Management in Municipal Management	180	NQF Level 09	HEQSF	0
111131	Advanced Diploma in Traffic Safety and Municipal Police Management	120	NQF Level 07	HEQSF	0
			Totals		11 774

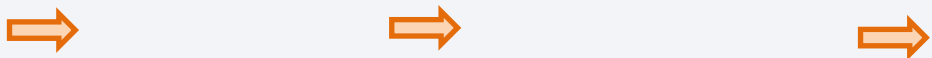
Achievements against qualifications

- ❖ Most achievements for the four qualifications found 2014 - 2017
- ❖ Example – Certificate: Municipal Financial Management



Professional Bodies/ Designations

- ❖ SAQA-recognised professional body (PB):
Institute for Local Government Management of South Africa (ILGM)
- ❖ One designation registered under this PB:
Professional Municipal Manager (PMM)
- ❖ 24 people designated as PMMs:
 - Gender: 4 female, 20 male
 - Population group: 17 Black African, 3 Coloured, 1 Indian/ Asian, 3 White
 - The 24 people achieved an average of 3 qualifications each
 - Highest number of qualifications achieved was 6, with pathway:
(1) National Certificate: N3 Business Studies (2) Certificate: Municipal Financial Management (3) BCom (4) BCom(Hons) (5) MCom (6) D.Phil .



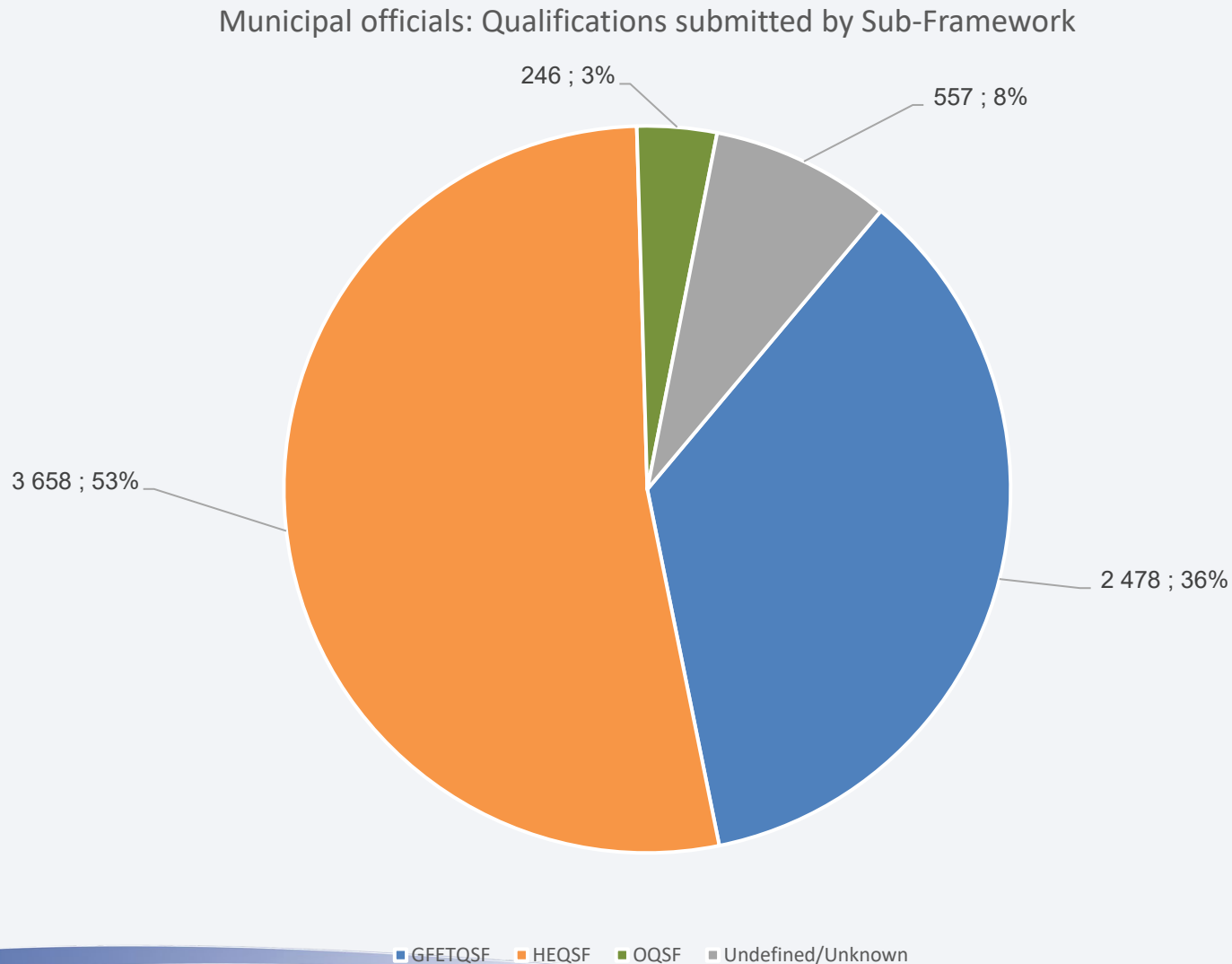
- ❖ The 24 people achieved the following qualification types:

Qualification type	Number
National N Certificate	1
National Diploma	4
Advanced Diploma	1
National Certificate	17
National First Degree	13
Postgraduate Diploma	8
Honours Degree	7
Master's Degree	13
Doctoral Degree	5

- **Regarding qualification details related to requests for SAQA verification by municipalities across the country....**
- **Of a total of 278 municipalities in South Africa:**
 - 76 (27%) of the 278 have contracts with SAQA
 - Of the 76, 51 municipalities have submitted information for verification by SAQA, at least once
 - The remaining 23 have never submitted information for verification
- **Analysis considered all successfully verified learning achievements to date**
- **The verified learning achievements were obtained between 1969 and 2021**
- **Qualifications from 3 529 municipal officials were analysed**

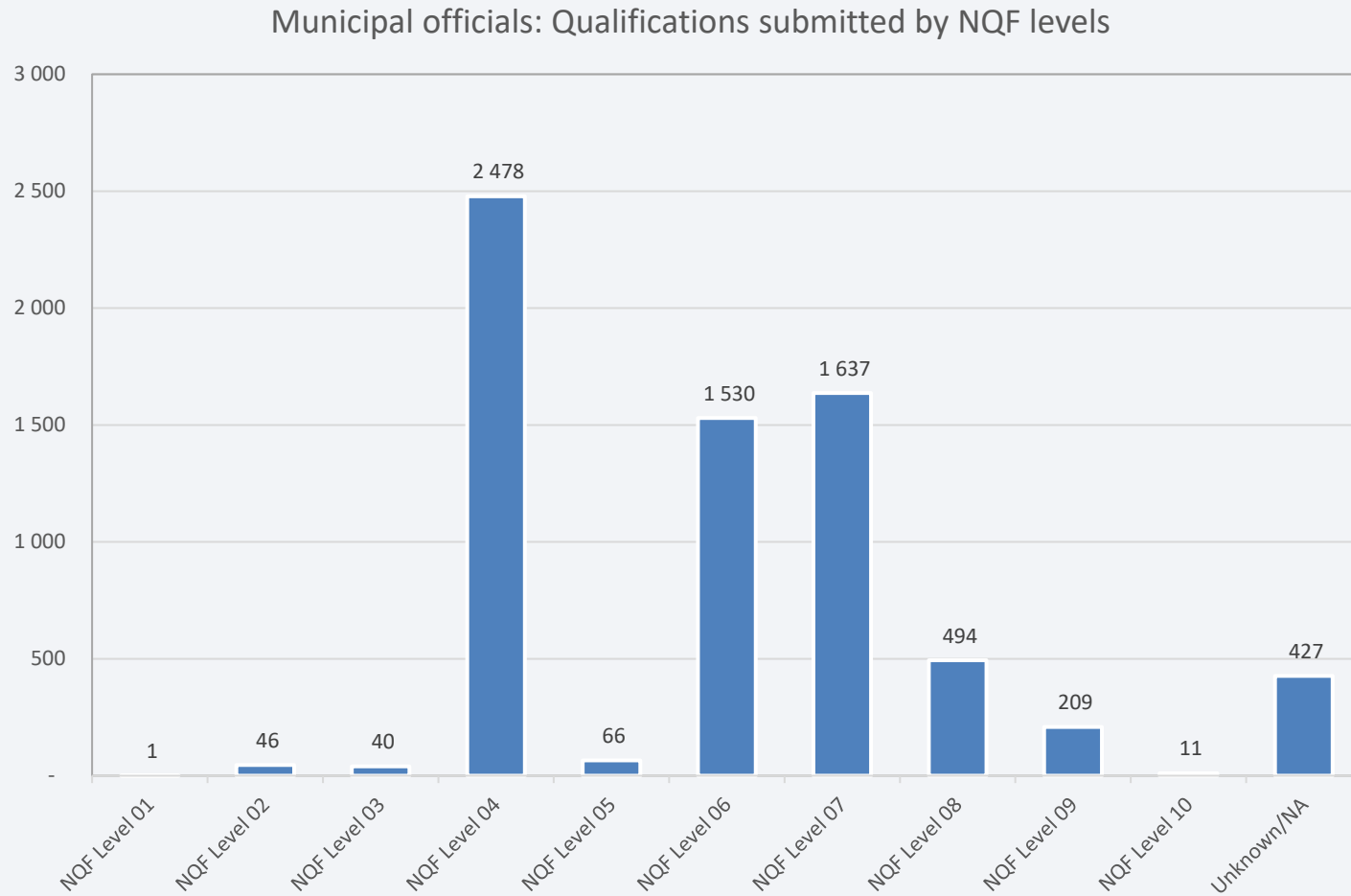
Verification submissions by NQF Sub-Framework

- Highest number of qualifications from the HEQSF & GFETQSF



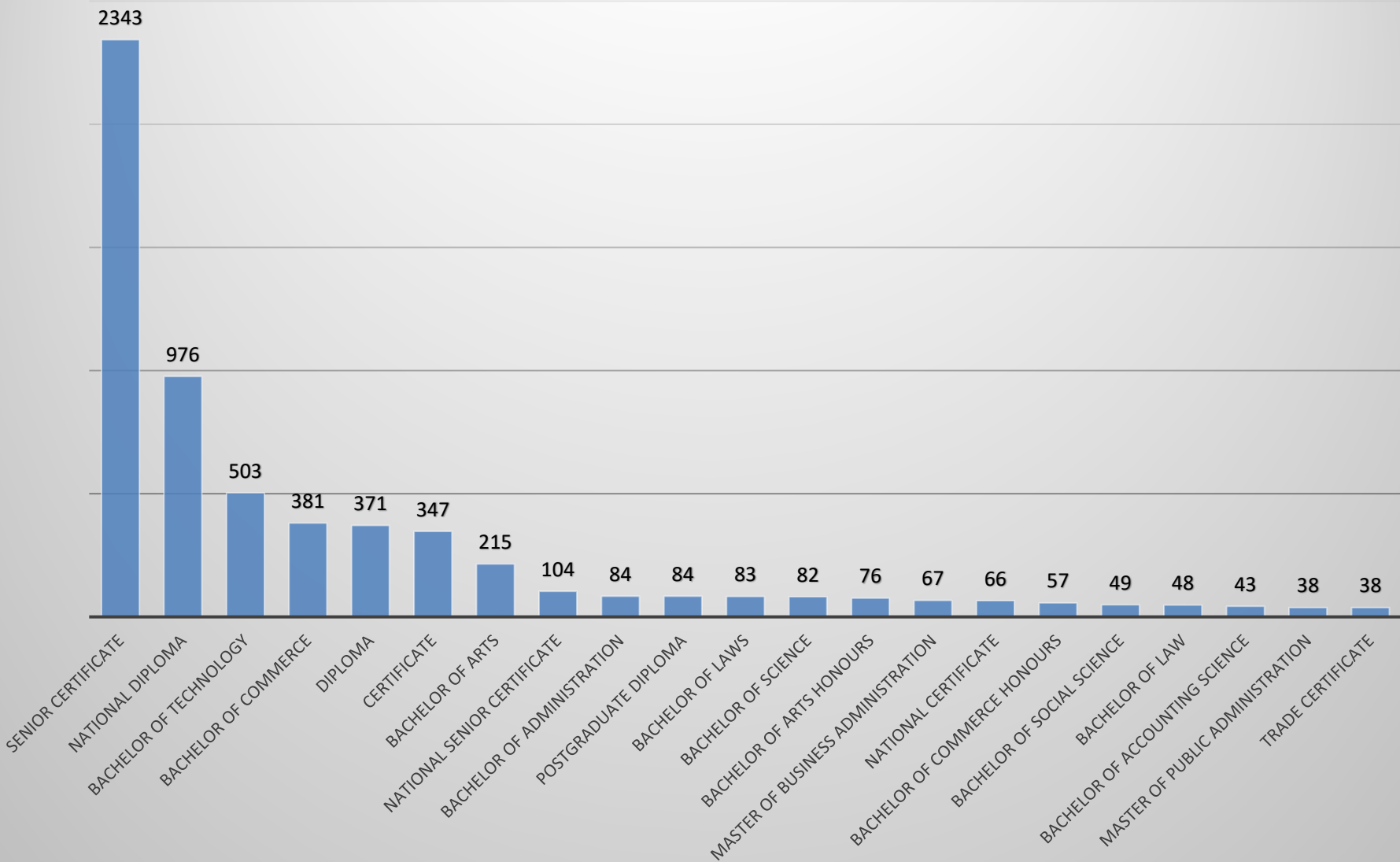
Verification submissions by NQF Level

- Highest number of qualifications at NQF Levels 4, 6, 7 (8, 10)



Submissions by qualification type

Number Of Qualification Types
Submitted For Verification by Municipal Officials (6055)



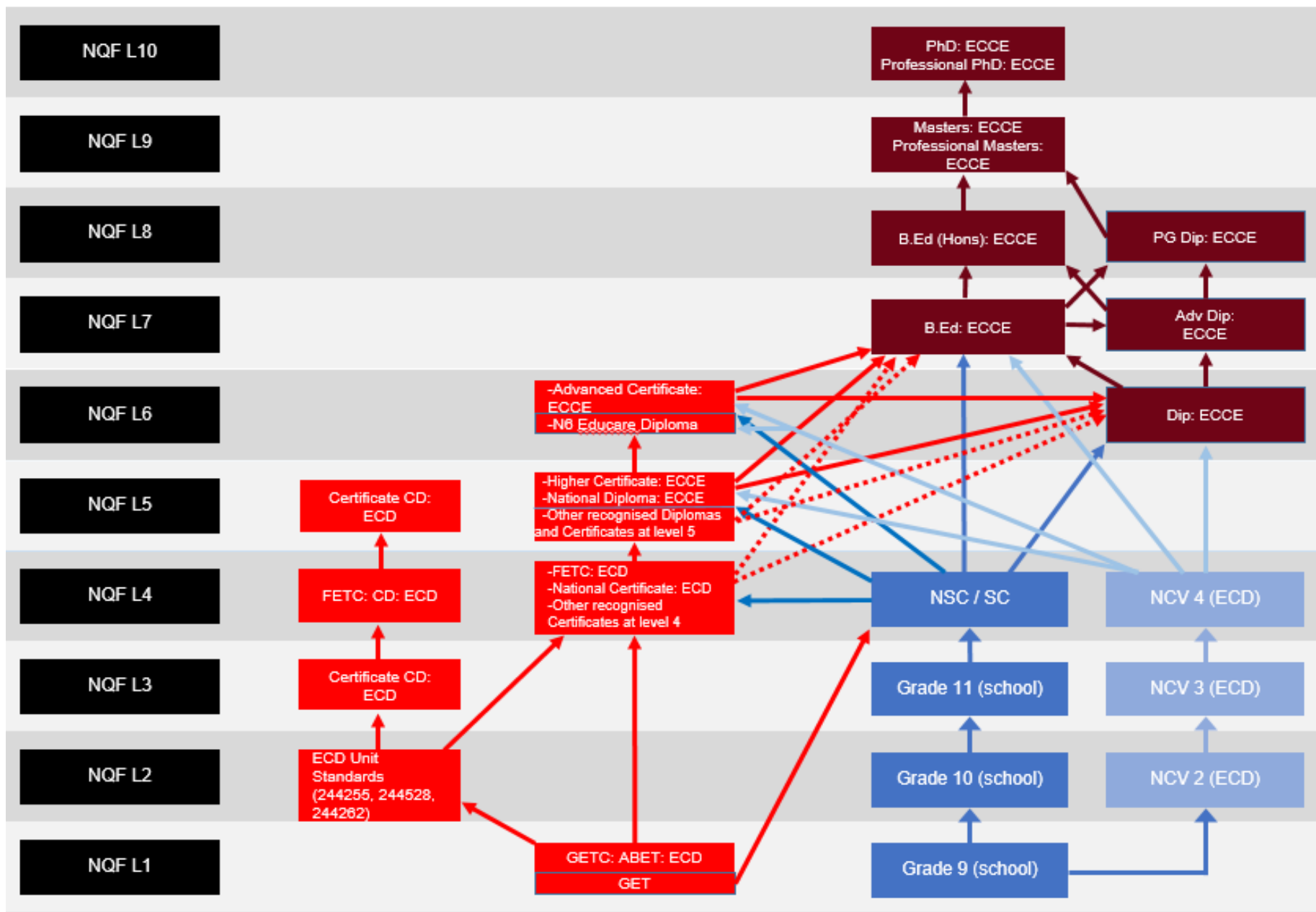
Learning pathway possibilities

What is a learning-and-work pathway?

- **‘Articulation’**
- **Systemic** (linked qualifications, part qualifications, professional designations, structured workplace learning and other elements within and between country systems)
- **Specific** (specific arrangements like **RPL**, CAT, MoU/ MoA and other inter-institutional arrangements)
- **Individual** (supporting individuals in their learning-and-work pathways e.g. through career advice, flexible learning and teaching, supportive programmes and structures, **RPL**, CAT, etc)

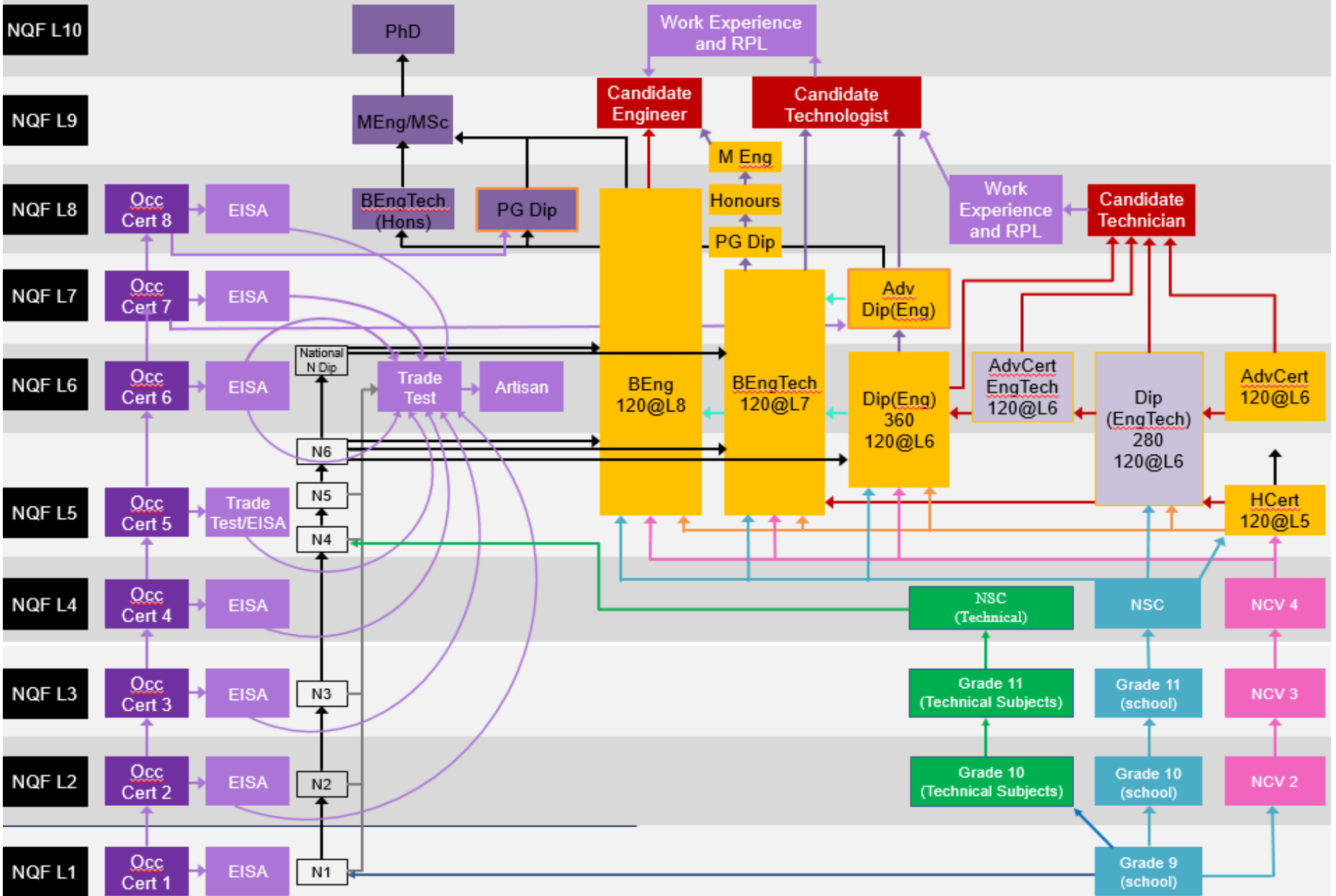
**What is a flexible learning pathway?
(Start with a pathway map.....)**

Early Childhood Development Learning Pathways



Draft matrix of learning-and-work pathways in Engineering (developed by SAQA)

Exit points of interest (ECSA)
Stated progression Route (ECSA)
Transfer of Accumulated Credits (ECSA)



Flexible learning pathways: HOW?

- **Legislation**
- **Institutional practices (admission, learning and teaching, administration, learner support, timetabling, pacing)**
- **Multiple opportunities for access, transfer, progression**
- **Instruments**

Regulatory and policy framework

DHET Policies, Instruments

- NQF Act + Acts for HE, GENFET, SKILLS, TVET Colleges, Community Colleges White Paper: PSET (NPPSET + NQF Improvement Plan)
- RPL Coordination and Funding Policy (+ Reporting)
- Articulation Policy (+ Reporting)
- Career Development System Policy (Portal, Helpdesks)

NQF Policy Suite, Instruments (SAQA)

- NQF Level Descriptors with focus on learning outcomes
- Registering qualifications (Registration)
- Recognising professional bodies (Recognition)
- Recognition of Prior Learning [RPL] (Reporting, NLRD)
- Credit Accumulation and Transfer [CAT] (Reporting)
- Assessment (DBE, DHET Statistics)
- Evaluation of foreign qualifications (Evaluation, Verification)
- Verification, Misrepresentation (Public lists)

Quality Council Policies, Instruments

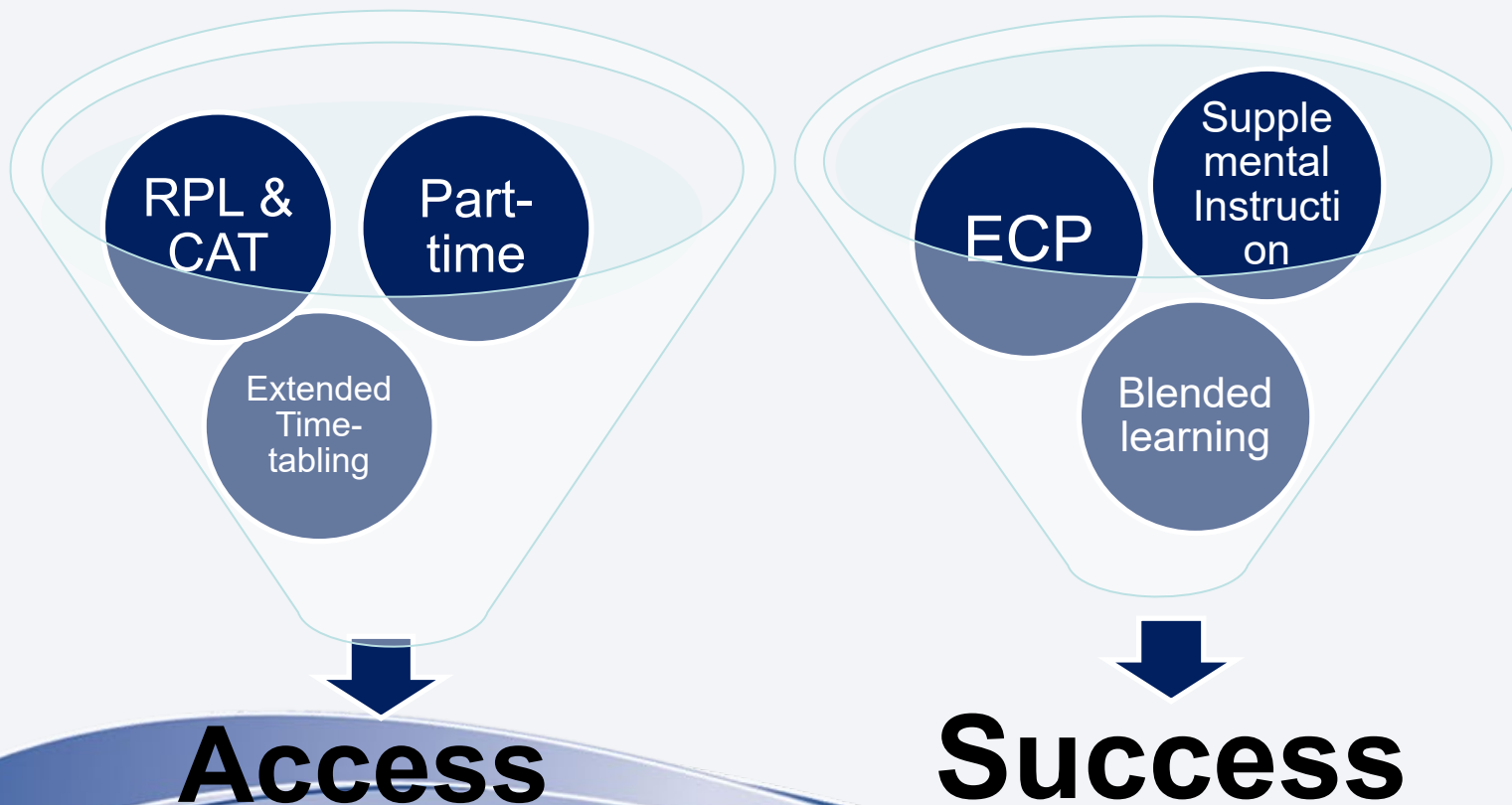
- Standard setting, Quality assurance, Accreditation, RPL, CAT, assessment (Accreditation)

Types of FLPs in South Africa



- **RPL**
- **CAT**
- **Student Support Services**
- **Flexible Learning and Teaching Practices:**
 - **Extended Curriculum Programmes (ECPs)**
 - **Supplemental Instruction (SI)**
 - **Extended time-tabling: day/evening/weekend classes, repeat classes**
 - **Part-time/full-time**
 - **Blended-learning**
 - **Work integrated learning (transition to the labour market)**
 - **(Extended library hours, mentoring, partnering, transport, accommodation, NSFAS, Fairy Godmother)**

Institutional practices for access and success



RPL 'achievements' in SA to date



**Islands of
good practice
(ETF, 2008)**

**Engagements
2010, 2011,
2014**

**RPL Task
Team 2012**

**RPL
policy**

**DHET, SAQA,
QCs, PBs
SETAs,
Providers,
entities**

**20+
National
RPL
initiatives**

**200+- RPL
providers**

RPL data

**RPL
networks**

National RPL initiatives (alphabetical)



- **Agricultural sector**
- **Artisan RPL (ARPL)**
- **Banking sector**
- **Correctional Services**
- **Democratic Nursing Association of SA (DENOSA)**
- **Department of Defence (DoD)**
- **Department of Public Service Administration (DPSA)**
- **Department of Social Development (DSD)**
- **Department of Transport (DoT)**
- **Education and Labour Relations Council (ELRC)**
- **E-TV**
- **Food and Beverage (FoodBev) sector**



Continued.....



- **Marine Industry Association SA (MIASA)**
- **National Artisan Moderating Body (NAMB)**
- **Rand Water**
- **Road Traffic Management Corporation (RTMC)**
- **South African Police Services (SAPS)**
- **South African Sports Coaching Association (SASCA/ SASCOC)**
- **State Information Technology Agency (SITA)**
- **Work-at-Height sector (IWH)**
- **Worker Education (Workers' College)**



Multiple good practices



- Whole entity dual approach (eg CUT)
- Portfolio Development Course (PDC) (eg Cornerstone)
- Whole-HEI development (eg CPUT)
- Online RPL process (eg UWC)
- RPL office (eg UNISA)
- Individualised RPL (smaller HEIs)
- Online RPL options in the workplace (Chartall)
- RPL route to professional designations (several PBs)
- Sectoral RPL initiatives (SETAs)
- Artisan RPL (ARPL)
- Many other world class practices

Sources



- **SAQA Bulletin 2018(1) ‘Articulation initiatives’**
- **SAQA Bulletin 2019(1) ‘Inclusivity’ (in education, training and professional development)**
- **SAQA Bulletin 2020(1) ‘the NQF and the Fourth Industrial Revolution’ (4IR and access, progression, quality, transparency)**
- **SAQA-UNESCO 2020 ‘Flexible Learning Pathways’ (Case study of flexible learning pathways in higher education/PSET in South Africa)**



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