

# Advanced Certificate In Municipal Governance

<b>NAME OF PROGRAMME</b> ADVANCED CERTIFICATE IN MUNICIPAL GOVERNANCE	<b>WHOLE PROGRAMME</b> PART TIME – APB	<b>WP CODE:</b> C1001Q	<b>NQF LEVEL: 6</b> CREDITS 120
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## TYPE OF WHOLE PROGRAMME (WP)

Credit bearing whole programme

## MODE OF OFFERING:

Lectures are presented on a part-time basis once a month in one week, in sessions of 8 hours per day on a Tuesday, Wednesday and Thursday at the LAPA, UJ.

## CERTIFICATION

Attendance based and assessment based (Formative and summative assessment).

## ADMISSION REQUIREMENTS

A student who has completed the Grade 12 Senior Certificate (SC) or National Senior Certificate (NSC) (Matric) with certificate endorsement AND who has successfully completed the National Certificate in Municipal Governance at NQF level 5 or the Higher Certificate in Municipal Governance level 5 will be given admission to this programme.

## LEARNING ACTIVITIES

ACTIVITY	HOURS	CREDITS
Contact time (Lectures)	168 hours	
Workshops		
Work-based learning		
Independent reading/ interacting with learning material/online activities	497 hours	
Preparation for and completion of assignments and other assessment activities	325 hours	
Tutorials	210 hours	
Other (specify)		
<b>Total hours</b>	<b>1200</b>	
<b>Total number of credits</b>		<b>120</b>

## DURATION OF PROGRAMME

- **Contact time** : 168 hours of lecturing hours over 7 months
- **Months to complete:** February to November
- **Minimum period to obtain:** 1 Year
- **Maximum period to obtain:** 1 Year

## RELATIONSHIP WITH OTHER UJ MODULES/QUALIFICATIONS

The Advanced Certificate in Municipal Governance (NQF level6) provides a structured programme for those students who:

- Wish to progress from the basic NQF 5 Certificate in Municipal Governance to advance their learning and career pathways
- Are employed and wish to gain an advanced qualification in relation to their jobs
- Are graduates with other degrees, for example, a BA (Education) and wish to enter the BA Hons (Public Management and Governance) programme.
- On successful completion of this whole programme (WP) together with the applicable minimum entry requirements of 65 %, students may gain entry to the **second** year full time residential BA (Public Management and Governance: Leadership and Local Governance Focus) on the Soweto Campus.

## ARTICULATION WITH SUBSIDISED UJ PROGRAMMES

Students will receive credits towards the completion of subsidised UJ programmes.

Learning material content focuses on strategic municipal leadership, local government ethics, organisational design and development, policy and strategy development, strategic budgeting and research and report writing in a local government context. It covers part of the current Public Management and Governance curriculum at under-graduate and post-graduate levels in the department, culminating in a full qualification.

After the successful completion of this qualification (with an average of 65%) students with a bachelor's degree other than a degree in Public Administration/Public Management/Public Governance can articulate to the BA Hons (Public Management and Governance) on Soweto Campus.

This whole programme also provides entry, after the successful completion of the programme, for students who also meet the applicable minimum entry requirements of 65 % to the **second** year full time residential BA (Public Management and Governance: Leadership and Local Governance Focus) on the Soweto Campus.

## PURPOSE

The purpose of the Advanced Certificate in Municipal Governance is to enhance, improve, refine or reshape the existing basic capabilities of municipal councillors, officials and other persons involved in municipal affairs on these issues. This is achieved by providing students with more advanced skills and knowledge in strategic municipal leadership, local government ethics and good governance, organisational design and development, local government policy and strategy development, strategic budgeting and research and report writing in a local government context.

## OUTCOMES

The student will be able to:

- apply the principles of strategic leadership and management in a local government context;
- identify, strategise and integrate ethics and good governance into overall management and leadership culture within local government;
- strategise and implement organisational design and development programmes in order to enhance overall service delivery within local government;
- implement local government policy and strategy development;
- apply the principles of strategic budgeting for local government; and
- conduct research and compile reports on local government programmes

## CURRICULUM

YEAR MODULES (COMPULSORY)	
MODULE NAME	MODULE CODE
Module 1 Strategic Municipal Leadership and Management	PMG6X01
Module 2 Local Government Ethics and Good Governance	PMG6X02
Module 3 Local Government Organisational Design and Development	PMG6X03
Module 4 Local Government Policy and Strategy Development	PMG6X04
Module 5 Strategic Budgeting for Local Government	PMG6X05
Module 6 Research and Report Writing	PMG6X06

## MODULES AND OUTCOMES

### STRATEGIC MUNICIPAL LEADERSHIP AND MANAGEMENT: PMG6X01

#### Purpose

The purpose of this module is to demonstrate knowledge and apply the principles of strategic leadership and management in a local government context

#### Outcomes

The student will be able to:

- The principles and theories of strategic leadership
- Identify the challenges and critical issues in applying the principles and theories of strategic leadership in a Local Government context and explain the process for giving political direction to senior management in their allocated areas of responsibility
- Explain processes for working with 'council leadership' to ensure the effective governance of the authority
- Apply leading within the broader community
- Describe practices for effectively articulating the diverse views of stakeholders in the context of particular decisions
- Build consensus and manage conflict by reconciling varying points of view within the broader agenda for a municipality

### LOCAL GOVERNMENT ETHICS AND GOOD GOVERNANCE: PMG6X02

#### Purpose

The purpose of this module is to demonstrate knowledge to identify, strategise and integrate ethics and good governance into overall management and leadership culture within local government

#### Outcomes

The student will be able to:

- Describe the concept of ethics and good governance in the context of strategic Local Government leadership
- Describe compliance and regulatory policies and integrate these into overall municipal ethics and good governance practices
- Identify critical ethical and good governance issues within Local Government
- Explain the impact of international indicators and integrating these for measuring governance
- Explain the process for establishing codes of conduct and good governance to ensure sound ethical and good governance practices
- Identify practices for enhancing accountability and transparency within rule of law
- Identify practices for promoting excellence and public responsibility
- Explain processes for improving civic participation and ensuring political stability within Local Government programmes
- Explain processes and practices for establishing mentorship programmes that ensure good governance and sound ethical practices
- Identify practices for taking responsibility for decisions taken within various committees and working forums

### LOCAL GOVERNMENT ORGANISATIONAL DESIGN AND DEVELOPMENT: PMG6X03

#### Purpose

The purpose of this module is to demonstrate knowledge to strategise and implement organisational design and development programmes in order to enhance overall service delivery within local government

### **Outcomes**

The student will be able to:

- Explain the facilitation of participation of stakeholders in decisions that affect municipal functions
- Describe the importance of political, administrative and managerial roles in coordinating, communicating, implementing and evaluating Local Government development programmes
- Identify the processes for ensuring political representation in organisational design and development
- Explain the process for designing programmes that improve Local Government service delivery
- Describe the procedures for effectively chairing relevant councils, committees, sub-committees and working groups to achieve objectives of Local Government programmes
- Contextualise the macro organisation and the system of government in the South African constitutional system of co-operative governance
- Describe the respective theories and approaches to organisation
- Identify the key characteristics and best practices associated with various types of organisational designs
- Explain selected organisational dynamics in public organisations
- Analyse organisational development and transformation in a dynamic governance context
- Describe processes for evaluating the respective approaches, tools and techniques to facilitate organisational effectiveness and performance
- Explain the significance of transformational leadership in organisations to guide it towards its desired future by utilising planning techniques which incorporate public programmes and project management.

## **LOCAL GOVERNMENT POLICY AND STRATEGY DEVELOPMENT: PMG6X04**

### **Purpose**

The purpose of this module is to demonstrate knowledge to enhance local government policy and strategy development

### **Outcomes**

The student will be able to:

- Discuss a specific municipal strategy and its importance in the longer term sustainability of the municipality
- Describe the impact of social, economic and environmental constraints on the strategic direction of the municipality
- Ensure that the strategic planning process is appropriately informed by the needs of all relevant stakeholders
- Effectively articulate the strategic vision for a municipality
- Apply good practices for contributing effectively to the development of the vision and strategic direction of a municipality
- Ensure that the strategic planning process is appropriately informed by the needs of all relevant stakeholders
- Ensure that the needs of the broader municipality, both current and future, are addressed in the overall strategy in a way that balances any competing demands
- Adopt good practices for articulating the social, economic and environmental constraints in setting the strategic direction within a Local Government context
- Engage with neighbouring municipalities and other levels of government to develop complementary strategic directions
- Apply Local Government policy tools, for examples, prioritising, cost benefit analysis, risk analysis, forecasting, scenario building and trend analysis
- Explain how a municipality's strategic direction informs Integrated Development Planning (IDP) programmes

## **STRATEGIC BUDGETING FOR LOCAL GOVERNMENT: PMG6X05**

### **Purpose**

The purpose of this module is to demonstrate knowledge and apply the principles of strategic budgeting for local government

### **Outcomes**

The student will be able to:

- set budget parameters within a local government context in line with overall strategy and related programmes;
- integrate the relevant legislative requirements within budget;
- determine the impact of internal and external environments in setting budget parameters within a local government context;
- establish budgeting reporting procedures and relay to all relevant role players;
- determine contingency plans and list solutions to problems relating to budget constraints;
- determine methods of allocation in relation to budget parameters to relay them to relevant stakeholders according to overall local government budgetary allocation procedures; and
- monitor and evaluate budgetary processes and procedures.

## **RESEARCH AND REPORT WRITING: PMG6X06**

### **Purpose**

The purpose of this module is to demonstrate knowledge to conduct research and compile reports on local government programmes

### **Outcomes**

The student will be able to:

- demonstrate an understanding of and apply research methodologies to local government context;
- demonstrate an understanding of statistics to research and reporting;
- demonstrate an understanding of the ethical dimensions of conducting applied research within a local government context;
- conduct independent research and critically evaluate an issue in the area of local government organisational design and governance;
- identify the strengths, weaknesses and suitability of selected quantitative and qualitative methods for gathering evidence for research reports;

- demonstrate an understanding of the principles and practical aspects of traditional and electronic writing, document preparation and design, and writing for meetings (notices, agendas and minutes);
- utilise, interpret and draw inferences from information gathered to compile reports on local government research projects, proposals, and business plans; and
- utilise, prepare and analyse municipal finance.

#### **CALCULATION CRITERIA**

Minimum Full Period Mark for Examination Admission: 40%

Full Period Mark Weight: 300 marks calculated as 50%

Examination Mark Weight: 200 marks calculated as 50%

Assessment Mark Weight for summative assessments and examination is 500 marks divided by 5 = 100%

#### **METHOD OF ASSESSMENT**

- Summative assessments are in the form of 3 written assignments (3X100) covering module 1, 2, and 3 content, a portfolio examination of 100 marks covering the content of module 6 and a written examination (100 marks) covering the content of modules 4 and 5 at the end of the programme which is divided into theory and applications.
- Formative assessments are in the form of continuous self-assessment exercises and short assignments
- Pass mark: 50% is the pass mark for all summative assessments.
- All modules must be passed in the same academic year.

#### **MODERATION (internal and/or external)**

The final assessment is an examination and will be moderated in terms of the UJ Institutional Moderation Policy.

- One internal moderator
- One external moderator