ABOUT FORT HARE SOLUTIONS

Fort Hare Solutions is a wholly owned company of the University of Fort Hare. It was established in 2006, and is collaboration amongst the Special Executive Programmes, Transversal Training Management Agency, and Public Financial Services Agency formerly housed within the School of Public Management and Development. Its strategic goal is to become a prominent player in the market for knowledge based solutions in the areas of human capital development, as well as evidence based research and advisory services.

Fort Hare Solutions makes use of internationally recognised and proven methods of consultancy, research, development and training that are flexible enough to meet the changing needs of dynamic projects. Our proven project management skills come from having distinguished ourselves as being the providers of practical consulting solutions and as such focus on process-based as opposed to resource-based consulting services, whilst adopting this style enables us to rapidly transfer skills to the community and / or the project beneficiaries.

Our entire consulting, research and project implementation approach has been developed around integration – the need to ensure the alignment of people, technology and support processes with the core business and the strategic direction of the client organisation.

OUR VISION

A world-class provider of innovative solutions

OUR MISSION

Fort Hare Solutions (Pty) Ltd is a provider of cutting-edge solutions through innovative research, knowledge-based consulting and professional development, by assisting people and organisations to achieve their purpose.

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- 114941 – HIV/AIDS in the Workplace

OUTCOME BASED COURSES
- Public Policy Formulation
- Public Policy Implementation, Monitoring & Evaluation
- Provincial Growth & Development Plan
- Customer Care in the Public Sector
- Effective Communication
- Media Relations
- Managing Service Delivery
- Leadership and Empowerment for Women Managers
- Management and Leadership Development
- Management of Change and Diversity
- Planning and Organisational Development
- Grievance Procedure
- HR Planning
- Performance Management

PUBLIC POLICY FORMULATION 3 DAYS

Target Audience:
Middle & Senior Management

Aim:
To provide an opportunity for those involved in policy formulation to develop or improve their skills in policy analysis, writing, and formulation.

Learning Outcomes:
By the end of the course the participants will have:
- An understanding of theoretical models of policy making in public and private sector.
- A basic knowledge of policy making in South Africa.
- An appreciation of the principles of governance and ethical behaviour within the public sector.
- A knowledge of public sector legislation and policies.
- A comprehension of national, provincial and local government processes and structures.
- Followed and understood the public policy design process.
- Strong team-building and interpersonal skills.

PUBLIC POLICY IMPLEMENTATION, MONITORING & EVALUATION 5 DAYS

Target Audience:
Middle & Senior Management

Aim:
To provide an opportunity for middle managers and frontline staff to assess and evaluate their strategic plans and policies in a way that encourages collective participation.
**Learning Outcomes:**
By the end of the course the participants will have:
- A thorough understanding of the theory behind monitoring and evaluating, strategic plans and policies.
- Identified critical constraints in policy implementation, monitoring and evaluation.
- Devised checklists to aid them in the implementation, monitoring and evaluation processes.
- Have an adequate knowledge of the institutional arrangements necessary for managing policy implementation, evaluation and monitoring.

**PROVINCIAL GROWTH AND DEVELOPMENT PLAN (PGDP)**

**Target Audience:**
Middle Managers and Programme Managers

**Aim:**
To provide management and frontline staff with an opportunity to familiarize themselves with the developmental challenges facing the Eastern Cape Province and the strategic framework designed to address them.

**Learning Outcomes:**
By the end of the course participants will be able to:
- Appreciate all the stages through which the preparation and production of the plan went.
- Know what the vision of the PGDP is.
- Discuss and explain all the strategic objectives of the plan.
- Have a deeper appreciation of the developmental challenges facing the province.
- Know the strategic framework for growth and development.
- Determine what role the participants and their respective departments can play to the successful implementation of the plan.

**CUSTOMER CARE IN THE PUBLIC SECTOR**

**Target Audience:**
All Government Employees

**Aim:**
To present an opportunity for managers and frontline staff to assess their personal readiness and organizational ability to fulfill the requirements of Batho Pele.

**Learning Outcomes:**
By the end of the course the participants will have:
- Examined the processes currently used in their organizations.
- Developed benchmarking procedures which will help them set challenging service standards.
- Acquired communication skills which will help them to deal with customers in an assertive and empathetic manner.
- Devised a grievance strategy for dealing with customer complaints in their departments.
- Designed ways in which their departments will be able to deliver customer focused service.
EFFECTIVE COMMUNICATION 5 DAYS

Target Audience:
All Public Servants within the Eastern Cape Provincial Government who have a Matric or ABEL Level 4 Certificate

Aim:
To provide an opportunity for participants to improve their oral and written communication skills and as a result help them be more effective in their public service employment

Learning Outcomes:
By the end of the course the participants are able to:
• Demonstrate an understanding of effective oral communication skills by using the oral presentation tools and techniques.
• Show a clear understanding of effective written communication skills by engaging in a number of work related exercises on written communication.
• Identify the skills of running an effective meeting and taking part in a meeting.
• Prepare an action plan for their future development.

LOBBYING AND ADVOCACY 5 DAYS

Target Audience:
Lobbyists

Aim:
To enable delegates to develop and manage government communication campaigns.

Learning Outcomes:
By the end of the course participants are able to:
• Identify communication campaign requirements.
• Develop communication campaigns.
• Manage communication campaigns.

SPEECH WRITING 5 DAYS

Target Audience:
Practicing and Potential Speech Writers

Aim:
To equip speech writers with the skills and knowledge that will enable them to produce speeches that meet the standards required.

Learning Outcomes:
By the end of the programme writers will be able to:
• Structure a speech to present information in the most effective manner.
• Argue a case in a logical and progressive manner.
• Illustrate and illuminate with the use of story, quote and graphic information.
• Identify the different types of speech and their emphasis.
MEDIA RELATIONS

Target Audience:
Communication Officers in the departments dealing with the media.

Aim:
To establish, develop and manage media relationships to promote the image of government.

Learning Outcomes:
By the end of course participants will be able to:
• Identify and monitor media ownership and operational culture.
• Develop and manage mechanisms for interacting with media.
• Enhance media access and news coverage to promote government image.
• Monitor and evaluate media coverage.
• Advise and prepare management and spokespersons on media experiences.

MANAGING SERVICE DELIVERY

Target Audience:
Supervisors and Line Managers

Aim:
To enable participants to become more concerned about the concept of service and, as a result, improve relations with their customers.

Learning Outcomes:
By the end of course Managers and supervisors will be able to:
• Unravel the complexity of service delivery.
• Discuss the importance of service to the performance of the department.
• Relate to the concept of wholesome service.
• Map out clients and customers.
• Review and discuss the ‘seat of service’.
• List what is lacking in the organizational context in order to make service delivery more effective
• List the effect of organizational conditions (in respect to the ‘seat of service’) on personal readiness to serve, and on interaction with clients.
LEADERSHIP AND EMPOWERMENT FOR WOMEN MANAGERS 5 DAYS

Target Audience: Senior Women Managers

Aim: To prepare women managers for senior posts in the public service by equipping them with the ability to fully utilise their power and competence in their leadership role.

Learning Outcomes: It will provide them with the opportunity to:
- Assess themselves against recognised management competencies.
- Start work on further developing their personal and organisational skills.
- Learn about the use and abuse of power and organisational politics.
- Develop their conflict handling skills.
- Recognise their own unique contribution to leadership in the public service.

MANAGEMENT & LEADERSHIP DEVELOPMENT 5 DAYS

Target Audience: Middle Managers, Line Managers and Supervisors

Aim: To provide managers with opportunities to review their present management and leadership styles, and develop skills in effectively building teams, managing their staff, their time and themselves.

Learning Outcomes: By the end of the course managers will have:
- Discussed the legislative context of managing and leading people.
- Defined the concepts of leadership and management.
- Examined some of the theories of leadership and decided their relevance to their own situation.
- Discussed the unique qualities of leadership in the public service.
- Experienced an exercise that enables them to consider leadership as a visionary function.
- Identified their own style and approach to leadership.
- Investigated the roles and functions of management and developed a plan to improve their performance.
- Examined the concept of a Learning Organisation and applied it to their own team.
- Discussed the models of change and produced a plan for change in their own team.
- Completed the Belbin Team Role Questionnaire and discussed the implications for teams.
- Reviewed their own way of handling conflict and decided whether they need to change their personal style.
- Examined the impact of difference, diversity and division on the team and identified some strategies for managing them in a positive manner.

(Please note: this course is under review)
MANAGEMENT OF CHANGE AND DIVERSITY  

**Target Audience:**
Line Managers, Programme Managers & Team Leaders

**Aim:**
To provide an opportunity for managers to improve their managerial competence in introducing change with the minimum of disruption and the maximum effectiveness in line with the transformation process in their departments.

**Learning Outcomes:**
By the end of the programme they will have:
- Discussed the development of a Learning Organisation.
- Evaluated the importance of change and some theories of change.
- Discussed a Model for Change and some organisation development processes.
- Identified the human impact of change and devised a plan for effectively managing the process.
- Examined the skills associated with the successful implementation and management of change.
- Learnt the positive nature of diversity.
- Learnt benefits to the organisation from a highly motivated diverse workforce.

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PLANNING AND ORGANISATIONAL DEVELOPMENT  

**Target Audience:**
Middle Managers, Work Study Officers, Managers involved in Change Management and Change Agents

**Aim:**
An opportunity for managers to improve their competence in introducing, managing and monitoring the process of organisation development with the minimum of disruption and the maximum effectiveness.

**Learning Outcomes:**
Participants will be able to:
- Define the concepts of organisational development.
- Examine some of the theories of leadership and the challenges of implementing change to achieve breakthrough organisational performance.
- Discuss the Balanced Scorecard as a powerful tool in organizational development.
- Experience an exercise that enables them to understand organisational effectiveness.
- Identify the relationship between organisational development, organisational effectiveness and performance.
- Investigate the myths and realities about leadership and change - the real facts.
- Examine the best practice cases studies in organisations who have achieved breakthrough performance.
- Discuss the application of the Balanced Scorecard in public sector organisations.
- Complete the business case for developing Performance Centres.
- Review the best practises case studies for those who have successfully implemented the Balanced Scorecard and achieved breakthrough results.
- Examine a leadership assessment process and action plan to lead and manage organizational change and achieve breakthrough performance.
GRIEVANCE PROCEDURE 2 DAYS

Aim:
To provide an opportunity for participants to understand the policy and process associated with the grievance procedure.

Learning Outcomes:
By the end of the course the participants will have:
- Defined the term grievance.
- Discussed the courses of grievances and the consequences of unresolved grievances.
- The knowledge necessary to use correct procedures when lodging a grievance.

HR PLANNING 5 DAYS

Target Audience:
HR Managers, Line Managers & Supervisors

Aim:
To enable delegates to develop a professional Human Resource Plan.

Learning Outcomes:
By the end of the course the participants will have:
- Discussed the legislative and good practice requirements that advocate Human Resource Planning.
- Identified a process for HR Planning that ensures the consideration of all important factors.
- The knowledge and skills necessary to develop an HR Plan.
- Know how to conduct organizational analysis and review.
- Understanding of how succession plans are developed.
- Knowledge of identifying training requirements and developing budgets for implementation.

PERFORMANCE MANAGEMENT 5 DAYS

Aim:
To enhance the capacity of managers to align employee and team performance to organisational goals.

Learning Outcomes:
By the end of the course participants would be able to:
Reflect and monitor own performance.
Follow-up and improve own performance.
Gather and use information relevant to managing and motivating individual and team performance for better results.
Apply basic negotiation, interviewing and interpersonal skills.
Investigate an organisation’s performance management system.
Set objectives and see them through.
Manage time effectively.
Section 2

Information Communication and Technology (ICT) Courses
2.1 Short Courses in Information Communication and Technology (ICT)

- Introduction to Computer Skills Course (Module 1 & 2)
- MS-Excel (Module 4)
- PowerPoint, Internet and Email (Module 6 & 7)
- MS-Word (Module 3)
- MS-Access (Module 5)

**Aim:**
The overall objective of the ICDL Programme is an improvement in the level of basic knowledge about Information Technology (IT) and a higher level of basic competence in using personal computers and common computer applications throughout South Africa and internationally. The target population for the ICDL is various departmental staff, who want to use a personal computer competently. The ICDL qualification allows workers, students and citizens to formally show, with their certification, that they have basic knowledge and competence in personal computer use. FHS Modules are packaged as follows:

**INTRODUCTION TO COMPUTER SKILLS COURSE (ICDL MODULE 1 & 2) 5 DAYS**

**Overview:**
- Concepts of Information Technology (IT) requires the candidate to have an understanding of some of the main concepts of IT at a general level.
- Using the Computer and Managing Files, requires the candidate to demonstrate knowledge and competence in using the common functions of a personal computer and its operating system.

**MS-WORD (ICDL MODULE 3) 5 DAYS**

**Overview:**
- Word Processing requires the candidate to demonstrate the ability to use a word processing application on a computer. The candidate shall be able to accomplish everyday tasks associated with creating, formatting and finishing a small sized word processing document ready for distribution.

**MS-EXCEL (ICDL MODULE 4) 5 DAYS**

**Overview:**
- Spreadsheets requires the candidate to understand the concept of spreadsheets and to demonstrate the ability to use a spreadsheet application on a computer. The candidate shall understand and be able to accomplish basic operations associated with developing, formatting, modifying and using a spreadsheet of limited scope ready for distribution.

**MS-ACCESS (ICDL MODULE 5) 5 DAYS**

**Overview:**
- Database requires the candidate to understand some of the main concepts of databases and demonstrate the ability to use a database on a computer. The candidate shall be able to create and modify tables, queries, forms and reports as well as prepare outputs ready for distribution.
POWERPOINT, INTERNET & EMAIL (MODULE 6 & 7)  5 DAYS

Overview:

• Presentation requires the candidate to demonstrate competence in using presentation tools on a computer. The candidate shall be able to accomplish tasks such as creating, formatting, modifying and preparing presentations using different slide layouts for display and printed distribution.

• Information and Communication is divided in two sections. The first section, Information, requires the candidate to understand some of the concepts and terms associated with using the Internet and to appreciate some of the security situations. The candidate shall also be able to navigate within and use Web-based forms.

• Communication, the candidate is required to understand some of the concepts of electronic mail (e-mail) together with having an appreciation of some of the security considerations associated with using e-mail. The candidate shall also demonstrate the ability to use e-mail software to send and receive messages, and to attach files to mail messages.
Public Financial Management Courses

Section 3
PFM Short Courses

The Public Financial Management Course comprises a range of comprehensive Short Courses and Certificate Programmes.

3.1 Short Courses in Public Financial Management

There are currently sixteen (16) short courses available which are customised workplace-based solutions that help build the skills and competence of the learner to improve their day-to-day operational efficiency within the department.

- Asset Management
- Bank Reconciliations
- Cash Flow Management
- Finance for Non-Finance Managers
- Introduction to Supply Chain Management
- Project Management
- Revenue Management
- Asset Management Case Study
- Budgeting in the Public Sector
- Expenditure Management
- In Year Monitoring (IYM)
- Public Financial Management Act (PFMA)
- Quantitative Data Analysis
- The Role of Management in Internal Control

ASSET MANAGEMENT 5 DAYS

The course is aimed at providing delegates with the practical knowledge to implement and maintain an effective, efficient asset management function within their institutions.

**Learning Outcomes:**

By the end of the course Learners would be able to:

- define and differentiate between different assets in the Public Sector
- understand the purpose of asset management from a legal and financial management perspective
- identify the inherent risks associated with fixed asset management and develop internal controls to manage these risks
- create and maintain a fixed asset register and reconcile to the general ledger
- understand and be able to plan an asset verification process and report on the findings

ASSET MANAGEMENT CASE STUDY 2 DAYS

The course is aimed at providing delegates with the practical knowledge to implement and maintain an effective, efficient asset management function within their institutions.

**Pre-requisite:**

Candidates must have completed the 5 day FHS Asset Management Course or the 3 day National Treasury Asset Management Course

**Learning outcomes:**

By the end of the course Learners would be able to:

- link the Asset Management Plan to their department’s strategic plan
- link the Asset Management Plan to their department’s Budget
- link the Asset Management Plan to their department’s Asset Register
- perform a Needs Analysis
- create an Acquisition Plan
- create an Operations and Maintenance plan
- create a Disposal Plan
BANK RECONCILIATIONS 1 DAY

The course is aimed at providing delegates with the practical knowledge to perform the bank reconciliations.

**Learning outcomes:**
By the end of the course Learners will:
- have an understanding of the purpose of doing bank reconciliations
- be able to identify their information needs to do reconciliations and the source where they can collect this information (reports and documentation)
- be able to perform and present these reconciliations
- be able to identify, report on and then perform the procedures to clear all exceptions or reconciling items
- be able to identify, report on and then perform the procedures to clear all exceptions or reconciling items

BUDGETING IN THE PUBLIC SECTOR 5 DAYS

The course is aimed at providing delegates with the knowledge, skills and competencies required for the planning, preparation, reviewing and analyzing of Budgets and satisfying the legal statutory requirements of the Public Financial Management Act.

**Pre-requisite:**
Basic MS Excel skills

**Learning outcomes:**
By the end of the course Learners will:
- understand the basic concepts and the principles of the Public Financial Management Act (PFMA) and other legislation as they relate to Budgeting
- be able to demonstrate an understanding of the processes and source documents that are needed in the preparation of the Budget
- be able to demonstrate confidence and comfort in navigating between the MS Excel worksheets used as budgeting tools
- be able to demonstrate an understanding of what it means to under/over spend on allocated/voted budget for the department and make reasonable projections of future expenditure and revenue

CASH FLOW MANAGEMENT 3 DAYS

The course is aimed at providing learners with the practical knowledge to implement and maintain an effective, efficient Cash Flow Management function within their institution.

**Learning outcomes:**
By the end of the course Learners will:
- know and understand the legal framework for cash flow management
- know and understand the concept of “time value of money”
- be able to prepare and analyse weekly, monthly, quarterly and annual cash flow forecasts and projections
- be able to prepare, analyse and understand the impact of a cash flow variance report on future cash flow forecasting
EXPENDITURE MANAGEMENT 3 DAYS

This course will seek to build the capacity of payment personnel to understand expenditure management from a micro and macro point of view, the relevant legislation applicable and actual processes that should be followed.

Learning outcomes:
By the end of the course Learners will:
- demonstrate an understanding of the legislation relating to expenditure management
- demonstrate an understanding of the expenditure process, the accounting entries and the accounting systems in use within the provincial departments, how they interrelate and the importance of reconciling information
- be able to correctly allocate and classify expenditure in the main accounting system
- be able to identify and account for unauthorised, irregular or fruitless and wasteful expenditure in the accounting system

FINANCE FOR NON FINANCE MANAGERS 5 DAYS

The course aims to empower non financial managers with the basic concepts and principles to sound financial management within their working functions. This is done by bringing forth an understanding of the basic financial terms, legislative requirements such as the PFMA, Treasury Regulations and Practice Notes that are important for effective development and management of budgets.

Learning outcomes:
By the end of the course Learners will be able to:
- understand the basic concepts and principles of good financial management
- implement the requirements of the PFMA and other relevant legislation
- understand and apply the policy framework
- prepare and monitor budgets
- prepare procurement plans
- understand and apply the Supply Chain Management policies and practices

IN-YEAR MONITORING (IYM) 3 DAYS

The course is aimed at providing delegates with the knowledge, skills and competencies required for the planning, preparation, reviewing, analysing and submitting of the In Year Monitoring Report and also satisfying the legal statutory requirements of the Public Finance Management Act.

Learning outcomes:
By the end of the course Learners will be able to:
- demonstrate their understanding of the background, context, legislation, and theory and how it links to the practical preparation of the In Year Monitoring
- demonstrate their understanding of the processes that are followed in the preparation of the In Year Monitoring
- make reasonable projections of the expenditure and revenue in order to manage under/over expenditure in the budget
- demonstrate confidence and comfort in navigating between excel worksheets used in IYM
INTRODUCTION TO SUPPLY CHAIN MANAGEMENT 3 DAYS

The course is aimed at providing delegates with a high level overview of Public Sector Supply Chain Management.

Learning outcomes:
- Learner will understand the historical background of procurement reforms and supply chain management legislation.
- Learners will understand key elements and related activities of Public Sector Supply Chain.

PUBLIC FINANCIAL MANAGEMENT ACT (PFMA) 3 DAYS

The course is aimed at providing delegates with the key competencies, knowledge and skills required to acquaint themselves with the PFMA and its far-reaching consequences on financial management, financial reporting, responsibilities of office bearers and officials as well as their accountability obligations.

Learning outcomes:
By the end of the course Learners will be able to:
- apply the PFMA to financial management theory,
- monitor and evaluate the effectiveness of the systems and procedures for compliance.
- understand sound management of Revenue, Expenditure, Assets and Liabilities to which the Act applies.

PROJECT MANAGEMENT 5 DAYS

The course is aimed at providing delegates with an understanding of the overall project lifecycle. Determining the “Critical Path Analysis”, understanding the objectives and project deliverables, creating a project team and resource planning, communication and project reporting.

Pre-requisite:
None

Learning outcomes:
By the end of the course Learners must be able to:
- identify the major phases, deliverables and structure of a project
- understand how project management tools can assist in executing projects
- perform and present these reconciliations
- develop and document a Work Breakdown Structure
QUANTITATIVE DATA ANALYSIS 5 DAYS

The course is aimed at providing delegates with practical knowledge and skills to manage, analyse and clear suspense accounts.

**Learning outcomes:**
Participants will be able to:
- resolve the suspense accounts and “clear” them
- reconcile transactions
- identify anomalous transactions that required further investigations
- analyse the transactions within any financial, salary, asset management system, and how to analyse data

REVENUE MANAGEMENT 2 DAYS

This course will seek to build the capacity of revenue personnel to understand revenue management, the relevant policies, procedures, processes and legislation.

**Learning outcomes:**
Learners will be able to:
- demonstrate an understanding of Revenue within the public sector – specifically Eastern Cape Government;
- demonstrate an understanding of the various regulators of public revenue in South Africa as well as the roles and responsibilities of revenue personnel;
- identify, correctly allocate and record Own Revenue Transactions on relevant source documents;
- process these source documents and compile relevant revenue reports.

THE ROLE OF MANAGEMENT IN INTERNAL CONTROL AND ORGANISATIONAL GOVERNANCE 2 DAYS

This training intervention course covers the role of management in Internal Control and the governance process. The course guides participants through the fundamental principles of Internal Control and organisational governance and provides suggestions on how to assess and evaluate the Internal Control components and control objectives outlined in the Committee of Sponsoring Organisations (COSO) report.

**Learning outcomes:**
Learners will:
- be able to demonstrate an understanding of the principles of Internal Control and Organisational governance
- be able to demonstrate an understanding of the role management and other role players in the Internal Control and the governance process
- be able to describe Control / Risk Self Assessment (CRSA) and contrast with other traditional internal auditing techniques
- have an understanding of how Internal Control is integrated into the management process
- have an understanding of and be able to discuss the broad categories of control objectives
3.2 CERTIFICATE IN PUBLIC FINANCIAL MANAGEMENT

This programme includes seven (7) core modules and a choice of electives delivered in twelve (12) block sessions over a period of eighteen (18) months. The course content focuses mainly on applied skills and knowledge and covers applied theory in broad terms. This will enable the learners to directly apply the knowledge and skills gained in the certificate programme to their work tasks in the work environment.

The Certificate in Public Finance Management is designed for all Public Sector Junior and Middle Management Service. Its primary purpose is to improve the finance function and operation efficiency of public officials within the public sector in compliance with the requirements of the Public Finance Management Act and other supporting legislation. Course material is customised to the specific processes within the public sector thus enabling learners to apply concepts directly to their workplace.

Learning Outcomes:
By the end of the course Learners will be able to:
• Improve the efficiency of the finance function within the public sector
• Apply Public Financial Management Act to Financial Management in practice
• Understand the PFM policy making structure
• Understand the specific guidelines, policy objectives, influences and requirements of Public Sector Supply Chain Management
• Understand the principles of Auditing and governance
• Demonstrate an understanding of the strategic planning process
• Understand revenue categorisation and allocation as well as an understanding of the legal instruments that control revenue collection and management
• Understand expenditure classification and management thereof
• Understand the purpose of asset management from a legal and financial management perspective
• Enhance the knowledge of financial reporting and its fundamental importance
• Understand the overall project management cycle

Course Structure:
Core (compulsory modules):
Block 1 – Financial Orientation
Block 2 – Public Accounting
Block 3 – Public Financial Management
Block 4 – Policy Making and Implementation
Block 5 – Supply Chain Management
Block 6 – Auditing and Governance
Block 7 – Strategic Planning and Budgeting

Electives (two modules of choice):
Revenue Management
Expenditure Management
Asset Management
Financial Reporting
Project Management

In order to qualify for the Certificate, the learner is required to complete the formative assessments (practical assignment) and the summative assessments (examination). As the summative assessment integrates and builds on subsequent blocks, candidates are expected to complete each block’s portfolio before continuing with the next block.
Supply Chain Management Courses
SCM Short Courses

4.1 Short Courses

- Advance course in Compilation, Evaluation and Adjudication of Quotations and Bids
- Introduction to Public Sector Supply Chain Management
- Acquisition Management
- Disposal Management
- Stores and Warehouse Management
- Appointment of Consultants
- Fundamentals of Public Sector Supply Chain Management for Senior Managers
- Orientation course for Bid Committee Member
- Demand Management
- Logistic Management
- Introduction into Contract Management
- Completion of Procurement Plans
- Procurement Spend Analysis

ADVANCED COURSE IN COMPILATION, EVALUATION AND ADJUDICATION OF QUOTATIONS AND BIDS 4 DAYS

This course provides a practical and theoretical understanding of the various sourcing strategies that can be applied within the Acquisition element of the supply chain. It provides learners with an in-depth understanding of the bidding process.

Target Audience:
This short course is targeted at learners that perform bid processing activities functions related to bid compilation, evaluation and/or adjudication and who need to understand roles and responsibilities of the various bidding committees within the supply chain.

Learning Outcomes:
- Establish and participate in Drafting Specifications, Evaluation of Bids as well as Adjudication Committees:
- Understand the key skills needed by committee members and the roles and responsibilities of the three different committees
- Understand process and procedures that need to be followed by committees
- Understand the role and responsibilities of the three different committees

ORIENTATION COURSE FOR BID COMMITTEE MEMBERS 3 DAYS

The course is aimed at providing delegates with the understanding of requirements for bid committee members. It provides a high level overview of the bidding process and unpacks the functions, roles and responsibilities for bid committee members.

Target Audience:
This short course is targeted at committee members that perform bid committee functions such as developing specifications, evaluating bids and adjudication of bids.

Learning Outcomes:
By the end of the course Learners would be able to:
- understand the key skills needed by committee members
- understand the roles and responsibilities of the three different committees
- understand process and procedures that need to be followed by committees

INTRODUCTION TO PUBLIC SECTOR SUPPLY CHAIN MANAGEMENT 4 DAYS

The course is aimed at providing delegates with the understanding of historical backgrounds reforms, policy objectives of Public Sector Supply Chain Management as well as the implementation of the key elements and the related activities within each element of Public Sector Supply Chain Management.
**Target Audience:**
Officials that perform supply chain management functions and have NO, or VERY LITTLE knowledge of Supply Chain Management - Supply Chain Practitioners, Non Supply Chain Practitioners e.g. budget holders and program managers.

**Learning Outcomes:**
By the end of the course Learners would be able to:
- understand the historical background of procurement reforms
- identify specific requirements of Public Sector Supply Chain Management
- understand each key element and activities within these elements of Public Sector Supply Chain Management as well elements on international best practice in Supply Chain Management

**DEMAND MANAGEMENT**

4 DAYS

The training will provide delegates with the skills to perform demand planning activities such as forecasting, analyzing the supply market and analyzing commodity spend.

**Target Audience:**
Officials that perform supply chain management need to understand the elements of demand planning within the supply chain. This course will also be informative to Programme Managers who require the services of supply chain management units to procure products and services for the delivery of their various projects.

**Learning Outcomes:**
By the end of the course Learners will be able to:
- define the principles of Demand Management and its function in the Public Sector Supply Chain
- extract reports and calculate departmental spend per commodity
- interpret a Procurement Plan
- develop a Procurement Plan
- be able to develop and implement a supply chain management strategy

**ACQUISITION MANAGEMENT**

5 DAYS

Learners will be skilled in map business requirements to the budget, draft specifications, compile bid documentation evaluate and adjudicate bids.

**Target Audience:**
Officials that perform bidding activities and supply chain management functions and need to understand the Public Sector bidding process within Supply Chain Management.

**Learning Outcomes:**
By the end of the course Learners will be able to:
- determine a sourcing strategy
- understand the bidding process and be able to invite bids, evaluate bids and adjudicate bids
- apply legislative requirements in the bidding process

**LOGISTICS MANAGEMENT**

3 DAYS

The training will provide delegates with the knowledge to implement and manage various warehouse protocols and activities.

**Target Audience:**
Officials that perform inventory or warehouse functions and supply chain management functions and need to understand the principles of warehouse management.
Learning Outcomes:
- Apply and implement best practice warehouse and stores management procedures
- Determine and controls stock levels
- The application of health and safety regulations within a stores or warehouse environment

DISPOSAL MANAGEMENT 2 DAYS

The training will provide delegates with the skills to determine and implement a Departmental Disposal strategy.

Target Audience:
This course is aimed at officials that perform asset management and supply chain management functions and need to understand the elements of disposal within Public Sector Supply Chain

Learning Outcomes:
- Apply and develop a departmental disposal management plan
- Perform obsolescence planning and maintain a disposal register

FUNDAMENTALS OF PUBLIC SECTOR SUPPLY CHAIN MANAGEMENT FOR SENIOR MANAGERS 2 DAYS

This course provides a high-level overview of Public Sector Supply Chain Management, focusing on legislation, the supply chain elements and compliance issues. This course is highly recommended for all SMS members, especially General Managers (Chief Directors) and Senior General Managers (Deputy Director General).

Target Audience:
Members of the Executive Council and Executive Management

Learning Outcomes:
- Describe the historical background of procurement reforms
- Understand the objectives of various pieces of legislation in terms of the procurement reform process and application of applicable legislation in Public Sector Supply Chain Management
- Understand the Public Sector Supply Chain Model and describe the elements and ensure implementation of various requirements of Public Sector Supply Chain Management

INTRODUCTION TO CONTRACT MANAGEMENT 2 DAYS

The course is aimed at providing delegates with the knowledge of basic contract management requirements as well as the administration of contracts.

Target Audience:
Officials that perform supply chain management functions who need to understand what constitutes a legal contract, how contracts are implemented and managed.

Learning Outcomes:
By the end of the course Learners will be able to:
- understand the South African Legal System
- understand the basic requirements of valid contracts
- administer and control contracts
STORES AND WAREHOUSE MANAGEMENT 3 DAYS

The course is aimed at providing delegates with the understanding of how to implement and manage various stores and warehouse processes.

**Target Audience:**
Supply chain management officials that perform stores and warehouse management functions and need to implement, manage and control stores or warehouse processes.

**Learning Outcomes:**
- The Role of Warehousing
- Warehouse Operations: Facility planning and design, warehouse control systems and warehouse handling equipment
- Warehouse performance

COMPLETION OF PROCUREMENT PLANS 1 DAY

The course is aimed at providing delegates with the understanding of the purpose of completing procurement plans and to assist officials how to define the activities, processes and procedures to be utilized for procuring goods, services and capital assets.

**Target Audience:**
All supply chain practitioners as well as programme managers that are responsible for completing Procurement Plans.

**Learning Outcomes:**
- Meet the requirements of supply chain management
- Provide the Province with clear information on upcoming procurement and the costs thereof
- Provide Supply Chain Management Staff with direction regarding procurement which will be required, thus allowing them time to plan effectively in advance for procurement

ANALYSING PROCUREMENT SPEND 2 DAYS

**Assumptions (Overview):**
It is assumed that learners taking this course are:
- Employed in a supply chain management related function in the Public Sector
- Newly appointed supply chain management practitioners
- Have reasonable experience and knowledge of the Procurement process and the Demand Management function

**Target Audience:**
This short course is targeted at learners that are involved in the compilation and analysing of Procurement Plans and Reports.

**Learning Outcomes:**
By the end of the programme, participants will be able to:
- understand the importance of Procurement Plans
- understand the importance of proper implementation of Procurement Plans
- understand and implement the processes of analysing the procurement spend
- understand the processes and guidelines of the Eastern Cape Provincial Treasury on Procurement Reporting and Spending Monitoring
- understand the processes and procedures that need to be followed by committees
APPOINTMENT OF CONSULTANTS

The course is aimed at providing delegates with the understanding of how to appoint and manage consultants.

Target Audience:
All supply chain practitioners as well as programme managers that are responsible for requesting services of consultants.

Learning Outcomes:
- Draft terms of reference for consulting services
- Evaluate consultant bids and quotes
- Manage and measure performance of consultants

4.2 Certificate in Public Sector Supply Chain Management

The course is delivered through seven (7) block sessions with forty (40) days contact time over a period of sixteen (16) months. Detailed learning material is presented using lectures, group discussions, case studies and activities. Learners are expected to complete classroom assignments, and present information during plenary sessions.

Target Audience:
Supply Chain Practitioners within the public sector.

Learning Outcomes:
- Broaden and improve the knowledge, skills and attitudes of all Supply Chain Management Practitioners or Officials concerned with the SCM function within public sector as well as parastatal institutions
- Interpret and develop a procurement plan as well as implement a supply chain management strategy
- Knowledge of the bidding process and its application within legislative requirements
- Application and implementation of best practice warehouses and stores management procedures
- Apply, develop and manage a departmental disposal management plan
- Identify and manage risk within Supply Chain
- Report on supply chain management performance scoreboard and Broad Based Black Economic Empowerment targets

Course Structure:
Block 1 - Introduction to Public Sector Supply Chain Management
Block 2 - Demand Management
Block 3 - Acquisition Management
Block 4 - Logistic Management
Block 5 - Disposal Management
Block 6 - Risk Management
Block 7 - Supply Chain Management

In order to qualify for the Supply Chain Management Certificate, the learner is required to complete the formative assessments (practical assignment) and the summative assessments (examination). As the summative assessment integrates and builds on subsequent blocks, candidates are expected to complete each block’s portfolio before continuing with the next block.
Municipal Financial Management Courses
Municipal Financial Management Courses

Municipal Financial Management comprises a range of short courses and a certificate programme. As part of the University of Fort Hare’s strategic response to the needs of local government sphere that is currently underserved by the higher education sector. The Provincial Treasury together with FHS developed and introduced training programmes for municipal finance unit officials within the Eastern Cape Provincial Treasury and the local municipalities.

The Purpose was to:
- Develop quality programmes to ensure that the local government sector development needs are addressed in a coherent and effective manner.
- Accelerate and improve service delivery to communities and strengthen the sustainability of the municipal finance unit by enhancing the leadership and governance competencies of the unit’s officials.

SHORT COURSES IN MUNICIPAL FINANCIAL MANAGEMENT & OTHER LOCAL GOVERNMENT COURSES
A customised workplace-based solution that builds the skills and competence of the learner to improve their day-to-day operational efficiency within their directorates at the Municipalities

OUTCOMES BASED SHORT COURSES NQF LEVEL 5
- MFMA (Municipal Finance Management Act)
- IDP (Integrated Development Plan)
- Project Management
- Asset Management
- Community Participation for Ward Councilors’
### CREDIT BEARING SHORT COURSES (MFM Unit Standards) NQF LEVEL 5 AND 6

<table>
<thead>
<tr>
<th>US ID</th>
<th>Unit standard defined</th>
<th>Credits</th>
<th>Levels</th>
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</thead>
<tbody>
<tr>
<td>116339</td>
<td>Apply risk management in South African municipalities</td>
<td>10</td>
<td>6</td>
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<tr>
<td>116340</td>
<td>Apply costing principles to municipal operational and service-based costing</td>
<td>11</td>
<td>6</td>
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<tr>
<td>116341</td>
<td>Conduct performance management to a South African municipal environment</td>
<td>12</td>
<td>6</td>
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<tr>
<td>116342</td>
<td>Apply approaches to managing municipal income and expenditure within a multiyear framework</td>
<td>15</td>
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<td>116343</td>
<td>Apply the principles of ethics in a municipal environment</td>
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<tr>
<td>116344</td>
<td>Apply the inter-governmental Fiscal relations Act to municipal financial management</td>
<td>10</td>
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<tr>
<td>116345</td>
<td>Apply the principles of budgeting within a municipality</td>
<td>15</td>
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<tr>
<td>116346</td>
<td>Apply techniques and South African Statutes to cash and investment management in a municipal environment</td>
<td>10</td>
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<tr>
<td>116347</td>
<td>Contribute to Capital planning and financing</td>
<td>15</td>
<td>6</td>
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<tr>
<td>116348</td>
<td>Conduct Stakeholder consultation around municipal finance programmes</td>
<td>8</td>
<td>6</td>
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<tr>
<td>116351</td>
<td>Conduct auditing planning and implementation in a South African Municipality</td>
<td>12</td>
<td>5</td>
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<tr>
<td>116353</td>
<td>Participate in the design and implementation of municipal supply chain management</td>
<td>12</td>
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<tr>
<td>116357</td>
<td>Design the internal control and internal control evaluation framework</td>
<td>8</td>
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<tr>
<td>116358</td>
<td>Contribute to the strategic planning process in a South African municipality</td>
<td>15</td>
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<tr>
<td>116360</td>
<td>Manage information technology resources in a municipal finance environment</td>
<td>8</td>
<td>6</td>
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<tr>
<td>116361</td>
<td>Interpret South African legislation and policy affecting municipal financial management</td>
<td>8</td>
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<tr>
<td>116362</td>
<td>Manage a Municipal’s assets and liabilities</td>
<td>11</td>
<td>6</td>
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<tr>
<td>116363</td>
<td>Prepare and Analyze municipal financial reports</td>
<td>12</td>
<td>6</td>
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<tr>
<td>116364</td>
<td>Plan a municipal budgeting and report cycle</td>
<td>8</td>
<td>6</td>
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<tr>
<td>119343</td>
<td>Apply operations research principles and tools in the management of project activities and resources</td>
<td>15</td>
<td>5</td>
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<tr>
<td>119331</td>
<td>Conduct working Capital management activities in accordance with sound management policy</td>
<td>12</td>
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<tr>
<td>119334</td>
<td>Discuss the selected legislative regulatory framework governing the public sector management and administration environment</td>
<td>12</td>
<td>5</td>
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<tr>
<td>119341</td>
<td>Apply cost management information systems in the preparation of management reports</td>
<td>12</td>
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<tr>
<td>119348</td>
<td>Apply selected GRAP (General Recognized accounting Practices) to periodic accounting reporting process</td>
<td>12</td>
<td>5</td>
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<tr>
<td>119350</td>
<td>Apply Accounting principles and procedures in the preparation of reports and decision making</td>
<td>15</td>
<td>5</td>
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<tr>
<td>119351</td>
<td>Apply principles of computerized system to manage data and reports relevant to the public sector administration</td>
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<td>5</td>
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<tr>
<td>119352</td>
<td>Apply principles of Information systems to public finance and administration</td>
<td>12</td>
<td>5</td>
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<tr>
<td>119353</td>
<td>Plan and Implement public-private partnerships for municipal services delivery</td>
<td>12</td>
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5.1 SHORT COURSES

MUNICIPAL FINANCIAL MANAGEMENT ACT (MFMA) 5 DAYS

The course is aimed at equipping delegates with the necessary knowledge and skills to ensure sound and sustainable Financial Management and compliance within municipalities.

Target Audience:
Senior Managers, Middle Managers and Finance Councillors

Learning Outcomes:
By the end of the course delegates will be able to:
- understand the reasons for the promulgation of the Municipal Finance Management Act
- describe the roles and responsibilities of elected and professional officials
- define co-operative governance in terms of legislation, transparency, accountability and sustainability
- understand the Municipal Finance Regulatory Framework
- understand other relevant legislation governing municipalities

IDP (INTEGRATED DEVELOPMENT PLANS) 5 DAYS

The course is aimed at equipping delegates with the necessary knowledge and practical skills to effective formulate institutional strategies and identify key performance area in alignment with national policy and legislation frameworks.

Target Audience:
Senior Managers, Middle Managers and Finance Councillors

Learning Outcomes:
By the end of the course delegates will be able to:
- identify key performance areas as required by legislation, in the context of a municipality
- identify core components of an IDP based on legislative requirements
- evaluate the economic, social and environment context in order to identify strategic opportunities
- integrate strategies
- understand the integrated planning process and implementation thereof
- review an Integrated Development Plan in terms of the requirements of the legislated annual review and amendment process
- review cost associated with projects identified in the IDP
PROJECT MANAGEMENT

The course is aimed at equipping delegates with the necessary knowledge and practical skill to apply operations research principles and tools in the management of project activities and resources.

Target Audience:
Senior Managers and Middle Managers

Learning Outcomes:
By the end of the course delegates will:
• demonstrate an understanding of project management principles as they relate to the public finance management and administration context
• identify and apply a range of project management tools to support research in the management of projects activities
• initiate and manage specific projects within the public finance management and administration context
• evaluate projects

ASSET MANAGEMENT

The course is aimed at providing learners with the practical knowledge to implement and maintain an effective and efficient Asset Management function within their institution.

Target Audience:
Junior and Middle Management

Learning Outcomes:
By the end of the course Learners will:
• identify the need for, importance and inherent risk of Asset Management
• be empowered to develop asset policies and internal controls to manage risks
• understand the requirements of the legislative framework governing Asset Management
• be equipped with a strategy to manage the implementation of Asset Management, preparing an asset register, valuation strategy and maintenance plan
• measure the total cost of asset acquisitions
• execute oversight in the implementation of Asset Management
• account for assets
COMMUNITY PARTICIPATION FOR WARD COUNCILLORS  3 DAYS

The course is aimed at equipping councillors with the necessary knowledge of the key policy and legislative frameworks for Local Government in order to equip them to fulfill their roles and responsibilities thus ensuring improved service delivery.

**Target Audience:**
Councillors

**Learning Outcomes:**
By the end of the course councillors will be able to:
- identify key performance area as required by legislation, in understanding the role and responsibilities of the ward councilor as per the legislative framework (Constitution, MFMA, Systems Act and Structures Act)
- increase awareness of the principles underpinning our constitution (ethical behavior)
- understand the position of local government within the national structure
- understand policies that drive local government and local economic development
- understand the IDP process
- understand the process of community engagement
- enable participants to develop methods for monitoring and evaluating the plans, projects and budgets for which they are responsible
- understand what you can do practically to promote congruency between plans and budgets in your ward

MUNICIPAL FINANCE MANAGEMENT (UNIT STANDARD BASED SHORT COURSES)

**APPLY RISK MANAGEMENT IN SOUTH AFRICAN MUNICIPALITY (10 CREDITS)  4 DAYS**

This unit standard is intended for all people involved in Municipal Financial Management. Person credited with this unit standard will be able to apply core concepts of risk management and to inform policy decisions and strategic decision making processes about the importance of risk management in municipalities.

**Target Audience:**
Senior Managers, Middle Managers and Junior Management.

**Learning Outcomes:**
By the end of the course Delegates will be able to:
- identify the role played by risk management in a municipality
- interpret and apply legislation relevant to municipal risk management in South African Municipality
- demonstrate how risk management contributes to good governance
- develop a municipal wide risk management and reporting system
- develop a risk management process
APPLY THE PRINCIPLES AND ETHICS IN A MUNICIPAL ENVIRONMENT (10 CREDITS) 4 DAYS

This unit standard is for all people working in a municipal environment. People credited with this unit standard will be capable of showing insight into legislation, regulations and codes relating to governance and ethics in the municipal sector by applying the principles that underpin professional code of ethics for municipal finance professionals. In the process of qualifying a learner is capable of developing a plan to initiate or improve commitments and Compliance in the implementation of a code of ethics and governance regulations in a municipality.

Target Audience:
Middle Managers and Junior Management.

Learning Outcomes:
By the end of the course Delegates will be able to:
• demonstrate knowledge and insight into existing legislation, regulations and codes affecting activities of municipalities in South Africa
• apply the principles of ethics and professionalism to a municipal code of conduct
• develop an implementation plan to achieve compliance with an established code of ethics

INTERPRET SOUTH AFRICAN LEGISLATION AND POLICY AFFECTING MUNICIPAL FINANCIAL MANAGEMENT (8 CREDITS) 3 DAYS

This unit standard is intended for political executives, municipal managers and strategic executive managers in South African local government. This unit standard contributes to the development of policy analysis and review skills amongst political executives, strategic executive's managers and other role players contributing to the development of relevant legislation and policy affecting municipal financial management. Qualifying learners will be able to interpret financial information and provide financial advice to help achieve the strategic goal of a municipality, assist municipal organizations in understanding the many challenges they face while trying to achieve their strategic goal, thereby maximizing their capacity for service delivery.

Target Audience:
Political Executives, Municipal Managers and Strategic Executive Managers

Learning Outcomes:
By the end of the course Delegates will be able to:
• apply the techniques of sound financial management in local government
• identify and describe the key elements in the structure of public policy making in the South Africa and the connections and power relations between them
• interpret the elements of initiatives taken through various pieces of legislation to promote sound financial management in local government
• demonstrate, through analysis, an understanding of the environment in which policy-making takes place with particular emphasis on factors that significantly impinge on policy making
• demonstrate an understanding of the principles of good governance and ethical behavior within a municipal setting
APPLY THE INTER-GOVERNMENT FISCAL RELATIONS ACT TO MUNICIPAL FINANCIAL MANAGEMENT (10 CREDITS)  4 DAYS

This unit standard is intended for practitioners in local government who are involved in decision making processes that impact on how a municipality interacts with organs of state either within the same sphere of government or other sphere of government. The unit standard contributes to the development of a systematic analysis of fiscal legislation, as well as to the education of public officials leading to better understanding and implementation of intergovernmental relations which should contribute to overall social and economic transformation through contributing to the development of the government sector. Practitioners who are required to advise on the legislative mandate of municipalities from a provincial and national government perspective will also benefit from this qualification. The qualifying learner will be able to comply with legislation governing intergovernmental Fiscal Relations in South Africa.

**Target Audience:**
Senior Managers, Middle Managers and Junior Management.

**Learning Outcomes:**
By the end of the course Practitioners will be able to:
- interpret the legislative requirements for cooperative government at local government level
- comply with the constitutional provisions regulating provincial supervision of local government
- Interpret the legislative requirements of the division of revenue process and intergovernmental transfer to local government
- identify and implement the conditions of IGFR transfers to Local Government
- apply legislative governing municipal borrowing powers

APPLY COSTING PRINCIPLES TO MUNICIPAL OPERATIONAL AND SERVICE-BASED COSTING (11 CREDITS)  4 DAYS

This unit standard is intended for practitioners in Local Government who are involved in decision-making process at Operational, Managerial and Political levels.

**Target Audience:**
Middle Managers and Junior Management.

**Learning Outcomes:**
By the end of the course Practitioners will be able to:
- understand and use relevant cost information in all areas of decision-making within local government.
- determine the economic cost of services in order to make informed decisions about service delivery.
- analyse the apportionment of overheads in trying to determine the full costs of providing services.
- decide on the efficiency of service provision by examining and comparing cost between services and service providers.
- advise on service agreements between departments in order to improve the costing system of the municipality.
CONDUCT PERFORMANCE MANAGEMENT TO A SOUTH AFRICAN MUNICIPAL ENVIRONMENT (12 CREDITS) 4 DAYS

The purpose of the unit standard is to equip learners with the skill and knowledge to develop and apply the financial dimensions of performance management. This will enable learners to ensure performance management requirements are correctly catered for during policy decision-making and strategic decision-making processes. This unit standard will equip practitioners involved in these systems with the required knowledge and skills to perform their roles effectively.

**Target Audience:**
Senior Managers, Middle Managers.

**Learning Outcomes:**
By the end of the course Learners will be able to:
- understand what performance management is and who it is applied in financial environment
- develop and apply financial dimensions of performance management
- understand their roles and key performance indicators

CONDUCT STAKEHOLDERS’ CONSULTATION AROUND MUNICIPAL FINANCE PROGRAMMES (CREDITS 8) 3 DAYS

This unit standard is intended for people who are or seek to be employed in a municipal environment at middle to senior management level. It provides the learner with the competencies to communicate their knowledge of municipal financial management and operating processes to municipality stakeholders and role-players, and through facilitation skills, to secure effective and efficient implementation. The unit standard will enable the political executives, strategic executive managers and other financial management programmes.

**Target Audience:**
Senior Managers, Middle Managers.

**Learning Outcomes:**
By the end of the course Delegates will be able to:
- identify and describe relevant stakeholder and role-players in a municipal environment
- select and apply a range of appropriate negotiation and communication techniques and methods
- assess own application of communication techniques and methods and draw up a plan of action for self-development
- evaluate the communication process and make recommendations for improved interaction
CONDUCT AUDITING PLANNING AND IMPLEMENTATION IN A SOUTH AFRICAN MUNICIPALITY (CREDITS 12)  5 DAYS

This unit standard is for people involved in Municipal Finance management who will be part of the audit planning and audit implementation process. Person credited with this unit standard will be able to contribute to the oversight role of councilors and risk management in a municipality and will also contribute to unbundling of audit reports prepared by auditing professionals.

Target Audience:
Senior Managers, Middle Managers.

Learning Outcomes:
By the end of the course Managers will be able to:
- demonstrate an understanding of the nature of audit and appraise the fundamental principles and standards that are used to govern its practice.
- describe and evaluate the scope of both internal and external audit work and audit’s relationship to management
- contrast the increased importance of performance auditing with the stewardship auditing in the local government
- identify various steps in the auditing process for achieving value for money
- identify and appraise audit’s unique role in promoting corporate governance, accountability and internal control
- identify and describe stages in performing an audit through to the reporting findings
- explain different forms of audit reports used to report audit findings

DESIGN INTERNAL CONTROL AND INTERNAL EVALUATION FRAMEWORK (CREDITS 8)  3 DAYS

People credited with this unit standard will be able to apply and advise, using sound principles, on all aspects of internal control and internal control evaluation while assessing risk. The qualifying learner is also capable of linking the role internal control system to risk management in a municipality

Target Audience:
Senior Managers, Middle Managers and Junior Management

Learning Outcomes:
By the end of the course Managers will be able to:
- develop and implement an internal control policy for a South African municipality as required by the local government legislative framework and principles of good government
- develop and identify critical areas of internal control within a municipal government environment
- identify and establish internal control procedures that are in accordance with relevant municipal legislation and principles of good governance
- identify and implement the procedures that should be applied to study and review internal controls
APPLY APPROACHES TO MANAGING MUNICIPAL INCOME
AND EXPENDITURE WITHIN A MULTIYEAR FRAMEWORK (15 CREDITS)  6 DAYS

The unit standard is for all people involved in municipal financial management. The unit standard will contribute to social
and economic transformation through equipping municipal practitioners with skills in managing income and expenditure,
which could translate into better use of resources and improved service delivery that will benefit the economy.

**Target Audience:**
Senior Managers, Middle Managers and Junior Management

**Learning Outcomes:**
By the end of the course Managers will be able to:
• develop approaches to managing a municipality’s revenue in a sustainable manner.
• develop a subsidy framework for municipal rates and tariffs that encourages efficient and effective use of recourses
while promoting equity
• advise on, and choose from a range of approaches that will ensure a municipality uses its resources and revenue rising
instruments in an efficient and sustainable manner.
• apply different approached to forecasting municipal income and expenditure over the medium term.
• budget in a manner, which conforms to the legislative framework for local government.
• assess the organizational implications of planning income and expenditure over the medium term
• contribute to the design of rates, tariffs and user charges
• develop a credit control and debt collection policy

APPLY TECHNIQUES AND SOUTH AFRICAN STATUTES TO CASH AND
INVESTMENT MANAGEMENT IN A MUNICIPAL ENVIRONMENT (10 CREDITS)  4 DAYS

This unit standard is intended for practitioners at Local government that are involved in Municipal decision making and
strategic planning. This unit standard contributes as a sub-field of financial management through offering a unit standard
on cash, revenue and investment management designed specifically for municipal government but offering competencies
applicable to a range of organizations including organizations in the private sector. The qualifying learner will be able to apply
the requirements of south African municipal statutes related to cash management, investment management and revenue
management, Ensure the effective and efficient management of local government funds through an understanding of the
implications of the relevant legislation governing cash, investments and revenue management and assist in overall process
of social and economic development.

**Target Audience:**
Senior Managers, Middle Managers and Junior Management

**Learning Outcomes:**
By the end of the course Managers will be able to:
• apply the legislative conditions governing cash and investment management
• comply with sound principles for cash and investment management
• implement the requirements of the legislation for contracts that have budgetary implications
• apply the legislative requirements and internationally recognized principles to credit control and debt collection
• apply the legislative requirements and treasury regulations on cash and investment responsibilities of municipal
officials and mayors
APPLY THE PRINCIPLES OF BUDGETING WITHIN A MUNICIPALITY (15 CREDITS)  6 DAYS

This Unit Standard is intended for practitioners at local government who are involved in municipal policy decision-making and strategic planning. Learners who are required to advise on the legislative mandate of municipalities from a provincial or national government perspective will also benefit from this Unit Standard. The Unit Standard will contribute to social and economic transformation by equipping municipal practitioners with skills in budgeting which could translate into better use of resources and improved delivery services. The qualifying learner will be able to: Explain the various approaches to budgeting within their organization, ensure the strategic objectives of their organization are achieved, contribute to the efficient allocation of resources at municipalities and ensure that municipal funds are used effectively and efficiently.

Target Audience:
Senior Managers, Middle Managers and Junior Management

Learning Outcomes:
By the end of the course Managers will be able to:
• demonstrate an awareness of the role of a budget in the municipal context
• differentiate between formats of budgets used in a municipality
• evaluate a municipal budgeting system
• contribute to preparing a municipal budget that reflects an integrated development plan
• differentiate between approaches to preparing a municipal budget

CONTRIBUTE TO CAPITAL PLANNING AND FINANCING (15 CREDITS)  6 DAYS

This unit standard is intended for learners who will need to prepare documentation for the approval of projects of a capital nature in a municipality and use this documentation to raise finance from financial instruments in South Africa for municipal projects. Learners accredited with this unit standard are able to determine capital investment appraisal and project financing options as they relate to capital budgeting decisions and techniques in South Africa’s local government sphere.

Target Audience:
Senior Managers, Middle Managers and Junior Management

Learning Outcomes:
By the end of the course Management will be able to:
• prepare Business plans
• use budgeting techniques including cash flow forecast and budget estimates
• applying different methods of raising finance for capital projects in a municipality
• determine capital investment appraisals and project financing options
• determine and explain the capital expenditure controls
• apply a criteria for screening and selecting capital projects
• combine financial and non financial factors in a project appraisal
• apply the cost benefit analysis to project undertaken by a Municipality
PARTICIPATE IN THE DESIGN AND IMPLEMENTATION OF MUNICIPAL SUPPLY CHAIN MANAGEMENT (12 CREDITS) 5 DAYS

The unit standard is intended for political executives, Municipal Managers and strategic executive managers and assistant strategic managers. These service delivery processes include the supply of goods and services and include public private partnerships. Municipal services are delivered for the purposes of providing basic services to the community, to which they are constitutionally entitled. Person credited with this unit standard will be able to oversee the establishment of effective, efficient and innovative system for the demand and planning service delivery processes at a municipal level, will ensure value for money is obtained in the use of public funds, the effectively and efficiently managing fiscal and financial resources.

Target Audience:
Senior Managers, Middle Managers and Junior Management

Learning Outcomes:
By the end of the course Managers will be able to:
• apply legislative requirements governing Supply chain management
• manage risk in supply chain management processes
• delegate Supply Chain management powers and functions
• comply with required ethical standards applied in municipal supply chain management
• develop and evaluate a municipal supply chain management policies
• develop various types of contractual arrangements and operational framework for public private partnerships

CONTRIBUTE TO THE STRATEGIC PLANNING PROCESS IN A SOUTH AFRICAN MUNICIPALITY (15 CREDITS) 6 DAYS

This unit standard is intended for political executives, Municipal Managers and Strategic executive managers and assistant 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’s managers and other role-players contributing to decision-making. This unit deals with strategic planning process within Municipalities irrespective of their position or organizational structure.

Target Audience:
Political Executives, Municipal Managers, Strategic Managers and Assistant Executive Managers

Learning Outcomes:
By the end of the course Delegates will:
• participate effectively in the strategic planning process within their municipality.
• impact on social and economic development through assisting municipality organizations in planning better, which should lead to improve service delivery.
MANAGE INFORMATION TECHNOLOGY RESOURCE IN A MUNICIPAL FINANCE ENVIRONMENT (8 CREDITS)  

4 DAYS

The purpose of this unit standard is intended for learners who are or who seek to be employed in a municipality environment at middle to senior management level. It provides the learner with an opportunity to contribute to information management strategy formulation. Learners accredited with this unit standard will be able to contribute to the management of information management strategy, personnel, functioning, projects and costs.

Target Audience:
Senior Managers, Middle Managers and Junior Management

Learning Outcomes:
By the end of the course Managers will be able to:
• determine procedures that can be used to formulate a management strategy in relation to information technology resources.
• identify issues, which are associated with the managing of information technology, of strategic importance to the municipality.
• understand how management information systems projects are managed
• discuss risk management issues in a management information systems
• understand the nature of cost associated with the management of a management information system

CONDUCT WORKING CAPITAL MANAGEMENT ACTIVITIES IN ACCORDANCE WITH SOUND FINANCIAL MANAGEMENT POLICY (12 CREDITS)  

4 DAYS

The learners working towards this unit standard will be working in the public sector, specializing in Municipal financial management and Administration, where the acquisition of competence against this standard will add value to one's job. This unit standard will also add value to learners who are seeking to develop a career pathway towards becoming an accomplished public management and administration specialist.

Target Audience:
Middle Managers and Junior Management

Learning Outcomes:
By the end of the course Managers will be able to:
• use working capital management policy applicable to financial management
• use financial information to inform working capital decisions
• manage accounts receivable
• manage Inventories
• manage Cash resource
PLAN A MUNICIPAL BUDGETING AND REPORTING CYCLE (8 CREDITS) 4 DAYS

The unit standard is intended for practitioners at local government that are involved in municipal policy decision-making and strategic planning. Practitioners who are required to advise on the legislation mandate of municipalities from a provincial and national government perspective will also benefit from this unit standard. The qualifying learner will be able to advise on the application of South African local government framework to local government budgeting processes, advice on the timing of budget related events and the integration of budget related processes with budget processes to ensure compliance with the legislation requirements.

Target Audience:
Senior Managers, Middle Managers and Junior Management

Learning Outcomes:
By the end of the course Managers will be able to:
- identify the role and responsibilities of municipal political executives and senior management required by the local government legislative framework for budgeting
- plan a Municipal budget calendar in accordance with the legislation
- develop a legislatively compliant municipal budget and treasury office
- comply with the conditions for municipal delegations

PLAN AND IMPLEMENT PUBLIC-PRIVATE PARTNERSHIPS FOR SERVICE DELIVERY (12 CREDITS) 5 DAYS

Learners working towards this standard will be working within a municipal sector environment, specializing in Municipal Finance Management and Administration, where the acquisition of competence unit standard will add value to one’s job. This unit will add value to a public official who wants to develop a pathway towards becoming an accomplished Municipal Finance Management and Administration specialist.

Target Audience:
Senior Managers, Middle Managers and Junior Management

Learning Outcomes:
By the end of the course Managers will be able to:
- explain the rational for Public-private partnerships (PPP) options as innovative systems for the Municipal service delivery.
- prepare a feasible study report showing opportunities for selected PPP options so as to ensure value for money is obtained in the use of public funds.
- contribute to institutionalization of the PPP processes within local government
- apply legal principles in the development of PPP design and implementation of operational frameworks and contracts.
- contribute to the monitoring compliance with regulations for selected PPP projects.
Apply Cost Management Information Systems
In the Preparation of Management Reports (15 Credits) 6 Days

Learners working towards this standard will be working within a Municipal sector environment, specializing in Municipal Finance Management and Administration, where the acquisition of competence against this standard will add value to one’s job, this standard will also add value to public officials who are seeking to develop a career pathway towards becoming an accomplished Municipal Finance Management and Administration specialist.

Target Audience:
Senior Managers, Middle Managers and Junior Management

Learning Outcomes:
By the end of the course Managers will be able to:
- identify and apply different methods of accounting for costing in the Municipal setting.
- compile costing information of management control
- prepare cost performance reports using variance analysis techniques
- present relevant data to support non-routine short-term decisions

Manage A Municipality’s Assets and Liabilities (11 Credits) 4 Days

This unit standard is intended for all people who contribute to strategic planning, budgeting and resource use performance related policy-planning processes. Learners completing this unit standard will be able to develop and implement asset and liability management policies for South African municipalities.

Target Audience:
Senior Managers, Middle Managers and Junior Management

Learning Outcomes:
By the end of the course Managers will be able to:
- provide advice to a municipality on optimizing relationships with the financial community
- describe and prepare proposals to accessing bank finance
- consider the merits of hire purchase transactions and leasing of municipal assets
- plan for contingent municipal liabilities
- develop a municipal asset management plan

Prepare and Analyse Municipal Financial Reports (12 Credits) 5 Days

This unit standard is for all people involved in financial management in a municipality

Target Audience:
Senior Managers, Middle Managers and Junior Management

Learning Outcomes:
By the end of the course Managers will be able to:
- select, measure, recognize, classify and report on financial information after taking into account relevant financial reporting standards.
- contribute to Municipal Financial Reporting.
APPLY SELECTED GRAP TO PERIODIC ACCOUNTING REPORTING PROCESS (12 CREDITS) 5 DAYS

Learners working towards this standard will be working within a Public Sector environment, specializing in Public Financial Management and Administration, where the acquisition of competence against this standard will add value to one’s job. This standard will add value to public officials who are seeking to develop a career pathway towards becoming an accomplished public finance management and administration specialist. The qualifying learner will be capable of defining and applying GRAP in the context of public finance and administration, defining a conceptual framework for accounting reporting, defining measurement criteria for determining financial position and performance and identifying financial reports and identifying and resolving discrepancies.

Target Audience:
Senior Managers, Middle Managers and Junior Management

Learning Outcomes:
By the end of the course Managers will be able to:
• explain and apply the conceptual framework underlying GRAP
• prepare separate periodic financial statement in accordance with GRAP
• explain selected statutory provisions related to financial reporting
• analyse and interpret financial statements

APPLY ACCOUNTING PRINCIPLES AND PROCEDURES IN THE PREPARATION OF REPORTS AND DECISION MAKING (15 CREDITS) 6 DAYS

Learners working towards this standard will be working within a Public sector environment, specializing in Public Finance Management and Administration, where the acquisition of competence against this standard will add value to public officials who are seeking to develop a career pathway towards becoming an accomplished public finance management and administration specialist.

Target Audience:
Senior Managers, Middle Managers and Junior Management

Learning Outcomes:
By the end of the course Managers will be able to:
• demonstrate an understanding of accounting principles and reporting requirements and nature of functions in public sector
• use accounting techniques and approaches to process financial information
• apply end of period accounting procedures in the preparation of financial statement
• apply procedures necessary for control over cash transactions and balances
• utilize procedures for reporting and recording accounts receivables
DISCUSS THE SELECTED LEGISLATIVE REGULATORY FRAMEWORK GOVERNING THE PUBLIC SECTOR MANAGEMENT AND ADMINISTRATION ENVIRONMENT (12 CREDITS)  5 DAYS

Learners working towards this standard will be working within a Public sector environment, specializing in Public Finance Management and Administration, where the acquisition of competence against this standard will add value to one’s job. This standard will also add value to public officials who are seeking to develop a career pathway towards becoming an accomplished public finance management and administration specialist.

**Target Audience:**
Senior Managers, Middle Managers and Junior Management

**Learning Outcomes:**
By the end of the course Managers will be able to:
- demonstrate an understanding of and interpret the South African constitution in relation to public sector financial management
- identify and apply the regulations governing Division of revenue
- demonstrate knowledge of and apply the South African legal system within the public sector financial management and administration context
- apply legislative regulations and legal principles to contracts
- manage the implementation of the Municipal Financial management Act in a Municipality

APPLY PRINCIPLE OF COMPUTERIZED SYSTEMS TO MANAGE DATA AND REPORT RELEVANT TO THE PUBLIC SECTOR ADMINISTRATION (10 CREDITS)  4 DAYS

Learners working towards this standard will be working within a Public sector environment, specializing in Public Finance Management and Administration, where the acquisition of competence against this standard will add value to one’s job. This standard will also add value to public officials who are seeking to develop a career pathway towards becoming an accomplished public finance management and administration specialist.

**Target Audience:**
Senior Managers, Middle Managers and Junior Management

**Learning Outcomes:**
By the end of the course Managers will be able to:
- describe the basic elements of a computer-based information system
- utilise computer applications commonly found in the public sector environment
- identify opportunities to use the computer as a management tool
- monitor and control information to relevant technology risks
APPLY PRINCIPLES OF INFORMATION SYSTEMS TO 
PUBLIC FINANCE AND ADMINISTRATION (12 CREDITS) 5 DAYS

Learners working towards this standard will be working within a Public sector environment, specializing in Public Finance Management and Administration, where the acquisition of competence against this standard will add value to one’s job. This standard will also add value to public officials who are seeking to develop a career pathway towards becoming an accomplished public finance management and administration specialist.

Target Audience:
Senior Managers, Middle Managers and Junior Management

Learning Outcomes:
By the end of the course Managers will be able to:
• identify and describe the elements of management information systems (MIS) relevant to public finance management and administration
• utilise information technology to aid management planning
• assess the risk associated with Information technology
• assist e-commerce and e-governing to enhance work productivity

APPLY OPERATIONS RESEARCH PRINCIPLES AND TOOLS IN 
THE MANAGEMENT OF PROJECT ACTIVITIES AND RESOURCES (15 CREDITS) 6 DAYS

Learners working towards this standard will be working within a Public sector environment, specializing in Public Finance Management and Administration, where the acquisition of competence against this standard will add value to one’s job. This standard will also add value to public officials who are seeking to develop a career pathway towards becoming an accomplished public finance management and administration specialist.

Target Audience:
Senior Managers, Middle Managers and Junior Management

Learning Outcomes:
By the end of the course Managers will be able to:
• discuss the impact of micro-economic decision on the economy and a business environment
• discuss the impact of micro-economic decisions on investment strategies in a business environment
• use economic indicators to determine the current economic cycle and possible future directions
• apply trends in the economic environment to a specific financial organization
• demonstrate an understanding of the financial world of public finance management and administration
• demonstrate an understanding of the nature and importance of debt in financing public capital projects
5.2 CERTIFICATE PROGRAMME IN MUNICIPAL FINANCE MANAGEMENT

The purpose of the qualification is to enable qualifying learners to apply strategic level of financial management competencies to ensure effective, efficient and economical utilisation of public funds and resources at local government level. Learners will develop competencies to manage strategic planning and budgeting processes, financial management processes and internal control, auditing and reporting processes. Individual learners will benefit through enhancing their personal competencies, knowledge and skills so as to be able to complete tasks required in their employment contracts and by legislation.

The course is delivered through block sessions over a period of 18 months. Detailed learning material is presented using lectures, group discussions, case studies and activities. Learners are expected to complete classroom assignments, and present information during plenary sessions.

**Target Audience:**
Senior and Middle Managers

**Qualification Rules**
Level, credits and learning components assigned to the qualification
Level : NQF Level 6
Credits: Minimum of 166

**Fundamental Component:**
The Fundamental Component consists of two Unit Standards, one of which deals with consultation with stakeholders. Consultation is an important process in the setting and implementation of policy and procedures. This Unit Standard will enable learners to see the importance of consultation and provide them with the necessary skills to consult with stakeholders.

The second Fundamental Standard deals with ethical behavior, which is vitally important for municipal officials if public administration is to have credibility amongst the broad public.

Both unit standards are compulsory.

<table>
<thead>
<tr>
<th>US ID</th>
<th>Modules</th>
<th>Credits</th>
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<tbody>
<tr>
<td>116348</td>
<td>Conduct a stakeholders consultation around municipal finance programmes</td>
<td>8</td>
</tr>
<tr>
<td>116343</td>
<td>Apply the principles of ethics in a Municipal environment</td>
<td>10</td>
</tr>
</tbody>
</table>

**Core Component:**
The Core Component consists of Unit Standards to the value of 136 credits, which deal with the core competencies required by municipal official in the areas of strategic planning and budgeting, financial management and internal control.

All Standards are compulsory.
Municipal Financial Management

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<thead>
<tr>
<th>US ID</th>
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<tbody>
<tr>
<td>116345</td>
<td>Apply the principles of budgeting within a municipality</td>
<td>15</td>
</tr>
<tr>
<td>116342</td>
<td>Apply approaches to municipal income and expenditure within multi-year framework</td>
<td>15</td>
</tr>
<tr>
<td>116340</td>
<td>Apply costing principles to municipal operation and service based costing</td>
<td>11</td>
</tr>
<tr>
<td>116339</td>
<td>Apply risk management in south African municipalities</td>
<td>10</td>
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<tr>
<td>116346</td>
<td>Apply techniques and South African statutes to cash and investment management in a municipal environment</td>
<td>10</td>
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<tr>
<td>116344</td>
<td>Apply the Inter-governmental Fiscal Relations Act to municipal finance management</td>
<td>10</td>
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<tr>
<td>116347</td>
<td>Contribute to capital planning and financing</td>
<td>15</td>
</tr>
<tr>
<td>116358</td>
<td>Contribute to the strategic planning process in a South African municipality</td>
<td>15</td>
</tr>
<tr>
<td>116362</td>
<td>Manage municipal assets and liabilities</td>
<td>11</td>
</tr>
<tr>
<td>116353</td>
<td>Participate in the design and implementation of municipal supply chain management</td>
<td>12</td>
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<tr>
<td>116364</td>
<td>Plan a municipal budgeting and reporting cycle</td>
<td>8</td>
</tr>
<tr>
<td>116363</td>
<td>Prepare and analyze municipal financial reports</td>
<td>12</td>
</tr>
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**Elective Component:**

Learners are required to choose Unit Standards totaling a minimum of 12 credits from the Unit Standards from this component, which will enable the learner to obtain specialist insight into such matters as the use of technology in municipal administration, Internal Controls and Legislation and Performance Management.

<table>
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<tr>
<th>US ID</th>
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<th>Credits</th>
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</thead>
<tbody>
<tr>
<td>116351</td>
<td>Conduct auditing planning and implementation in a South African municipality</td>
<td>12</td>
</tr>
<tr>
<td>116341</td>
<td>Conduct performance management to a South African municipal environment</td>
<td>12</td>
</tr>
<tr>
<td>116357</td>
<td>Design internal control and internal control evaluation framework</td>
<td>8</td>
</tr>
<tr>
<td>116361</td>
<td>Interpret South African legislation and policy affecting municipal financial management</td>
<td>8</td>
</tr>
<tr>
<td>116360</td>
<td>Municipal information technology resources in a municipal finance environment</td>
<td>8</td>
</tr>
</tbody>
</table>

**Learning Outcomes:**

By the end of the course Managers will be able to:

- demonstrate knowledge and critical understanding of municipal finance issues in general, and their areas of focus in particular
- apply economic principles to municipal finance management
- assess foundations and principles of municipal practice in South Africa
- implement well-grounded and systematically developed principles in municipal financial management
- offer solutions to municipal service management and delivery problems
- engage with the broader field of municipal finance management
- support as a strategic management leader in the field of municipal finance management
- contribute to others’ understanding of current and emerging municipal finance issues
- demonstrate responsibility and adaptability as a professional in a municipality setting
CONTACT DETAILS

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