

Strategic and Legislative Frameworks in Municipal Management

1. Overview

The purpose of this programme is to equip political executives, municipal managers, and senior officials with the knowledge, skills, and insight to contribute meaningfully to the strategic planning process within South African municipalities and to interpret relevant legislation and policies that influence municipal financial management.

The programme enables participants to understand the strategic, legislative, and financial frameworks guiding local government, empowering them to make informed decisions that enhance service delivery, financial sustainability, and socio-economic development.

2. Programme Outcome:

- Participate effectively in the strategic planning process within a municipal context
- Apply strategic thinking and planning principles to improve municipal service delivery and community development
- Analyse and interpret South African legislation and policy frameworks that affect municipal governance and financial management
- Integrate legislative and policy requirements into municipal strategic and operational plans
- Interpret financial information and provide advice to support sound decision-making and resource allocation
- Identify and address key challenges facing municipalities in achieving their strategic and financial goals
- Contribute to improved municipal governance, accountability, and development outcomes through strategic alignment

Qualification:	Certificate of Completion
Duration:	4-Months
Programme Type:	Category B – Workplace-Based Learning Programme
Programme ID:	PA0741
SAQA US:	116358 & 116361
NQF Level:	6
Credits:	23
Entry Requirements:	Communication & Mathematical Literacy at NQF 5
Training Options:	Online - Each participant will receive the programme materials and resources are emailed to the participants. Training is delivered fully online, and participants will join scheduled Microsoft Teams sessions facilitated by a trainer. This mode provides flexibility and allows learners to participate from any location. Blended - Blended learning combines both online and face-to-face training. Participants receive the learning material by email to the participant. They also attend scheduled in-person contact sessions with a facilitator, either at the client's premises or providers campus. This approach offers the flexibility of online learning with the added support of guided, interactive sessions.

**A choice of leveraged programmes for any person,
At any level, in any department, of any company, in any industry.**

Face-to-Face - Each participant will receive training resources, which contains all programme materials and resources. Training is delivered through onsite contact sessions, either at the client's premises or providers campus, where a facilitator conducts the sessions in a classroom environment.

Minimum Participants Required: (1) Online, (1) Blended & (1) Face-to-Face

3. Programme Content

- **(116358 US):** Contribute to the strategic planning process in a South African municipality
- **(116361 US):** Interpret South African legislation and policy affecting municipal financial management

4. Topics

Module 1: Introduction to Strategic Planning in Local Government

- Understanding the concept and importance of strategic planning
- Strategic planning versus operational planning
- The role of strategic planning in achieving municipal goals and service delivery mandates
- The Integrated Development Plan (IDP) as a key municipal strategic tool
- Link between strategic planning, performance management, and budgeting

Module 2: The Strategic Planning Process

- Steps in the municipal strategic planning process
 - Environmental analysis (SWOT, PESTLE)
 - Stakeholder consultation and participation
 - Setting strategic priorities and objectives
 - Developing and implementing strategies
 - Monitoring, evaluation, and reporting
- Tools for strategic analysis and decision-making
- Aligning municipal plans with the National Development Plan (NDP) and provincial frameworks

Module 3: Roles and Responsibilities in Municipal Strategic Planning

- Roles of councillors, municipal managers, and senior executives
- Political vs. administrative functions in strategic management
- Building effective cross-functional planning teams
- Participatory planning and community engagement
- The importance of leadership, accountability, and ethical conduct in planning

We trust that the above is in order and look forward to hearing from you for Implementation

Module 4: Linking Strategy to Service Delivery and Development

- Translating strategic goals into operational plans and programmes
- Performance management systems and Key Performance Indicators (KPIs)
- Resource alignment and budget prioritisation
- Monitoring and evaluating strategic implementation
- Case studies of effective municipal strategic planning

Module 5: Overview of Municipal Financial Management and Legislation

- Legislative framework for municipal finance:
 - Constitution of the Republic of South Africa
 - Municipal Finance Management Act (MFMA)
 - Municipal Systems Act (MSA)
 - Municipal Structures Act (MSA)
 - Public Finance Management Act (PFMA) (overview)
- Treasury regulations, circulars, and financial governance standards
- Roles of the National and Provincial Treasuries in municipal oversight

Module 6: Interpreting Legislation and Policy Affecting Municipal Finance

- Understanding and interpreting key provisions of the MFMA and related legislation
- Financial accountability and reporting obligations
- Procurement, budgeting, and expenditure controls
- Policy implications for municipal planning and decision-making
- Intergovernmental relations and coordination in financial management

Module 7: Linking Legislation to Strategic and Financial Planning

- Integrating legislative and regulatory requirements into municipal strategic frameworks
- Ensuring compliance and alignment between IDP, budget, and Service Delivery and Budget Implementation Plan (SDBIP)
- Understanding the financial implications of policy decisions
- Scenario planning: anticipating and managing financial risks in municipalities

Module 8: Providing Financial Advice and Decision Support

- Interpreting financial statements and management reports
- Analysing financial performance indicators
- Using financial data to support strategic and operational decision-making
- Communicating financial insights to non-financial stakeholders (e.g., councillors and community members)
- Promoting transparency and accountability through effective reporting

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Module 9: Addressing Strategic and Financial Challenges in Municipalities

- Common challenges in municipal planning and financial management
- Capacity constraints, compliance issues, and governance weaknesses
- Best practices in overcoming financial and planning challenges
- Developing improvement strategies for sustainable service delivery
- Case studies: examples of municipal turnarounds and lessons learned

5. Assessments

This programme includes a Portfolio of Evidence (POE) that must be submitted at the end of the programme. The POE include:

- **Knowledge Assessments:** To evaluate theoretical understanding.
- **Practical Assignments:** Hands-on tasks related to course topics.
- **Workplace Assignments and Logbook:** Application of skills in real-world settings.

Successful participants will receive a certificate of completion.

6. Workplace-Based Learning Programme

This WLP is a fusion of academic learning and practical work. The learning is directly applied to the workplace by using client-based mentors and extensive workplace-based portfolio work and assignments. Apart from the obvious benefits of a workplace directed qualification, each WLP qualifies for recognition as a Category B Skills Programme in the Learning Matrix of the Amended BEE codes, which allows for the salaries of participants to be recognized as part of the Skills Development Expenditure.

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