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Post Graduate Programmes in LED
University of KwaZulu –Natal (UKZN)
Call for Nominations Guide Document
Academic Years 2012 - 2015



**UNIVERSITY OF
KWAZULU-NATAL**

**INYUVESI
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1. General Information

1.1 Background

In order to develop and deliver a more systematic professional and institutionalised capacity building competency in Local Economic Development (LED) in the province of KwaZulu-Natal, the KZN Department of Economic Development and Tourism (DEDT) has promoted the design, development and delivery of a formal multi-disciplinary Post Graduate Diploma and Masters Level programmes in Local Economic Development within the University of KwaZulu-Natal, Graduate School of Business Leadership in the Westville Campus. During the period of 2012-2015 these programmes will be offered.

The intake for this programme will consist of three cohorts of students within the 2012-2015 periods which will be funded by DEDT. The first cohorts of participants will commence studies in 2012 end their studies in 2015.

The programmes are targeted at existing LED practitioners based within key LED institutions in the province of KwaZulu-Natal at provincial, district and local level in government, business and civil society. First preference will be given to municipal officials, NGOs and Business Chambers because of the fundamental role they play as the implementers of LED projects and programmes within the province.

This current initiative makes provision for the selection and participation of a cohort of 20 participants in the Post Graduate Masters Programme and (b) 15 participants in the Post Graduate Diploma Programme, per year, drawn from existing LED institutions in the public, private and civil society sector.

<p>1.2 Eligibility and Selection requirements</p>	<p>The selection process will be focused on the following categories of LED role players in <u>KwaZulu-Natal</u> who qualify for selection subject to the UKZN academic eligibility criteria (See 1.3 below):</p> <ul style="list-style-type: none"> • Municipal Councillors with an LED Portfolio. • Municipal Managers, LED Managers, LED officers, LED coordinators and other local government officials with an LED mandate. • Business and Sector organisation officials and office bearers (Business Chambers, Farmers Unions, Manufacturing Associations, Community Tourism Organizations). Sector Clusters and Networks. • National and Provincial officials with an LED Mandate (Department of Land Affairs, Department of Agriculture, Arts and Tourism etc). • Development and Finance Institutions working in the province of KwaZulu-Natal (Development Agencies, IDC, Commercial banks etc.). • Senior Office bearers and officials of Civil Society organisations with an LED Mandate (NGOs and NPOs with an LED mandate).
<p>1.3 Academic Criteria</p>	<p>Post Graduate Diploma in Management</p> <p>Nominees shall be eligible provided they have previously satisfied the requirements for an undergraduate degree by the University or have graduated from another tertiary institution or, who have in any other manner attained a level of competence which, in the opinion of the senate, is adequate for the purpose of Post Graduate Studies. Nominees will be required to show evidence of quantitative competence. Applicants must have at least one (1) year work experience within the LED environment.</p> <p>Masters Programme</p> <p>Nominees shall be eligible provided they have any four (4) year professional Degree or Under-Graduate Degree and an Honours Degree of the UKZN or have the equivalent qualifications from another Tertiary Institution, or have in any other manner attained a level of competence, which in the opinion of the senate, is adequate for the purpose of Post Graduate Studies. Applicants must have not less than two (2) years of work experience within the LED environment.</p>

2. Brief Overview of Post Graduate Programmes

Content and Structure

The formats below provide an **indicative** programme that is subject to changes pending further programme development and training needs assessment. They provide an indication of the broad content and structure of the programmes.

2.1 Post Graduate Diploma in Management (LED Specialisation)

The Post Graduate Diploma in Management with a specialisation in LED will comprise an orientation and 8 course based modules offered over a two year period.

Module Title	Focus
Orientation Session	Content focus
Module 1 Partnerships (for LED)	The characteristics, roles, functions, competencies, capabilities, and integrative mechanisms of the public, private and civil sectors, in the promotion and development of LED. Community Development. Linking Business Development to Broad Development. Development Policy and its implementation
Module 2 Business Strategy and Management	The internal and external environments and their implications for management. The management process.
Module 3 Finance and Accounting	Accounting concepts and their use by management, financial statements, budgeting and forecasting, cost benefit analysis.
Module 4 Marketing Management	Understanding customers and developing marketing strategies to achieve competitive advantage.
Module 5 Human Resource Management	Employment Relations Management and personnel management.

Module 6 Supply Chain Management	Design and Control of systems for the productive use of human resources, raw materials, equipment and facilities in the development and distribution of goods and services.
Module 7 Business Law	Law as an integral component of the Business Enabling Environment and its impact on the organization. Sources of Law, Basic Legal Concepts and their relevance to the regulatory environment and the LED context.
Module 8 Local Economic Action Research Project	The development of Local Economic Development Strategy, project management, risk analysis. Action Research project.

2.1.2 Post Graduate Diploma Programme Delivery

The Post Graduate Diploma Programme will be delivered as follows:

i. Orientation Week in March 2012

ii. Block 1- Module 1

This will consist of a residential contact week from the 7th to the 11th of May 2012 in which the content of module 1 will be delivered. This residential contact week will take place at the Graduate School of Business Leadership at the UKZN Westville Campus. This is a compulsory module for all programme participants. Costs of travel will be for the participant.

- Between the residential contact weeks, students will have assignments and/or examinations to complete and submit for this module.

iii. Block 2- Module 2

This will consist of a residential contact week taking place from the 25th to the 29th of June 2012 in which the content of these modules will be delivered. This residential contact week will take place at the Graduate School of Business Leadership at the UKZN Westville Campus. This is a compulsory module for all programme participants

- Between the residential contact weeks, students will have assignments and/or examinations to complete and submit for this module.

iv. Block 3- Module 3

This will consist of a residential contact week taking place from the 20th to the 24th of August 2012. This residential contact week will take place at the Graduate School of

Business Leadership at the UKZN Westville Campus. This is a compulsory module for all programme participants.

- Between the residential contact weeks, students will have assignments and/ or complete and submit for this module.

v. Block 4- Module 4

This will consist of a residential contact week taking place from the 15th to the 20th of October 2012. This residential contact week will take place at the Graduate School of Business Leadership at the UKZN Westville Campus. This is a compulsory module for all programme participants.

- Between the residential contact weeks, students will have assignments to complete and/ examinations to submit for this module.

The timetable for 2013 will be provided in due course.

2.2 Master of Commerce

The Master of Commerce will comprise 6 course modules (core and elective) and a research dissertation. Course modules will take place over a two year period. The programme including dissertation should be completed within a maximum 2, 5 year period.

Module Title	Focus
Orientation Module	
Module 1 Systems Theories and Practices	Understanding LED from a systemic perspective, the various sub systems and their interactions. Creating contextual projects using systemic practice.
Module 2 Leading in Turbulent Environments	Understanding the complex environment in which development occurs, the dynamics of government and the private sector and their inter-relationships. Strategic action.
Module 3 Economics for Management	Understanding the basics of macro and micro economics and the implications for LED. Basic econometrics.
Module 4 Development Economics	The economic dimension of development. Poverty, sustainability and business creation.
Module 5	New business creation.

Entrepreneurship and Economic Development (or) Strategy and Organisational Development (or) Managing Partnerships	Strategy. Development of social policy and projects.
Module 6 Research Methodology	
Dissertation	

The indicative modules comprise core and electives as follow:

Core

- Systems Theories and Practices
- Leading in Turbulent Environments
- Economics for Management
- Development Economics

Electives

One of:

- Entrepreneurship and Economic Development
- Strategy and Organisational Development
- Managing Partnerships

Research

- Research Methodology
- Research Dissertation/Papers

2.2.1 Masters Programme Delivery

The Masters Programme course modules will each take place over a period of 8 – 10 weeks. The generic structure of each course programme will be structured as follows:

- 2 weeks home-based readings and initial assignments.
- 1 Week residential contact course time. This will take place at the Graduate School of Business Leadership at the UKZN Westville Campus. This is compulsory for all programme participants. (Costs of travel will be for the participant.
- 5 – 8 weeks assignment and assessment period which will be field based. A final controlled assessment will complete the module.

2.3 Cost and Time Implications

2.3.1 Time Implications

It would be important to note that the contact course time will follow the “block release” format of 1 week per module favoured by most vocational development programmes that are geared towards working professionals. Applicants and their respective LED institutions must however be aware of the fact that the programme will require them to commit to at least 4 weeks campus based time per academic year, in addition to significant after hours and weekend study, over and above their normal professional responsibilities.

For this reason applicants and their sponsoring organisation will sign an undertaking with DEDT that they are able and willing to commit to the study commitments of the programme in addition to their ongoing professional responsibilities.

2.3.2 Cost Implications

- (i) The Department of Economic Development and Tourism (DEDT) will cover all the costs associated with the development and academic delivery of programmes including all tuition and related costs through the service contract with UKZN.
- (ii) Participants and/or their sponsoring organization will only pay costs relating to transport and other incidental costs associated with participating in the programme.

3. Nomination and Selection Process

3.1 Nominations

Nominations must be made by using the relevant electronic Nomination form and by providing all required documentation. Handwritten Nominations will not be accepted.

Nominations must be received by DEDT on or before **16h00 on 6th February 2012**. The nomination form may be delivered by hand, posted or couriered to:

The Secretariat

Post Graduate LED Programmes
Selection and Evaluation Committee
Department of Economic Development and Tourism (DEDT)
270 Jabu Ndlovu Street
Pietermaritzburg
3201
(Attention: Patrick Mbokazi)

Nomination forms **should not** be faxed or e-mailed.

3.2 General Selection Criteria

Criteria for the selection of participants of the Post Graduate LED Programmes for 2012/2015 will inter alia include:

- The academic eligibility and/or relevant prior learning and experience of the applicant to undertake the programme (see Section 1.2 – 1.3 above)
- LED Organisational location of the participant.
- Current active participation in LED issues, processes and initiatives at district and local level.
- Past Experience and current role and activities make them well placed to integrate and apply studies and new skills into the district or local economic development environment.
- Skills and Experience of participant will add value to insight and learning of broader Post Graduate study group.
- Race and gender representation.
- Sectoral representation (business, government and civil society)
- District representation.

More detailed criteria for are included in Section 4 below.

3.3 Authorisation of Nomination and Support from LED Organisation

Each Nomination form will need to be signed by an authorising officer to confirm support from the nominee's organisation being:

- The Head of Department or Municipal Manager in the case of senior provincial or municipal official.
- The Mayor or EXCO in the case of Municipal Managers and Councillors.
- The Chairperson of the Chamber, Committee or District Agricultural Union in the case of business, tourism and agricultural sector nominations.
- Chairperson or CEO of the NGO or CBO.

To ensure commitment, once selection is confirmed, a contract will be signed between DEDT, and the participant dealing with issues relating to responsibilities, obligations and cost implications in the event of withdrawals and breaches.

3.4 Selection Process

3.4.1 Key organisations targeted for the Post Graduate LED Programme are being notified through e-mail letters to Municipal Managers, Business and Sectoral Organisation networks and NGO networks. A call for nominations will be placed on the Gijima KZN website (www.gijimakzn.org.za), the Department of Economic Development and Tourism website (www.kznded.gov.za), and the University of KwaZulu-Natal website (www.ukzn.ac.za) as from the 18th December 2012 for the full duration of the call.

3.4.2 Nominations are to be sent to the Post Graduate LED Programme Selection and Evaluation Committee addressed to:

The Secretariat

Post Graduate LED Programmes

Selection and Evaluation Committee

Department of Economic Development and Tourism (DEDT)

270 Jabu Ndlovu Street

Pietermaritzburg

3201

(Attention: Patrick Mbokazi)

The Nominations are to be received no later than **16h00 on the 6th February 2012.**

3.4.3 The Post Graduate LED Programmes Selection and Evaluation Committee is chaired by the Programme Manager of the Department of Economic Development and Tourism. The committee has representation by the Department officials and UKZN staff. The nominations against the criteria set out in this document and make a final decision.

3.4.4 Nominees and their host/sponsoring organisations will be informed of the outcome of the selection process.

3.4.5 All enquiries to be directed to:

Patrick Mbokazi

Deputy Manager: LED Capacity Building & Institutional Development

Department of Economic Development and Tourism

Contact details: 033 264 2547 / 082 301 0201

Email: mbokazip@kznded.gov.za

4. Detailed LED institutional requirements of Participant, criteria and process for selection per organisation/sector.

Designation	Organisation	Criteria
<p>Mayor, Portfolio Committee (LED)/ Senior Managers/Officers (Local Economic Development)</p>	<p>District and Local Municipalities.</p>	<ul style="list-style-type: none"> • Demonstrated experience of promoting and participating in multi-stakeholder LED initiatives and partnerships in their district or locality. • Demonstrated championship or implementation of LED initiatives in the district or local economy, • Demonstrated evidence of actions to create an enabling role for enterprise development, retention or expansion (tourism, agricultural or general business). • Current role and activities make them well placed to integrate and apply concepts, learning and new skills into the district or local economic development environment. • Skills and Experience of participant will contribute to learning/insight of broader LED Post Graduate study work groups. • Current role and activities make them well placed to take forward learning into practical LED programmes and initiatives at the district and local level.

Designation	Organisation	Criteria
Portfolio Member, Chief Executive Officer, Enterprise Development and partnership officer	Business Chambers, Tourism Association, Farmers Association, Commodities sector (Sugar, Timber), Manufacturing.	<ul style="list-style-type: none"> • Demonstrated experience of leading multi-stakeholder initiatives and partnerships in their district or locality (with local or district municipality, emerging enterprises, established sectors). • The person must have demonstrated experience of having worked in partnership with local government, other state agencies and other business associations in LED activities. • Demonstrated championship of multi-stakeholder LED programmes and initiatives in the district or local economy, • Current role and activities make them well placed to integrate and apply studies and new skills into the district or local economic development environment. • Skills and Experience of participant will contribute to learning/insight of broader LED Post Graduate study work groups.

Designation	Organisation	Criteria
Office Bearer, CEO, LED Practitioner of District or local Based Civil Society Representative.	Civil Society Organisation with an LED Mandate (NGOs, District Based CBOS)	<ul style="list-style-type: none"> • The person must have practical experience and knowledge of LED programmes processes and initiatives at district and local level. • The person must have demonstrated experience of having worked in partnership with local government, other state agencies and or business associations in LED activities. • Demonstrated championship of multi-stakeholder LED programmes and initiatives in the district or local economy. Current role and activities make them well placed to integrate and apply studies and new skills into the district or Local Economic Development environment. • Skills and Experience of participant will contribute to learning/insight of broader LED Post Graduate study work groups

Designation	Organisation	Criteria
Senior Manager, Programme or Project Officer.	Provincial and National Departments with a district or local LED programme or focus (Dept of Agriculture, Department of Rural Development and Land Affairs)	<ul style="list-style-type: none"> • The person must have practical experience and knowledge of LED programmes processes and initiatives at district and local level. • The person must have demonstrated experience of having worked in partnership with local government, other state agencies and or business associations in LED activities at a <u>District or local level</u>. • Demonstrated championship of multi-stakeholder LED programmes and initiatives in the district or local economy • Current role and activities make them well placed to integrate and apply studies and new skills into the district or local economic development environment. • Skills and Experience of participant will add value to insight and composition of broader Post Graduate study group.