



Prospectus

2019



Introduction to Ziya Training

Ziya Training is a division of Ziya Group. Ziya Group is a South African-based black-owned investment company. Ziya Group's other investment interests lie in Consulting, Training, Facilities Management, Waste Management, Manufacturing and Strategic Investments.

The mission of Ziya Training is to support, upskill and inspire leaders and potential leaders through relevant, expert, and innovative training and development. The focus on leadership is based on the belief that this is how Ziya Training can make the greatest impact in contributing towards developing a thriving nation.

Ziya's value system is informed by the respect attached to integrity, honesty and humility. We believe in doing business the right way and treasure every relationship we form between our clients, business partners and ourselves.

Ziya Training offers Local Government Seta Accredited Qualifications in Corporate Governance specifically focused at Council level and Ward Committee level within municipalities. Topics range from self-leadership to financial, performance and project management.

In his June 2017 report the Auditor-General, Mr Kimi Makwetu stated that "if these basic principles of accountability, built around a central theme of strong internal control and good governance are in place, municipalities should be well geared to live up to the expectations of the communities that they serve."

Ziya Training delivers on equipping municipal leaders according to these criteria, and for this purpose.

Besides this focus on municipal leadership development, leadership development for all organisations is also offered. Throughout the emphasis is on developing ethical leaders who can build ethical cultures within their organisations.

Ziya Training is resourced by facilitators experienced in corporate and government environments and expert in their fields. Knowledge, skill and practice is provided in the following areas: financial, administrative and human resource management; business communication; policies and procedures; project management; self-leadership; and managing sustainable development.

The goals of Ziya Training are as follows:

- To provide tools and insights in ethical leadership
- To provide the environment for excellent service delivery for the sake of community health through good governance
- To give leaders the confidence to fulfill their leadership responsibility well

- To upskill and equip to build capacity and capability

Training and Development in Corporate Governance

Training and Development for the Municipal Council

With the many and varied demands and pressures on the top leaders and management of municipalities they need to have the capacity to deliver to these expectations, as well as manage them realistically. They need the mindset, skill and ability to lead and manage staff, processes, finances and projects efficiently, effectively and ethically in order to ensure excellent service delivery, according to the standards required by the Auditor-General, and to best serve their communities.

Ziya Training offers accredited training, development and coaching support that provides the knowledge, guidance and practice to further empower these leaders in these fields. Ziya Training is convinced that good governance provides the environment in which communities can grow strong and healthily.

Ziya Training is accredited to offer twenty-five Unit Standards that form the basis of the Qualification in Municipal Corporate Governance, which is at NQF Level 5. These Unit Standards are grouped into Modules.

There are Modules that focus on the *management* of finances, processes, policies, projects and people. There are Modules that focus on the *development* of communities, communication skills and oneself.

It is important to note that personal development forms the core of being able to effectively implement what is required. It is advised therefore that *Self Leadership* is included as one of the Modules in any roll out of training and development.

The Auditor General focuses on these three areas, which is the focus too of Ziya's training:

Leadership

- Ensuring ethical culture
- Effective oversight of people and projects

Financial and Performance Management

- Ensure and monitor accurate and thorough records
- Ensure implementation of policies, procedures, and service delivery plans

Governance

- Manage risk and ensure compliance

The Modules and related topics in Municipal Governance are:

Financial and Administrative Management

- Budgeting and managing municipal income and expenditure within a multi-year framework, and analysing municipal financial reports
- Applying a managerial and administrative framework to a local government environment
- Applying principles of information systems to public finance and administration

Policy Management

- Analysing the impact of legislative framework on local government, as well as explaining national and provincial strategies and policies relevant to local economic development
- Participating in municipal policy making and analysis processes
- Having the ability to facilitate local government elections

Project Management

- Designing, implementing, managing, monitoring and evaluating local government plans for development projects
- Supervising a project team of a developmental project to deliver project objectives
- Applying client service techniques to improve service delivery

Human Resource Management

- Managing the development and performance of human capital in the public sector
- Managing a diverse work force to add value

Ensuring Sustainable Development

- Designing and implementing a set of engagement and participation processes, systems and events in support of the integrated development planning process in a municipality
- Monitoring and evaluating an organisation's or programme's performance in a specific context

Communication Skills

- Analysing, interpreting and communicating information
- Facilitating workshops and community meetings relating to local economic development

Self-Leadership

- Managing and developing oneself in the public sector work environment
- Applying knowledge of ethical principles, standards and professional conduct in public sector management and administration

Essential to ensuring the application of the knowledge and practice, as well as remaining on track with stated goals and ways of working, is individual coaching. This has been proven to be the most effective method of creating behavioural change. Ziya Training works exclusively with coaches registered with Seta-Accredited Coaches and Mentors of South Africa (COMENSA) to ensure quality coaching for the best results.

Qualification in Municipal Governance and Associated Unit Standards

Please find below the full range of Unit Standards related to the Qualification in Municipal Governance, arranged in the topics that can be covered.

Qualification: Municipal Governance ID 60529 NQF Level 5
Financial and Administrative Management
1. Apply the principles of budgeting within a municipality
2. Apply principles of information systems to public finance and administration
3. Apply approaches to managing municipal income and expenditure within a multi-year framework
4. Prepare and analyse municipal financial reports
5. Apply the broad managerial and administrative framework to a local government environment
Business Communication
1. Analyse, interpret and communicate information
2. Apply a range of skills to facilitate workshops, community meetings and planned sessions in the local economic development environment
Policy Management
1. Interpret and analyse the impact of legislative framework on local government
2. Participate in municipal policy making and analysis processes
3. Describe and explain national and provincial strategies and policies relevant to local economic development
4. Apply the theories and processes to facilitate local government elections
Project Management
1. Apply the principles and theories of public sector project management
2. Design, implement, monitor and evaluate local government plans for development projects
3. Develop an integrated Project Management plan for a simple to moderately complex project
4. Design, implement and manage a local economic development project in own work context
5. Supervise a project team of a developmental project to deliver project objectives
6. Apply client service techniques to improve service delivery
Self Leadership
1. Manage and develop oneself in the public sector work environment
2. Apply knowledge of ethical principles, standards and professional conduct in public sector management and administration
Sustainable Development
1. Apply the principles of sustainable development in local government
2. Design and implement a set of engagement and participation processes, systems and events in support of the integrated development planning process in a municipality
3. Evaluate the effectiveness and efficiency of the integrated development planning

processes
4. Apply monitoring and evaluation approaches and tools to assess an organisation's or programme's performance in a specific context
Human Resource Management
1. Manage the development and performance of human capital in the public sector
2. Manage a diverse work force to add value

Training and Development for the Ward Committees

Ward Committees directly interface with the communities served by the Municipality. In order that they fulfill their responsibilities to the community in accordance with the proper policies and procedures they need to be informed and equipped.

There are a number of Modules that fall under the Qualification for Corporate Governance for Ward Committees that provide the training and development for exactly this need. The twenty-two Unit Standards that form part of this Qualification are at NQF Level 2.

There are a number of Unit Standards that offer general development in mathematical and communication skills.

These are the Modules specifically pertaining the work of Ward Committees:

Induction

- Understanding the Constitution, structure of Ward Committees and the roles and responsibilities of committee members
- Understanding the policy and legal framework guiding the Ward Committee system and its functioning
- Understanding core municipal processes and Ward Committee participation in these processes

Service Delivery

- Applying the Batho Pele principles to own work role and context
- Supporting the facilitation of development project service delivery in a Ward Committee context
- Facilitating community participation in democratic processes and structures

Project Management

- Gathering information and providing assistance for project planning and scheduling functions
- Providing assistance in implementing and assuring project work meets quality requirements

Interpersonal skills

- Planning and preparing meeting communications
- Applying communication, interpersonal and conflict management principles in Ward Committee functions and processes

Qualification in Ward Committee Governance and Associated Unit Standards

Please find below the full range of Unit Standards related to the Qualification in Ward Committee Governance, arranged in the topics that can be covered.

Qualification: Ward Committee Governance ID 57823 NQF Level 2
Mathematical Literacy
1. Use mathematics to investigate and monitor the financial aspects of personal and community life
2. Demonstrate understanding of rational and irrational numbers and number systems
3. Demonstrate understanding of rational and irrational numbers and number systems
4. Work with a range of patterns and functions and solve problems
5. Apply basic knowledge of statistics and probability to influence the use of data and procedures in order to investigate life related problems
6. Measure, estimate and calculate physical quantities and explore, describe and represent geometrical relationships in 2-dimensions in different life or workplace contexts
Communication Skills
1. Maintain and adapt oral/signed communication
2. Write/present for a defined context
3. Use language and communication in occupational learning programmes
4. Access and use information from texts
Induction
1. Display an understanding of the Constitution, structure of Ward Committees and the roles and responsibilities of committee members
2. Display an understanding of the policy and legal framework guiding the Ward Committee system and its functioning
3. Demonstrate an understanding and apply the broad principles of Ward Committee functioning to participate in municipal processes
Project Management
1. Provide assistance in implementing and assuring project work meets quality requirements
2. Demonstrate knowledge and understanding of the project and the project support services environment
3. Gather information and provide assistance for project planning and scheduling functions
Interpersonal Skills
1. Plan and prepare meeting communications
2. Apply communication, interpersonal and conflict management principles in Ward Committee functions, processes
Service Delivery
1. Apply the Batho Pele principles to own work role and context
2. Support the facilitation of development project service delivery in a Ward Committee context
Institutions
1. Facilitate community participation in democratic processes and structures

Training and Development for Municipal Public Accounts Committees

Ziya Training has identified that Municipal Public Accounts Committees (MPACs) are in particular need of training and empowerment.

Their needs can be identified as follows:

- Greater confidence and ability to perform their oversight role, especially in having crucial conversations with Council
- Greater ability and insight to be able to read and interpret Financial Statements
- Greater ability to relate how the budget connects to service delivery and actual projects executed
- Greater ability to communicate their findings with stakeholders

Please see below for a suggested programme specific to the need of MPACs.

In supporting and developing MPACs the following Unit Standards and associated outcomes are helpful:

Unit Standard Details	Unit Standard Title	Outcomes
No. 116363 NQF Level 6 Credits 12	Prepare and analyse municipal financial reports	<ol style="list-style-type: none"> 1. Select measure, record, classify and report financial data in accordance with current financial reporting standards. 2. Prepare and comment on financial reports for different forms of municipal entities. 3. Apply and comment on statements of generally recognised accounting practice. 4. Analyse and interpret financial statements for stakeholders.
No. 120304 NQF Level 5 Credits 9	Analyse, interpret and communicate information	<ol style="list-style-type: none"> 1. Collate and categorise information. 2. Analyse information. 3. Develop conclusions and recommendations. 4. Communicate conclusions and recommendations according to organisational and legislative requirements.
No. 119322 NQF Level 5 Credits 10	Manage and develop oneself in the public sector work environment	<ol style="list-style-type: none"> 1. Demonstrate insight into emotional intelligence in personal development 2. Manage work relationships within the Public Sector environment 3. Demonstrate an understanding of stress in order to apply strategies to achieve optimal stress levels in personal and work situations 4. Identify and apply the skills and knowledge required for the development of a career path
No. 119342 NQF Level 5 Credits: 8	Apply knowledge of ethical principles, standard and professional conduct in public sector management and administration	<ol style="list-style-type: none"> 1. Explain the core ethical values and standards which apply to the public sector. 2. Outline ethical values and standards contained in legislation and codes which have relevance to the conduct of employees in the public sector. 3. Describe areas of ethical conflict for public sector employees. 4. Explain the importance of ethical values and standards in relation to the public sector workplace. 5. Discuss the relevance of established professional ethics and codes of conduct in public sector administration.

Ethical Leadership

Can We Create Ethical Cultures in Organisations?

When there is trust in organisations productivity and speed increases. Can we create organisations where the culture is based on being trusted and trusting others, for the health and effectiveness of these organisations?

Research shows that by providing the skills that empower people to hold others to account on agreed principles and values, and by ensuring various behavioural change mechanisms are in place, cultures based on ethical practices is possible.

Ziya Training Ethical Leadership Programme

Ziya Training offers a three day programme in Ethical Leadership geared specifically for the influencers in an organisation. To ensure ongoing development and implementation, the three days are delivered in one day sessions over three months.

The Programme is aligned with Unit Standard 119342 “Apply knowledge of Ethical Principles, Standards and Professional Conduct in Public Sector Management and Administration”.

This two to three day programme covers the following:

What Does It Mean to Be An Ethical Leader?

Whose ethics do we use?

The business case for integrity

The nature of character

Personal and organisational values and associated behaviours

Self-leadership

Leading Ethically and Leading Others to be Ethical

Filters and triggers that compromise integrity

Being trustworthy and extending trust

Holding people to account

Influencers that aid behaviour change

Creating an Ethical Culture

Personal and organisational changes that impact ethical behaviour

Being empowered without mismanaging power

Encouraging transparency and the courage to speak up

Strategizing how to inculcate an ethical culture

General Leadership (Non-Accredited Short Courses)

When we have capable, wise, value-directed, visionary leaders, organizations thrive. Jim Collins in his numerous books based on researching what characterises long term successful companies, refers to Level 5 leaders who have equal parts humility and strength of will. Humble leaders put themselves in the place of continuous improvement and learning. With their strength of will they have the courage and determination to implement what is required.

Different leaders need different skills and development at different times. This Leadership Development Programme therefore works on a Modular basis. The combination of Modules is then chosen according to what is required. The Modules can be delivered as Half Day or Full Day workshops.

The Programme can be delivered at different levels of management, with adaptations made according to the needs of the leaders, their abilities and context.

The Programme respects the knowledge in the room and therefore invites rich participation in the form of questions, discussion, self-reflection, workshoping, and story-telling.

The Modules are as follows:

4th Industrial Revolution – Making the Future Today

This is a blended learning approach to preparing for and engaging positively with the new era of technological changes we currently face. This is a multi-modular programme that can be customised to the client's requirements.

The Modules include:

1. Introduction to the skills required in the 4th Industrial Revolution
2. Innovating from the inside out
3. Service orientation
4. Human factors
5. Complex problem solving
6. Collaboration
7. Negotiation
8. Computational Thinking

Emotional Intelligence

It has been proven over and over that the key differentiator between those who are successful and those who are not, is the level not of their intellectual capacity, but their emotional intelligence.

This module covers the following:

9. What is emotional intelligence and how does it help?
10. How the brain works and how to run your own brain
11. Dealing with difficult emotions
12. Dealing with difficult people

Practicing Accountability

The ability to say the right thing at the right time in the right way has been identified as the most powerful lever in preventing the escalation of all manner of problems (see Kerry Patterson and Joseph Grenny in “Crucial Conversations”).

This module is about having conversations that hold people to account so that issues don’t escalate. It covers:

1. Planning critical conversations
2. Giving feedback effectively
3. How to hold people to account and when to move to discipline
4. How to listen and let others know you have heard

Effective Delegation and Team Coaching

Leadership is all about the people you are tasked with leading. You need to understand their strengths and weaknesses, their moods and situations, and how to ensure they are adequately able to do what is required of them. In this way you can better ensure collaboration and productivity.

This module covers the following:

1. Behavioural styles
2. Delegating effectively using Hersey and Blanchard’s Situational Coaching Model

Ensuring Behaviour Change

Knowledge and skills are not sufficient to ensure behaviour change. We need to put practical measures in place to ensure that the best of what we want to achieve actually gets done, based on our own intentions, as well as what we expect of others.

This module covers the following:

1. What do you want to achieve? Do you know how to do it?
2. Who are the people who can help or hinder in ensuring you achieve your goals?
3. What are the organisational principles and accountability measures that need to be in place so that you implement what is required?
4. How do you put these in place to ensure the required behavioural change for others?

Political Acumen

The connotation of politics in business is usually negative. However, it is an inevitable aspect of working life. Without acknowledging this, and gaining skill in managing the political arena at work, people can limit their opportunities.

This module covers:

1. Understanding different and changing political landscapes
2. Understanding your individual preferred political style
3. Leveraging power effectively and ethically
4. Artful negotiation to ensure everyone gets what they want
5. Preventing career-limiting actions!

Receiving Feedback

Working in teams and business environments allows others to see us in ways that we do not see ourselves. In order to achieve success, to advance in the organisation, and simply to do what is expected we need to take cognizance of what others think of us.

If we do not hear, understand, sift, process, engage with and ultimately act in some way on the feedback we receive, we are limiting our growth and progress.

This module covers:

1. Understand the triggers that prevent us from receiving necessary feedback
2. Differentiate between what is heard and what is meant
3. See yourself as others see you
4. Learn practices to manage, develop from and act on feedback

Leader as Storyteller

The leader's role is to inspire, guide, direct and ensure group ownership of a common vision, goals and objectives. Stories are a powerful resource that aids in this endeavor. There are natural story tellers but we can all learn and hone the skill of telling powerful stories to create a common language and culture that brings groups and organisations together for a shared purpose.

This module covers:

1. Identifying what stories to tell when for the purpose intended
2. Knowing how to structure a story for the greatest impact
3. Honing your storytelling skill

Process and Style of Delivery

Ziya Training works with its clients to determine where the greatest need lies. This will enable the training and development process to have the greatest impact and ensures a customised focus that will specifically meet these needs.

Training days will be established within the timeframe that suits our clients. Each Module will require between one to three days of training and then additional hours that would involve learning, reflection and implementation in the workplace.

Coaching requirements will be established from needs identified through the training. Coaches and recommended hours will be assigned accordingly.

Programmes delivered by Ziya Training are:

- Highly interactive with rich group participation
- Practical with skills are practiced through exercises and simulations
- Relevant, based on case studies and applicability in own context

Pricing

Pricing depends on the number of delegates, and the number of training days.

Other factors will include costs of the venue and meals and refreshments, as well as requirements for travel and accommodation for delegates and facilitators.

The assessment process that leads to certification is a cost over and above the training days.

Please enquire further should you require a quote.

Chairman Profile

Sabelo Mahlalela is the Founder and Chairman of the Ziya Group (Pty) Ltd, a black owned investment company in South Africa. Sabelo is a former Group Commercial Executive of the Bidvest Group Limited and a former Director of numerous companies of Bidvest.

Sabelo was part of the management team that assisted rural communities to access water supply and sanitation in the then Eastern Transvaal before the new South Africa was born. He worked for both Mvula Trust and the Eastern Transvaal Rural Development Forum and He later joined the management team that organised the first democratic election in South Africa in 1994. He was based in Nelspruit. His responsibility was to co-ordinate transport logistics for the Independent Electoral Commission (I.E.C.) in the then Eastern Transvaal Province.

He was amongst the first government officials to join the Department of Economic Affairs, Tourism and Gaming within the Mpumalanga Provincial Government in 1995. He was instrumental in the formulation of various tourism policies in South Africa. He represented the Mpumalanga government in numerous committees in South Africa and in the Southern Africa region.

He is the former Chairperson of the Mpumalanga Tourism and Parks Agency, Deputy Chairperson of the Gauteng Gambling Board and the former Vice Chairman on the Board of Directors of the Federated Hospitality Association of South Africa (FEDHASA-Inland).

He served as the Senior Manager in KPMG and was later seconded to organise the United Nation World Summit on Sustainable Development in 2002.

Sabelo provided management consultant services to the 2010 Bid Committee for the FIFA World Cup. He was part of the team that wrote the Bid Book and secured the 2010 FIFA World Cup for South Africa. He drafted the national government guarantees for the 2010 FIFA World Cup.

He obtained his BA degree from the University of Fort Hare and holds several management development certificates in various fields, obtained locally and abroad. He is the Author of "Mpumalanga, Our Beautiful Province", " A Child of the Promise" and " The Dreams and Visions."

CEO Profile

Leigh Harrison has been designing and facilitating programmes in personal, leadership and business development for over twenty- five years. Leigh has worked with prominent corporate businesses such as Dell, Webber Wentzel, Shell and Momentum, as well as SMEs, Non Profit Organisations, and Institutes of Higher Education.

Invited to address conferences Leigh has spoken to groups from 100 to 500 delegates, particularly on subjects relating to making a positive difference in their environments. She has facilitated processes to manage conflict between senior management and their teams.

Leigh has a sound academic background having completed an undergraduate degree at Rhodes University and a Master's Degree (cum laude) in Linguistics.

Leigh's career began in leadership development for community organisations. Her interest is in enabling people to understand how their thought processes affect their behaviour and therefore the successful outcome of their goals.

In her role as CEO of Ziya Training she has built teams of facilitators expert in their fields to deliver a variety of programmes that focus on corporate governance.

Conclusion

Ziya Training is committed to getting results for organisations through upskilling people. We believe in delivering excellence and working closely with our clients to ensure their needs are being met.

For further information and should you have any queries please feel free to contact us.

Kind regards

Leigh Harrison | CEO

Tel: +27 (0)11 513 4000

Cell: +27 (0)72 380 0621

Fax: +27 (0)86 716 9615

Email: leigh.training@ziyagroup.co.za

