

IBASA CONTINUED PROFESSIONAL DEVELOPMENT

CPD POLICY FRAMEWORK

Background

CPD is aimed at facilitating the upgrading of the knowledge and skills base of business advisors with a view to maintaining high levels of professional competence. As from 01 April 2013, CPD is mandatory for IBASA members to maintain their professional designations. This would also provide industry with an assurance that IBASA members who actively participate in CPD, and thereby maintain their professional designations and good standing with the IBASA, will provide their SME client base with relevant knowledge and skills. This policy and procedure framework directs the implementation of CPD for IBASA accredited business advisors.

Policy

POLICY STATEMENT

Continuing Professional Development is a commitment to ensuring that business advisors are reflective thinkers who pursue excellence in mentorship or advisory service through continued learning across their professional lives. The purpose of CPD is to encourage business advisors or mentors to:

- reflect upon themselves as individuals in the context of their practice
- establish professional learning goals which increase knowledge, skills, and competencies
- participate in learning activities appropriate to meet the legal and ethical obligations of the profession

An outcome of CPD is the achievement of excellence in business advisor or mentorship practice for the benefit of clients and the community.

PURPOSE

While entry level skills and qualifications are important, in an environment of rapid change it is essential that career development practitioners embrace lifelong learning and regularly update their knowledge

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and skills across their professional lives in order that they maintain current standards in the field and also provide the best service possible to clients. Effective Business Advisors seek to continually improve their practice through Continuous Professional Development (CPD).

Continuous Professional Development Policy

1. CPD is mandatory for All IBASA Graded and Accredited Business Advisors.
2. CPD is the responsibility of individual Business Advisors. IBASA merely provides a framework for facilitating CPD.
3. CPD will not be applied for progression to a next level. CPD is to maintain professional status within Accredited Grade.
4. CPD compliance requires a member to accumulate hours for:
 - a) Practicing as a Business Advisor; and

Keeping abreast of developments in the business advising profession, through both formal unit standard aligned learning and informal learning. Formal unit standard aligned learning implies participating in formal learning events of which the topics / contents are aligned with the unit standards of:

- i. The National Certificates in Business Advising at NQF levels 4, 5 and 6; and
 - ii. Qualifications that form the basis of CPD of other professional institutes with which the IBASA has bi-lateral CPD co-operation agreements. Such professional institutes include SAIPA, but may change from time to time.
5. Should new qualifications supersede the abovementioned, then CPD would automatically be aligned with such new qualifications.
6. To maintain good standing with the BASA and, therefore, a professional designation:
 - a) All IBASA Graded and Accredited business advisors must deliver business advising services (practicing as a Business Advisor) for an average of 50 days per year, over any 3-year period; (Per clause 4 above) (Minimum 40 Hours per Annum)

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7. An accredited business advisor must submit to IBASA proof of the hours obtained, which could be in any combination of the following formats:
- a) Practicing as a business advisor: a schedule of names and contact numbers of SMME clients, the type of business advising services provided, the number of days of the engagements and the time frame (start date and completion date);

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b) Formal learning:

- i. Certificates of credit issued by the relevant ETQA;
- ii. Certificates of attendance of formal (active participation, small group) training issued by training providers that are accredited for the applicable unit standards of the qualifications. Certificates of attendance must specify the formal learning hours.
- iii. Letters confirming learning instruction (lecturing / delivering formal training / published subject matter materials / delivering subject matter topics at conference and seminar) issued by training providers that are accredited for the applicable unit standards of the qualifications. Certificates of learning instruction must specify the formal active learning hours.

c) Informal learning:

Certificates of attendance of conferences / seminars (passive participation, medium to large groups). Number of hours must be shown on the Certificate.

Statements of self-directed learning, including published media and internet based subject matter research and participation in formal study groups. Such statements must reflect traceable references and contain an abstract of the study materials. Accumulated hours to be recorded accordingly.

8. A maximum of 50 % of the required 3-year average number of hours can be accumulated in any year.

9. The phase-in of CPD up to the required hours levels as specified in 4 and to 6 above is on the following basis of any combination of hours:

		BA	PBA	CBA
First 3-year cycle	(1/4/2013 to 31/3/2016)	120	120	120
Second 3-year cycle	(1/4/2016 to 31/3/2019)	120	120	120
third 3-year cycle	(1/4/2019 to 31/3/2022)	120	120	120

1. Minimum 40 Hours Practicing as a Business Advisor – Client Register & Internal Control Documents
2. Minimum 40 Hours Structured Workshops – Evidenced by Training Material, Certificates and Academic Results
3. Minimum 40 Hours Unstructured – Meetings, Discussions, Workshops, Magazines & TV Radio – Material & Notes

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PROCEDURE

1. Accredited training providers could be identified through the:
 - a) ETQA search facility on the Services SETA website:
www.serviceseta.org.za
 - b) Qualifications and Unit Standards search facility on the SAQA website:
www.saga.org.za

2. IBASA members are to submit their CPD logbooks in the prescribed format to the IBASA office annually by 31 March, as from 31 March 2014, the format would specify the:
 - a) dates and title of the CPD activity in which the member participated;
 - b) name and SETA registration number of the provider (if a formal learning activity)
 - c) Notional learning hours of the CPD activity (if a formal learning activity);
 - d) Applicable unit standard title and SAQA ID number to which the topics are aligned (if a formal learning activity); and
 - e) Required format of submitting documentary evidence (certificates) of the CPD hours.

3. Failure by accredited business advisors to submit such proof to IBASA, would result in the business advisers losing their good standing with IBASA and the use of the professional designation as such IBASA will also be under no obligation to provide any business advisor including a business rescue practitioner with a letter of good standing. A name list of such business advisors will be published by IBASA on its website, and the applicable business advisors will be afforded 6 months to submit proof of credits. Failure to submit proof of credits after this 6- month grace period would result in the applicable business advisors losing their designation and good standing with IBASA.

4. The following conversion Table is to be utilized by IBASA in assessing CPD activities:
 - a) Principal Business Advisors require 50% of the above hours as applied to Certified Business Advisors
 - b) Business Advisors require 50 % of the credits as applied to Certified Business Advisors

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TYPE	All Accredited Business Advisors#:	3-year cycle	Average per year
		Hours	
Formal learning	<i>or / and</i> Lecturing / Training	120	40
AND			
Informal learning	Attendance of Seminars / Conferences	120	40
AND			
Practicing as a Business Advisor	Delivering business advising services to SMEs	120	40

5. CPD service providers are to be accredited with a SETA, for a member to be able to claim hours for attending CPD offerings. In cases where a CPD provider is not accredited with a SETA:

- a) The CPD provider may submit the learning materials to the CPD Committee of the IBASA for consideration; and
- b) The service provider will be afforded 1 year to comply.

6. The following documents are annexures:

Business Advising Qualification at level 5 (extract) page

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Summary of the CPD Changes and Requirements

Compliance:

In terms of the afore mentioned CPD regulatory requirements, the following will apply:

1. Compliance cycle of three years
2. Minimum CPD / CPE hours of one hundred and twenty (120)
3. Minimum 50% verifiable and Compulsory CPD Hours, viz. 40 Hours Structured (Practicing Business Advisory Services) 40 Hours Structured (Attending Workshops and Lectures) 40 Hours Unstructured (Attending Meetings, giving talks, Radio, Magazines etc.) Over the three-year cycle.
4. CPD hours must be submitted on or before the 31st March of the year following the previous financial year.

Transferring CPD from Other Registered Professional Bodies:

CPD hours from other Professional Bodies recognized by SAQA may be used, subject to 50% of the contents being Core to Business Advising.

CPD hour from organizations that have an MOU with IBASA may be submitted in full.

CPD Cycles Explained:

IBASA first 3-year Cycle started 1st April 2013 to 31st March 2016: (IBASA Financial Period)

Members who were registered prior the above dates are required to submitted their CPD records.

The current Cycle started on the 1st April 2016 to 31st March 2019.

Members are requested to start submitting their CPD hours in respect of the current cycle.

CPD hours for New Members is calculated proportionately (Pro-rata). New Members are deemed to be in good standing during their first year.

Good Standing is valid for the following year.

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Unstructured CPD Hours Explained:

1. Reading relevant articles and News Letters.
2. Project Work – other
3. Planned reading of specific articles in the financial press
4. Hands on IT experience which involves learning.
5. Various meetings that involves transferring of skills.
6. Technical discussions with colleagues
7. Preparing and presentations of none core papers.
8. None Core Webinar.
9. Visiting other organizations and regions of the Institute
10. Current Affairs Programs, TV, Radio and contributing to Journals and Magazines

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SOUTH AFRICAN QUALIFICATIONS AUTHORITY REGISTERED
QUALIFICATION:
National Certificate: Business Advising

SAQA QUAL ID		QUALIFICATION TITLE		
79886		National Certificate: Business Advising		
ORIGINATOR				
Task Team - Business Advising				
QUALITY ASSURING BODY			NQF SUB-FRAMEWORK	
SERVICES - Services Sector Education and Training Authority			OQSF - Occupational Qualifications Sub-framework	
QUALIFICATION TYPE	FIELD	SUBFIELD		
National Certificate	Field 03 - Business, Commerce and Management Studies	Generic Management		
ABET BAND	MINIMUM CREDITS	PRE-2009 NQF LEVEL	NQF LEVEL	QUAL CLASS
Undefined	146	Level 5	NQF Level 05	Regular-Unit Stds Based
REGISTRATION STATUS		SAQA DECISION NUMBER	REGISTRATION START DATE	REGISTRATION END DATE
Reregistered		SAQA 10105/14	2015-07-01	2018-06-30
LAST DATE FOR ENROLMENT		LAST DATE FOR ACHIEVEMENT		
2019-06-30		2022-06-30		

In all of the tables in this document, both the pre-2009 NQF Level and the NQF Level is shown. In the text (purpose statements, qualification rules, etc.), any references to NQF Levels are to the pre-2009 levels unless specifically stated otherwise.

This qualification replaces:

Qual. ID	Qualification Title	Pre-2009 NQF Level	NQF Level	Min Credits	Replacement Status
48886	National Certificate: Business Advising	Level 5	Level TBA: Pre-2009 was L5	151	Complete

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PURPOSE AND RATIONALE OF THE QUALIFICATION

Purpose:

This Qualification will provide learners with the competencies required to offer a business advising service to mostly small and medium enterprises (SMEs). It will assist the learner to provide independent, impartial and confidential information and guidance to potential and established SME businesses, based on substantial business experience and current knowledge of related factors, so that clients may learn and benefit from that advice in their subsequent actions.

It will provide the learner with the knowledge and skills to be able to work "through and with" rather than "for" a client. The client comes to own both the problem and the solution and he/she is motivated to set objectives and take action. It will also show the learner how to develop an ongoing long-term business advising relationship between an experienced Business Advisor and client that covers a diverse range of topics as a business develops.

This Qualification recognizes the broad base of technical business advising competencies required for people who are in business advising related roles, people aspiring to grow in the industry and people wishing to extend their business advising skills. This Qualification will assist learners to gain the skills, knowledge and competence to undertake a broad range of business advising activities and carry out a mix of specialized operations including the giving of advice on organizational processes and human resource needs and utilization.

On achieving this Qualification, the learner will be able to:

- Conduct due diligence and viability analysis processes to assess business performance and risk.
- Develop and guide the implementation of risk mitigation and business rehabilitation/rescue interventions.
- Develop and guide the implementation of strategic and business plans.
- Mentor/coach businesses with the view to improved business performance and long term growth and sustainability.
- Manage own business advising practice.

The Qualification not only consists of knowledge and skills required to equip the learner to perform the function of Business Advisor professionally and with insight, but contains building blocks of skills and knowledge that can be developed further in Qualifications in Business Advising at higher levels on the NQF.

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The intention is:

- To promote the development of knowledge, skills and values that are required in the Business Advising industry.
- To release the potential of people, in order for them to grow and develop.
- To provide opportunities for people to move up in their career by being more valuable to their organization, the economy and themselves.

Rationale:

The National Certificate in Business Advising, Level 5 is designed to meet the needs of those learners who are already involved in the field of Business Advising as practicing Business Advisors.

The Business Advisor predominantly provides a service to SMEs on the sustainability and profitability of the business.

The Business Advising Industry is an essential industry and by its very nature a constant supply of clients (SMEs) is ensured. It is an industry constantly in need of skilled and experienced people.

The National Certificate in Business Advising, Level 5 supports the objectives of the NQF in that it gives the learner access to a nationally recognized qualification that acknowledges the skills and knowledge that he/she has acquired. This qualification will therefore ensure that the quality of education and training received by learners in the sector is enhanced and of a world class standard.

The National Certificate in Business Advising, Level 5 recognizes the competence, knowledge and skills required to manage and develop small business ventures (SMEs). The Qualification will allow both those in formal education, those already employed in organizations in the Business Advising industry, and those in private Business Advising practice, access to a Qualification that can be used as a benchmark to gauge their competence against local and international standards.

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LEARNING ASSUMED TO BE IN PLACE AND RECOGNITION OF PRIOR LEARNING

- Communications at NQF Level 4.
- Mathematical Literacy at NQF Level 4.
- Computer Literacy at NQF Level 3.

Learners must have an understanding of business functions and systems. Recognition of Prior Learning: This Qualification and the entire fundamental, core and elective Unit Standards associated with it can be achieved by any learner through the recognition of prior learning, which includes learning outcomes achieved through formal, informal and non-formal learning and work experience. Learner and assessor will jointly decide on methods to determine prior learning and competence in the knowledge, skills, values and attitudes implicit in the qualification and the associated unit standards.

This Recognition of Prior Learning may allow for:

- Gaining of credits for unit standards in this qualification.
- Obtaining this qualification in whole.

All Recognition of Prior Learning is subject to quality assurance by the relevant ETQA or an ETQA that has a Memorandum of Understanding with the relevant ETQA.

Access to the Qualification:

There is open access to this Qualification

RECOGNISE PRIOR LEARNING? (RPL)

YES

QUALIFICATION RULES

The Qualification consists of a Fundamental, a Core and an Elective Component.

To be awarded the Qualification learners are required to obtain a minimum of 146 credits as detailed below.

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Fundamental component:

- The Fundamental Component consists of Unit Standards to the value of 11 credits all of which are compulsory.
- Core component:
- The Core Component consists of Unit Standards to the value of 120 credits all of which are compulsory.

Elective component:

- The Elective Component consists of individual unit standards from which learners must choose unit standards totaling a minimum of 15 credits related to the business field in which they operate.

EXIT LEVEL OUTCOMES

On achieving this Qualification, the learner will be able to:

1. Conduct due diligence and viability analysis processes to assess business performance and risk.
2. Develop and guide the implementation of risk mitigation and business rehabilitation/rescue interventions.
3. Develop and guide the implementation of strategic and business plans.
4. Mentor/coach businesses with the view to improved business performance and long term growth and sustainability.
5. Manage own business advising practice. Critical Cross-Field Outcomes:

The qualification addresses the following Critical Cross-Field Outcomes as embedded in the Exit Level Outcomes and Associated Assessment Criteria of the qualification:

Communicate effectively:

- Effective communication is enabled through the maintaining of relevant communication as per organizational requirements applicable to the planning, implementation and support services associated with the provision of a business advising service.

Identify and solve problems:

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- Problems are identified and solved in the application of business advising support as it relates to the maintaining of operational and profit requirements.

Collect, analyze, organize, and critically evaluate information:

- Information is collected analyzed, organized and evaluated in the performing of activities related to the business analysis and advice.

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Understand the world as a set of related systems:

- The world is understood as a set of related systems where the accurate analysis and provision of business advice has an impact on the future of the business and business owner.

Organize and manage own activities:

- Own activities are managed and organized in the performance of business advising support services and in the maintaining of liaison, communication and the execution of support duties and functions within the business advising/ mentoring environment.

Work in a team:

- Teamwork is supported in the operational environment and the execution of the business advising function regardless of the specific type of business in which the learner is required to operate and apply obtained knowledge and skills.

Maintain effective working relationships:

- The maintaining of effective working relationships is supported through the requirements of the operational environment and the very nature of the business advice industry, which is very service orientated.

Science and technology:

- The use of Science and Technology is supported by the use of computer literacy in the operational environment as well as the electronic applications used for the gathering and reporting of information in business and its management and administration.

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ASSOCIATED ASSESSMENT CRITERIA

Associated Assessment Criteria for Exit Level Outcome 1:

- An assessment system is used to appraise the business and owner.
- An analysis of business performance is conducted in order to identify areas of risk.
- Range: Business performance element may include but are not limited to finance, production, value chain, market, human resources.
- An analysis of risk is conducted so as to identify opportunities for successful implementation of business strategy.
- Business performance issues are communicated with the business owner in order to develop and guide the rehabilitation/rescue interventions.

Associated Assessment Criteria for Exit Level Outcome 2:

- Change/rehabilitation interventions are developed to address the areas of risk.
- A cost benefit analysis is carried out on identified rehabilitation initiatives.
- Change management processes are facilitated with a view to implement the rehabilitation initiatives.
- Rehabilitation interventions are assessed to determine their impact on the business. Associated

Assessment Criteria for Exit Level Outcome 3:

- Market opportunities and vulnerabilities are identified and assessed.
- Strategies and action plans are identified to exploit the market opportunities.
- Business are guided on aligning processes and resources with identified strategic options.
- The business is guided and assisted to access applicable resources.

Associated Assessment Criteria for Exit Level Outcome 4:

- Business performance issues are communicated and analysed with the business owner in order to gain their understanding.
- The business owner is motivated to implement change.
- Business advice support structure with the business owner is maintained to sustain intended changes.
- Skills transfer is facilitated to build the capacity of the business owner for continued improvement

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Associated Assessment Criteria for Exit Level Outcome 5:

- Strategic planning for own business is conducted.
- Resource planning and management is conducted to exploit market opportunities.
- Quality management procedures are implemented to optimally align business advising practices with client requirements.
- Own business performance is monitored and assessed in order to improve the service delivery to clients.

Integrated Assessment:

Assessment should take place within the context of:

- Given Quality Assurance policies, procedures and processes.
- A guided and supported learning environment.

Assessment will take place according to the detailed specifications provided in the exit level criteria above.

Assessment principles:

Assessment should be in accordance with the following general and specific principles:

- The initial assessment activities should focus on gathering evidence in terms of the main outcomes expressed in the titles of the Exit Level Outcomes to ensure assessment is integrated rather than fragmented. Take special note of the need for integrated assessment.
- Evidence must be gathered across the entire range specified in each outcome, as applicable. Assessment activities should be as close to the real performance as possible, and where simulations or role-plays are used, there should be supporting evidence to prove that the candidate is able to perform in the real situation.
- All assessments should be conducted in accordance with the following universally accepted principles of assessment:
 - Use appropriate, fair and manageable methods that are integrated into real work-related or learning situations.
 - Judge evidence on the basis of its validity, currency, authenticity and sufficiency.
 - Ensure assessment processes are systematic, open and consistent.

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INTERNATIONAL COMPARABILITY (BENCH MARKING INTERNATIONAL STANDARD)

The purpose of this International Comparability study is to facilitate the development of a meaningful learning path and its associated curriculum incorporating both theoretical and practical vocational skills which will ensure compatibility, comparability and compliance with existing international Qualification specifications and regulations.

Business advising functions can be associated with an extensive range of business activities, industries and disciplines. This provides an extremely broad potential base for comparison providing a challenge in terms of specific focus and narrowing down the possible range of information for such an exercise.

This National Certificate was compared with equivalent Qualifications/courses from a range of countries. The countries were selected because they offer education and training that is considered international best practice Business Advising.

The following comparisons were concluded with international qualifications as per the identified areas of best practice:

New York, London, Singapore and Bangkok: Graduate School of Master Coaches:

Course Title: Certified Master Coach (CMC) Course:

- Core coaching skills and knowledge sets.
- Behavioral change techniques and tools.
- Change.
- Dialogue-Advanced questioning and listening skills.
- The 7 step behavioral coaching process model.
- The coaching cycle.
- Business Coaching-SMEs.
- Establishing coaching programs.
- Private practice.

The course offered by the Graduate School of Master Coaches is pitched at a higher level than this Qualification and involves additional issues directly related to 'Coaching' and not just Business Advising. The section on Business Coaching-SMEs compares well as it relates directly to this qualification.

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United Kingdom:

Institute of Business Consulting:

Course Title: Certificate in Business Support:

- Maintain effective business support relationships with clients.
- Help the client to analyse the business and decide the way forward.
- Enable clients to implement changes in their business.
- Encourage clients to act for themselves.
- Develop networks to provide access to information, support and resources.
- Evaluate the quality of your own business practice in business support.
- Develop your own ability to provide business support service.
- Monitor the performance of the business support service.
- Business support project.

Course Title: Diploma in Business Support:

- Help the client to analyse the business and decide the way forward.
- Enable clients to implement changes in their business.
- Encourage clients to act for themselves.
- Develop networks to provide access to information, support and resources.
- Evaluate the quality of your own business practice in business support.
- Develop your own ability to provide business support service.
- Monitor the performance of the business support service.

Both the Certificate and Diploma offered by the Institute of Business Consulting are compatible with this Level 5 Certificate. They cover the same competencies and subject matter.

Rapid BI:

Course Title: Training for Business Advisors:

- Induction and orientation to the role of the business mentor/advisor.
- Business Diagnostic tools.
- Developing an innovative culture.

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- Coaching and mentoring.
- Developing leadership.
- From entrepreneur and business person.
- Building rapport.
- Intelligent dressing for business advisors.

The above course has some role of compatibility. However, it covers mainly subjects related to the motivation/leadership related to business advisers.

CBA Online:

Course Title: Certified Business Advisor:

- Accounting/Finance:
 - Business entities.
 - Funding amount and resource.
 - Financial statements.
 - Financial statement Analysis.
 - Techniques.
 - Cost-volume-profit analysis.
 - Sample text and exam question.

- Marketing:
 - Introduction to marketing.
 - Market feasibility study and marketing information.
 - Strategic planning, marketing plan and portfolio models.
 - Customer relationship marketing and customer behavior.
 - Market segmentation, market targeting and positioning.
 - Product management.
 - Promotion management.
 - Pricing management.
 - Place management.
 - Intellectual property (special section) Reading only no exam.

- Human Resources:
 - Overview of human resources.

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- Analysing job and task.
- Requirements.
- Employment laws.
- Assessing need for employees.
- Conducting basic applicant screening.
- Orientation and training.
- Compensation and benefits.
- Safety and health.
- Appraisal, discipline and termination.
- Unions.

The Certified Business Advisor course is fairly compatible with this Level 5 Qualification. The subject matter however is focused on three areas only, namely, Finance, Marketing and Human Resources and not on the role of the business advisers.

New Zealand:

New Zealand Qualifications Authority:

Course Title: National Diploma in Business (Small business management):

- Business Operations and Development:
 - ID1992 - Control and evaluate small business operations - Level 4 and 5 Credits.
 - ID1993 - Manage small business operations - Level 6 and 5 Credits.
- Financial Management:
 - ID1850 - Manage liquidity and current assets - Level 6 and 3 Credits.
 - ID1855 - Manage credit - Level 5 and 4 Credits.
 - ID1857 - Prepare and use budgets and cash flow forecasts - Level 6 and 5 Credits.
 - ID1861 - Assess and manage financial risk - Level 6 and 3 Credits.
 - ID1874 - Complete IRD employer requirements for PAYE, FBT and GST - Level 4 and 4 Credits.
 - ID6408 - Identify cost, volume, profit relationships for small business operations - Level 4 and 5 Credits.
 - ID6410 - Manage financial resources for a small business enterprise - Level 5 and 5 Credits.
- Business Marketing:
 - ID6404 - Develop marketing options for small business operations - Level 4 and 5 Credits.
 - ID6405 - Determine advertising options for small business enterprises - Level 4 and 5 Credits.
- Business Environment:
 - ID1989 - Research small business opportunities - Level 4 and 5 Credits.

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- ID1990 - Assess small business ownership options and business structures - Level 4 and 5 Credits.
- ID1994 - Manage the development business ventures - Level 6 and 5 Credits.
- ID6156 - Develop strategies to foster innovation and entrepreneurship for small business enterprises - Level 7 and 10 Credits.
- ID6403 - Produce self-assessments of suitability for managing small business enterprise opportunities - Level 3 and 4 Credits.
- ID6411 - Identify and assess business development opportunities for a small business enterprise - Level 7 and 10 Credits.
- ID6412 - Investigate and evaluate small business franchising options - Level 6 and 10 Credits.
- Business Operations and Development:
 - ID6406 - Establish and maintain quality customer relations for a small business enterprise - Level 4 and 5 Credits.
- Business Operations and Development:
 - ID6407 - Establish human needs of the small business operation - Level 5 and 5 Credits.
- Business Operations and Development:
 - ID1991 - Produce establishment plans for small business ventures - Level 5 and 5 Credits.

This New Zealand Qualification is very compatible with the South African Qualification and covers similar competences subject matter related to the function of a business adviser.

Course Title: National Diploma in Maori Business and Management with an optional strand in Iwi Management:

- Maori Management in Maori organizations:
 - ID10682 - Describe legislation impacting on the management of selected Maori organizations - Level 5 and 12 Credits.
 - ID10684 - Explain Maori leadership in relation to the management of Maori organisations - Level 6 and 5 Credits.
 - ID10685 - Explain management strategies for Maori organizations - Level 6 and 6 Credits.
 - ID10692 - Analyse and design strategies for the development of resources owned by a Maori organisation - Level 7 and 10 Credits.
 - ID10693 - Design a human resource management plan for a selected Maori organisation - Level 7 and 10 Credits.

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- Maori Management:
 - ID10677 Design marketing and promotional strategies which incorporate the uniqueness of te ao Maorim- Level 6 and 6 Credits.
 - ID10679 - Develop protocols for personal interaction with, and between Maori staff - Level 6 and 6 Credits.
- Maori Management in Maori organisations:
 - ID10694 - Explain and research effective Maori management systems and models - Level 4 and 8 Credits.
 - ID10695 - Design effective models of organisational structure for iwi - Level 6 and 10 Credits.
- Maori Management.
 - ID10668 - Design policies for using kawa and tikanga in Maori management situations within an organisation - Level 6 and 6 Credits.
 - ID10669 - Explain the effects on Maori of racism in the workplace - Level 4 and 6 Credits.
 - ID10670 - Develop and implement a strategy to counter racism in Maori management situations - Level 5 and 8 Credits.
 - ID10672 - Develop and implement workplace policies which are responsive to Maori - Level 6 and 6 Credits.
 - ID10673 - Analyse and explain the important role of Maori women in the workplace - Level 5 and 6 Credits.
 - ID10674 - Identify skills in management contexts based on Maori concepts - Level 4 and 6 Credits.
 - ID10675 - Explain Maori concepts and approaches to management decision making processes - Level 5 and 10 Credits.

This particular course is very compatible. However, it focuses specifically on the Maori population.

Dubai:

Dubai Business Advisors:

Course Title: Business Advisor:

- Company registration.
- Business incorporation.
- Business set up in UAE.
- Home business set up.
- Business legal structures, Documentation and agreements.

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- Company name selection.
- Office Rental, Purchase, Virtual office, services and Employee accommodation.
- Corporate bank accounts.
- Corporate finance.
- Marketing and advertising.
- Business intellectual property protection.
- Employee recruitment and procedures.
- Document processing and clearing.
- Employee relocation and orientation.

This course is only fairly comparable to this one as its main focus is on business set-up and not on a running/functioning business. Also it is very specific to the UAE.

Singapore:

NUS-National University of Singapore Business School: Course Title: Business Advisors Programme:

- Understanding the need for strategic planning.
- Developing marketing entry strategies.
- Learning the process of covering needs.
- Acquiring new customers and retaining existing ones.
- Understanding critical financial ratios.
- Branding and the search for differential advantage.
- Web-based marketing.
- The six stigma process.

The Business Advisors Programme offered by the National University of Singapore Business School is quite comparable to the South African one. It is far less comprehensive and does not cover as much as this qualification.

Canada:

Trusted Business Advisor:

Course Title: Education and Certification Programme:

- Finance:
 - The basics of budgeting.

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- Managing of cash flow.
- The principles of financial management.
- Financial statements.

- Leadership and Legal:
 - Foundations for business execution.
 - Business community planning, Law and ethics.
 - Managers introduction to business law.
 - Planning and implementing a business strategy.

- Project Management:
 - Strategic planning and positioning for IT projects.
 - Strategic approaching to managing IT projects.
 - Estimating the IT project work effort.
 - IT project leadership authority and accountability.

- Customer Service:
 - Corporate culture: Building the service foundation.
 - Fundamentals of exceptional customer service.
 - The customer's voice.
 - Advancing service expertise.
 - Customers confrontation and conflict.
 - Overcoming difficult service situations.

- Marketing:
 - Principles of marketing: Distribution strategy.
 - Principles of marketing: Fundamentals of marketing.
 - Principles of marketing: Pricing strategy.
 - Principles of marketing: Product strategy.
 - Principles of marketing: Promotion strategy.
 - Principles of marketing: Writing a marketing plan.

- Human Resources:
 - What to consider when hiring.

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- Managing and rewarding top performers.
- Interviewing effectively.
- Choosing the best applicant.
- Effective hiring and interviewing simulation.

- Ethics and Privacy:
 - Making decisions ethically.
 - Business ethics for managers.
 - Understanding organizational ethics.
 - Social responsibility in corporations.
 - Business ethics simulation.

- Sales:
 - Building a winning sales team.
 - Using business tools to manage sales teams.
 - Motivating a winning sales team.
 - Communicating in sales teams.
 - Sales team management simulation.
 - Government contracting work with government contracts.

- Partnering:
 - Effective relationships with business partners.

- Services:
 - Managing services.
 - Haas and saas.
 - Software licensing.
 - Unified communications.
 - Value of vendors.
 - Value of distributors.
 - Value of VARs.
 - Virtualisation.

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- Code of Ethics.
 - Software piracy.
 - Grey market products.
 - Privacy rules.
 - Counterfeit products.
 - Green IT products.

Trusted Business Advisor course: Education and Certification Programme is very comparable to the Level 5 Business Advising Qualification and covers all subjects we cover. They also have some additional subjects.

Conclusion:

The National Certificate: Business Advising compares favorably with the training and development that is offered internationally by all countries included in this comparison. Differences between international practice and the content of this Qualification, relate mainly to legislative and regulatory issues as well as the administrative and managerial competencies. They also place a lot of emphasis on finance and accounting practices. This Qualification meets the needs of the business advising industry in South Africa and it is evident that it would be portable to other countries in terms of subject matter content.

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