

### Development Practice

This set of learning materials is the result of a research project that aimed to define, develop and pilot outcomes-based capacity-development standards for the community-driven non-profit sector. At present, training and capacity building in development practice and management are delivered through a fragmented and largely donor-driven model of short training workshops that do not: build competence in any deep or sustained manner; allow for any kind of authentic assessment or validation of competence; enable coherent learning or career pathways. As a result, work in this field is under-valued and unrecognised by individuals, employers in the sector, and society at large. The National Qualifications framework (NQF) and the South African Qualifications Authority (SAQA) make provision for a 'development practice' qualification for community development practitioners, but this has not been popular within the sector. The qualification only covers a small fraction of the full range of competencies required by development practitioners. In addition the standards were not developed in a participatory process of application and learning. As a result the wording is often technical and imprecise making it very difficult to use them to assess specific competencies at different levels. Feedback received from organisations using these standards has indicated that they are limited usefulness. Full competence in the field of development practice and management requires technical management skills and knowledge as well as the 'process' competencies that are necessary to facilitate community development.

The project, hosted by the Sustainability Institute in partnership with Community Connections, AIDS Consortium and Keystone, generated a set of competence standards with development practitioners in Cape Town, Johannesburg and Durban between 2005 and 2009. The learning materials consist of a Competence Standard, a Learner's Manual, a Facilitator's Guide and an Assessment Tool for each topic, where appropriate. Non-registered users have access to materials covering each Competence Standard and Assessor Tool only. If you are a representative from a non-profit organisation and would like to apply for free membership, it is possible to register and gain access to the Facilitator Guides and Learner Manuals as well. There are 23 competence standards, 9 at NQF Level 2 and 14 at NQF Level 4. To register and access the full set of learning materials go to: <http://www.developmentpractice.org.za/learning-materials>

**Level 2 Learning Materials**

- Standard 1: Set up a community-based organisation
- Standard 2: Motivate and co-ordinate members of an organisation
- Standard 3: Operate a basic administration system for a small CBO
- Standard 4: Plan, monitor and report on activities
- Standard 5: Organise an activity to raise awareness and or influence authority
- Standard 6: Manage the finances of a small community-based organisation
- Standard 7: Engage with local government departments and community structures
- Standard 8: Think critically about community development and one's own role in it
- Standard 9: Mobilise resources for a small CBO (financial and non-financial)

#### Level 4 Learning Materials

- Standard 1: Apply the principles of community based development practice in a specific community context
- Standard 2: Develop and lead organisations

Standard 3: Facilitate learning processes within an organisation

Standard 4: Establish and maintain the formal structures of a CBO

Standard 5: Facilitate planning and participatory processes for CBOs

Standard 6: Monitor progress and report to stakeholders

Standard 7: Organise and participate in activities to raise awareness and influence behaviour or policy

Standard 8: Manage the finances of a small to medium sized development organisation

Standard 9: Implement and manage specific community development projects within an organisational strategy

Standard 10: Use media to advance the organisation

Standard 11: Mobilise financial and non-financial resources for community-based development projects

Standard 12: Engage with relevant local and provincial government departments on a specific developmental issue

Standard 13: Implement and maintain basic administration systems of a CBO

Standard 14: Manage staff and volunteers of a CBO

**Level 1 to 4 Learning Materials** HIV and AIDS Materials