



national treasury

Department:
National Treasury
REPUBLIC OF SOUTH AFRICA

1 July 2007

Guideline for Municipal Competency Levels: Other Senior Managers

Municipal Regulations on Minimum Competency Levels

issued in terms of the

Local Government: Municipal Finance Management Act,
2003

Introduction

This guideline is one of a series to explain the *Local Government Municipal Finance Management Act, 2003: Municipal Regulations on Minimum Competency Levels* for accounting officers, senior managers, finance officials, and other officials responsible for supply chain management of municipalities and municipal entities. Sections 83, 107 and 119 of the MFMA require officials to meet prescribed competency levels in financial and supply chain management and should be read with the Municipal Regulations on Minimum Competency Levels. This guide also complements the performance management regulations issued under the Municipal Systems Act by the Department of Provincial and Local Government.

Senior manager

- In relation to a municipality, means a manager referred to in section 56 of the Municipal Systems Act; or
- in relation to a municipal entity, means a manager directly accountable to the chief executive officer of the entity; and
- for the purpose of these Regulations, excludes the chief financial officer with separate competencies specified in the Regulations.

Minimum competencies: senior managers

Competencies required of every senior manager of a municipality and municipal entity must be understood within the broader context of the MFMA. Specific roles and responsibilities are assigned to senior managers of a municipality in chapter 8 (refer Part 2 in particular) of the MFMA and in a number of sections throughout the Act. In general, duties and responsibilities are assigned to all officials exercising financial management responsibilities in chapter 8 (Part 2) of the MFMA in the case of a municipality, and chapter 10 (Part 5) of the MFMA in the case of a municipal entity.

The Regulations require senior managers to meet minimum competency requirements in the four categories below and each is discussed further in this guideline:

- Financial and supply chain management competencies, as prescribed in the Regulations and described in these guidelines (see table)
- Core managerial and occupational competencies, as described in the Municipal Performance Regulations issued in terms of the Municipal Systems Act
- Higher education qualification
- Work related experience

The three categories are further divided into two streams according to the municipal capacity (High, Medium and Low as prescribed) and budget size. Chief financial officers employed by all low capacity municipalities, medium capacity municipalities with an annual budget below R500 million, and municipal entities with an annual budget below R500 million have less stringent competency criteria to apply than the remaining municipalities and municipal entities with higher capacity and budgets.

Please note that municipal capacity was prescribed for the implementation of the MFMA and published in government gazette No 26511 on 1 July 2004.

Financial and supply chain management competencies

Generally speaking, the financial and supply chain management skills required of officials are categorised into 11 competency areas, they are:

1. Strategic leadership and management
2. Strategic financial management
3. Operational financial management
4. Governance, ethics and values in financial management
5. Financial and performance reporting
6. Risk and change management
7. Project management
8. Legislation, policy and implementation
9. Stakeholder relations
10. Supply chain management
11. Audit and assurance

The table contained within this guideline provides a comprehensive guide to the knowledge and skills required of a senior manager to effectively implement the MFMA, in each of the 11 competency areas. The knowledge and skills are drawn directly from the MFMA and the roles and responsibilities assigned or delegated to the official. The table has been used to identify relevant Unit Standards on which the Regulations are based.

The Regulations prescribe Unit Standards (US ID) that match the skills and knowledge required in respect of each competency area. In some cases the Unit Standard prescribed does not fully address the range of skills required for a particular competency area. The table however, provides comprehensive guidance on the required skills and knowledge and in time Unit Standards will be developed or expanded to address any gaps. It is important therefore, to read both the Regulations and these guidelines together to ensure officials are appropriately skilled for their positions.

Unit Standards referred in the Regulations are registered by the South African Qualifications Authority (SAQA) and form part of the following higher education qualifications:

- The Certificate in Municipal Financial Management (Qualification ID No. 48965)
- National Diploma: Public Finance Management and Administration (Qualification ID No. 49554)

The Unit Standards specify minimum training outcomes and provide guidance on the specific abilities that the official must demonstrate.

Core managerial and occupational competencies

In addition to financial and supply chain management competencies, senior managers are required to have the core managerial and occupational competencies, as described in the Municipal Performance Regulations. Further information on and queries relating to the Municipal Performance Regulations can be obtained from and should be directed to the Department of Provincial and Local Government.

Higher education qualifications

A senior manager must have or attain by 1 January 2012 a higher education qualification as follows:

Qualification	Municipal capacity and budget
At least NQF level 6, or Certificate in Municipal Financial Management (SAQA qualification ID No. 48965)	<ul style="list-style-type: none"> • All Low capacity municipalities • Medium capacity municipalities with annual budgets of a value below R500 million for the current year • Municipal entities with annual budgets of a value below R500 million for the current year
At least NQF level 7	<ul style="list-style-type: none"> • All High capacity municipalities • Medium capacity municipalities with annual budgets of a value equal to or above R500 million for the current year • Municipal entities with annual budgets of a value equal to or above R500 million for the current year

Foreign qualifications obtained outside the Republic of South Africa and qualifications that have not been accredited by the South African Qualifications Authority (SAQA) held by existing officials and applicants for new positions must be submitted to SAQA for evaluation.

“NQF” refers to the National Qualifications Framework prescribed by regulations issued in terms of the South African Qualifications Authority Act, 1995 (Act 58 of 1995).

The following table provides examples of qualifications within the various NQF levels and should be used as a guide only. The criteria for determining the NQF level of qualifications is available on the SAQA website (see below for contact details).

NQF	Bands	Examples of Qualifications
8	Higher education and training	Doctorates and research masters
7	Higher education and training	Higher degree: Honours, postgraduate certificate & diploma
6	Higher education and training	First three-year degrees & higher diplomas
5	Higher education and training	Two year diplomas and occupational certificates
4	Further education and training	High School/College/NGO certificates/Grade 12
3	Further education and training	School/College/NGO certificates
2	Further education and training	School/College/NGO certificates
1	General education and training	Grades 4-9, ABET 1-4

Work related experience

Officials must be able to demonstrate previous work related experience. This can be at senior management level or middle management level depending on the position, the municipality’s capacity and/or budget size. Regulation 1 contains a definition of middle and senior management levels.

Where an official claims previous work related experience outside the local government sphere the municipality or municipal entity will need to evaluate past work experience to ensure it is indeed substantially similar to the local government sphere. Experience should be verified by contacting past employers, obtaining copies of job descriptions and viewing examples of past work where appropriate.

Work related experience	Municipal capacity and budget
Minimum of 5 years at middle management level	<ul style="list-style-type: none"> • All Low capacity municipalities • Medium capacity municipalities with annual budgets of a value below R500 million for the current year • Municipal entities with annual budgets of a value below R500 million for the current year
Minimum of 7 years at senior and middle management level or which at least 2 years must be at senior management level	<ul style="list-style-type: none"> • All High capacity municipalities • Medium capacity municipalities with annual budgets of a value equal to or above R500 million for the current year • Municipal entities with annual budgets of a value equal to or above R500 million for the current year

Implementation of the Regulations

When the regulations become effective, there will be existing senior managers in municipalities and municipal entities that do not meet the prescribed competencies. The municipality or entity must ensure that the competencies of existing officials are assessed promptly in order to identify and address gaps. Where an existing official does not meet the prescribed higher education qualification and/ or required minimum competency level in the required unit standards, he/ she should enrol for appropriate SAQA recognised qualifications and address all other gaps on or before 1 January 2013.

The municipality and municipal entity may only recruit new senior managers that meet the prescribed financial and supply chain management competencies, higher education and prior experience requirements. During the implementation period however, new officials that do not meet the prescribed competency levels may be recruited provided the official's continued employment is subject to a condition that the official attains the requirements no later than 1 January 2013. This will require the official to attain the higher education qualification and the required minimum competency level in the required Unit Standards for each competency area on or before 1 January 2013.

After 1 January 2013 no person may be employed that does not meet the requirements of the Regulations.

Performance agreements

The attainment of prescribed competencies and qualifications should be incorporated into the job description and evaluation criteria as reflected in the annual performance agreement of existing and any new senior manager of a municipality or municipal entity. When doing so it is important to consider the following:

- The development plan and learning pathway of the senior manager should be reflected in his or her annual performance agreement to ensure that existing competency gaps are met within the prescribed timeframes;
- New candidates applying for the position of a senior manager must have their competencies assessed in accordance with the Regulations prior to their appointment. Any advert to invite applications for this position should make reference to the required competencies for this position.

Assessment of competency levels

All assessments of competencies must be undertaken by assessors accredited by the Local Government Sector Education Training Authority (LGSETA) in terms of SAQA guidelines and NQF-registered Unit Standards and criteria.

SAQA provides guidelines for the assessment of NQF-registered Standards and criteria for the registration of assessors. Officials in possession of qualifications obtained outside the Republic of South Africa will have to submit their qualifications to SAQA for evaluation.

LGSETA can be contacted as follows		SAQA can be contacted as follows:	
Website	www.lgseta.co.za	Website	www.saqa.org.za
Postal address	Box 1964 Bedfordview 2008	Postal address	SAQA Postnet 248 Private bag X06 Waterkloof, Pretoria 0145
Physical address	4/6 Corporate Park Building, 4 th floor Skeen Boulevard Bedfordview 2007	Physical address	1067 Acadia St Hatfield 0083
Telephone numbers	011 456 8574 (reception) 011 450 4948 (fax)	Telephone numbers	012 431 5000 (reception) 012 431 5147 (fax) 086 010 3188 (help desk)

Monitoring and reporting competency levels

The accounting officer is responsible to monitor and take all necessary steps to ensure compliance with the Regulations, including regular reporting.

Each municipality is required to furnish half yearly implementation returns to the National Treasury and relevant provincial treasury for the period ending 31 December and 30 June. The return is to be in the format of the Schedule of the Regulations and, where applicable, include consolidated information on all its municipal entities. The consolidated returns are to be furnished by no later than 30 January and 30 July respectively. The annual report of the municipality must reflect the information as at the end of the financial year to which it relates.

A municipal entity must submit the return in the Schedule to its parent municipality (by no later than 20 January and 20 July) in order for the parent to consolidate the information and meet its reporting obligations. The annual report of the municipal entity must reflect the information as at the end of the financial year which it relates.

Use of the table

General: The following table provides guidance on the implementation of the Municipal Regulations on Minimum Competency Levels and will assist with the interpretation of the financial and supply chain management skill levels and areas of competency of the specific position. The table must be read in conjunction with the Regulations.

Municipal Entities: In applying the following table, unless indicated otherwise, a reference to a municipality, a municipal council, a mayor (or executive mayoral committee) or an accounting officer (the municipal manager) must be read as referring to a municipal entity, the board or directors of a municipal entity, the chairperson of the Board of Directors of a municipal entity or the accounting officer (chief executive officer) of a municipal entity, respectively.

In applying the following table, unless indicated otherwise, a reference to a municipality's integrated development plan (IDP) must be read as referring to a municipal entity's strategic plan or strategic business plan and a reference to a municipality's service delivery and budget implementation plan (SDBIP) must be read as referring to a municipal entity's service delivery agreement (SDA) with the parent municipality.

Table: Description of competency areas for Senior Managers in municipalities and municipal entities

Competency area	Competencies required	Knowledge and Skills
1. Strategic leadership and management	Within the area of responsibility, the ability to contribute to service delivery systems of a complex nature and to manage the achievement of strategies and goals.	<ul style="list-style-type: none"> • Providing visible, supportive & effective leadership • Motivating and empowering staff to deliver on strategies and goals. • Fostering a positive and creative management culture. • Contributing to the alignment of strategies and goals with national and provincial policies and within the district. • Managing and overseeing implementation of an effective performance management system. • Utilising strategic planning methods and tools.
	Within the area of responsibility the ability to formulate and influence short, medium and long-term service delivery plans to deliver on strategies and goals.	<ul style="list-style-type: none"> • Providing direction and contributing to the development and review of credible plans including the integrated development plan (IDP) and service delivery and budget implementation plan (SDBIP). • Ensuring, within area of responsibility, the alignment of strategies and goals. • Assessing and monitoring the impact of financial and non-financial changes on plans including national and provincial policy statements and changes. • Implementing plans within the local government legal framework. • Identifying and managing risk in plans. • Based on the past and current performance and financial position of the municipality, advise on plans and strategies and goals.
	The ability to provide supportive leadership to the accounting officer and senior management team.	<ul style="list-style-type: none"> • Working closely in conjunction with the senior management team to support the accounting officer • Contributing and advising the accounting officer and senior management team on policy objectives to ensure clear purpose and direction. • Evaluating and reporting to the accounting officer and senior management team on the alignment and achievement of strategies and goals in respect of activities, service delivery and performance. • Formulating, in conjunction with the accounting officer and senior management team, a clear vision, mission and strategies and goals for the municipality. • Establishing a culture of learning within the area of responsibility.
	Within the area of responsibility, the ability to develop and maintain strategic alliances with various stakeholders.	<ul style="list-style-type: none"> • Developing and maintaining strategic alliances within the cooperative governance framework. • For the purpose of achieving the Constitutional mandate of local government, developing and maintaining strategic alliances with organisations and bodies outside government. • Communicating the municipality's mission and vision to various stakeholders

Competency area	Competencies required	Knowledge and Skills
2. Strategic financial management	Within the area of responsibility, the ability to support an effective, economic and efficient finance function.	<ul style="list-style-type: none"> • Supporting the implementation of finance strategies, which enhance good financial management and decision-making practices within the area of responsibility. • Supporting the implementation of financial policies, systems, guidelines instructions and related policies to ensure efficient and effective financial administration and control. • Within the area of responsibility, managing the control of assets according to policies and procedures. • Supporting the budget process, including preparing information supporting budget estimates and identifying priorities and mandates for programmes in alignment with the integrated development plan (IDP). • Supporting the accounting officer to oversee the financial management, tax implications and performance of service delivery mechanisms (internal and external (including municipal entities in the case of a municipality)) and outsourced service agreements within the area of responsibility.
	The ability to forecast revenue and expenditure, and assessing the impact thereof on the financial position and performance, within the area of responsibility.	<ul style="list-style-type: none"> • Supporting the accounting officer with the preparation of multi-year revenue and expenditure forecasts, strategic plans, budgets and estimates and advising the impact thereof on service delivery, performance and financial position within the area of responsibility. • Advise the accounting officer of resource requirements to implement strategies and goal within the area of responsibility.

Competency area	Competencies required	Knowledge and Skills
3. Operational financial management	Within the area of responsibility, the ability to implement financial systems.	<ul style="list-style-type: none"> • For purposes of the area of responsibility, formulating and contributing to specifications of appropriate and accurate financial operating systems. • Analysing regular reports, within the area of responsibility, relating to the measurement and monitoring of financial information and performance, including the implementation of the budget and service delivery and budget implementation plan (SDBIP). • Implement adequate control of financial operating systems within the area of responsibility. • Regular review of the efficiency and effectiveness of financial operating systems to align with changing needs within the area of responsibility.
	The ability to understand the importance of maintaining sufficient working capital (cash flow/short term liquidity) to meet the requirements of the area of responsibility.	<ul style="list-style-type: none"> • Within the area of responsibility, monitoring and advising the accounting officer of changes that may affect the working capital. • Within the area of responsibility contributing to the prioritisation of working capital to align with strategies and goals. . • Within the area of responsibility contribute to decisions regarding borrowing and the significance thereof to service delivery programmes. • Within the area of responsibility, applying 'best practice' risk management practices to the management of working capital.
	The ability to contribute to the budget preparation and implementation process.	<ul style="list-style-type: none"> • Providing technical inputs relating to the area of responsibility, with the preparation and implementation of the budget. • Within the area of responsibility, implementing the budget • In the case of a municipality, supporting the accounting officer to ensure that the budget process relating to the area of responsibility aligns the budget and related policies to the Integrated Development Plan (IDP) and service delivery and budget implementation plan (SDBIP) of the municipality OR • in the case of a municipal entity, supporting the accounting officer to ensure that the budget process relating to the area of responsibility aligns the budget and related policies to the strategic plan of the entity and service delivery agreement (SDA) and integrated development plan (IDP) of its parent municipality • Within the area of responsibility, knowledge of financial planning, budgeting and forecasting and the interrelation thereof.

Competency area	Competencies required	Knowledge and Skills
4. Governance, ethics & values in financial management	The ability to support and implement good governance in the area of responsibility.	<ul style="list-style-type: none"> • Support and implement clear roles and responsibilities, separation of powers and regular reporting lines for all role players within the area of responsibility to ensure transparency and accountability. • Knowledge and understanding of governance and ethics in financial management, embodied in the King Report on Corporate Governance, as it applies to the local government legal framework. • Within the area of responsibility, promoting the generation and sharing of knowledge and learning to enhance the collective knowledge, capacity and skills of officials and councillors or directors • Support the formulation of and implement the codes of conduct for all role players within the area of responsibility, which shall as a minimum include financial management, supply chain management and the codes of conduct set out in the Local Government: Municipal Systems Act. • Support the implementation of systems to encourage and enforce good governance, ethics and the codes of conduct. These systems could include mechanisms to report misconduct, fraud, corruption, favouritism and non-compliance with legislation and disclosure of conflicts of interest, inducements, rewards, gifts, hospitality and favours. Ensuring that investigations are conducted within 30 days of discovery of allegations and that cases that may constitute a criminal offence are reported to the South African Police Service. • Ensuring that codes of conduct, roles and responsibilities and reporting lines are clearly communicated, understood and observed by all role players within the area of responsibility. • Leading by example and promoting high standards of ethical behaviour by acting with fidelity, honesty, integrity and in the best interests of the municipality and maintaining the confidentiality of information.

Competency area	Competencies required	Knowledge and Skills
5. Financial and performance reporting	The ability to support the implementation of the financial reporting process of the municipality.	<ul style="list-style-type: none"> • Knowledge and understanding of the legislative framework governing financial reporting in local government. • Supporting and contributing to the timely preparation, submission and publication of statutory reports, including the annual financial statements, annual report, in-year reporting (e.g. in the case of a municipality monthly (section 71) and mid-year (section 72)), withdrawals from bank accounts (section 11(4)) etc). • Within the area of responsibility, ensuring that the content of financial reporting is specific (unambiguous), measurable, accurate and valid, reliable and time specific. • Support the accounting officer to analyse and evaluate the financial reports to understand the impact on, and to guide planning in respect of, strategies and goals including the financial position, borrowings, performance, implementation of the annual budget and service delivery and budget implementation plan (SDBIP), tariff-, rates-, credit control, debt collection-, supply chain management-, and other relevant policies. • Within the area of responsibility to generate, analyse and evaluate cost-management reports for all programmes and/or projects to review departmental performance.
	The ability to support the implementation of the performance reporting process of the municipality.	<ul style="list-style-type: none"> • Knowledge and understanding of the local government legislative framework governing performance reporting. • Within the area of responsibility, supporting, implementing and maintaining the performance management system. In the case of a municipal entity also supporting and contributing to the regular monitoring, measuring, reviewing and reporting of the entity's performance to its parent municipality • Contribute to the timely preparation, submission and publication of statutory reports relating to performance. For example the annual performance report (section 121(3) and (4) of the MFMA), mid-year performance reporting (sections 72 of the MFMA) of a municipality and in the case of a municipal entity, an assessment of the entity's performance (section 121(4) of the MFMA), mid year performance reporting (section 88 of the MFMA), etc. • Within the area of responsibility, ensure that the content of performance reporting is specific (unambiguous), measurable, accurate and valid, reliable and time specific. • Within the area of responsibility, analyse and evaluate the performance reports to understand the impact on, and to guide planning in respect of, strategies and goals including the implementation of the budget and service delivery and budget implementation plan (SDBIP) and policies. • Within the area of responsibility, analyse and evaluate the performance of: <ol style="list-style-type: none"> 1. Service delivery mechanisms (internal and external) and outsourced service agreements against performance targets; and 2. In the case of a municipality, of each of its municipal entities against the service level agreement and performance targets for that entity

		<ul style="list-style-type: none"> • Within the area of responsibility, ensuring that there is a link between the performance indicators and targets and the integrated development plan (IDP), service delivery and budget implementation plan (SDBIP) and the individual performance agreements of officials. • Within the area of responsibility, ensuring that the remuneration and appraisal system is performance based and that all performance bonuses are only awarded after consideration of actual performance of the municipality against the performance targets for a specific period. • Regularly benchmark the performance of the area of responsibility against the performance of functions of similar and/or comparable municipalities to improve and guide in the planning and delivery of services.
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Competency area	Competencies required	Knowledge and Skills
6. Risk and change management	The ability to understand risk and guide the management of risk for the municipality within the area of responsibility.	<ul style="list-style-type: none"> • Contributing to and supporting the accounting officer with the establishment and maintenance of effective, efficient and transparent systems of financial and risk management and internal control • Contributing to and supporting the accounting officer with the implementation of a risk management- and fraud prevention plan • Contributing to and supporting the accounting officer with regular risk assessments and ensuring that risks are prioritised according to highest versus lowest potential risk • Mitigating risks within the area of responsibility in accordance with the prioritisation of risk • Ensuring that the management of risk (including the possible transfer of risk) within the area of responsibility, includes consideration of potential risks relating to mechanisms for service delivery (both internal and external), outsourced service agreements. In the case of a municipality it must also consider its municipal entities and Public-and-Private Partnerships (PPPs) and the transferring of funds to organisations and bodies outside government. • Analysing the reports of the internal audit unit and the audit committee applicable to the area of responsibility when considering risk and risk management
	The ability to guide the management of change for the municipality within the area of responsibility.	<ul style="list-style-type: none"> • Understanding the local government environment (including legislative, social, political and economic) and the ability to analyse the financial and non-financial impact of changes in the external and internal environment that could affect the municipality/ municipal entity and recognising when this necessitates change • Managing and implementing change management within the area of responsibility • The ability to be proactive and find creative and innovative solutions to change • Consultation with and management of various stakeholders particular to the change • Managing and resolving any resistance to change • Contributing and supporting the accounting officer with the alignment of strategies and goals with the need for change

Competency area	Competencies required	Knowledge and Skills
7. Project management	<p>The ability to provide direction and guide project management within the area of responsibility</p>	<ul style="list-style-type: none"> • Knowledge and understanding of project budgeting, human resource management, change management, negotiation skills, service delivery mechanisms (internal and external) and outsourced service agreements (including in the case of a municipality Public-and-Private Partnerships (PPPs)), and the legal framework particular to the area of responsibility • Within the area of responsibility, knowledge and basic understanding of the operation and technical workings of local government services and facilities • Supporting the accounting officer to analyse, evaluate and select project proposals. This includes, within the area of responsibility, aligning the selection of projects and project outcomes with the integrated development plan (IDP), the budget and service delivery and budget implementation plan (SDBIP) • Within the area of responsibility, ensuring an analytical and methodical structuring of projects and project planning. This is to ensure adequate control over projects and the efficient, effective and economic implementation and completion thereof to a high quality and standard • Oversee and manage the establishment of project- and contract management capacity within the area of responsibility. This includes building capacity through appropriate training and the allocation of resources. • Ensuring clear lines of accountability, regular monitoring, measuring and reporting on the performance of projects and contracts within the area of responsibility, including regular reporting to the accounting officer • Within the area of responsibility, ensuring regular reporting by external mechanisms and all contractors and service providers, including the availability of adequate information for the municipality to meet its statutory reporting obligations • Contributing to and supporting the accounting officer with the establishment and maintenance of a contract register • Contributing to and supporting the accounting officer to establish a contract management process to ensure that, prior to their commencement, contracts and amendments to contracts are in writing, include appropriate contract terms and conditions (including section 116 contract requirements (MFMA)) and contain performance based contract remuneration • Oversee the implementation of project plans within the area of responsibility • Contributing to the resolution of problems and disputes within the area of responsibility, as and when required • Supporting the accounting officer in consulting and securing stakeholder and community support for, and involvement in projects where relevant.

Competency area	Competencies required	Knowledge and Skills
8. Legislation, policy and implementation	The ability to support and contribute to the formulation of policy and in the case of a municipality also By-laws	<ul style="list-style-type: none"> • Knowledge and understanding of the municipality's environment (internal and external), the Constitution, national and provincial legislation and policy, and the legislative framework governing local government as well as the municipality's By-laws and policies • Excellent verbal communication and writing skills and an ability to research and analyse complex information • Supporting the accounting officer and contributing to the process of adopting policies and making By-laws. This includes advising accounting officer on the financial and non-financial impact of proposed policies and By-laws OR in the case of a municipal entity supporting the accounting officer and contributing to the process of adopting policies including advising on the financial and non-financial impact of proposed policies • Supporting the accounting officer and contributing to the administrative aspects of the process for adopting policies and in the case of a municipality also making By-laws. • Supporting the accounting officer and contributing to the conceptualisation, formulation and drafting of policies and in the case of a municipality also By-laws in alignment with the integrated development plan (IDP), the Constitution, national and provincial legislation and policy, and the legislative framework governing local government, having regard to cooperative government. This process should include consideration of and alignment with existing policies and By-laws and be within budget constraints.
	The ability to implement, manage and oversee the implementation of legislation and policy within the area of responsibility	<ul style="list-style-type: none"> • Implementing and overseeing the implementation and enforcement of policies and By-laws, within the area of responsibility • Supporting the accounting officer and contributing to the establishment and maintenance of a register of non-compliance with legislative requirements. This includes, within the area or responsibility, regularly reporting these to the accounting officer and other role players. For example, instances of non-compliance with the MFMA are required to be reported to the National Treasury • Regularly monitor and report to accounting officer on the implementation of policies and compliance with legislative requirements • Regularly reviewing and, where necessary, proposing to the accounting officer amendment of policies and in the case of a municipality also By-laws and, within the area of responsibility, to ensure their relevance and alignment with the strategies and goals • Within the area of responsibility, monitor and ensure enforcement of municipal By-laws, including penalties and fines for non-compliance • For purposes of the area of responsibility, regularly consider the impact of amendments to the Constitution, national and provincial legislation and policy, and the legislative framework governing local government on the municipality's By-laws and policies

Competency area	Competencies required	Knowledge and Skills
9. Stakeholder relations	Within the area of responsibility, the ability to guide, establish and maintain appropriate stakeholder relations.	<ul style="list-style-type: none"> • Within the area of responsibility, knowledge and understanding of stakeholders and recognising the varying relations required with stakeholders and the impact on the municipality and the municipality's impact on its stakeholders. • Within the area of responsibility, establishing and maintaining effective and relevant external stakeholder relations. This would include relations with the community, local businesses, public benefit organisations and other spheres of government including neighbouring municipalities and relations for purposes of external service delivery mechanisms, outsourced service agreements, etc and, in the case of a municipality, Public-Private Partnerships (PPPs) • Within the area of responsibility, establishing and maintaining clear roles and responsibilities, service levels, reporting lines and communications with the accounting officer, senior managers and other departments within the municipality and in the case of a municipality also with its municipal entities, to ensure effective and relevant internal stakeholder relations. • Within the area of responsibility, ensuring stakeholder consultation (internal and external) and advising the accounting officer on stakeholder consultation as envisaged and required by the Municipal Systems Act and the MFMA. This includes managing stakeholder expectations.

Competency area	Competencies required	Knowledge and Skills
10. Supply Chain Management	The ability to contribute to the supply chain management function	<ul style="list-style-type: none"> • Knowledge and understanding of the legislative framework governing the supply chain management function (including the Municipal Supply Chain Management Regulations, the Preferential Procurement Policy Framework Act, 2000, etc) • Within the area of responsibility, implementing and monitoring delegations for supply chain management powers and duties in accordance with the Municipal Supply Chain Management Regulations. • Implementing and managing the implementation and enforcement of the supply chain management policy within the area of responsibility to ensure supply chain management that is fair, transparent, competitive and cost effective • Within the area of responsibility, contributing to and maintaining registers to support the supply chain management function, including details of all tenders received and awarded, disclosure of sponsorships, inducements, rewards, gifts and favours, awards to close family members and persons in the service of the state, etc. • Supporting the accounting officer with the resolution of supply chain management related disputes, objections, complaints and queries as they relate to the area of responsibility • Within the area of responsibility, ensuring that unsolicited bids are considered in accordance with the framework contained in the Municipal Supply Chain Management Regulations • Implementing and monitoring measures to combat abuse of the supply chain management system, fraud, corruption, favouritism and unfair and irregular practices

Competency area	Competencies required	Knowledge and Skills
11. Audit and Assurance	The ability to support the audit process, in order to obtain the optimum level of assurance from the Auditor-General	<ul style="list-style-type: none"> • Within the area of responsibility, providing administrative support and ensuring access of the internal audit unit, audit committee and the Auditor-General to the financial records and all relevant information of the municipality or municipal entity to enable them to perform their respective functions • Analysing the reports and advice of the internal audit unit, audit committee and Auditor-General, providing appropriate management responses and taking appropriate action as it relates to the area of responsibility • Contribute to the timely preparation of accurate annual financial statements for auditing and the annual report(s) for the municipality and/ or its entities to the Auditor-General (refer chapter 12 of the MFMA). In the case of a municipality with sole/ effective control of a municipal entity this includes consolidated financial statements of the municipality and such municipal entities. • Within the area of responsibility, ensuring and managing appropriate communication with the Office of the Auditor-General • During the audit, timeously responding to and coordinating responses within the area of responsibility to audit queries and requests for additional information • The audit process provides the municipal council, the board of directors and stakeholders with the level of assurance that can be placed on finances. Senior managers, in conjunction with the accounting officer, should consistently ensure improvement of financial management practices of the municipality and/ or municipal entities to strive to obtain the optimum level of assurance from the Auditor-General.