



**national treasury**

Department:  
National Treasury  
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**1 July 2007**

# **Guideline for Municipal Competency Levels:**

## **Head of Supply Chain**

### **and**

## **Supply Chain 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.

## **Supply Chain Management Unit (SCM Unit)**

Each municipality and municipal entity must establish a Supply Chain Management (SCM) Unit to implement its SCM policy. A joint SCM Unit may be established between a municipal entity and its parent municipality. Where possible, the SCM Unit must operate under the direct supervision of the Chief Financial Officer (SCM regulation 7).

## **SCM senior manager**

In relation to an official of a municipality or a municipal entity involved in the implementation of the SCM policy, means an official directly accountable to the head of the SCM Unit of the municipality or municipal entity.

## **Minimum competencies: Heads of SCM Units and SCM senior managers**

Competencies required of the heads of SCM Units and SCM senior managers of a municipality or municipal entity must be understood within the broader context of the MFMA and the SCM Regulations. Chapter 11 of the MFMA provides a framework for supply chain management and the SCM Regulations address detailed processes, procedures and responsibilities. Many of these responsibilities will be delegated to heads of SCM Units and to SCM senior managers. In terms of financial management responsibilities, specific duties and responsibilities are assigned to officials exercising these 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 heads of SCM Units and SCM senior managers to meet minimum competency requirements in the three categories below and each is discussed further in this guideline:

- Proficiency in the competency areas, as prescribed in the Regulations and described in these guidelines (see table)
- 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. Officials 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 heads of Supply Chain and Supply Chain senior managers 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 or a Unit Standard was not required. Hence there may be some competency levels without a standard shown, for example heads of Supply Chain and Supply Chain senior managers have no audit and assurance Unit Standards prescribed. 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.

### **Higher education qualifications**

Heads of Supply Chain and Supply Chain senior managers must have or attain by 1 January 2013 a higher education qualification, as follows:

<b>Heads Supply Chain Qualification</b>	<b>Supply Chain Senior Managers Qualification</b>	<b>Municipal capacity and budget</b>
At least NQF level 5, or National Diploma: Public Finance Management and Administration (SAQA qualification ID No. 49554)	At least NQF level 5, or National Diploma: Public Finance Management and Administration (SAQA qualification ID No. 49554)	<ul style="list-style-type: none"> <li>• All Low capacity municipalities</li> <li>• Medium capacity municipalities with annual budgets of a value below R500 million for the current year</li> <li>• Municipal entities with annual budgets of a value below R500 million for the current year</li> </ul>
At least NQF level 6, or Certificate in Municipal Financial Management (SAQA Qualification ID No. 48965)	At least NQF level 5, or National Diploma: Public Finance Management and Administration (SAQA qualification ID No. 49554)	<ul style="list-style-type: none"> <li>• All High capacity municipalities</li> <li>• Medium capacity municipalities with annual budgets of a value equal to or above R500 million for the current year</li> <li>• Municipal entities with annual budgets of a value equal to or above R500 million for the current year</li> </ul>

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).

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

### **Work related experience**

Heads of Supply Chain must be able to demonstrate previous work related experience relevant to the position. This must include a minimum period at middle management level with the balance at any level in a role related to the position of the official, and will vary according to the municipality’s capacity and/or budget size. Regulation 1 contains a definition of middle management level.

No prior work related experience is required of Supply Chain senior managers.

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.

<b>Heads of Supply Chain</b> <b>Work related experience</b>	<b>Municipal capacity and budget</b>
Minimum of: (a) <b>4</b> years of which at least <b>1</b> year must be at middle management level and at least <b>3</b> years at any level in a role related to the position of the official; or (b) <b>6</b> years at any level in a role related to the position of the official	<ul style="list-style-type: none"> <li>• All Low capacity municipalities</li> <li>• Medium capacity municipalities with annual budgets of a value below R500 million for the current year</li> <li>• Municipal entities with annual budgets of a value below R500 million for the current year</li> </ul>
Minimum of: (a) <b>5</b> years of which at least <b>2</b> years must be at middle management level and at least <b>3</b> years at any level in a role related to the position of the official; or (b) <b>7</b> years at any level in a role related to the position of the official	<ul style="list-style-type: none"> <li>• All High capacity municipalities</li> <li>• Medium capacity municipalities with annual budgets of a value equal to or above R500 million for the current year</li> <li>• Municipal entities with annual budgets of a value equal to or above R500 million for the current year</li> </ul>

### **Implementation of the Regulations**

When the regulations become effective, there will be existing SCM officials 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 officials that meet the prescribed 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 financial official of a municipality or municipal entity. When doing so it is important to consider the following:

- The development plan and learning pathway of the head of Supply Chain and a Supply Chain 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 the head of a Supply Chain or a Supply Chain 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	<a href="http://www.lgseta.co.za">www.lgseta.co.za</a>	Website	<a href="http://www.saqa.org.za">www.saqa.org.za</a>
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 <sup>th</sup> 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 to 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 to 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 Heads of SCM Units and SCM Senior Managers in municipalities and entities**

Competency area	Competencies required	Knowledge and Skills
<b>1. Strategic leadership and management</b>	Within the area of responsibility, the ability to contribute to service delivery systems of a complex nature and to implement and ensure achievement of municipal strategies and goals.	Within the area of responsibility: <ul style="list-style-type: none"> <li>• Motivating and empowering staff to deliver on municipal strategies and goals.</li> <li>• Fostering a positive and creative management culture.</li> <li>• Contributing to the alignment of municipal strategies and goals with national and provincial policies and within the district.</li> <li>• Contribute to and implement an effective performance management system.</li> <li>• Utilising strategic planning methods and tools.</li> </ul>
	Within the area of responsibility the ability to implement and influence short, medium and long-term municipal service delivery plans to deliver on municipal strategies and goals.	<ul style="list-style-type: none"> <li>• Implementing and contributing to the development and review of credible plans including the integrated development plan (IDP) and service delivery and budget implementation plan (SDBIP).</li> <li>• Understanding the financial and non-financial implications of plans and strategies and goals, including national and provincial policy statements and changes.</li> <li>• Understanding the impact of financial and non-financial changes on plans including national and provincial supply chain management policy statements and changes.</li> <li>• Implementing plans within the local government legal framework.</li> <li>• Understanding that the past and current performance and financial position of the municipality may impact on plans and strategies and goals.</li> </ul>
	The ability to support the accounting officer, chief financial officer and other senior managers.	Within the area of responsibility: <ul style="list-style-type: none"> <li>• Supporting the accounting officer, chief financial officer and other senior managers.</li> <li>• Implementing and contributing to SCM and SCM related policy objectives</li> <li>• Evaluating and reporting to the chief financial officer/ accounting officer and other senior managers on the alignment and achievement of strategies and goals in respect of activities, service delivery and performance within the area of responsibility.</li> </ul>
	Within the area of responsibility, the ability to support and maintain strategic alliances with various stakeholders.	Within the area of responsibility: <ul style="list-style-type: none"> <li>• Supporting and maintaining strategic alliances within the cooperative governance framework.</li> <li>• For the purpose of achieving the Constitutional mandate of local government, supporting and maintaining strategic alliances with organisations and bodies outside government.</li> <li>• Communicating the municipality’s mission and vision to various stakeholders</li> </ul>

Competency area	Competencies required	Knowledge and skills
<b>2. Strategic financial management</b>	Within the area of responsibility, the ability to support an effective, economic and efficient finance function.	Within the area of responsibility: <ul style="list-style-type: none"> <li>• Supporting the implementation of finance strategies to enhance good financial management and decision-making practices within the area of responsibility.</li> <li>• Supporting the implementation of financial policies and systems to ensure efficient and effective financial administration and control.</li> <li>• Within the area of responsibility, managing the control of assets according to policies and procedures.</li> <li>• Supporting and advising the chief financial officer/ accounting officer on the impact on the finance function of supply chain management, across the municipality and/or municipal entities and other service delivery mechanisms (both internal and external).</li> <li>• Supporting the chief financial officer and accounting officer to oversee the financial and supply chain management of municipal entities, service delivery mechanisms (internal and external) and outsourced service agreements within the area of responsibility, OR in the case of a municipal entity, supporting the chief financial officer and accounting officer to oversee the financial and supply chain management of the entity and any outsourced service agreements, within the area of responsibility</li> </ul>

Competency area	Competencies required	Knowledge and skills
<b>3. Operational financial management</b>	Within the area of responsibility, the ability to implement financial systems.	<p>Within the area of responsibility and for purposes of supply chain management:</p> <ul style="list-style-type: none"> <li>• Contributing to specifications of appropriate and accurate financial operating systems.</li> <li>• Generating and 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).</li> <li>• Implement adequate control of financial operating systems</li> <li>• Supporting the chief financial officer/ accounting officer, and through the financial operating systems, to analyse and report on the financial position and performance of the municipality and how that impacts on the implementation of the annual budget and on the service delivery and budget implementation plan (SDBIP).</li> <li>• Contribute to the review of the efficiency and effectiveness of financial operating systems to align with changing needs.</li> <li>• In conjunction with the chief financial officer/ accounting officer, assist with the determination of requirements for in-house or outsourced or shared service agreements for the operation of financial systems.</li> </ul>
	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	<p>Within the area of responsibility and for purposes of supply chain management:</p> <ul style="list-style-type: none"> <li>• Monitoring and advising the chief financial officer/ accounting officer of changes that may affect the working capital, including legislation, resource allocations and demand-, acquisition- and disposal management.</li> <li>• Contributing to the prioritisation of working capital to align with strategies and goals.</li> </ul>
	The ability to contribute to the budget preparation and implementation process	<p>Within the area of responsibility and for purposes of supply chain management:</p> <ul style="list-style-type: none"> <li>• Providing technical inputs with the preparation and implementation of the budget.</li> <li>• Implementing and contributing to the implementation of the budget</li> <li>• Knowledge of financial planning, budgeting and forecasting and the interrelation thereof.</li> </ul>

Competency area	Competencies required	Knowledge and skills
<b>4. Governance, ethics &amp; values in financial management</b>	The ability to support and implement good governance in the area of responsibility.	<p>Within the area of responsibility and for purposes of supply chain management:</p> <ul style="list-style-type: none"> <li>• Support and implement clear roles and responsibilities, separation of powers and regular reporting lines for all role players to ensure transparency and accountability.</li> <li>• Knowledge and understanding of governance and ethics in financial management and supply chain management.</li> <li>• Promoting the generation and sharing of knowledge and learning to enhance the collective knowledge, capacity and skills of officials and councillors or directors.</li> <li>• Support and implement the codes of conduct for all role players.</li> <li>• Support the formulation, implementation and monitoring the implementation of the supply chain management code of conduct.</li> <li>• 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 cases that may constitute a criminal offence are reported to the accounting officer and the South African Police Service.</li> <li>• Ensuring that codes of conduct, roles and responsibilities and reporting lines are clearly communicated, understood and observed by all role players.</li> <li>• 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.</li> </ul>

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.	<p>Within the area of responsibility and for purposes of supply chain management:</p> <ul style="list-style-type: none"> <li>• Knowledge and understanding of the legislative framework governing financial reporting in local government, particularly supply chain management disclosures required in the annual financial statements.</li> <li>• Support and contribute to the timely preparation, submission and publication of statutory reports, particularly those related to supply chain management.</li> <li>• Ensuring that the content of financial reporting is specific (unambiguous), measurable, accurate and valid, reliable and time specific.</li> <li>• Support the chief financial officer/ accounting officer to analyse and evaluate the financial reports to understand the impact on planning in respect of, strategies and goals including the financial position, performance, implementation of the annual budget and service delivery and budget implementation plan (SDBIP), supply chain management-, and other relevant policies.</li> <li>• Contributing to the generation, analysis and evaluation of cost-management reports for all programmes and/or projects to review performance.</li> </ul>
	The ability to support the implementation of the performance reporting process of the municipality.	<p>Within the area of responsibility and for purposes of supply chain management:</p> <ul style="list-style-type: none"> <li>• Knowledge and understanding of the local government legislative framework governing performance reporting.</li> <li>• Implementing the performance management system. In the case of a municipal entity also supporting and contributing to the regular monitoring, measuring, reviewing and reporting of its performance to its parent municipality.</li> <li>• Contributing 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 (section 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.</li> <li>• Ensuring that the content of performance reporting is specific (unambiguous), measurable, accurate and valid, reliable and time specific.</li> <li>• Supporting the chief financial officer/ accounting officer to analyse and evaluate the performance reports and understand the impact on planning in respect of, strategies and goals including the implementation of the budget and service delivery and budget implementation plan (SDBIP) and policies.</li> <li>• Supporting the chief financial officer/ accounting officer to analyse and evaluate the performance of service delivery mechanisms (internal and external) and outsourced service agreements against performance targets.</li> </ul>

		<ul style="list-style-type: none"><li>• Where relevant, 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.</li><li>• Where relevant, 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.</li><li>• Support the chief financial officer/ accounting officer with the regular benchmarking of 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.</li></ul>
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Competency area	Competencies required	Knowledge and skills
<b>6. Risk and change management</b>	The ability to understand risk and implement risk management within the area of responsibility.	<ul style="list-style-type: none"> <li>• Contributing to and supporting the chief financial officer/ accounting officer with the implementation and maintenance of effective, efficient and transparent systems of financial and risk management and internal control.</li> <li>• Implementing the risk management- and fraud prevention plan within the area of responsibility</li> <li>• Contributing to and supporting the chief financial officer/ accounting officer with regular risk assessments within the area of responsibility and the prioritisation of risk according to highest versus lowest potential risk</li> <li>• Mitigating risks within the area of responsibility in accordance with the prioritisation of risk</li> <li>• Within the area of responsibility, contributing to the management of risk and the consideration of potential risks for the municipality relating to mechanisms for service delivery (both internal and external) and outsourced service agreements. In the case of a municipality it must also consider its municipal entities, Public-and-Private Partnerships (PPPs) and the transferring of funds to organisations and bodies outside government.</li> </ul>
	The ability to implement change management within the area of responsibility.	Within the area of responsibility and for purposes of supply chain management: <ul style="list-style-type: none"> <li>• Understanding the local government environment (including legislative, social, political and economic) and supporting the chief financial officer/ accounting officer 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</li> <li>• Implementing change management within the area of responsibility</li> <li>• The ability to contribute to creative and innovative solutions to change</li> <li>• Contributing and supporting the chief financial officer/ accounting officer with the alignment of strategies and goals with the need for change.</li> </ul>

Competency area	Competencies required	Knowledge and skills
<b>7. Project management</b>	The ability to work as part of a project team and contribute to project management within the area of responsibility	<ul style="list-style-type: none"> <li>• Basic knowledge and understanding of project budgeting, human resource management, change management, problem solving 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</li> <li>• For the purpose of supply chain management, a basic knowledge and understanding of the operation and technical workings of local government services and facilities</li> <li>• Supporting the chief financial officer/ accounting officer and contributing to the analysis, evaluation and selection of 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)</li> <li>• 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</li> <li>• Where relevant to the area of responsibility, obtaining contract and project management skills through appropriate training.</li> <li>• In accordance with the lines of accountability and within the area of responsibility, regularly monitoring, measuring and reporting on the performance of projects and contracts</li> <li>• 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</li> <li>• Within the area of responsibility and for purposes of supply chain management, contributing to and supporting the accounting officer with the establishment and maintenance of a contract register</li> <li>• Contributing to and supporting the accounting officer to establish and implement 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</li> <li>• Implementing project plans within the area of responsibility</li> <li>• Contributing to the resolution of problems and disputes within the area of responsibility, as and when required</li> <li>• Contributing to and providing technical and administrative support when the municipality consults and secures stakeholder and community support for, and involvement in projects.</li> </ul>

Competency area	Competencies required	Knowledge and skills
<b>8. Legislation, policy and implementation</b>	Within the area of responsibility, 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"> <li>• Basic 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 municipal By-laws and the municipality's and/or municipal entity's policies</li> <li>• Good verbal communication and writing skills and an ability to research and analyse information</li> <li>• Within the area of responsibility, supporting the chief financial officer/ accounting officer and contributing to the process of adopting policies and in the case of a municipality also making By-laws. This includes advising the chief financial officer/ accounting officer on the financial and non-financial impact of proposed policies and By-laws</li> <li>• Within the area of responsibility, supporting the chief financial officer/ 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</li> <li>• Supporting the chief financial officer/ accounting officer and contributing to the formulation and drafting of policies and, in the case of a municipality, also By-laws. This should be done 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.</li> </ul>
	The ability to implement and manage the implementation of legislation and policy within the area of responsibility	<ul style="list-style-type: none"> <li>• Within the area of responsibility, implementing and managing the implementation and enforcement of policies and By-laws</li> <li>• Supporting the chief financial officer/ accounting officer and contributing to the maintenance of a register of non-compliance with legislative requirements. This includes, within the area or responsibility, regularly reporting these to the chief financial officer/ accounting officer and other role players. For example, instances of non-compliance with the MFMA are required to be reported to the National Treasury</li> <li>• Within the area of responsibility, regular monitoring and reporting to the chief financial officer/ accounting officer on the implementation of policies and compliance with legislative requirements</li> <li>• Within the area of responsibility, regularly reviewing and, where necessary, proposing to the chief financial officer/ accounting officer amendments to policies and in the case of a municipality also By-laws to ensure their relevance and alignment with the strategies and goals</li> <li>• Within the area of responsibility, monitoring and ensuring enforcement of municipal By-laws, including penalties and fines for non-compliance</li> <li>• 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</li> </ul>

Competency area	Competencies required	Knowledge and skills
<b>9. Stakeholder relations</b>	Within the area of responsibility, the ability to establish and maintain appropriate stakeholder relations.	<ul style="list-style-type: none"> <li>• Within the area of responsibility, basic 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</li> <li>• Within the area of responsibility, establishing and maintaining effective and relevant external stakeholder relations</li> <li>• Within the area of responsibility, supporting the chief financial officer/ accounting officer with and maintaining clear roles and responsibilities, service levels, reporting lines and communications with 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.</li> <li>• Within the area of responsibility, supporting the chief financial officer/ accounting officer with and contributing to stakeholder consultation (internal and external) as envisaged and required by the Municipal Systems Act and the MFMA.</li> </ul>

Competency area	Competencies required	Knowledge and skills
<b>10. Supply Chain Management</b>	The ability to contribute to establishment of the supply chain management function to ensure it is fair, equitable, transparent, competitive and cost effective	<ul style="list-style-type: none"> <li>• 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)</li> <li>• Supporting the chief financial officer/ accounting officer and contributing to the annual review of the supply chain management policy and practices and proposing amendments where appropriate</li> <li>• Promptly reporting any deviation of the supply chain management policy from the guideline standard to the municipal council or the board of directors, National Treasury and the relevant provincial treasury</li> <li>• Supporting the chief financial officer/ accounting officer and contributing to the establishment of supply chain management capacity, a Supply Chain Management Unit and a committee system (minimum bid specification-, bid evaluation- and bid adjudication committee) within the municipality. This includes: <ul style="list-style-type: none"> <li>○ building capacity through appropriate training and the allocation of resources, and</li> <li>○ establishing supply chain management system(s) to support the implementation of the policy including a demand-, acquisition-, logistics-, disposal-, risk- and performance management system within the supply chain management unit.</li> </ul> </li> <li>• Supporting the chief financial officer/ accounting officer to ensure that the municipal councillors/members of the board of directors are not involved in tender committees</li> <li>• Implementing and, where relevant, sub-delegating and monitoring the implementation of delegations of supply chain management powers and duties in accordance with the Municipal Supply Chain Management Regulations. This includes contributing to the establishment of clear lines for regular reporting and reporting in accordance therewith.</li> </ul>
	The ability to implement and contribute to the management of a fair, equitable, transparent, competitive and cost effective supply chain management function	<ul style="list-style-type: none"> <li>• Implementing and managing the implementation and enforcement of the supply chain management policy and systems throughout the municipality to ensure supply chain management that is fair, transparent, competitive and cost effective</li> <li>• Implementing and maintaining supply chain management guidelines, instructions, procedures and related policies.</li> <li>• Reporting serious and material problems in the implementation of the supply chain management policy promptly to the municipal council or board of directors</li> <li>• Reporting supply chain management related information to both internal and external role players, as may be required or requested from time-to-time. This includes for example, reporting to the Auditor-General, relevant provincial treasury, National Treasury and, in the case of a municipal entity, also the parent municipality, the approval of tenders not recommended (section 114)</li> <li>• Contributing and supporting the accounting officer to report quarterly to the mayor of the municipality or the board of directors of the municipal entity on the implementation of the supply chain management policy and the publication of the report</li> </ul>

		<ul style="list-style-type: none"> <li>• Contributing to the establishment and maintenance of 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. This includes disclosure and reporting thereof (website, annual financial statements, etc.)</li> <li>• Contributing to and providing support for the resolution of supply chain management related disputes, objections, complaints and queries</li> <li>• Ensuring that unsolicited bids are considered in accordance with the framework contained in the Municipal Supply Chain Management Regulations</li> <li>• Contributing to the establishment and the monitoring of measures to combat of the supply chain management system, fraud, corruption, favouritism and unfair and irregular practices.</li> </ul>
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<p><b>11. Audit and Assurance</b></p>	<p>The ability to support the audit process, in order to obtain the optimum level of assurance from the Auditor-General</p>	<ul style="list-style-type: none"> <li>• Within the area of responsibility and for purposes of auditing supply chain management, 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</li> <li>• Within the area of responsibility and for purposes of auditing supply chain management, contributing to the analysis of reports and advice of the internal audit unit, audit committee and Auditor-General, assisting with management responses in this regard and taking appropriate action as it relates to the area of responsibility</li> <li>• Within the area of responsibility and for purposes of auditing supply chain management, contribute to and provide information for 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.</li> <li>• Within the area of responsibility and for purposes of auditing supply chain management: ensuring and managing appropriate communication with the Office of the Auditor-General</li> <li>• Timeously responding to and coordinating responses to audit queries and requests for additional information during the audit</li> <li>• The audit process provides the municipal council, the board of directors and stakeholders with the level of assurance that can be placed on finances of the municipality and/ or entity. Supply chain management officials should consistently ensure improvement of financial management practices of the municipality and municipal entities to strive to obtain the optimum level of assurance from the Auditor-General.</li> </ul>
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