



**national treasury**

Department:  
National Treasury  
REPUBLIC OF SOUTH AFRICA

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# **Guideline for Municipal Competency Levels:**

## **Finance Officials at Middle Management Level**

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.

### **Finance official at middle management level**

In relation to a municipality or municipal entity, means an official of a municipality or municipal entity exercising financial management responsibilities that is in a middle management position responsible for supervising staff. This includes an official directly accountable to a manager in the senior management level. The regulation defines “middle management level” and “senior management level”.

### **Minimum competencies: Finance officials at middle management level**

Competencies required of every finance official in a municipality or municipal entity must be understood within the broader context of the MFMA. Specific duties and responsibilities are assigned to 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 a finance official at middle management level 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. Finance 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 a finance official 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 the finance official has no strategic leadership 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 to 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

A finance official at middle management level must have or attain by 1 January 2013 a higher education qualification, which is identical for all municipalities and municipal entities, as follows:

Qualification	Municipal capacity and budget
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 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>
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 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.

<b>Work related experience</b>	<b>Municipal capacity and budget</b>
Minimum of: (a) 4 years of which at least 1 year must be at middle management level and at least 3 years at any level in a role related to the position of the official; or (b) 6 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) 5 years of which at least 2 years must be at middle management level and at least 3 years at any level in a role related to the position of the official; or (b) 7 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>

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.

### **Implementation of the Regulations**

When the regulations become effective, there will be existing finance officials in municipalities and municipal entities that do not meet the prescribed competencies. The municipality or municipal 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 finance 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 finance official 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 financial official 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 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.

Municipal entities must submit the return in the Schedule of the Regulations 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 Financial Officials 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 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 municipal strategies and goals, including national and provincial policy statements and changes.</li> <li>• Understanding the impact of financial and non-financial changes on plans.</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 municipal plans and strategies and goals.</li> </ul>
	The ability to support the chief financial officer and other senior managers.	<ul style="list-style-type: none"> <li>• Supporting the chief financial officer/accounting officer and other senior managers.</li> <li>• Implementing and contributing to policy objectives</li> <li>• Evaluating and reporting to the chief financial officer/accounting officer and other senior managers on the alignment and achievement of municipal 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.	<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 the municipality, 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.	<ul style="list-style-type: none"> <li>• Implementing finance strategies, which enhance good financial management and decision-making practices within the area of responsibility.</li> <li>• Implementing financial policies and systems to ensure efficient and effective financial administration and control.</li> <li>• Implementing and maintaining financial management guidelines, financial instructions, credit control procedures, debt collection and related financial policies.</li> <li>• Within the area of responsibility, managing the control of assets according to policies and procedures.</li> <li>• Implement best practice management accounting techniques within the area of responsibility.</li> <li>• Supporting the chief financial officer/accounting officer with regard to financial management, including taxation implications, of 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 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.</li> </ul>
	The ability to support the chief financial officer and other senior managers with the forecasting of revenue and expenditure.	<ul style="list-style-type: none"> <li>• Contributing to the preparation of multi-year revenue and expenditure forecasts.</li> <li>• Contributing to the development of sustainable strategies to address revenue shortfalls in alignment with strategic plans.</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.	<ul style="list-style-type: none"> <li>• For purposes of the area of responsibility 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 within the area of responsibility.</li> <li>• Supporting the chief financial officer/accounting officer, and through the financial operating systems, to analyse and report on the financial position, borrowing 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 within the area of responsibility.</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	<ul style="list-style-type: none"> <li>• Within the area of responsibility, monitoring and advising the chief financial officer/accounting officer of changes that may affect the working capital, including legislation, inflation and resource allocations.</li> <li>• Within the area of responsibility contributing to the prioritisation of working capital to align with strategies and goals. .</li> <li>• Support the chief financial officer/accounting officer in monitoring and reporting on working capital, including how that affects investment options, revenue and debt collection</li> <li>• Support the chief financial officer/accounting officer in monitoring and reporting, through analysis, the implications of borrowing and the significance thereof to service delivery programmes and possible influences on the financial markets</li> <li>• Support the chief financial officer/accounting officer in applying 'best practice' risk management practices to the management of working capital.</li> </ul>

	<p>The ability to contribute to the budget preparation and implementation process and provide technical expertise in this regard.</p>	<ul style="list-style-type: none"> <li>• In the case of a municipality: <ul style="list-style-type: none"> <li>• Advising the chief financial officer/accounting officer on the time schedule outlining key deadlines for the preparation, tabling and approval of the annual budget and the annual review of the IDP, budget related policies and related consultative processes.</li> <li>• Support the chief financial officer/accounting officer to ensure that the budget process aligns the budget and related budget policies to the integrated development plan (IDP) and service delivery and budget implementation plan (SDBIP) of the municipality</li> </ul> </li> <li>• In the case of a municipal entity: <ul style="list-style-type: none"> <li>• Advising and supporting the chief financial officer/accounting officer on the budget process and annual review of related policies and related consultative processes with the parent municipality. This includes the alignment of the entity's budget with its strategic plan and the service delivery agreement (SDA) and the integrated development plan (IDP) of its parent municipality.</li> <li>• Supporting the chief financial officer/accounting officer to ensure the proposed budget is submitted to the parent municipality and that any recommendations of the council of the parent municipality are considered by the board of directors prior to approval of the budget.</li> </ul> </li> <li>• Within the area or responsibility, providing technical inputs with the preparation, adoption and implementation of the budget and providing support to the chief financial officer /accounting officer throughout the budget process.</li> <li>• Within the area of responsibility, implementing and contributing to the implementation of the budget</li> <li>• Ensuring compliance to the legislative framework governing municipal budget and formats.</li> <li>• Knowledge of financial planning, taxation, budgeting and forecasting and the interrelation thereof.</li> </ul>
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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.	<ul style="list-style-type: none"> <li>• Within the area of responsibility, understanding the 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.</li> <li>• Supporting the chief financial officer/accounting officer to generate the 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 within the area of responsibility.</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>• Within the area of responsibility, 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 implement the financial reporting process of the municipality.	<ul style="list-style-type: none"> <li>• Knowledge and understanding of the legislative framework governing financial reporting in local government.</li> <li>• Support and contribute to the timely preparation, submission and publication of statutory reports, including the annual financial statements, annual report and in-year reports (e.g. in the case of a municipality reporting monthly (section 71), mid-year reporting (section 72)) withdrawals from bank accounts (section 11(4)) etc</li> <li>• Within the area of responsibility, 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, 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.</li> <li>• Within the area of responsibility to generate, analyse and evaluate cost-management reports for all programmes and/or projects to review performance.</li> </ul>
	The ability to implement the performance reporting process of the municipality.	<ul style="list-style-type: none"> <li>• Knowledge and understanding of the local government legislative framework governing performance reporting.</li> <li>• Within the area of responsibility implementing and maintaining a performance management system. In the case of a municipal entity also regularly monitoring, measuring, reviewing and reporting its performance to its parent municipality.</li> <li>• Within the area of responsibility timely preparation, submission and publication of statutory reports relating to performance. For example the annual performance report (section 121(3) 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)</li> <li>• .</li> <li>• Within the area of responsibility, ensure that the content of performance reporting is specific (unambiguous), measurable, accurate and valid, reliable and time specific.</li> <li>• Within the area of responsibility support the chief financial officer/accounting officer to 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.</li> <li>• Within the area of responsibility support the chief financial officer/accounting officer to analyse and evaluate the performance of: <ol style="list-style-type: none"> <li>1. service delivery mechanisms (internal and external) and outsourced service agreements against performance targets, and</li> <li>2. in the case of a municipality, of each of its municipal entities against the service level agreement and performance targets for that entity,</li> </ol> </li> </ul>

		<ul style="list-style-type: none"> <li>• Within the area of responsibility and 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>• Within the area of responsibility and 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 (including the possible transfer of risk) and 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</li> </ul>
	The ability to implement change management within the area of responsibility.	<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
7. Project management	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>• 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) and the legal framework governing the various services particular to the area of responsibility</li> <li>• Within the area of responsibility, 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>• 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 where relevant.</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 the municipality's By-laws and 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 making By-laws. This includes advising the chief financial officer/accounting officer on the financial and non-financial impact of proposed By-laws and policies OR in the case of a municipal entity supporting the accounting officer with the process of adopting policies including advising on the financial and non-financial impact of proposed policies</li> <li>• Within the area of responsibility, supporting the chief financial officer/accounting officer with 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 municipal 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.</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> </ul> <p>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</p>



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 the supply chain management function	<ul style="list-style-type: none"> <li>• Basic 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>• Within the area of responsibility, implementing delegations for supply chain management powers and duties in accordance with the Municipal Supply Chain Management Regulations.</li> <li>• Implementing the supply chain management policy within the area of responsibility to ensure supply chain management that is fair, transparent, competitive and cost effective</li> <li>• Within the area of responsibility, contributing to the 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.</li> <li>• Implementing measures to combat abuse of the supply chain management system, fraud, corruption, favouritism and unfair and irregular practices</li> </ul>

**11. Audit and Assurance**

The ability to support the audit process, in order to obtain the optimum level of assurance from the Auditor-General

- 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
- 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
- Contribute to the timely preparation of accurate annual financial statements and the annual report
- 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. Financial officials, within the area of responsibility, 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.