
GENERAL NOTICE

NOTICE 347 OF 2007

MINISTRY FOR PROVINCIAL AND LOCAL GOVERNMENT

DRAFT COMPETENCY GUIDELINES FOR MUNICIPAL MANAGERS AND MANAGERS DIRECTLY ACCOUNTABLE TO MUNICIPAL **MANAGERS**, 2006

1. I, Fholisani Sydney Mufamadi, Minister for Provincial and Local Government, in terms of section 72, of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000), hereby publish Draft Guidelines to establish minimum competency requirements for municipal managers and managers directly accountable to municipal managers, *for* public comment.
2. Comments must please be submitted in writing to -

The Director-General
Attention: Ms S Greýling
Department of Provincial and Local Government
Private Bag X 804
PRETORIA
0001
3. Comments may **also** be faxed to facsimile number (012) 336 5609 or e-mailed to sandra@dplg.gov.za
4. Comments must be received by **no** later than **11 May 2007**.

F S MUFAMADI
Minister for Provincial and Local Government

**dplg**

Department of Provincial and Local Government

Branch Systems and Capacity Building
Local Government Leadership Academy**LOCAL GOVERNMENT:****MUNICIPAL SYSTEMS ACT:****DRAFT Competency Guidelines:****Generic section 57 managers managerial
competency framework and specific
occupational competency profiles**

INDEX

Contents	Page numbers
I - Explanatory Note on Draft Guidelines	3
lines	4
Regulations	
4. Explanation on the competency modeling approach used	7
5. Selecting for talent	12
6. How to interpret the competency framework for section 57 managers	14
7. How to interpret the occupational competency profiles	22
8. Conclusion	23
9. Sources	24
10. Contact details	25
Diagram: Competency Profiles and Influencing Factors	11
Tables:	
Table 1: Broad legal requirements for each section 57 management position	15
Table 2: Competency Definitions	16
Table 3: Competencies per level of proficiency	17
Table 4: Position, level and function: Local and Metropolitan Municipalities	18
Table 5: Position, level and function: District Municipalities	20
Appendices:	
Appendix A: Typology of municipalities and associated municipal characteristics	
Appendix B: Managerial Competency Framework: Local Government Section 57 Managers	
Appendix C: Occupational Competency Profiles: Local Government	

1. Explanatory Note on Draft Guidelines

- 1.1 These draft guidelines convey a responsibility and prerequisite from national to local government on the appointment of potential candidates; first, in terms of talents required for the position and next, introducing minimum requirements for section 57 and other senior managers, in terms of:

1.1.1 **Managerial competence**, contained in a managerial competency framework (Aligned to that expected of the Senior Management Service at national and provincial government).

1.1.2 **Occupational competency profiles** (Aligned to competency indicators developed for the Senior and / or Middle Management Service at national and provincial government in terms of the Code of Remuneration and a local government specific skills development typology).

The afore-mentioned is in line with the reference to human resource practices in Section 72 (iii) of the Municipal Systems Act 32 of 2000.

- 1.2 The aim of these guidelines are thus to provide municipalities with guidance on selecting for talent and the minimum requirements anticipated of a section 57 and other senior manager, in terms of managerial and occupational competence that must be put into operation at all municipalities during:

1.2.1 Relevant appointment processes (such as compiling the advertisement).

1.2.2 The compilation of related job descriptions.

1.2.3 Preparation of performance agreements.

1.2.4 The compilation of personal development plans.

1.2.5 Development of career plans.

1.2.6 Succession planning.

1.2.7 Scarce skill planning.

1.2.6 Talent management.

1.2.7 Human Resource Planning.

- 1.3 In issuing these guidelines the purpose of the Department of Provincial and Local Government (**dplg**) is to strengthen human resources and related processes at local government. The **dplg** does not negate that possible work has already been done in this regard by some municipalities, instead, the **dplg** herewith wants to provide a platform for discussion with key stakeholders within the local government sector in order to present a competence model for improving the management capacity of municipalities.

- 1.4 In those cases where municipalities have already determined managerial and / or occupational competence requirements, the municipality must

ensure that said competence requirements contain, as minimum requirement, the competencies in the attached Appendices B and C.

- 1.5 Municipalities should also note that **a phased approach** is to be followed, whereby:
 - 1.5.1 The managerial competency framework and the occupational competency profiles for managers, contained in these guidelines, will be refined when conducting a skills audit to determine the skills gaps of actual incumbents.
 - 1.5.2 Next, unit standards and / or qualifications will be linked to the competence model and / or vocational qualifications will be developed; in partnership with the Local Government Sector Education and Training Authority (LGSETA) and the South African Local Government Association (SALGA) to create a learning framework for the local government (aligned to that planned by the Department of Public Service and Administration for national and provincial government).
 - 1.5.3 Finally, these processes will be cascaded down to lower levels of municipal employees.

2. Background to the Guidelines

- 2.1 In response to the decision by Cabinet to conduct a comprehensive skills audit at local government level:
 - 2.1.1 A study was undertaken to make recommendations on how useful available documents, which focus on skills and capacity assessment in local government, were in developing an approach to skills assessment, which will enable skills gaps to be identified as well as determine appropriate and effective means of addressing these.
 - 2.1.2 In order to further understand how skills assessments are currently conducted in municipalities and how effective these are in determining how to address the identified skills gaps, several interviews were also held with the management of the eThekweni Skills Development Department.
 - 2.1.3 The report entitled: 'Local Government Skills Audit: Review of Existing Data and Reports', details the findings of the study referred to in item 2.1.1 above and consists of four further sections: Section 2 situates the skills audit within the local government context. It first provides a brief overview of current policy approaches to the capacity building and skills development within the framework of developmental local government, and then outlines the legislative context of capacity building and skills development in local

government, and the legal requirements of municipalities and section 57 officials. Section 3 develops a typology of municipality and looks at the kind of skills required and how these may vary according to the nature of the municipality concerned (See Appendix A for the categories contained in the typology referred to). In section 4 available documents and databases are reviewed and assessed in light of the requirements of developmental local government outlined in Section 2 and 3. Section 5 provides recommendations as to how to address the gaps in skills assessment to achieve more effective delivery at local level, while Section 6 looks at the possible way forward.

2.1.4 A second study contained in a report entitled: 'Local Government Skills Audit: A Preliminary Assessment of the Skill Requirements for Senior Managers (section 57 managers)' followed, which assessed relevant legislation and policy and the skills implications of these for senior local government officials, along with 10 case studies based on the typology at Appendix A, conducted at the following municipalities:

- (a) Hlabisa, KwaZulu Natal (Category 1)
- (b) Jozini, KwaZulu Natal (Category 1)
- (c) Umzimvubu, Eastern Cape (Category 2a)
- (d) Umzimkhulu, Eastern Cape (Category 2a)
- (e) Hantam, Northern Cape (Category 2b)
- (f) Karoo Hoogland, Northern Cape (Category 2b)
- (g) Moqhaka Municipality, Free State (Category 3)
- (h) Merafong City, Gauteng (Category 3)
- (i) Mbombela, Mpumalanga (Category 3)
- (j) Nelson Mandela, Eastern Cape (Category 4),

2.1.5 This allowed for the preparation of a generic competency framework, indicating the kinds of competencies needed by section 57 and other managers. Broad occupational competency profiles for each of the following positions in each type of municipality were also compiled:

- (i) Municipal Manager
- (ii) Chief Financial Officer
- (iii) Technical Services, including Managers: Roads, Electricity, Water and Sanitation
- (iv) Corporate Services
- (v) Municipal Planning
- (vi) Project Manager
- (vii) Contract Manager
- (viii) Quantity Surveyor

2.1.6 The main objective with the competency modeling exercise is to develop ways of addressing service delivery blockages at local level, where they pertain to skills problems, and commencing with section 57 managers.

3. Legal Framework for Preparing Guidelines and Regulations

3.1 This subsection briefly examines the core legislative aspects for the preparation of guidelines and / or regulations for the determination of a competence model for municipalities.

3.2 In terms of section 72 of the Municipal Systems Act No 32 of 2000, the Minister for Local Government may prepare guidelines and regulations for the local public administration and human resource management. He / she is required to comply with the labour legislation and would need to consult with the bargaining council established for municipalities before implementing any guidelines or regulations.

3.3 Specifically, section 72 (1) (a) (iii) states that the Minister can regulate the setting of uniform standards for -

- “(aa) municipal staff establishments,
- (bb) municipal staff systems and procedures and the matters that must be dealt with in such systems and procedures; and
- (cc) **any other matter concerning municipal personnel administration**”.

3.4 Section 72 (b) indicates that the Minister can issue guidelines to provide for the following matters -

- “(i) the establishment of job evaluation systems;
- (ii) the **regulation of remuneration and other conditions of service of staff members of municipalities**, subject to applicable labour legislation;
- (iii) the measuring and evaluation of staff performance;
- (iv) the development of remuneration grading and incentive frameworks for staff members of municipalities;
- (v) **corrective steps in the case of substandard performance by staff members of municipalities**; and
- (vi) **any other matter that may facilitate the implementation by a municipality of an efficient and effective system of personnel administration**”.

3.5 Section 120 (2) which then outlines matters pertaining to the Preparation of guidelines and regulations, acknowledges the variations in municipalities. It states that a differentiation may be made between different kinds of municipalities, which may be defined either in relation to categories or types of municipalities or in any other way.

- 3.6 Section 72 (2) indicates that when making regulations or issuing guidelines in terms of section 120, the Minister must -
- “(a) take into account the capacity of municipalities to comply with those matters; and
 - (b) differentiate between different kinds of municipalities according to their respective capacities”.
- 3.7 The legislation also makes provision for the Minister to phase in the regulations if it places a financial or administrative burden on municipalities.
- 3.8 The Municipal Finance Management Act, No 56 of 2003 indicates that competency levels for all key financial positions within a municipality will be prescribed. Specifically, section 83 states the following:
- “(1) The accounting officer, senior managers, the chief financial officer and other financial officials of a municipality must meet the prescribed financial management competency levels.
 - (2) A municipality must for the purposes of subsection (1) provide resources or opportunities for the training of officials referred to in that subsection to meet the prescribed competency levels.
 - (3) The National Treasury or a provincial treasury may assist municipalities in the training of officials referred to in subsection (1)”.

[Note: According to information from National Treasury, the prescribed competencies will come into effect on 1 July 2006. Therefore, the competence model must be read in conjunction with that to be implemented by National Treasury and any other line sector department’s legislative competence requirements].

4. Explanation on the competence model used by the dplg

4.1 In regard to the competence model used by the dplg:

- 4.1.1 It is important to remember that **a number of factors affect a municipality’s performance**, including:
- (a) Competency (which needs to be linked to the functions that need to be performed).
 - (b) Commitment (a skilled manager may lack commitment and therefore not perform effectively despite the performance contract process, which allows for monitoring and interventions in theory but is often difficult to implement in practice).
 - (c) Context (e.g. the relationship between politicians and officials, the geographic location or economic potential of the municipality, etc.).

4.1.2 The three factors listed above are inter-related and **it is important that all three are considered** in order **to achieve long term and sustained improvement in municipal performance**. An emphasis on competency alone could result in little or no improvement if other factors are more instrumental in slow delivery.

4.1.3 The **benefits** of using a competence model approach are to:

- (a) Align employees to the organisation's strategic vision.
- (b) Raise awareness about required talents and, as talents cannot be trained and developed it thus implies that the correct person, with the required talents, should be selected for the position from the start.
- (c) Provide a description of the key knowledge, skills, behaviours and attitudes (competencies) that are required of people and can be developed with a degree of variance from one person to another.
- (d) Involve a common language, revealing the 'rules of the game' and provides the opportunity to do an objective comparison and identification or analysis of a competency gap.
- (e) Assist in establishing a common set of performance expectations, which in turn provides more clarity to people on expectations of their performance.
- (f) Present an objective comparison to identify and analyse a competency gap.
- (g) Give employees a tool with which to proactively manage their own careers through addressing the competency gaps they identified and working towards meeting their own career goals.
- (h) Allow the Human Resource Unit the opportunity to analyse individual competencies and determine the available human resources and the human resource needs that must be developed to address the organisation's future human resource demands.
- (i) Provide consistency across all human resource processes, e.g. recruitment, selection, performance management, career planning, succession planning, scarce skill planning, talent management and human resource planning.

4.2 In regard to the managerial competency framework for section 57 and other senior managers at Appendix B:

4.2.1 A standard senior management competency framework was developed, for section 57 and other senior managers, focusing on required managerial skills and based on one already implemented

in the national and provincial government by the Department of Public Service and Administration (DPSA), to ensure a consistent approach to senior management performance in the public service and the professionalisation thereof.

4.2.2 The focus of the senior management competency framework is on the following eleven critical generic managerial competencies that senior managers should possess, in no order of importance:

- (a) Strategic Capability and Leadership
- (b) Programme and Project Management
- (c) Financial Management
- (d) Change Management
- (e) Knowledge Management
- (f) Service Delivery Innovation (SDI)
- (g) Problem Solving and Analysis
- (h) People Management and Empowerment
- (i) Client Orientation and Customer Focus
- (j) Communication
- (k) Accountability and Ethical Conduct

4.2.3 The competencies are also described and defined in terms of three levels of proficiency, that is:

- (a) Proficiency Level 1 (the lowest level of proficiency)
- (b) Proficiency Level 2
- (c) Proficiency Level 3 (the highest level of proficiency)

A manager and his / her employee should agree on the level of proficiency required as per the post requirements.

4.2.4 These competencies will have to be reviewed annually to ensure currency and ongoing relevance in the type of municipality in the local government sphere.

4.3 In regard to the occupational competency profiles at Appendix C:

4.3.1 The occupational competency profiles within local government are based on the Code of Remuneration (COREs) implemented in national and provincial government by the Department of Public Service and Administration (DPSA) and are intended to provide competency indicators. The competency indicators referred to, provide:

- (a) An indication of the type of:
 - (i) knowledge;
 - (ii) skills;
 - (iii) communication;
 - (iv) creativity;
 - (v) qualifications and training;

- (vi) experience; and
- (vii) statutory requirements, mandatory of an occupational category.

Thus the above will be expected of individual managers in specific occupational categories in local government, as listed in item 2.1.5.

- (b) A guide to municipal employers in the appointment of such section 57 and other managers.
- (c) An indication to existing municipal officials of the competencies required of them in such positions
- (d) Support to career development and also in addressing scarce skills, succession planning, talent management and human resource planning.
- (e) Competency information in an accessible format.

4.3.2 The occupational competency profiles were also compiled in terms of:

- (a) Each category of municipality.
- (b) The proficiency level of each competency.
- (c) The details on 4.3.2 (a) and (b)¹ that means that for each section 57 and other management position listed in item 2.1.5 it was possible to identify exactly what kind of skills and qualifications are needed in each category of municipality. This should assist with drawing up generic job descriptions for each post, enabling municipalities to adapt these to their specific circumstances when advertising and filling a particular post. It should also alleviate the problems of having people with inappropriate skills or qualifications being appointed.

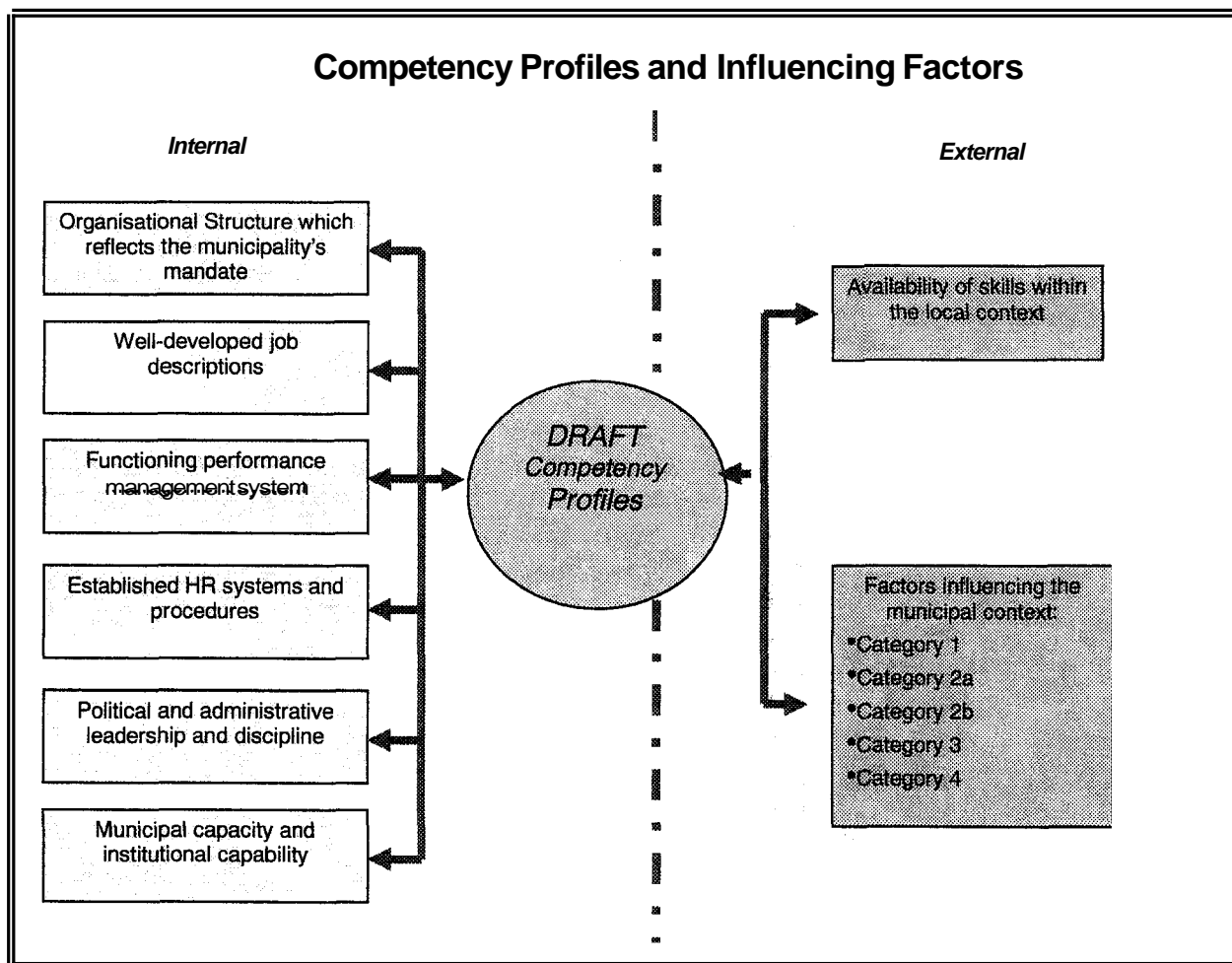
4.3.3 It is anticipated that the adoption of more standardised criteria for employing section 57 and other managers in local government will improve the overall capacity of municipalities to fulfill their legislated obligations, specifically with regard to speeding up more effective service delivery. However, as has been noted there are other factors which affect service delivery, and the most skilled senior management corpse cannot always bring about vast improvements due to other blockages or constraints.

4.3.4 The factors referred to above could directly or indirectly influence the success of the competency profiles and can be divided into:

¹ It is important to recognise that the nature of the municipality will change over time. Thus, the classification of the municipality, particularly as it relates to the problems it faces and the skills required to deal with these is dynamic and flexible. As problems are solved, the issues faced by managers change. The typology can thus be viewed as a continuum that allows the development of an individual's competency within a competency improvement system from proficiency level 1 to 3.

- (a) External factors, within the context in which a municipality is located, which are the -
 - (i) social;
 - (ii) economic;
 - (iii) political;
 - (iv) environmental; and
 - (v) in some instances, skills required would not be available locally [E.g. Municipalities situated in deep rural areas, and far from well established urban areas, may struggle to attract and retain skilled professionals].

- (b) Internal/ influencing factors such as -
 - (i) the ability of the municipality to prepare and approve an organizational structure which adequately reflects its mandate;
 - (ii) well prepared job descriptions which can then be used in conjunction with the competency profile; and
 - (iii) established HR systems and procedures, which include aspects such as recruitment and selection, performance management, training and skills development, career pathing, human resource planning, delegation of authority and disciplinary and grievance procedures.



4.3.5 The diagram above shows how the success of the use of the occupational competency profiles rests on a number of internal and external factors. As indicated earlier, external factors are those factors over which municipalities have very little control, whereas internal factors are those that they can control, either through an intervention by the municipality or from national **dplg** level.

4.3.6 The Section 53 process calls for the delegation of authorities from the Council to officials. It is thus a pre-cursor to the real determination of what municipal managers will do, and establishes the relationships between senior officials and politicians. Very few municipalities have completed a Section 53 process as yet. The Section 53 process needs to delegate authority to the Municipal Manager first. If the Section 53 process does not take place, the roles and responsibilities between officials and politicians will not be resolved in an appropriate manner. In this case, even appointing well qualified people to the posts will result in them not being able to do their job effectively as they will not have the authority to do so.

There is therefore an urgent need to ensure that authorities are delegated appropriately.

5. Selecting for talent

- 5.1** It should be noted that there is an important difference between talents, knowledge and skills. Knowledge and skills can be trained and developed to a degree while talent cannot.

5.2 Knowledge is “what you are aware of”. There are two kinds of knowledge:

5.2.1 Factual – things you know. **E.g.** For an accountant, knowing the rules of double-entry bookkeeping. It can and should be taught.

5.2.2 Experiential – understandings you have picked up along the way. It is less tangible therefore much more difficult to teach. Acquiring it is the responsibility of the individual. The individual must discipline him- / herself to stop, look back on past experiences and try to make sense of them. Through this kind of musing or reflection you can start to see patterns and connections. You can start to understand. Some understandings are practical, **E.g.** Over a number of years an accountant comes to know a variety of ways to shield a client’s assets from excessive taxation. Some understandings are more conceptual. Your awareness of who you are and how you come across to others is experiential knowledge; it comes with time if you are listening. In the same way your values – those aspects of your life that you hold dear – are experiential knowledge.

5.3 Skills can be defined as the “how to” of a role. These are capabilities that can be transferred from one person to another. **E.g.** For accountants, arithmetic is a skill. The best way to teach a skill is to break down the total performance into steps, which the learner reassembles. The best way to learn a skill is to practice.

5.4 With regard to talents: Individuals have a filter, a characteristic way of responding to the world. A filter may tell the individual which stimuli to notice and which to ignore, which to love and which to hate. It creates innate motivations – *is* one competitive, altruistic or ego driven? It defines thinking – is one disciplined or laissez faire, practical or strategic? It forges prevailing attitudes – is one optimistic or cynical, calm or anxious, empathetic or cold? It creates a distinct pattern of thought, feeling and behaviour. In effect the filter is the source of talents. Neuroscience has also started to confirm that an individual’s mental filter is as enduring and as unique as a fingerprint thus not easily changeable. This does not mean change cannot happen. Individuals can be taught new skills and knowledge, alter values, develop a great sense of self awareness and a

greater capacity for self regulation but training, coaching or encouragement will not necessarily allow the required behaviour to come effortlessly.

5.5 Talent can be defined as a **recurring** pattern of thought, feeling or behaviour that can be productively applied by an individual. Talents are behaviours that people find themselves doing often thus they are an ingrained part of an individual's 'make-up'.

5.6 The **key to excellent performance** and not just any range in performance **is finding the match between the person with the right talents for the position / role that the organisation requires of him / her.** There is a range in every role, no matter how simple it seems; even a cleaner's. Talents cannot be taught, that is: "You cannot teach someone to form strong opinions, to feel emotions of others, to revel in confrontation or to pick up on subtle differences in how best to manage each person. You have to select for these".

5.6 Talents have proven to be the driving force behind individual's performance and while experience, brainpower and willpower all affect performance only the presence of the right talents can account for the excellence, if 'excellence' is the chosen range in performance, **E.g.** for an accountant an innate love of precision.

5.7 In selecting for talent one must be aware of which talent one is interviewing for **so** that appropriate questions can be formulated to identify the most prospective talent, there are three kinds of talent:

5.7.1 Striving:

These talents explain the **why** of an individual. It explains why the individual gets out of bed every day, why he / she is motivated to push and push just that little bit harder. Why the individual is driven by his / her desire to stand out, or is good enough, good enough for him / her? **Is** the individual intensely competitive or altruistic or both? Does the individual define him- / herself by his / her technical competence, or does he / she just want to be liked?

5.7.2 Thinking:

The **how** of the individual is explained: How the individual thinks; weighs up alternatives; comes to decisions; is focused or leaves options open; is disciplined and structured or loves surprises; is a linear, practical or strategic thinker, always playing mental 'what if games'?

5.7.3 Relating:

These are talents that explain the ‘**who**’ of the individual. Who the individual trusts, builds relationships with, confronts, ignores? **Is** the individual drawn to win over strangers or is he / she at ~~ease~~ ease with close friends? Is trust something that according to the individual must be earned or is it extended to all In the belief that worthiness will **be** proven, Does the Individual confront others dispassionately or is it avoided until a final explosion into an emotional tirade (Item 5: Buckingham and Coffman, 1999).

6. **How to interpret the managerial competency framework for senior (section 57) managers**

6.1 The competency framework at Appendix B should be viewed as a generic competency framework on specifically managerial skills required of senior / section 57 managers and which will serve as an additional guide with:

6.1.1 The development of an advertisement for the filling of a particular senior management post.

6.1.2 The compilation of job descriptions for senior managers.

6.1.3 Key performance areas in a senior manager’s performance agreement.

6.1.4 A means for measuring existing senior manager competency levels within the municipality to compile a personal development plan and / or career plans and / or other human resource development practices.

6.2 The key concepts contained in the competency framework are:

6.2.1 **Generic competencies**, which refer to those aspects that are required by all managers in senior management positions within a municipality. Specific occupation and professional competencies are thus not included.

6.2.2 **Occupational competencies** are not included and refer to the occupation-related specialist and / or technical requirements for rendering of municipal services. This would include the technical competencies required for performing both the authority and the service delivery aspects of a municipal function or grouping of related functions. The extent of the occupational competency of a position required to perform a particular function would again vary according to the category or type of municipality, **as** contained in the competency profiles (Appendix C).

6.2.3 **Non-negotiable competencies** are those competencies, which are necessary for addressing the legislative requirements for

municipalities. In some instances the generic competencies would be sufficient as the requirement relates to general management. However, in some cases occupational competencies will be essential for ensuring legal compliance. Local government and related sector legislation is punctuated with specific functions to be performed by specific positions within a municipality that must always be a consideration when developing senior managers' competency. Table 1 indicates broadly the local government legislation that may or will have a direct bearing on the position requirements.

Table 1: Broad legal requirements for each senior management position

	Constitution	Municipal Structures Act	Municipal Systems Act	Municipal Finance Management Act
Municipal Manager	X	X	X	X
Chief Financial Officer	X	-	X	X
Head: Corporate Services	X	-	X	X
Head: Technical Services	X	X	X	-
Manager Water	X	X	X	-
Manager Roads	X	X	X	-
Manager Electricity	X	X	X	-
Project manager	X	-	X	X
Contract Manager	X	-	X	X
Quantity Surveyor	X	-	-	-

6.2.4 Three **proficiency levels** are used in the framework. Proficiency describes the output and outcomes produced according to a proficiency scale that provides for behaviours on the job in terms of a range **of** designated proficiency indicators such as, quality, speed, cost, etc. within certain work and organisational constraints. Each proficiency level is explained in more detail below:

(a) **Proficiency Level 1**

This proficiency rating indicates that the person should be able to perform their local government responsibilities at the minimum level without any additional support.

(b) **Proficiency Level 2**

The proficiency level indicates that the person is able to understand and perform the local government responsibilities effectively and efficiently. Moreover, the incumbent is capable *of* solving complex problems and is able to think creatively to improve service delivery levels and administration *of* the municipality. The person should be able to provide advice for supporting municipal decision-making.

(c) **Proficiency Level 3**

This level of proficiency indicates that a person has extensive and special skills and knowledge of the local government sector, is able to manage complex processes, and is creative, efficient and effective in the management and the delivery of services. The person sets an example and a standard by which to measure good performance. In addition, he or she is able to provide expert advice for decision-making.

6.2.5 Table 2 outlines the broad definition for each area of managerial competency.

Table 2: Competency Definitions

Competency	Definition
Strategic Capability and Leadership	Must be able to provide a vision, set the direction for the municipality and inspire others in order to deliver on the municipality's mandate.
Programme and Project Management	Must be able to plan, manage, monitor and evaluate specific activities in order to ensure that policies are implemented and that Local Government objectives are achieved.
Financial Management	Must be able to know, understand and comply with the Municipal Finance Management Act No 56 of 2003.
Change Management	Must be able to initiate and support municipal transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments.
Knowledge Management	Must be able to promote the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the municipality.
Service Delivery Innovation (SDI)	Must be able to explore and implement new ways of delivering services that contribute to the improvement of municipal processes in order to achieve municipal goals.
Problem Solving and Analysis	Must be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner.
People and Diversity Management	Must be able to manage and encourage people, optimise their outputs and effectively manage relationships in order to achieve the municipality's goals.
Client Orientation and Customer Focus	Must be willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice.
Communication	Must be able to exchange information and ideas in a clear and concise manner appropriate for the audience in order to explain, persuade, convince and influence others to achieve the desired outcomes.
Accountability and Ethical Conduct	Must be able to display and build the highest standards of ethical and moral conduct in order to

Competency	Definition
	promote confidence and trust in the municipality.

6.2.6 A description of each of the competencies per level of proficiency is included in table 3. Again, these represent the broad generic requirements for all management positions within a municipality. **Variations between types of municipalities are based on the proficiency level required and not the set of competencies.** While it may be possible for the municipal manager to reflect only the generic competencies*, the other senior (section 57) managers will require some sector specific knowledge linked to the line function (as reflected in Appendix C). **[Important note:** Should the municipality's capacity diminish the need for sector knowledge will increase].

Table 3: Competencies per level of proficiency

Position	Competency Type			Level of Proficiency				
	Generic	Non neg	Specialist	Category 1	Category 2a	Category 2b	Category 3	Category 4
Municipal Manager	Yes	Yes	-	1	1	1	2	3
Chief Financial Officer	Yes	Yes	Yes	1	1	1	2 to 3	3
Head: Corporate Services	Yes	Yes	Yes	1	1	1	2	2 to 3
Head: Technical Services	Yes	Yes	Yes	2	2	2	2 to 3	3
Manager Water	Yes	Yes	Yes	1	1	1 to 2	2 to 3	3
Manager Roads	Yes	Yes	Yes	1	1	1	2	2 to 3
Manager Electricity	Yes	Yes	Yes	Not applicable	Not applicable	1	2	2 to 3
Project manager	Yes	Yes	Yes	1	1	1	1 to 2	2 to 3
Contract Manager	Yes	Yes	Yes	1	1	1	1 to 2	2 to 3
Quantity Surveyor	Yes	Yes	Yes	1	1	1	1	2

² Demonstrate "generalist" knowledge and skills

of the position within the organizational structure such as the manager for water, project manager, contract manager, roads manager will vary depending on the extent of the function performed by the municipality and the organisation's size and complexity. Table 4 and 5 examines the position, its status (Section 57 or permanent), a baseline description of the function requirements and the possible reporting structure per type of municipality.

Table 4: Position, level and function: Local and Metropolitan Municipalities

Position	Type/ Possible Level	Minimal Function Description ³	Reporting Structure				
			Category 1	Category 2a	Category 2b	Category 3	Category 4
Municipal Manager	Section 57 SMS ⁴	Section 55 of the Municipal Systems Act	Mayor	Mayor	Mayor	Mayor	Mayor
Chief Financial Officer	Section 57 SMS	Chapter 8 of the Municipal Finance Management Act	Municipal Manager	Municipal Manager	Municipal Manager	Municipal Manager	Municipal Manager
Head: Corporate Services	Section 57 SMS	Human resource management; committee services	Municipal Manager	Municipal Manager	Municipal Manager	Municipal Manager	Municipal Manager
Head: Technical Services	Section 57 SMS	Water, Sanitation, Roads, Refuse, Electricity	Municipal Manager	Municipal Manager	Municipal Manager	Municipal Manager	Depending on service delivery mech- anism
Manager: Water	Category 4 municipality Section 57 Category 3, Section 57 or permanent. Category 2b, most likely permanent. SMS or MMS ⁵	Potable water and sanitation	Do not perform the function	Vast majority do not perform the function	Head: Technical Services	Head: Technical Services	Depends on the service delivery mech- anism
Manager: Roads	Category 4 municipality	New infrastructure	Head: Technical	Head: Technical	Head: Technical	Head: Technical	Depends on the

³ The complexity of the position/department would depend on the size and complexity of the municipality. For example, in a large municipality a Corporate Services Manager could be responsible for human resource management, labour relations, a legal division, committee services, internal audit, skills development and training, community facilitation, ward committee support etc.

⁴ SMS = Senior management staff

⁵ MMS = middle management staff

Position	Type/ Possible Level	Minimal Function Description	Reporting Structure				
			Category 1	Category 2a	Category 2b	Category 3	Category 4
	Section 57. Category 3, Section 57 or permanent. Category 2b, most likely permanent. SMS or MMS	development; maintenance and upgrading; Storm water	Services	Services	Services	Services	service delivery mech- anism
Manager: Electricity	Category 4 municipality Section 57. Category 3, Section 57 or permanent. Category 2b, most likely permanent SMS or MMS	Management and maintenance of existing infrastructure	Do not perform the function	Vast majority do not perform the function. If performed, then Head: Technical Services	Few perform the function. If performed, then Head: Technical Services	Head: Technical Services	Depends on the service delivery mech- anism
Project manager	Category 4 municipal- ities, Section 57; Category 3 Section 57 or permanent. Category 2b most likely permanent MMS	Management of infrastructure projects - Municipal Infrastructure Grant (MIG)	Function would be per- formed by the Head: Technical Services	Function would be performed by the Head: Technical Services	Function would be performed by the Head: Technical Services	Head: Technical Services	May be more than one project manager and then would report to the line function manager
Contract Manager	Category 4 municipality Section 57. Category 3, Section 57 or permanent. Category 2b, most likely permanent	Management of service delivery contracts, Public Private Partnerships (PPPs); Management of construction and related	Function would be per- formed by the Head: Technical Services in con- junction with the	Function would be performed by the Head: Technical Services in conjunction with the CFO	Function would be performed by the Head: Technical Services in conjunction with the CFO	Head: Technical Services or Chief Financial Officer (CFO)	May be more than one contract manager and then would report to the line function manager

Position	Type/ Possible Level	Minimal Function Description ₃	Reporting Structure				
			Category 1	Category 2a	Category 2b	Category 3	Category 4
	MMS	contracts	CFO				
Quantity Surveyor	Permanent MMS	Specialist input required for MIG	Not per- formed, - the respon- sibility would be included in the con- tractors' contract	Not performed, the respon- sibility would be included in the contractors' contract	Not performed, the respon- sibility would be included in the contractors' contract	Head: Technical Services	May be more than one Quantity Surveyor and then would report to the line function manager

Table 5: Position, level and function: District Municipalities

Position	Type/ Possible Level	Minimal Function Description	Reporting Structure	
			District C1 Larger urban areas	C2 Smaller urban areas
Municipal Manager	Section 57 SMS	Section 55 of the Municipal Systems Act	Mayor	Mayor
Chief Financial Officer	Section 57 SMS	Chapter 8 of the Municipal Finance Management Act	Municipal Manager	Municipal Manager
Head: Corporate Services	Section 57 SMS	Human Resource Management; committee services	Municipal Manager	Municipal Manager
Head: Technical Services	Section 57 SMS	Water, sanitation (roads' and refuse commonly adjusted to local municipalities) Performs the Section 83(3) functions	Municipal Manager	Municipal Manager
Manager: Water	Section 57 more likely permanent MMS	Potable water and sanitation	Do not perform the function	Head: Technical Services
Manager: Roads	Section 57 more likely permanent MMS	New infrastructure development; maintenance and upgrading; storm water. Still commonly "rural" roads - old RSC function	If performed by the municipality, the Head: Technical Services.	If performed by the municipality, Head: Technical Services.
Manager: Electricity	Not performed	Not performed	Not performed	Not performed
Project	More likely	Management of	Function would be	Function would be

Position	Type/ Possible Level	Minimal Function Description	Reporting Structure	
			District C1 Larger urban areas	C2 Smaller urban areas
manager	permanent MMS	infrastructure projects – MIG	performed by the Head: Technical Services	performed by the Head: Technical Services
Contract Manager	More likely permanent MMS	Management of service delivery contracts – PPPs; Management of construction and related contracts.	Function likely to be performed by the Head Technical Services in conjunction with the CFO.	The Head Technical Services in conjunction with the CFO would perform function.
Quantity Surveyor	If there is a position in the municipality, it is more likely permanent. MMS	Specialist input required for MIG.	In most instances not performed by the municipality – the responsibility would be included in the contractor's contract.	In most instances not performed by the municipality – the responsibility would be included in the contractor's contract.

6.3 The senior management competency framework proposed herein also takes into account the different kinds of municipalities as contained in the typology at Appendix A.

7. How to interpret the occupational competency profiles

7.1 **Individual capacity** is defined as potential (through talent) or competency reflected in an individual's specific technical and generic skills, knowledge, attitudes and behaviour, accumulated through forms of education, training, experience, networks, values etc. Individual capacity is harnessed within a specifically created institutional context.

7.2 The municipality needs to ensure an **optimum institutional context** through organisational culture, leadership and vision.

7.3 Challenges to individual capacity include amongst others, lack of potential/ talent, competency, poor job descriptions, inadequate technical skills, inadequate knowledge and information base within municipalities, poor understanding of local government's legal framework, insufficient expertise to interpret and translate legislation and policies into action, lack of in-house technical abilities to develop systems, support internal processes, perform municipal functions, lack of service oriented attitude and behaviour, and recruitment and selection not in line with job descriptions.

7.4 Developmental local government requires a different mindset from that of the historic practices in local government. Greater emphasis is now placed on the effective and efficient management of resources for improved service delivery. Municipalities are required to integrate their

planning with their strategic and operational objectives. Within the Constitutional and other legislative frameworks, municipalities have the executive authority to develop policies and procedures for overcoming service delivery barriers, managing and meeting their own objectives and responding to their local conditions, etc. Importantly, municipalities are now accountable for their performance levels.

- 7.5 In preparing the occupational competency profiles for each of the municipal positions previously listed in item 2.1.5 of the guidelines, it has been assumed that the job content and outputs would largely correspond to the “non-negotiable” responsibilities drawn from the legislative requirements (item 6.2.3).
- 7.6 The following competency indicators have been addressed in the occupational competency profiles for each of the positions in item 2.1.5 per the typology at Appendix A:
 - 7.6.1 Knowledge
 - 7.6.2 Skills
 - 7.6.3 Communication
 - 7.6.4 Creativity
 - 7.6.5 Formal qualification/s and training⁶
 - 7.6.6 Years of experience
 - 7.6.7 Associated statutory requirements
- 7.7 The use of qualifications as an indicator provides an outline of the qualifications generally viewed as competent for such, occupation. This approach does however not address the concept of prior learning, which can and does contribute toward an individual attaining the necessary competency levels for a senior position in local government. Consequently, the qualifications contained in the competency profiles should be used as a guide for practitioners.
- 7.8 Using the municipal manager as an example, it is possible that the same responsibilities prescribed in the Municipal Systems Act will require different competencies in different environments. Consequently, the occupational competency profiles in Appendix C indicate variations in the competency levels and the learning indicators associated with each type of municipality according to the skills development typology. Similarly, a broad statement for a skill requirement is made, e.g. managing community participation, but this has not been broken down into its smaller components (i.e. what specific skills are required to manage community participation). Thus, the competency of a position is being considered, not the competency/ies required to perform a function, which may require a range of people.

⁶ Training is regarded as any training, which is not a formal qualification and or years experience.

8. A Risk Management Plan for serving employees

- 8.1 It is possible that some uncertainty and insecurity will be evident with existing managers. ***It is recommended that a risk management plan*** needs to be developed to combat any unintended consequences arising from the implementation of the managerial competency framework or occupational competency profiles and concomitant regulations. The Personal Development Plan can be used to address the individual's concerns.

9. Assessment against the managerial competency framework and occupational competency profiles

- 9.1 A competence needs to be displayed / achieved through the completion of pre-established criterion tests or supporting evidence that the requisite competency has been displayed and the particular proficiency level has been attained. Thus, the proficiency level achieved is based on demonstrated capabilities and job competence.
- 9.2 Furthermore, a single achievement of competence at the required level is not always sufficient, the following criteria should also be met:
- 9.2.1 The proficiency level in a competence area / indicator must be demonstrable.
 - 9.2.2 Progression of proficiency and competence is based on competence that has been successfully demonstrated. Even if a person or that persons' manager feels that a person possesses the capability to achieve a proficiency level in that competence area / indicator, then the person or manager cannot claim to possess proficiency in that competence.
 - 9.2.3 The proficiency in a competence area / indicator must have a quality of sustainability to it.
 - 9.2.4 Prior experience to the competence can be used to claim proficiency at a specific level of competence but evidence needs to be produced.
- 9.3 In view of the above it is evident that competency assessment can be difficult to measure objectively and may require an objective measurement / assessment instrument. A competency assessment battery has been developed by the Department of Public Service and Administration for the senior managers at national and provincial government, which may serve as example to a similar instrument that may need to be adapted to suit the local government sphere.
- 9.4 Recognition of prior learning against developed unit standards in terms of the required knowledge, skills, communication, creativity and qualification

levels is also an option for any manager who has the required experience in local government and needs to attain a certain qualification.

10. **Sources**

- 10.1 Buckingham M and Coffman C. 1999. First Break all the rules: What the world's greatest managers do differently [Pocket books]
- 10.2 Ovens, **W** and Kitchin F, Dr. August 2005. Local Government Skills Audit: Review of Existing Data and Reports for dplg's Chief Directorate: Local Government Leadership Academy
- 10.3 Ovens, **W** and Kitchin F, Dr. November 2005. Local Government Skills Audit: A Preliminary Assessment of the Skill Requirements for Senior Managers for dplg's Chief Directorate: Local Government Leadership Academy
- 10.4 The Department of Public Service and Administration's Code of Remuneration
- 10.5 The Department of Public Service and Administration's Competency Framework for the Senior Management Service

11. **Contact Details**

To further **engage on the contents** of this document please contact:

Mr. N Jack
Tel. 012 334 4906

Ms Sandra Greyling
Tel. 012 334 0600 / 4988
Fax 012 336 5974
sandra@dplg.gov.za

To obtain **additional copies** of this document, please contact:

Mr. Sizwe Kheswa
Tel. 012 334 0553
Fax 012 336 5974
skheswa@dplg.gov.za

Appendix A

Typology of municipalities and associated municipal characteristics

Note:

The typology was compiled based on the municipality / skill types referred to in column 1

Legislative Municipality Categories	Category Bs to Cs	Category Bs to Cs	Category Bs to Cs	Category Bs to Cs	Category Bs to Cs	Category Bs to Cs
Municipality/ skills types	Group 1 - No established towns	Group 2(a) One or small towns (Former TBVC areas)	Group 2(b) One or small towns (Non TBVC areas)	Large urban areas	Metro	
Broad characteristics	<ul style="list-style-type: none"> Mainly located in the former homeland areas Most have vast traditional authority areas No formal economy Service delivery levels – very low Service delivery backlogs as a percentage of total backlog for municipality – very high 	<ul style="list-style-type: none"> Most towns located in the TBVC areas Limited formal economy Some traditional authority areas Service delivery levels – low to very low Service delivery backlogs as a percentage of total backlog for municipality – high to very high 	<ul style="list-style-type: none"> One or more towns – all or most located outside the former TBVC areas Sector specific formal economies Some traditional authority areas Service delivery levels low to moderate Service delivery backlogs as a percentage of total backlog for municipality – moderate to high 	<ul style="list-style-type: none"> Large urban centres Diverse economy Some traditional authority areas Service delivery levels – moderate to high Service delivery backlogs as a percentage of total backlog for municipality – moderate to low 	<ul style="list-style-type: none"> Areas of high population densities Intense movement of people, goods and services Extensive development Multiple business districts and industrial areas Geographically extensive authority areas – limited to eThekweni and Tshwane Diverse and complex economies Service delivery backlogs as a percentage of total backlog for municipality – low 	
Political Structures	<ul style="list-style-type: none"> Councillors with no or limited local government experience 	<ul style="list-style-type: none"> Capacity building requirements – high Demands placed on 	<ul style="list-style-type: none"> Capacity building requirements – high Demands placed on 	<ul style="list-style-type: none"> Ward committees functioning in most areas Capacity building 	<ul style="list-style-type: none"> Generally councillors have local government experience 	

Legislative Municipality Categories/ skills types	Category Bs to Cs		Category Bs to Cs	Category Bs to Cs	A
	Group 1 - No established towns	Group 2(a) One or small towns (Former TBVC areas)	Group 2(b) One or small towns (Non TBVC areas)	Large urban areas	Metro
	<ul style="list-style-type: none"> Ward Committees? Capacity building requirements – high Demands placed on ward councillor – very high 	<ul style="list-style-type: none"> ward councillor – very high 	<ul style="list-style-type: none"> ward councillor – high to moderate 	<ul style="list-style-type: none"> requirements - moderate Demands placed on ward councillor – high to low 	<ul style="list-style-type: none"> Ward committees functioning in most areas Capacity building requirements - moderate to low Demands placed on ward councillor – high to low depending on the Constituency
General Management	<ul style="list-style-type: none"> Tend to demonstrate lower qualifications – often not related to the sector Majority of municipal managers have a matric with diplomas or lower qualifications Limited experience within the local government sector Capacity building requirements – high 	<ul style="list-style-type: none"> Capacity building requirements – high Tend to demonstrate lower qualifications Majority of municipal managers have a matric with diplomas or lower qualifications Limited local government experience 	<ul style="list-style-type: none"> Capacity building requirements – high Wide variation in qualification type Majority of municipal managers have a minimum of a degree with some having post graduate degrees Wide variation in sector experience 	<ul style="list-style-type: none"> Capacity building requirements – moderate Majority of municipal managers have post graduate degrees Qualifications – generally sector specific 	<ul style="list-style-type: none"> Municipal Managers have good qualifications – sector related High levels of experience in the local government sector Capacity building requirements - low
Human Resource Aspect	<ul style="list-style-type: none"> Small staff structures Average staffing levels – 53 persons Range from 4 staff members to 495 staff members Large staff numbers tend to be found in the North West and Limpopo 	<ul style="list-style-type: none"> Small staff structures Generally poorly skilled Human resources systems poorly developed in some municipal areas Average staffing levels – 182 persons 	<ul style="list-style-type: none"> Average staffing levels – 227 persons Average staff to household ratio – 1:81 	<ul style="list-style-type: none"> Human resource systems moderate to well developed Average staffing levels – 1460 persons Average staff to household ratio – 1:56 	<ul style="list-style-type: none"> Human resource systems well developed Very large staff structures – greater than 15 000. Organograms strongly linked to service provision requirements Diverse technical skills

Legislative Municipality Categories	Category Bs to Cs	Category Bs to Cs	Category Bs to Cs	Category Bs to Cs	A
Municipality/ skills types	Group 1 - No established towns	Group 2(a) One or small towns (Former TBVC areas)	Group 2(b) One or small towns (Non TBVC areas)	Large urban areas	Metro
	<ul style="list-style-type: none"> Municipalities Average staff to household ratio – 1:1295 households Generally poorly skilled Organograms often do not reflect the functions to be performed Often incorrect allocation of staff Human resource systems tend to be poorly developed 	household ratio – 1:306 households			requirements at management level – generally low
Financial Aspects	<ul style="list-style-type: none"> Average Operating budget 2004/05 – R21m Average household expenditure ratio – R923 per annum Grant dependent Very high indigence levels Part of ISRDS – infrastructure development initiatives Poor affordability levels No internal audit Unemployment rate – 62% 	<ul style="list-style-type: none"> Average Operating budget 2004/05 – R47m Average household expenditure ratio – R 1 276 per annum Very high indigence levels, greater than 50% Grant dependency – high Unemployment rate – 60% No internal audit 	<ul style="list-style-type: none"> Average Operating budget 2004/05 – R67m Average household expenditure ratio – R 4 182 Grant dependency – moderate Indigence levels less than 50% Unemployment rate – 39% Some will have an internal audit function 	<ul style="list-style-type: none"> Average Operating budget 2004 / 05 – R 513 million Average household expenditure ratio – R7154 per annum Indigence levels less than 40% Grant dependency – low Unemployment rate – 42% Internal audit function 	<ul style="list-style-type: none"> Average Operating budget 2004/05 - Average household expenditure ratio - Indigence levels less than 30% Unemployment rate – 37% Internal audit
Powers and functions	<ul style="list-style-type: none"> Commonly performing less than 30% of the schedule 4 and 5 part B 	<ul style="list-style-type: none"> Commonly perform between 30% and 50% of the schedule 4 and 5, 	<ul style="list-style-type: none"> Commonly perform approximately 50% of the schedule 4 and 5, 	<ul style="list-style-type: none"> Most schedule 4 and 5 Part B functions performed 	<ul style="list-style-type: none"> All schedule 4 and 5 part b functions performed Performing assigned

Legislative Municipality Categories	Category Bs to Cs	Category Bs to Cs	Category Bs to Cs	Category Bs to Cs	A
Municipality/ skills types	Group 1 - No established towns	Group 2(a) One or small towns (Former TBVC areas)	Group 2(b) One or small towns (Non TBVC areas)	Large urban areas	Metro
	<ul style="list-style-type: none"> Functions performed Limit to basic needs only Some priority 1 functions such as fire fighting services and municipal health services – not performed No capacity for performing assigned national and provincial functions No service level agreement with national or provincial government Requirements for performing authority functions Understanding of local government powers and functions – generally poor 	<ul style="list-style-type: none"> part B, functions Functions performed limited to basic needs only Some priority 1 functions such as fire fighting services and municipal health services are not performed No or limited capacity available for performing assigned national and provincial functions Understanding of local government powers and functions – generally poor 	<ul style="list-style-type: none"> part B, functions Most if not all basic need functions performed Priority 1 functions such as fire fighting services and municipal health services are performed but are restricted to the former TLC areas Limited capacity available for performing assigned national and provincial functions Understanding of local government powers and functions – moderate to poor 	<ul style="list-style-type: none"> Performing assigned functions from national and provincial government Understanding of local government powers and functions – moderate to good Many have internal legal support 	<ul style="list-style-type: none"> functions from national and provincial government Capacity available for performing the authority functions – very high and complex Understanding of local government powers and functions – good Internal legal support
Technical Services	<ul style="list-style-type: none"> Minimum service levels - water Some areas no services or under serviced Implementation of large infrastructure projects Transfer of water and sanitation assets from the Department of Water 	<ul style="list-style-type: none"> Mainly minimum service levels - water Some areas no services or under serviced Implementation of large infrastructure projects Transfer of water and sanitation assets from the dwaf 	<ul style="list-style-type: none"> Variation in service levels – formal services mainly confined to the former Transitional Local Council Areas (TLC) areas – disadvantaged areas still requiring service delivery upgrading and or the 	<ul style="list-style-type: none"> Demand for project management - high Demand for planning complex infrastructure projects – high Housing demand – high 	<ul style="list-style-type: none"> Demand for project management - very high Demand for planning complex infrastructure projects – very high Housing demand – very high Complex water and sanitation infrastructure

Legislative Municipality Categories	Category Bs to Cs	Category Bs to Cs	Category Bs to Cs	Category Bs to Cs	A
Municipality/skills types	Group 1 - No established towns	Group 2(a) One or small towns (Former TBVC areas)	Group 2(b) One or small towns (Non TBVC areas)	Large urban areas	Metro
	<ul style="list-style-type: none"> Affairs and Forestry (dwaf) Underdeveloped bulk infrastructure Poor or under serviced road infrastructure No or limited refuse removal Lack of solid waste management resulting in environmental degradation Formal housing demand - low 	<ul style="list-style-type: none"> Underdeveloped bulk infrastructure Poor or under serviced road infrastructure Limited refuse removal Lack of solid waste management resulting in environmental degradation Formal housing demand - low 	<ul style="list-style-type: none"> extension of services Capital projects linked to upgrade demand, etc. Transfer of water and sanitation assets from the dwaf - limited Some bulk infrastructure Road infrastructure adequate but in the former TLC areas only Road infrastructure still requiring upgrading in previously disadvantaged areas Refuse removal limited to the former TLC areas only Some solid waste management - may not be compliant with legislation Formal housing demand - low to moderate 		<ul style="list-style-type: none"> Vast areas with aging water and sanitation infrastructure New infrastructure development required to match increasing housing demand Bulk infrastructure varies throughout the metro - some areas adequate, some have a growing demand, some areas require new bulk infrastructure Well developed household refuse removal systems Complex road infrastructure networks Road maintenance requirements - high Complex solid waste management
Community / Social Services	<ul style="list-style-type: none"> Parks, recreation and sports functions not performed No municipal health services Access to provincial health and education services - poor 	<ul style="list-style-type: none"> Parks, recreation and sports functions not performed No municipal health services Social grant dependency - high No traffic management 	<ul style="list-style-type: none"> Parks, recreation and sports functions performed by some municipalities - limited to the former TLC Municipal health services performed by some municipalities - 	<ul style="list-style-type: none"> Parks, recreation and sports functions performed by most municipalities - mainly to the former Transitional Local Council Areas (TLC) Municipal health 	<ul style="list-style-type: none"> Well developed park, sports and recreation facilities Municipal health services provided in all areas Human development support well developed Well developed ability to

Legislative Municipality Categories	Category Bs to Cs	Category Bs to Cs	Category Bs to Cs	Category Bs to Cs	A
Municipality/ skills types	Group 1 - No established towns	Group 2(a) One or small towns (Former TBVC areas)	Group 2(b) One or small towns (Non TBVC areas)	Large urban areas	Metro
	<ul style="list-style-type: none"> • Social grant dependency – high • No traffic management 		<ul style="list-style-type: none"> • limited to the former TLC areas • Social grant dependency – moderate • Traffic management undertaken by some municipalities 	<ul style="list-style-type: none"> • services performed by municipalities – mainly limited to the former TLC areas • Social grant dependency – moderate • Traffic management undertaken by the municipality 	<ul style="list-style-type: none"> • participate in national and provincial programmes • Complex traffic management systems
Community participation	<ul style="list-style-type: none"> • Demand for community participation - high • Stakeholders limited • Customer focus – poor 	<ul style="list-style-type: none"> • Demand for community participation - high • Stakeholders limited • Customer focus – poor 	<ul style="list-style-type: none"> • Demand for community participation - Moderate to high • Stakeholders fairly limited • Customer focus – poor to moderate 	<ul style="list-style-type: none"> • Demand for community participation varies depending on the target population • Stakeholders – varied and extensive • Customer focus – moderate 	<ul style="list-style-type: none"> • Demand for community participation varies depending on the target population • Stakeholders – varied and extensive • Customer focus – moderate to good
IDP	<ul style="list-style-type: none"> • Ability to generate an IDP internally - No 	<ul style="list-style-type: none"> • Ability to generate an IDP internally - No 	<ul style="list-style-type: none"> • Ability to generate an IDP internally – in limited cases 	<ul style="list-style-type: none"> • Ability to generate an IDP internally – yes in some cases 	<ul style="list-style-type: none"> • Ability to generate an IDP internally - yes

Appendix B

MANAGEMENT AT LOCAL GOVERNMENT

INDEX

Contents	Page
Explanatory Notes	1
Competencies required Senior Managers:	-
1. Strategic Capability and Leadership	2
2. Programme and Project Management	4
3. Financial Management	5
4. Change Management	7
5. Knowledge Management	9
6. Service Delivery Innovation (SDI)	10
7. Problem Solving and Analysis	11
8. People and Diversity Management	12
9. Client Orientation and Customer Focus	14
10. Communication	15
11. Honesty and Integrity	16

The proficiency levels should be agreed to with due consideration to the position held by the incumbent and consultations between the incumbent and the manager.

This framework should be seen as a continuum that allows for the development of an individual's competency within a competency framework.

The Municipal Financial Management Competency Regulations of National Treasury must also be consulted in regard to the competencies.

Competency 1: Strategic Capability and Leadership

Definition: Must be able to provide a vision, set the direction for the municipality and inspire others in order to deliver on the municipality's mandate.

PROFICIENCY LEVELS		
1	2	3
<ul style="list-style-type: none"> • Gives direction to team in realising the municipality's strategic objectives; • impacts positively on management team morale, sense of belonging and participation; • develops action plans to execute strategic initiatives; • assists in defining performance measures to evaluate the success of strategies; • identifies and communicates obstacles to executing specific strategies; • supports stakeholders in achieving their goals; • inspires staff with own behaviour - "walks, the talk"; • manages and takes calculated risks; • communicates strategic plan to the municipality, and • utilizes strategic planning methods and tools. 	<ul style="list-style-type: none"> • Evaluates all activities to determine value added and alignment with the municipality's strategic goals; • displays and contributes in-depth knowledge to strategic planning at the municipal level; • ensures alignment of strategies across various functional areas to the municipality strategy; • defines performance measures to evaluate the success of municipality's strategy; • monitors and reviews strategic plans consistently and takes corrective action to keep plans on track in light of new challenges in the environment; • promotes municipality's mission and vision to all relevant stakeholders; • empowers others to deal with complex and ambiguous situations; 	<ul style="list-style-type: none"> • Structures and positions the municipality to Government priorities; • develops and implements strategies for the municipality utilising in-depth knowledge of customers and clients, the conventions, changing trends, processes and constitutional framework of the government; • holds self accountable for executing the strategy; • builds and maintains a wide network of internal and external relationships to gain confidence, trust and respect from others; • sought out as a leader who can motivate others to achieve a common goal; • creates loyalty, comradeship and a municipal environment that permits innovative thinking, and • develops strategic planning methods and tools.

PROFICIENCY LEVELS		
1	2	3
	<ul style="list-style-type: none"> • achieves agreement or consensus in an adversarial environment; • guides the municipality through complexity and uncertainty of vision; • leads and unites diverse workgroups across municipal departments to achieve municipality objectives, and • develops and implements risk management. 	

Competency 2: Programme and Project Management

Definition: Must be able to plan, manage, monitor and evaluate specific activities in order to ensure that policies are implemented and that Local Government objectives are achieved.

PROFICIENCY LEVELS			
1	2	3	
<ul style="list-style-type: none"> Establishes broad stakeholder involvement and communicates the project status and key milestones; defines roles and responsibilities for project team members and clearly communicates expectations; balances quality of work with deadlines and budget; monitors service level agreements with contractors; provides advice and guidance on policies; and complies with statutory requirements and apply policies consistently. 	<ul style="list-style-type: none"> Monitors the management of multiple projects and balances priorities and conflicts between projects based on broader organisational goals; monitors the management of risks across multiple projects by examining total resource requirements and assessing impact of projects on the day-to-day operations; modifies project approach and budget without compromising the quality of outcomes and the desired results; involves top-level political authority and other relevant stakeholders in the buy-in process; motivates and coaches project teams to achieve highest project results; and monitors policy implementation and puts in place procedures to manage risks. 	<ul style="list-style-type: none"> Conceptualises the long term effects of the desired outcomes of project; initiates several projects after conducting strategic analyses of organisation on the micro and macro levels; persuades political heads to adopt and implement results/outcomes of project; initiates projects that lead to the achievement of the long-term strategic objectives of the organisation; sponsors multiple projects by allocating resources and supports the goals of these projects; and leads and coordinates the translation of policy into action plans. 	

Competency 3: Financial Management (Also consider National Treasury's Municipal Finance Management Competency Regulations)

Definition: Must be able to comply with requirements for the accounting officer of the municipality as prescribed in the Municipal Finance Management Act No 56 of 2003.

PROFICIENCY LEVELS		
1	2	3
<ul style="list-style-type: none"> • Demonstrates knowledge of general concepts of financial planning, budgeting and forecasting and how they interrelate; • manages, monitors and assess financial risk; • continuously looks for new opportunities to obtain and save funds; • ensures the preparation of the financial reports based on prescribed format; • understands and weighs up financial implications of propositions; • ensures the control assets according to prescribed policies and procedures; • understands, analyses and monitors financial reports; • allocates resources to established goals and objectives; • manage expenditure in relation to cash flow projections; • ensures effective utilisation of financial resources; 	<ul style="list-style-type: none"> • Ensures key planning, budgeting and forecasting processes and is able to answer questions in relation to the municipality's budget; • ensures the management of the financial planning, forecasting and reporting processes; • ensures the preparation of budgets that are aligned to the strategic objectives of the municipality's Integrated Development Plan (IDP); • addresses complex budgeting and financial management issues; • ensures the formulation of long term financial plans and resource allocations; • ensures the development and implementation of systems, procedures and processes in order to improve financial management; • advise on policies and procedures regarding asset control; 	<ul style="list-style-type: none"> • Develops planning tools that assist with evaluating and monitoring future expenditure trends; • ensures and monitors the setting of budgeting guidelines for the municipality; • sets strategic direction for the organisation / department in relation to expenditure and other financial processes; • ensures the identification and implementation of partnerships and explores other avenues to achieve financial savings and improved service delivery; • ensures the identification and implementation of new techniques to improve asset control; • evaluates financial impact of strategic decisions across the organisation;

PROFICIENCY LEVELS		
1	2	3
<ul style="list-style-type: none"> • develops corrective measures / actions to ensure alignment of budget to financial resources; and • makes realistic projections in routine reports. 	<ul style="list-style-type: none"> • dynamically allocates resources according to internal and external objectives; • ensure the development of Expenditure Key Performance Indicators (KPIs); • succeeds in achieving maximum results with limited resources; • assists others with financial accounting \ reporting tasks; and • analyse projections in reports. 	<ul style="list-style-type: none"> • ensures the development of long-term plans, performance measures and budgets that are aligned with strategic objectives; and • possesses financial acumen and understanding and runs the finances according to sound principles.

Competency 4: Change Management

Definition: Must be able to initiate and support municipal transformation and change in order to implement new initiatives successfully and deliver on service delivery commitments.

PROFICIENCY LEVELS		
1	2	3
<ul style="list-style-type: none"> Performs analysis to determine the impact of changes in the social, political and economic environment; keeps self and others calm and focused during times of change or ambiguity; initiates, supports and encourages new ideas; volunteers to lead change efforts outside of own work team; consults and persuades all the relevant stakeholders of the need for change; proactively seeks new opportunities for change; identifies and assists in resolving resistance to change with stakeholders; and designs activities to enable change that are aligned to the municipality objectives. 	<ul style="list-style-type: none"> Monitors results of change; secures buy-in and sponsorship for change efforts; ensures the design, development, evaluation and continuous improvement of the overall change strategy after wide consultation with the relevant stakeholders; customises and applies approaches to facilitate change; capitalises on relationships with various stakeholders in establishing strategic alliances in facilitating change efforts; ensures the implementation of major change programmes; benchmarks change initiatives and strategies against best practice; exhibits sensitivity to dynamics within the municipality which affect how quickly change is accepted; 	<ul style="list-style-type: none"> Sponsors "change agents" (responsible for implementing the change) and creates a network of leaders who support and own the change; adapts current infrastructure to change initiatives; mentors others on the leadership of change; viewed as a thought leader in change management; and inspires change that has impact even wider than the municipality.

PROFICIENCY LEVELS		
1	2	3
	<ul style="list-style-type: none"> • takes calculated risks and is constantly seeking new ideas from leading edge organisations and external sources; • defines outcomes and measurement criteria for change programmes; and • creates innovative ways of reinforcing change, rewarding change acceptance and discouraging change resistance. 	

Competency 5: Knowledge Management

Definition: Must be able to promote the generation and sharing of knowledge and learning in order to enhance the collective knowledge of the municipality.

PROFICIENCY LEVELS		
1	2	3
<ul style="list-style-type: none"> • Uses appropriate information systems to manage municipal knowledge; • uses modern technology to stay abreast of world trends and information; • evaluates information from multiple sources and uses information to influence decisions; • creates mechanisms and structures for sharing of knowledge in the municipality; • uses libraries, researchers, knowledge specialists and other knowledge bases appropriately to improve municipality's efficiency; • promotes the importance of knowledge sharing within own area; • adapts and integrates information from multiple sources to create innovative knowledge management solutions; and • nurtures a knowledge-enabling environment 	<ul style="list-style-type: none"> • Anticipates future knowledge management requirements and systems; • ensures the development of standards and processes to meet future knowledge management requirements; • shares and promotes best practices across the local government sector; • ensures the monitoring and measurement of knowledge management capability in municipality; • creates a culture of a learning organisation; and • holds motivational sessions with colleagues to share information and new ideas. 	<ul style="list-style-type: none"> • Consulted by others for expert knowledge management capability; • creates and supports a vision and culture where staff feel empowered to seek and share knowledge; • establishes partnerships across municipal boundaries to facilitate knowledge management; • recognises and exploits knowledge nodes in interactions with clients; • strives to ensure that there is a correlation between the municipality and the knowledge strategies; and • works across municipalities to identify and share critical knowledge.

Competency 6: Service Delivery Innovation (SDI)

Definition: Must be able to explore and implement new ways of delivering services that contribute to the improvement of municipal processes in order to achieve municipal goals.

PROFICIENCY LEVELS		
1	2	3
<ul style="list-style-type: none"> • Consults clients and stakeholders on ways to improve the delivery of services; • communicates the benefits of service delivery improvement opportunities to stakeholders; • identifies internal process improvement opportunities; • identifies and analyses opportunities where innovative ideas can lead to improved service delivery; • creates mechanisms to encourage innovation and creativity within functional area and across the organisation; and • identifies innovative service delivery options for the municipality. 	<ul style="list-style-type: none"> • Formulates and implements new ideas throughout the organisation; • ensures buy-in from key stakeholders; • consults and utilises international best practices on SDI; • ensure the alignment of the SDI initiatives with the latest technology; • researches needs of clients; • identifies the need for section 78 investigations in terms of the Municipal Systems Act; • ensures service delivery mechanisms are innovative and fully comply with the Municipal Systems Act and the Municipal Finance Management Act; and • inspires service providers to improve delivery of services. 	<ul style="list-style-type: none"> • Creates and supports a non-threatening environment where individuals feel empowered to come forward with new and unconventional ideas; • plays an active role in international seminars / work-shops / conferences on SDI; • highly regarded by the private, the public and the international community on SDI; and • integrates processes, policies and structures across the organisation to achieve improved efficiency and effectiveness on SDI.

Competency 7: Problem Solving and Analysis

Definition: Must be able to systematically identify, analyse and resolve existing and anticipated problems in order to reach optimum solutions in a timely manner.

PROFICIENCY LEVELS			
1	2	3	
<ul style="list-style-type: none"> Explains potential impact of problems to own working environment; demonstrates logical problem solving approach and provides rationale for proposed solutions; determines root causes of problems and evaluates whether solutions address root causes; demonstrates objectivity, thoroughness, insightfulness, and probing behaviours when approaching problems; and demonstrates the ability to break down complex problems into manageable parts and identify solutions. 	<ul style="list-style-type: none"> Coaches others on the analytical techniques and problem solving methods; anticipates organisational problems and strategises to counteract potential impact; involves the appropriate people, to resolve complex, inter-departmental problems; generates various solutions / options and contingency plans for problems; identifies the impact of solutions on multiple areas within the municipality; and develops contingency measures and explores various problem solving options. 	<ul style="list-style-type: none"> Designs complex problem solving tools and methods; establishes and fosters an environment which encourages analytical and fact-based problem solving; puts preventative measures in place to ensure that problems do not recur in the future; identifies, solves and monitors unique issues or problems that have total organisational impact in consultation with the stakeholders; sought after by other municipalities as a thought leader in problem solving; and establishes completely new approaches to solving complex inter-departmental problems. 	

Competency 8: People and Diversity Management

Definition: Must be able to manage and encourage people, optimise their outputs and effectively manage relationships in order to achieve the municipality's goals.

PROFICIENCY LEVELS		
1	2	3
<ul style="list-style-type: none"> Seeks opportunities to increase personal contribution & level of responsibility; supports and respects the individuality of others and recognises the benefits of diversity of ideas and approaches; delegates and empowers others to increase contribution and level of responsibility; applies labour and employment legislation and regulations consistently; facilitates team goal setting and problem solving; recognises individuals and teams and provides developmental feedback in accordance with performance management principles; adheres to internal and national standards with regards to human resource practices; identifies competencies required and suitable resources for specific tasks; 	<ul style="list-style-type: none"> Analyses ineffective team and work processes and recommends improvement; recognises and rewards desired behaviours and results; mentors and counsels others; addresses balance between individual career expectations and organisational needs; considers developmental needs of personnel when building teams and assigning tasks; establishes an environment in which personnel can maximise their potential; guides others on managing people; inspires a culture of performance excellence by giving positive and constructive feedback to the team; creates links among various individuals and teams and instills a common sense of identity towards the achievement of goals by various team members and stakeholders; 	<ul style="list-style-type: none"> Develops and incorporates best practice people management processes, approaches and tools across the organisation; creates processes to ensure accountability for people management and development; exceeds set goals for employment equity and affirmative action; has a reputation as a leader in fostering professional growth; sought after as a mentor; develops comprehensive, integrated strategies and approaches to managing human resources; develops systems and processes to recruit and retain high quality staff; and adapts leadership style to different people, cultures and situations.

PROFICIENCY LEVELS		
1	2	3
<ul style="list-style-type: none"> displays personal interest in the well-being of colleagues; able to manage own time as well as time of colleagues and other stakeholders; and manages conflict through a participatory approach. 	<ul style="list-style-type: none"> shares knowledge of the big picture to help others understand their role; and creates a culture of continuous learning and development. 	

Competency 9: Client Orientation and Customer Focus

Definition: Must be willing and able to deliver services effectively and efficiently in order to put the spirit of customer service (Batho Pele) into practice.

PROFICIENCY LEVELS		
1	2	3
<ul style="list-style-type: none"> Develops clear and implementable service delivery improvement programmes; identifies opportunities to exceed the expectations of customers; ensures the design of internal work processes to improve customer service; adds value to the organisation by providing exemplary customer service; applies customer rights in own work environment; fully complies with the chapter 4 requirements of the Municipal Systems Act; and finds innovative ways to include participation in the preparation of the IDP. 	<ul style="list-style-type: none"> Coaches others about the importance and application of customer and client knowledge; fosters an environment in which customer satisfaction is valued and delivered; addresses and resolves high-risk, high-profile stakeholder issues; and takes advantage of opportunities to learn about stakeholders and brings this information to own functional area. 	<ul style="list-style-type: none"> Ensures the coordination of the implementation of service delivery improvements within budget, time, quality and targets set by the municipality; establishes guidelines to balance cost-consciousness and service delivery; establishes the municipality's strategic direction for managing services towards stakeholders; demonstrates broad and deeper knowledge of clients and customers to ensure better service delivery; and utilises long term, collaborative and strategic relationships with clients and customers to better service delivery.

Competency 10: Communication

Definition: Must be able to exchange information and ideas in a clear and concise manner and persuade, convince and influence others to achieve the desired outcomes.

PROFICIENCY LEVELS			
1	2	3	
<ul style="list-style-type: none"> Expresses ideas to individuals and groups both in formal and informal settings in an interesting and motivating way; receptive to alternative viewpoints; adapts communication content and style according to the audience including managing body language effectively; delivers messages in a manner that gains support, commitment and agreement; writes complex documents that are clear and well structured; communicates controversial, sensitive messages to stakeholders tactfully; listens well and is receptive; and encourages participation and mutual understanding. 	<ul style="list-style-type: none"> Communicates high risk sensitive matters to all relevant stakeholders; develops well defined communication strategy; balances political views with organisational needs when communicating differing viewpoints on complex issues; steers negotiations around complex issues and arrives at a win / win situation; markets and promotes the municipality to external stakeholders; and communicates with the media without compromising the integrity of the municipality. 	<ul style="list-style-type: none"> Is sought after to lead negotiations and represent the municipality; inspires people with use of language; creates an environment that is conducive to productive communications; and coordinates negotiations at different levels within the municipality and externally. 	

Competency 11: Honesty and Integrity

Definition: Must be able to display and build the highest standards of ethical and moral conduct in order to promote confidence and trust in the Public Service.

PROFICIENCY LEVELS		
1	2	3
<ul style="list-style-type: none"> • Conducts self in accordance with organisational values; • admits own mistakes and weaknesses and seeks help from others where unable to deliver; • reports fraud, corruption, nepotism and maladministration; • honours the confidentiality of matters and does not use it for personal gain or the gain of others; • deals promptly, and in the interest of the state, with situations where conflict of interest arises; • establishes trust and shows confidence in others; • treats all employees with equal respect; • takes responsibility for own actions; • undertakes roles and responsibilities in a sincere and honest manner; • uses work time for municipal matters and not for personal matters; and • shares information openly, whilst respecting the principle of confidentiality. 	<ul style="list-style-type: none"> • Develops and applies self-corrective measures; • makes proposals and recommendations in a way that wins the trust and support of others; • promotes transparent and accountable administration; • presents ideas and beliefs in a manner which is consistent with the rules and regulations of the organisation / department; • acts decisively against corrupt and dishonest conduct; • promotes the values and beliefs of the organisation internally and externally; • co-operates with others and works as a team and not for personal benefit; and • oversee the acceptance of responsibility and accountability in the organisation. 	<ul style="list-style-type: none"> • Creates an environment where integrity, honesty and accountability flourishes; • develops and implements anti-corruption measures; • is widely recognised as an expert in fighting fraud, corruption and other acts of dishonesty; • sets shared accountabilities and integrity standards across the organisation in support of organisational objectives; • is fully responsible for own actions even if it reflects negatively on self or organisation; and • creates a culture of accountability.

Appendix C

OCCUPATIONAL COMPETENCY PROFILES: LOCAL GOVERNMENT

INDEX

Competency Profiles for...	
Municipal Manager	2
Chief Financial Officer	6
Manager: Corporate Services	10
Manager: Technical Services	13
Manager: Water and Sanitation Services	16
Manager: Municipal Electricity	19
Manager: Municipal Roads	22
Municipal Planning	25
Quantity Surveyor	29
Contract Management	31
Project Management	33

Explanatory Notes:

- The skills development typology's classification for local government at Appendix A and proposed proficiency levels (defined in the Guidelines) are addressed in these profiles.
- The typology should be viewed as a continuum that allows for the development of an individual's competency within a competency improvement system from proficiency level 1 to 3.
- These occupational competency profiles should be read in conjunction with the managerial competency framework: local government, Municipal Financial Management Competency Regulations (National Treasury) and any other line sector departments' legislative competency requirements.

GUIDELINE: OCCUPATIONAL COMPETENCY PROFILE – MUNICIPAL MANAGER

Legislative Municipal Categories		Category Bs		Category Bs and Cs		Category Bs and Cs		A	
Competency indicator in terms of Skills Development Typology	Category 1 Municipalities	Category 2a Municipalities	Category 2b Local Municipalities and C1 District Municipalities	Category 3 Local Municipalities and C2 District Municipalities	Category 4 Metropolitan Municipalities				
KNOWLEDGE	Knowledge at proficiency level 1 on: <ul style="list-style-type: none">the Constitutional requirements for local government, and local government legislationLocal government powers and functions, including the assignment of national and provincial functionsDevelopmental local governmentPerformance management and reporting¹An understanding of the regional context in which the municipality operatesAn understanding of the local regional and national political context	Knowledge at proficiency level 1 on: <ul style="list-style-type: none">the Constitutional requirements for local government, and local government legislationLocal government powers and functions, including the assignment of national and provincial functionsDevelopmental local governmentPerformance management and reporting (see footnote 1)An understanding of the regional context in which the municipality operatesAn understanding of the local regional and national political context	Knowledge at proficiency level 1 on: <ul style="list-style-type: none">the Constitutional requirements for local government, and local government legislationLocal government powers and functions, including the assignment of national and provincial functionsDevelopmental local governmentPerformance management and reporting (see footnote 1)An understanding of the regional context in which the municipality operatesAn understanding of the local regional and national political context	Knowledge at proficiency level 2 on: <ul style="list-style-type: none">the Constitutional requirements for local government, and local government legislationLocal government powers and functions, including the assignment of national and provincial functionsDevelopmental local governmentPerformance management and reporting (see footnote 1)Comprehensive understanding of the global, national and regional context in which the city operatesSophisticated understanding of the local, regional, national and international political contextLegislation, policy and implementation (see footnote 2)	Knowledge at proficiency level 3 on: <ul style="list-style-type: none">the Constitutional requirements for local government, and local government legislationLocal government powers and functions, including the assignment of national and provincial functionsDevelopmental local governmentPerformance management and reporting (see footnote 1)Sophisticated understanding of the global, national and regional context in which the city operatesSophisticated understanding of the local, regional, national and international political contextLegislation, policy and implementation (see footnote 2)				

¹ In alignment with the competency level descriptions for the Accounting Officer as prepared by National Treasury for the competency area: Performance management and reporting: Manage, monitor and evaluate performance in strategic functional areas, formulation of performance measurements reports which provide a sound basis for management action and appraisal.

Legislative Municipal Categories	Category Bs			Category Bs and Cs		Category Bs and Cs	A
Competency indicator in terms of Skills Development Typology	Category 1 Municipalities	Category 2a Municipalities	Category 2b Local Municipalities and C1 District Municipalities	Category 3 Local Municipalities and C2 District Municipalities	Category 4 Metropolitan Municipalities		
	<ul style="list-style-type: none">Legislation, policy and implementation?Knowledge at proficiency level 1 in more than one functional field / discipline such as-<ul style="list-style-type: none">HR mattersmunicipal financemunicipal standards and procedureseffective and efficient resource managementlocal municipal context including basic needs requirementsstrategic spatial planningstrategic economic development planningservice delivery mechanismsintegrated development planningcooperative governance and intergovernmental	<ul style="list-style-type: none">Legislation, policy and implementation (see footnote 2)Knowledge at proficiency level 1 on in more than one functional field / discipline such as-<ul style="list-style-type: none">HR mattersmunicipal financemunicipal standards and procedureseffective and efficient resource managementlocal municipal context including basic needs requirementsstrategic spatial planningstrategic economic development planningservice delivery mechanismsintegrated development planningcooperative governance and	<ul style="list-style-type: none">Legislation, policy and implementation (see footnote 2)Knowledge at proficiency level 1 to 2 in more than one functional field / discipline such as-<ul style="list-style-type: none">HR mattersmunicipal financemunicipal standards and procedureseffective and efficient resource managementlocal municipal context including basic needs requirementsstrategic spatial planningstrategic economic development planningservice delivery mechanismsintegrated development planningcooperative governance and	<ul style="list-style-type: none">local, regional, national and international political contextLegislation, policy and implementation (see footnote 2)Knowledge at proficiency level 2 in more than one functional field / discipline such as-<ul style="list-style-type: none">HR mattersmunicipal financemunicipal standards and procedureseffective and efficient resource managementlocal municipal context including basic needs requirementsstrategic spatial planningstrategic economic development planningservice delivery mechanismsintegrated development planningcooperative governance and intergovernmental relationsmanagement functionsorganizational planning and developmentnational and provincial local government policies and procedures	<ul style="list-style-type: none">Knowledge at proficiency level 3 in more than one functional field / discipline such as-<ul style="list-style-type: none">HR mattersmunicipal financemunicipal standards and procedureseffective and efficient resource managementlocal municipal context including basic needs requirementsstrategic spatial planningstrategic economic development planningservice delivery mechanismsintegrated development planningcooperative governance and intergovernmental relationsmanagement functionsorganizational planning and developmentnational and provincial local government policies and procedures		

* in alignment with the competency level descriptions for the Accounting Officer as prepared by National Treasury for the competency area: Legislation, policy and implementation: Conceptualisation and shaping of local government policies to enhance service delivery; contribute to policy making and implementation; linking own responsibilities and specific municipal service delivery programmes to local government policy instruments.

Legislative Municipal Categories	Category Bs			Category Bs and Cs		Category Bs and Cs	A
Competency indicator in terms of Skills Development Typology	Category 1 Municipalities	Category 2a Municipalities	Category 2b Local Municipalities and C1 District Municipalities	Category 3 Local Municipalities and C2 District Municipalities	Category 4 Metropolitan Municipalities		
	<ul style="list-style-type: none">relationsmanagement functionsorganizational planning and developmentnational and provincial local government policies and procedures.	<ul style="list-style-type: none">intergovernmental relationsmanagement functionsorganizational planning and developmentnational and provincial local government policies and procedures.	<ul style="list-style-type: none">intergovernmental relationsmanagement functionsorganizational planning and developmentnational and provincial local government policies and procedures	<ul style="list-style-type: none">integrated development planningcooperative governance and intergovernmental relationsmanagement functionsorganizational planning and developmentnational and provincial local government policies and procedures			
SKILLS	<p>Skills at proficiency level 1, such as:</p> <ul style="list-style-type: none">Analytical thinkingPolicy formulation and implementationConflict managementRisk and Change management³Mediation skillsDiversity managementStrategic leadership and management ⁴	<p>Skills at proficiency level 1, such as:</p> <ul style="list-style-type: none">Analytical thinkingPolicy formulation and implementationConflict managementRisk and Change management (see footnote 3)Mediation skillsDiversity managementStrategic leadership	<p>Skills at proficiency level 1, such as:</p> <ul style="list-style-type: none">Analytical thinkingPolicy formulation and implementationConflict managementRisk and Change management (see footnote 3)Mediation skillsDiversity managementStrategic leadership	<p>Skills at proficiency level 2, such as:</p> <ul style="list-style-type: none">Analytical thinkingPolicy formulation and implementationConflict managementRisk and Change management (see footnote 3)Mediation skillsDiversity managementStrategic leadership	<p>Skills at proficiency level 3, skills such as:</p> <ul style="list-style-type: none">Analytical thinkingPolicy conceptualisation and implementationConflict managementRisk and Change management (see footnote 3)Mediation skillsDiversity managementStrategic leadership and management (see footnote 4)		

³ In alignment with the competency level descriptions for the Municipal Finance Management Accounting Officer as prepared by the National Treasury for the competency area: Risk and Change Management: Managing and serving as a champion of change and improvement of service delivery processes in a municipality; Identifying and monitoring processes, procedures for financial and regulatory risks to the municipality and recommending actions to mitigate those risks; Prepare and implement a risk management plan

Legislative municipal Categories	Category BS				Category BS and CS		Category BS and CS		A	
	Category BS		Category BS		Category BS and CS		Category BS and CS		Category BS and CS	
Competency indicator in terms of Skills Development Typology	Category 1 Municipalities		Category 2a Municipalities		Category 2b Local Municipalities and C1 District Municipalities		Category 3 Local Municipalities and C2 District Municipalities		Category 4 Metropolitan Municipalities	
	<ul style="list-style-type: none"> Project management⁵ Governance, ethics and values⁶ 		<ul style="list-style-type: none"> and management (see footnote 4) Project management (see footnote 5) Governance, ethics and values (see footnote 6) 		<ul style="list-style-type: none"> and management (see footnote 4) Project management (see footnote 5) Governance, ethics and values (see footnote 6) 		<ul style="list-style-type: none"> and management (see footnote 4) Project management (see footnote 5) Governance, ethics and values (see footnote 6) 		<ul style="list-style-type: none"> Project management (see footnote 5) Governance, ethics and values (see footnote 6) 	
COMMUNICATION	At proficiency level 1: <ul style="list-style-type: none"> Provide / obtain sensitive information requiring tact and diplomacy Public appearances 		At proficiency level 1: <ul style="list-style-type: none"> Provide / obtain sensitive information requiring tact and diplomacy Public appearances 		At proficiency level 1: <ul style="list-style-type: none"> Provide / obtain sensitive information requiring tact and diplomacy Public appearances 		At proficiency level 2 to 3: <ul style="list-style-type: none"> Provide / obtain sensitive information requiring tact and diplomacy Public appearances 		At proficiency level 3: <ul style="list-style-type: none"> Provide / obtain sensitive information requiring tact and diplomacy Public appearances and debating 	

⁴ In alignment with the competency level descriptions for the Accounting Officer, as prepared by the National Treasury of the competency area: Strategic leadership and management: Leading complex service delivery systems and managing the achievement of municipal aims; formulating and shaping plans to deliver short, medium and long-term service delivery-oriented strategies in support of the approved IDP; rendering advice on municipal strategy in the light of a municipality's present and future operating performance and financial position; providing supportive leadership at the council and senior management team; working within sound strategic alliances with other stakeholders.

⁵ In alignment with the competency level descriptions for the Accounting Officer as prepared by the National Treasury for the competency area: Project Management: Leading teams to implement project plans, adapting the plans to address contingencies as required by changing scenarios; securing stakeholder approval, support and guidance for individual projects; planning the delivery of the project objectives to schedule by making efficient use of people and resources; acquisition and management of information technology resources.

⁶ In alignment with the competency level descriptions for the Accounting Officer, as prepared by the National Treasury for the competency area: Governance, Ethics and Values: Designing and implementing coherent arrangements for the good governance of a municipality, ensuring that these arrangements are understood and owned by the council and observed during service delivery; ensuring the effectiveness of a municipality's systems of accounting and financial controls; demonstrating and promoting high standards of ethical behaviour throughout a municipality in all its activities and dealings; implementing procedures to ascertain compliance with a municipality's standards and expressed values.

⁷ In alignment with the competency level descriptions for the Accounting Officer, as prepared by the National Treasury for the competency area: Partnerships and stakeholder relations: Managing people; communication and knowledge management; service delivery innovations; representing municipality and serving as an ambassador; managing municipal service delivery through strategic partnerships.

Legislative Municipal Categories	Category Bs			Category Bs and Cs		Category Bs and Cs	A
Competency indicator in terms of Skills Development Typology	Category 1 Municipalities	Category 2a Municipalities	Category 2b Local Municipalities and C1 District Municipalities	Category 3 Local Municipalities and C2 District Municipalities	Category 4 Metropolitan Municipalities		
	<ul style="list-style-type: none">and debatingNotes / memo preparationManagement reportsFinancial reportsSensitive press releasesPresentation and public speaking skillsMotivation skillsNegotiation skillsPartnership and stakeholder relations⁷	<ul style="list-style-type: none">and debatingNotes / memo preparationManagement reportsFinancial reportsSensitive press releasesPresentation and public speaking skillsMotivation skillsNegotiation skillsPartnership and stakeholder relations (see footnote 7)	<ul style="list-style-type: none">and debatingNotes / memo preparationManagement reportsFinancial reportsSensitive press releasesPresentation and public speaking skillsMotivation skillsNegotiation skillsPartnership and stakeholder relations (see footnote 7)	<ul style="list-style-type: none">and debatingNotes / memo preparationManagement reportsFinancial reportsSensitive press releasesLegal documentsPresentation and public speaking skillsMotivation skillsNegotiation skillsInfluencing skillsPartnership and stakeholder relations (see footnote 7)	<ul style="list-style-type: none">Notes / memo preparationManagement reportsFinancial reportsSensitive press releasesLegal documentsPresentation and public speaking skillsMotivation skillsNegotiation skillsInfluencing skillsPartnership and stakeholder relations (see footnote 7)		
CREATIVITY	Proficiency level 1: Creativity to improve the functioning of the municipality	Proficiency level 1: Creativity to improve the functioning of the municipality	Proficiency level 1: Creativity to improve the functioning of the municipality	Proficiency level 2: Creativity to improve the functioning of the municipality	Proficiency level 3: Creativity to improve the functioning of the municipality		
QUALIFICATIONS & TRAINING	Minimum of a degree plus <ul style="list-style-type: none">General course on public managementLocal government financeLocal government policies and proceduresUnderstanding local government legal frameworks	Minimum of a degree plus <ul style="list-style-type: none">General course on public managementLocal government financeLocal government policies and proceduresUnderstanding local government legal frameworks	Minimum of a degree plus <ul style="list-style-type: none">General course on public managementLocal government financeLocal government policies and proceduresUnderstanding local government legal frameworks	Minimum of a degree but Post graduate degree preferable plus, where appropriate, Courses in management practices at NQF level 7	Minimum of a degree but Post graduate degree preferable plus, where appropriate, Courses in management practices at NQF level 7		

Legislative Municipal Categories	Category Bs	Category Bs	Category Bs and Cs	Category Bs and Cs	A
Competency indicator in terms of Skills Development Typology	Category 1 Municipalities	Category 2a Municipalities	Category 2b Local Municipalities and C1 District Municipalities	Category 3 Local Municipalities and C2 District Municipalities	Category 4 Metropolitan Municipalities
EXPERIENCE	At NQF level 6 Minimum 5 years relevant local government experience	At NQF level 6 Minimum 5 years relevant local government experience	At NQF level 6 Minimum 5 years relevant local government experience	Minimum 5 years but preferably 7 years relevant local government experience	Minimum of 5 years but preferably 7 – 10 years relevant local government experience
STATUTORY REQUIREMENTS	Local Government legislative framework	Local Government legislative framework	Local Government legislative framework	Local Government legislative framework	Local Government legislative framework

Note: Consideration of membership with the Institute for Local Government Management (ILGM) and other relevant occupational specific professional associations

GUIDELINE COMPETENCY PROFILE – CHIEF FINANCIAL OFFICER

Legislative Municipal Categories	Category Bs				Category Bs and Cs		Category Bs and Cs		A	
	Category 1 Municipalities		Category 2a Municipalities		Category 2b Municipalities		Category 3 Municipalities		Category 4 Municipalities	
Competency indicator in terms of Skills Development Typology	Knowledge at proficiency level 1 on:		Knowledge at proficiency level 1 on:		Knowledge at proficiency level 1 on:		Knowledge at proficiency level 2 on:		Knowledge at proficiency level 3 on:	
KNOWLEDGE	<ul style="list-style-type: none"> the Constitutional requirements for local government, and local government legislation Municipal Finance Management Act Developmental local government Legislation and policy implementation⁸ 		<ul style="list-style-type: none"> the Constitutional requirements for local government, and local government legislation Municipal Finance Management Act Developmental local government Legislation and policy implementation (see footnote 8) 		<ul style="list-style-type: none"> the Constitutional requirements for local government, and local government legislation Municipal Finance Management Act Developmental local government Legislation and policy implementation (see footnote 8) 		<ul style="list-style-type: none"> the Constitutional requirements for local government, and local government legislation Municipal Finance Management Act Developmental local government Legislation and policy implementation (see footnote 8) 		<ul style="list-style-type: none"> the Constitutional requirements for local government, and local government legislation Municipal Finance Management Act Developmental local government Legislation and policy implementation (see footnote 8) 	
	<ul style="list-style-type: none"> Knowledge at proficiency level 1 of a variety of work ranges and procedures such as: GAAP Strategic and operational financial management Auditing and accountability Supply chain management 		<ul style="list-style-type: none"> Knowledge at proficiency level 1 of a variety of work ranges and procedures such as: GAAP Strategic and operational financial management Auditing and accountability Supply chain 		<ul style="list-style-type: none"> Knowledge at proficiency level 1 of a variety of work ranges and procedures such as: GAAP Strategic and operational financial management Auditing and accountability Supply chain 		<ul style="list-style-type: none"> Knowledge at proficiency level 2 of a variety of work ranges and procedures such as: GAAP Strategic and operational financial management Auditing and accountability Supply chain 		<ul style="list-style-type: none"> Knowledge at proficiency level 3 of a variety of work ranges and procedures such as: GAAP Strategic and operational financial management Auditing and accountability Supply chain management HR matters Information systems Reporting procedures Procurement directives and 	

⁸ In alignment with the competency level descriptions for the Accounting Officer as prepared by the National Treasury for the competency area: Legislation, policy and implementation: Conceptualisation and shaping of local government policies to enhance service delivery; contribute to policy making and implementation; linking own responsibilities and specific municipal service delivery programmes to local government policy instruments.

Legislative Municipal Categories	Category Bs	Category Bs	Category Bs and Cs	Category Bs and Cs	A
Competency indicator in terms of Skills Development Typology	Category 1 Municipalities	Category 2a Municipalities	Category 2b Municipalities	Category 3 Municipalities	Category 4 Municipalities
	<ul style="list-style-type: none">• HR matters• Information systems• Reporting procedures• Procurement directives and procedures• Client's needs• Planning and organising• Statistics• Training• Asset and liability management• Revenue Management (Billing / Debtors management / Credit Control / Legal collections)• Managing formalisation - Policies, procedures, systems of delegation, controls, management information	<ul style="list-style-type: none">• management HR matters• Information systems• Reporting procedures• Procurement directives and procedures• Client's needs• Planning and organising• Statistics• Training• Asset and liability management• Revenue Management (Billing / Debtors management / Credit Control / Legal collections)• Managing formalisation - Policies, procedures, systems of delegation, controls, management information	<ul style="list-style-type: none">• management HR matters• Information systems• Reporting procedures• Procurement directives and procedures• Client's needs• Planning and organising• Statistics• Training• Asset and liability management• Revenue Management (Billing / Debtors management / Credit Control / Legal collections)• Managing formalisation - Policies, procedures, systems of delegation, controls, management information	<ul style="list-style-type: none">• management HR matters• Information systems• Reporting procedures• Procurement directives and procedures• Client's needs• Planning and organising• Statistics• Training• Asset and liability management• Revenue Management (Billing / Debtors management / Credit Control / Legal collections)• Managing formalisation - Policies, procedures, systems of delegation, controls, management information	<ul style="list-style-type: none">• procedures• Client's needs• Planning and organising• Statistics• Training• Asset and liability management• Revenue Management (Billing / Debtors management / Credit Control / Legal collections)• Managing formalisation - Policies, procedures, systems of delegation, controls, management information

Legislative Municipal Categories	Category Bs	Category Bs	Category Bs and Cs	Category Bs and Cs	A
Competency indicator in terms of Skills Development	Category 1 Municipalities	Category 2a Municipalities	Category 2b Municipalities	Category 3 Municipalities	Category 4 Municipalities
SKILLS	Skills at proficiency level 1 in: <ul style="list-style-type: none">• Accounting• Policy analysis• Budgeting preparation• Governance, ethics and values• Research• Allocation of scarce resources in a strategic and most appropriate manner	Skills at proficiency level 1 in: <ul style="list-style-type: none">• Accounting• Policy analysis• Budgeting preparation• Governance, ethics and values• Research• Allocation of scarce resources in a strategic and most appropriate manner	Skills at proficiency level 1 in: <ul style="list-style-type: none">• Accounting• Policy analysis• Budgeting preparation• Governance, ethics and values• Research• Allocation of scarce resources in a strategic and most appropriate manner	Skills at proficiency level 2 in: <ul style="list-style-type: none">• Accounting• Policy analysis• Budgeting preparation• Analytical Skills• Governance, ethics and values• Research• Allocation of scarce resources in a strategic and most appropriate manner	Skills at proficiency level 2 to 3 in: <ul style="list-style-type: none">• Accounting• Policy analysis• Budgeting preparation• Analytical Skills• Governance, ethics and values• Research• Allocation of scarce resources in a strategic and most appropriate manner• Utilisation of relevant data for

⁹ In alignment with the competency level descriptions for the Chief Finance Officer as prepared by the National Treasury for the competency area: Risk and Change Management: Managing and serving as a champion of change and improvement of service delivery processes in a municipality; identifying and monitoring processes, procedures for financial and regulatory risks to the municipality and recommending actions to mitigate those risks; Contributing to municipal transformation and change in order to implement new initiatives successfully and deliver on service delivery commitments; Prepare and implement a risk management plan.

¹⁰ In alignment with the competency level descriptions for the Accounting Officer, as prepared by the National Treasury for the competency area: Strategic leadership and management: Contributing to complex service delivery systems and managing the achievement of municipal aims; contributing to the formulation and shaping of plans to deliver short, medium and long-term service delivery-oriented strategies in support of the approved IDP; rendering advice on municipal strategy in the light of a municipality's present and future operating performance and financial position; providing support to municipal leadership - the council and senior management team; working within sound strategic alliances with other stakeholders.

¹¹ In alignment with the competency level descriptions for the Accounting Officer as prepared by the National Treasury for the competency area: Project Management: Leading teams to implement project plans, adapting the plans to address contingencies as required by changing scenarios; securing stakeholder approval, support and guidance for individual projects; planning the delivery of the project objectives to schedule by making efficient use of people and resources; acquisition and management of information technology resources.

¹² In alignment with the competency level descriptions for the Accounting Officer, as prepared by the National Treasury for the competency area: Governance, Ethics and Values: Designing and implementing coherent arrangements for the good governance of a municipality, ensuring that these arrangements are understood and owned by the council and observed during service delivery; ensuring the effectiveness of a municipality's systems of accounting and financial controls; demonstrating and promoting high standards of ethical behaviour throughout a municipality in all its activities and dealings; implementing procedures to ascertain compliance with a municipality's standards and expressed values.

Legislative Municipal Categories	Category Bs	Category Bs	Category Bs and Cs	Category Bs and Cs	A
Competency indicator in terms of Skills Development Typology	Category 1 Municipalities	Category 2a Municipalities	Category 2b Municipalities	Category 3 Municipalities	Category 4 Municipalities
	<ul style="list-style-type: none">• Utilisation of relevant data for accurate estimates and projections• Mathematics• Organising• Maximising the use of modern technology• Ability to interpret relevant directives• Interpersonal relationships• Problem solving• Conflict resolution• Apply job evaluation instruments• Media relations• Marketing• communications• Risk and change• Management⁹• Strategic leadership and management¹⁰• Project management¹¹• Governance, ethics and values¹²	<ul style="list-style-type: none">• Utilisation of relevant data for accurate estimates and projections• Mathematics• Organising• Maximising the use of modern technology• Ability to interpret relevant directives• Interpersonal relationships• Problem solving• Conflict resolution• Apply job evaluation instruments• Media relations• Marketing• communications• Risk and change• Management (see footnote 9)• Strategic leadership and management (see footnote 10)• Project management (see footnote 11)• Governance, ethics and values (see footnote 12)	<ul style="list-style-type: none">• Utilisation of relevant data for accurate estimates and projections• Mathematics• Organising• Maximising the use of modern technology• Ability to interpret relevant directives• Interpersonal relationships• Problem solving• Conflict resolution• Apply job evaluation instruments• Media relations• Marketing• communications• Risk and change• Management (see footnote 9)• Strategic leadership and management (see footnote 10)• Project management (see footnote 11)• Governance, ethics and values (see footnote 12)	<ul style="list-style-type: none">• appropriate manner• Utilisation of relevant data for accurate estimates and projections• Mathematics• Organising• Maximising the use of modern technology• Ability to interpret relevant directives• Interpersonal relationships• Problem solving• Conflict resolution• Apply job evaluation instruments• Media relations• Marketing• communications• Risk and change• Management (see footnote 9)• Strategic leadership and management (see footnote 10)• Project management (see footnote 11)• Governance, ethics and values (see footnote 12)	<ul style="list-style-type: none">• accurate estimates and projections• Mathematics• Organising• Maximising the use of modern technology• Ability to interpret relevant directives• Interpersonal relationships• Problem solving• Conflict resolution• Apply job evaluation instruments• Media relations• Marketing• communications• Risk and change• Management (see footnote 9)• Strategic leadership and management (see footnote 10)• Project management (see footnote 11)• Governance, ethics and values (see footnote 12)

Legislative Municipal Categories	Category Bs			Category Bs and Cs		A
	Category 1 Municipalities	Category 2a Municipalities	Category 2b Municipalities	Category 3 Municipalities	Category 4 Municipalities	
Competency Indicator in terms of Skills Development Typology						
COMMUNICATION	Proficiency level 1 in: • Partnerships and stakeholder relations ¹³ • Provide / obtain sensitive information requiring tact and diplomacy • Notes / memos / letters • Legal documents • Council reports	Proficiency level 1 in: • Partnerships and stakeholder relations (see footnote 13) • Provide / obtain sensitive information requiring tact and diplomacy • Notes / memos / letters • Legal documents • Council reports	Proficiency level 1 in: • Partnerships and stakeholder relations (see footnote 13) • Provide / obtain sensitive information requiring tact and diplomacy • Notes / memos / letters • Legal documents • Council reports	Proficiency level 2 in: • Partnerships and stakeholder relations (see footnote 13) • Provide / obtain sensitive information requiring tact and diplomacy • Public appearances and debating / negotiations • Notes / memos / letters • Sensitive press releases • Legal documents • Council reports	Proficiency level 2 to 3 in: • Partnerships and stakeholder relations (see footnote 13) • Provide / obtain sensitive information requiring tact and diplomacy • Public appearances and debating / negotiations • Notes / memos / letters • Sensitive press releases • Legal documents • Council reports	
CREATIVITY	Proficiency level 1: Creativity to maximize the use of the municipality's limited financial resources Finance related degree (NQF level 6)	Proficiency level 1: Creativity to maximize the use of the municipality's limited financial resources Finance related degree (NQF level 6)	Proficiency level 1: Creativity to maximize the use of the municipality's limited financial resources Finance related degree (NQF level 6)	Proficiency level 2: Creativity to develop completely new methods / policies / understanding Finance related degree with post graduate qualifications (NQF level 7)	Proficiency level 3: Creativity to develop completely new methods / policies / understanding Finance related degree with post graduate qualifications (NQF level 7)	
QUALIFICATIONS & TRAINING	Minimum 3-5 years relevant post qualification	Minimum 3-5 years relevant post qualification	Minimum 3-5 years relevant post qualification	Minimum 5-7 years relevant post qualification	Minimum 7 – 10 years relevant post qualification financial	
EXPERIENCE						

¹³ In alignment with the competency level descriptions for the Accounting Officer, as prepared by the National Treasury for the competency area: Partnerships and stakeholder relations: Managing people; communication and knowledge management; improved clients relations; representing municipality and serving as an ambassador; managing municipal service delivery through strategic partnerships.

Legislative Municipal Categories	Category Bs			Category Bs and Cs		Category Bs and Cs		A
	Category 1 Municipalities	Category 2a Municipalities	Category 2b Municipalities	Category 3 Municipalities	Category 4 Municipalities			
Competency indicator in terms of Skills Development Typology	financial management experience	financial management experience	financial management experience	financial management experience	management experience			
STATUTORY REQUIREMENTS AND OR PROFESSIONAL MEMBERSHIP	IMFO membership	IMFO membership	IMFO membership	IMFO membership	IMFO membership			

GUIDELINE COMPETENCY PROFILE – MANAGER: CORPORATE SERVICES

Legislative Municipal Categories	Category Bs			Category Bs and Cs		A
Competency indicator in terms of Skills Development Typology	Category 1 Municipalities	Category 2a Municipalities	Category 2b Local Municipalities and C1 District Municipalities	Category 3 Local Municipalities and C2 District Municipalities	Category 4 Metropolitan Municipalities	
KNOWLEDGE	Knowledge at proficiency level 1: <ul style="list-style-type: none">the Constitutional requirements for local government, and local government legislationLegislation, policy and implementation¹⁴ Knowledge at proficiency level 1 of a variety of work ranges and procedures such as: <ul style="list-style-type: none">FinanceHR mattersTrainingPlanning and organisingAdministrationproceduresEnvironment including norms and standardsCompilation of management reportsReporting procedures	Knowledge at proficiency level 1: <ul style="list-style-type: none">the Constitutional requirements for local government, and local government legislationLegislation, policy and implementation (see footnote 14) Knowledge at proficiency level 1 of a variety of work ranges and procedures such as: <ul style="list-style-type: none">FinanceHR mattersTrainingPlanning and organisingAdministrationproceduresEnvironment including norms and standardsCompilation of management reports	Knowledge at proficiency level 1: <ul style="list-style-type: none">the Constitutional requirements for local government, and local government legislationLegislation, policy and implementation (see footnote 14) Knowledge at proficiency level 1 of a variety of work ranges and procedures such as: <ul style="list-style-type: none">FinanceHR mattersTrainingPlanning and organisingAdministrationproceduresEnvironment including norms and standardsCompilation of management reports	Knowledge at proficiency level 2: <ul style="list-style-type: none">the Constitutional requirements for local government, and local government legislationLegislation, policy and implementation (see footnote 14) Knowledge at proficiency level 2 of work ranges and procedures such as: <ul style="list-style-type: none">FinanceHR mattersTrainingPlanning and organisingAdministrationproceduresEnvironment including norms and standardsCompilation of management reportsReporting proceduresProgramme / project planningStrategic planningCareer managementManage directorate	Knowledge at proficiency level 3: <ul style="list-style-type: none">the Constitutional requirements for local government, and local government legislationLegislation, policy and implementation (see footnote 14) Knowledge at proficiency level 3 of a variety of work ranges and procedures such as: <ul style="list-style-type: none">FinanceHR mattersTrainingPlanning and organisingAdministrationEnvironment including norms and standardsCompilation of management reportsReporting proceduresProgramme / project planningStrategic planningCareer managementManage directorate	

¹⁴ In alignment with the competency level descriptions for senior managers as prepared by the National Treasury for the competency area: Legislation, policy and implementation: Conceptualisation and shaping of local government policies to enhance service delivery; contribute to policy making and implementation; linking own responsibilities and specific municipal service delivery programmes to local government policy instruments.

Legislative Municipal Categories	Category Bs	Category Bs	Category Bs and Cs	Category Bs and Cs	A
Competency indicator in terms of Skills Development Typology	Category 1 Municipalities	Category 2a Municipalities	Category 2b Local Municipalities and C1 District Municipalities	Category 3 Local Municipalities and C2 District Municipalities	Category 4 Metropolitan Municipalities
	<ul style="list-style-type: none"> • Programme / project planning • Strategic planning • Career management • Manage directorate independently • Job evaluation system • Managing community participation • Needs and priorities of stakeholders • Management of council procedures • Labour relations 	<ul style="list-style-type: none"> • Reporting procedures • Programme / project planning • Strategic planning • Career management • Manage directorate independently • Job evaluation system • Managing community participation • Needs and priorities of stakeholders • Management of council procedures • Labour relations 	<ul style="list-style-type: none"> • Reporting procedures • Programme / project planning • Strategic planning • Career management • Manage directorate independently • Job evaluation system • Managing community participation • Needs and priorities of stakeholders • Management of council procedures • Labour relations 	<ul style="list-style-type: none"> • Programme / project planning • Strategic planning • Career management • Manage directorate independently • Job evaluation system • Managing community participation • Needs and priorities of stakeholders • Management of council procedures • Labour relations 	<ul style="list-style-type: none"> • independently • Job evaluation system • Managing community participation • Needs and priorities of stakeholders • Management of council procedures • Labour relations
SKILLS	Skills at proficiency level 1 in:	Skills at proficiency level 1 in:	Skills at proficiency level 1 in:	Skills at proficiency level 2 in:	Skills at proficiency level 2 to 3 in:

¹⁵ In alignment with the competency level descriptions for senior managers, as prepared by the National Treasury for the competency area: Strategic leadership and management: Contributing to complex service delivery systems and managing the achievement of municipal aims; contributing to the formulation and shaping of plans to deliver short, medium and long-term service delivery-oriented strategies in support of the approved IDP; rendering advice on municipal strategy in the light of a municipality's present and future operating performance and financial position; providing support to municipal leadership - the council and senior management team; working within sound strategic alliances with other stakeholders.

¹⁶ In alignment with the competency level descriptions for senior managers, as prepared by the National Treasury: Governance, Ethics and Values: Designing and implementing coherent arrangements for the good governance of a municipality, ensuring that these arrangements are understood and owned by the council and observed during service delivery; ensuring the effectiveness of a municipality's systems of accounting and financial controls; demonstrating and promoting high standards of ethical behaviour throughout a municipality in all its activities and dealings; implementing procedures to ascertain compliance with a municipality's standards and expressed values.

¹⁷ In alignment with the competency level descriptions for senior managers, as prepared by the National Treasury: Performance Management: Manage, monitor and evaluate performance in strategic functional areas; contribution to sound performance management system to provide a sound basis for management action and appraisal.

¹⁸ In alignment with the competency level descriptions for senior managers as prepared by the National Treasury for the competency area: Risk and Change Management: Managing and serving as a champion of change and improvement of service delivery processes in a municipality; identifying and monitoring processes, procedures for financial

Legislative Municipal Categories	Category Bs				Category Bs and Cs	Category Bs and Cs	A
Competency indicator in terms of Skills Development Typology	Category 1 Municipalities	Category 2a Municipalities	Category 2b Local Municipalities and C1 District Municipalities	Category 3 Local Municipalities and C2 District Municipalities	Category 4 Metropolitan Municipalities		
	<ul style="list-style-type: none"> Analytical thinking Research Computer literacy Problem solving Maintaining discipline Conflict resolution Financial Management Change / diversity management Management to ensure that performance standards remain adequate and that responsibilities are adhered to within budget limits Adaptability during changes to meet the goals Applying job evaluation instrument 	<ul style="list-style-type: none"> Analytical thinking Research Computer literacy Policy formulation Problem solving Maintaining discipline Conflict resolution Financial Management Change / diversity management Management to ensure that performance standards remain adequate and that responsibilities are adhered to within budget limits Adaptability during changes to meet the goals Applying job 	<ul style="list-style-type: none"> Analytical thinking Research Computer literacy Policy formulation Problem solving Maintaining discipline Conflict resolution Financial Management Change / diversity management Management to ensure that performance standards remain adequate and that responsibilities are adhered to within budget limits Adaptability during changes to meet the goals Applying job 	<ul style="list-style-type: none"> Analytical thinking Research Computer literacy Policy formulation Problem solving Maintaining discipline Conflict resolution Financial Management Change / diversity management Management to ensure that performance standards remain adequate and that responsibilities are adhered to within budget limits Adaptability during changes to meet the goals Applying job evaluation instrument Strategic leadership and management (see footnote 15) Governance, ethics and 			

and regulatory risks to the municipality and recommending actions to mitigate those risks; Contributing to municipal transformation and change in order to implement new initiatives successfully and deliver on service delivery commitments; Prepare and implement a risk management plan.

¹⁹ In alignment with the competency level descriptions for senior managers as prepared by the National Treasury: Project Management: Leading teams to implement project plans, adapting the plans to address contingencies as required by changing scenarios; securing stakeholder approval, support and guidance for individual projects; planning the delivery of the project objectives to schedule by making efficient use of people and resources; managing information technology and communication resources.

²⁰ In alignment with the competency level descriptions for senior managers, as prepared by the National Treasury for the competency areas: Partnerships and stakeholder relations: Managing people; communication and knowledge management; service delivery innovations; representing municipality and serving as an ambassador; managing municipal service delivery through strategic partnerships.

Legislative Municipal Categories	Category Bs	Category Bs	Category Bs and Cs	Category Bs and Cs	A
Competency indicator in terms of Skills Development Typology	Category 1 Municipalities	Category 2a Municipalities	Category 2b Local Municipalities and C1 District Municipalities	Category 3 Local Municipalities and C2 District Municipalities	Category 4 Metropolitan Municipalities
	<ul style="list-style-type: none">Strategic leadership and management¹⁵Governance, ethics and values¹⁶Performance management and reporting¹⁷Risk and change management¹⁸Project management¹⁹Partnerships and stakeholder relations²⁰	<ul style="list-style-type: none">evaluation instrument Strategic leadership and management¹⁵Governance, ethics and values (see footnote 16)Performance management and reporting (see footnote 17)Risk and change management (see footnote 18)Project management (see footnote 19)Partnerships and stakeholder relations (see footnote 20)	<ul style="list-style-type: none">evaluation instrument Strategic leadership and management (see footnote 15)Governance, ethics and values (see footnote 16)Performance management and reporting (see footnote 17)Risk and change management (see footnote 18)Project management (see footnote 19)Partnerships and stakeholder relations (see footnote 20)	<ul style="list-style-type: none">evaluation instrument Strategic leadership and management (see footnote 15)Governance, ethics and values (see footnote 16)Performance management and reporting (see footnote 17)Risk and change management (see footnote 18)Project management (see footnote 19)Partnerships and stakeholder relations (see footnote 20)	<ul style="list-style-type: none">values (see footnote 16)Performance management and reporting (see footnote 17)Risk and change management (see footnote 18)Project management (see footnote 19)Partnerships and stakeholder relations (see footnote 20)
COMMUNICATION	<ul style="list-style-type: none">Proficiency level 1 at:<ul style="list-style-type: none">Debating / negotiationsMotivationPreparation of notes / memos / lettersLegal documentsMotivationManagement reportsFinancial reportsCouncil reports	<ul style="list-style-type: none">Proficiency level 1 at:<ul style="list-style-type: none">Debating / negotiationsMotivationPreparation of notes / memos / lettersLegal documentsMotivationManagement reportsFinancial reportsCouncil reports	<ul style="list-style-type: none">Proficiency level 1 at:<ul style="list-style-type: none">Debating / negotiationsMotivationPreparation of notes / memos / lettersLegal documentsMotivationManagement reportsFinancial reportsCouncil reports	<ul style="list-style-type: none">Proficiency level 2 at:<ul style="list-style-type: none">Verbal exchange of specialised and complex information requiring difficult explanation as well as tact and diplomacyPublic appearances and debating / negotiationsMotivationNotes / memos / lettersLegal documentsNotes / memos / lettersProficiency level 2 to 3 at:<ul style="list-style-type: none">Verbal exchange of highly specialised and complex information requiring difficult explanation as well as tact and diplomacyPublic appearances and debating/negotiationsMotivationNotes / memos / lettersLegal documentsFinancial reports	

Legislative Municipal Categories	Category Bs			Category Bs and Cs		A
	Category 1 Municipalities	Category 2a Municipalities	Category 2b Local Municipalities and C1 District Municipalities	Category 3 Local Municipalities and C2 District Municipalities	Category 4 Metropolitan Municipalities	
Competency indicator in terms of Skills Development Typology				<ul style="list-style-type: none"> Complex legal documents Management reports Financial reports Council reports 	<ul style="list-style-type: none"> Council reports 	
CREATIVITY	Proficiency level 1: Creativity is required to develop completely new methods / policies / understanding	Proficiency level 1: Creativity is required to develop completely new methods / policies / understanding	Proficiency level 1: Creativity is required to develop completely new methods / policies / understanding	Proficiency level 2: Creativity is required to develop completely new methods / policies / understanding	Proficiency level 3: Creativity is required to develop completely new methods / policies / understanding	
QUALIFICATIONS & TRAINING	Appropriate undergraduate degree plus Courses in management practices (NQF level 6)	Appropriate undergraduate degree plus Courses in management practices (NQF level 6)	Appropriate undergraduate degree plus Courses in management practices (NQF level 6)	Appropriate post graduate degree plus Courses in management practices (NQF level 7)	Appropriate post graduate degree plus Courses in management practices (NQF level 7)	
EXPERIENCE	5 years relevant post qualification experience Local Government legislative framework	5 years relevant post qualification experience Local Government legislative framework	5 years relevant post qualification experience Local Government legislative framework	5-7 years relevant post qualification experience Local Government legislative framework	7-10 years relevant post qualification experience Local Government legislative framework	
STATUTORY REQUIREMENTS AND/OR PROFESSIONAL MEMBERSHIP						

Note: Consideration to be given to membership with relevant professional associations

GUIDELINE COMPETENCY PROFILE – MANAGER: TECHNICAL SERVICES

Legislative Municipal Categories	Category Bs	Category Bs	Category Bs and Cs	Category Bs and Cs	A
Competency Indicator in terms of Skills Development Typology	Category 1 Municipalities	Category 2a Municipalities	Category 2b Local Municipalities and C1 District Municipalities	Category 3 Local Municipalities and C2 District Municipalities	Category 4 Metropolitan Municipalities
KNOWLEDGE	<p>Knowledge at proficiency level 1 on:</p> <ul style="list-style-type: none"> the Constitutional requirements for local government, and local government legislation Legislation, policy and implementation²¹ <p>Knowledge at proficiency level 1 of a wide range of activities are required such as:</p> <ul style="list-style-type: none"> HR matters Finance Project management requirements Planning and organizing Technical standards / procedures Needs and priorities of stakeholders Managerial functions Determining and 	<p>Knowledge at proficiency level 1 on:</p> <ul style="list-style-type: none"> the Constitutional requirements for local government, and local government legislation Legislation, policy and implementation (see footnote 24) <p>Knowledge at proficiency level 1 of a wide range of activities are required such as:</p> <ul style="list-style-type: none"> HR matters Finance Project management requirements Planning and organizing Technical standards / procedures Needs and priorities of stakeholders Managerial functions 	<p>Knowledge at proficiency level 1 on:</p> <ul style="list-style-type: none"> the Constitutional requirements for local government, and local government legislation Legislation, policy and implementation (see footnote 24) <p>Knowledge at proficiency level 1 of a wide range of activities are required such as:</p> <ul style="list-style-type: none"> HR matters Finance Project management requirements Planning and organizing Technical standards / procedures Needs and priorities of stakeholders Managerial functions 	<p>Knowledge at proficiency level 2 on:</p> <ul style="list-style-type: none"> the Constitutional requirements for local government, and local government legislation Legislation, policy and implementation (see footnote 24) <p>Knowledge at proficiency level 2 of a wide range of activities are required such as:</p> <ul style="list-style-type: none"> HR matters Finance Project management requirements Planning and organizing Technical standards / procedures Needs and priorities of stakeholders Managerial functions 	<p>Knowledge at proficiency level 3 on:</p> <ul style="list-style-type: none"> the Constitutional requirements for local government, and local government legislation other appropriate legislation Legislation, policy and implementation (see footnote 24) <p>Knowledge at proficiency level 2 of a wide range of activities are required such as:</p> <ul style="list-style-type: none"> Strategic planning HR matters Financial Management Project management requirements Planning and organizing Technical standards / procedures Needs and priorities of stakeholders Managerial functions and

²¹ In alignment with the competency level descriptions for senior managers as prepared by the National Treasury for the competency area: Legislation, policy and implementation: Conceptualisation and shaping of local government policies to enhance service delivery; contribute to policy making and implementation; linking own responsibilities and specific municipal service delivery programmes to local government policy instruments.

Legislative Municipal Categories	Category Bs	Category Bs	Category Bs and Cs	Category Bs and Cs	A
Competency indicator in terms of Skills Development Typology	Category 1 Municipalities <ul style="list-style-type: none"> managing service delivery mechanisms Sector plan requirements and preparation Civil and mechanical engineering Linking job creation and service delivery Training Contract management Community participation <p>Knowledge at proficiency level 1 of:</p> <ul style="list-style-type: none"> Risk management Asset management 	Category 2a Municipalities <ul style="list-style-type: none"> Determining and managing service delivery mechanisms Sector plan requirements and preparation Civil and mechanical engineering Linking job creation and service delivery Training Contract management Community participation <p>Knowledge at proficiency level 1 of:</p> <ul style="list-style-type: none"> Risk management Asset management 	Category 2b Local Municipalities and C1 District Municipalities <ul style="list-style-type: none"> Determining and managing service delivery mechanisms Sector plan requirements and preparation Civil and mechanical engineering Linking job creation and service delivery Training Contract management Community participation <p>Knowledge at proficiency level 1 of:</p> <ul style="list-style-type: none"> Risk management Asset management 	Category 3 Local Municipalities and C2 District Municipalities <ul style="list-style-type: none"> Determining and managing service delivery mechanisms Sector plan requirements and preparation Civil and mechanical engineering Linking job creation and service delivery Training Contract management Community participation <p>Knowledge at proficiency level 1 of:</p> <ul style="list-style-type: none"> Risk management Asset management HR matters 	Category 4 Metropolitan Municipalities <ul style="list-style-type: none"> principles Cost effective service delivery Sector plan requirements and preparation (municipal and govt level) Civil and mechanical engineering Linking job creation and service delivery Contract management Community participation <p>Knowledge at proficiency level 1 of:</p> <ul style="list-style-type: none"> Risk management Asset management HR matters
SKILLS	Skills at proficiency level 1, such as:	Skills at proficiency level 1, such as:	Skills at proficiency level 1, such as:	Skills at proficiency level 1, such as:	Skills at proficiency level 1, such as:

²² In alignment with the competency level descriptions for senior managers, as prepared by the National Treasury for the competency area: Strategic leadership and management: Contributing to complex service delivery systems and managing the achievement of municipal aims; contributing to the formulation and shaping of plans to deliver short, medium and long-term service delivery-oriented strategies in support of the approved IDP; rendering advice on municipal strategy in the light of a municipality's present and future operating performance and financial position; providing support to municipal leadership - the council and senior management team; working within sound strategic alliances with other stakeholders.

²³ In alignment with the competency level descriptions for senior managers, as prepared by the National Treasury for the competency area: Governance, Ethics and Values: Designing and implementing coherent arrangements for the good governance of a municipality, ensuring that these arrangements are understood and owned by the council and observed during service delivery; ensuring the effectiveness of a municipality's systems of accounting and financial controls; demonstrating and promoting high standards of

Legislative Municipal Categories	Category Bs			Category Bs and Cs		A
	Category 1 Municipalities	Category 2a Municipalities	Category 2b Local Municipalities and C1 District Municipalities	Category 3 Local Municipalities and C2 District Municipalities	Category 4 Metropolitan Municipalities	
Competency indicator in terms of Skills Development Typology	<ul style="list-style-type: none"> Analytical thinking Research Computer literacy Policy formulation Problem solving Conflict resolution Financial Management Innovation Interpersonal relations Strategic leadership and management²² Governance, ethics and values²³ Performance management and reporting²⁴ Risk and change 	<ul style="list-style-type: none"> Analytical thinking Research Computer literacy Policy formulation Problem solving Conflict resolution Financial Management Innovation Interpersonal relations Strategic leadership and management (see footnote 22) Governance, ethics and values (see footnote 23) Performance management and 	<ul style="list-style-type: none"> Analytical thinking Research Computer literacy Policy formulation Problem solving Conflict resolution Financial Management Innovation Interpersonal relations Strategic leadership and management (see footnote 22) Governance, ethics and values (see footnote 23) Performance management and 	<ul style="list-style-type: none"> Analytical thinking Research Computer literacy Policy formulation Problem solving Conflict resolution Financial Management Diversity management Adaptability during changes to meet the goals Innovation Interpersonal relations Strategic leadership and management (see footnote 22) Governance, ethics and values (see footnote 23) Performance management 	<ul style="list-style-type: none"> Analytical thinking Research Computer literacy Policy formulation Problem solving Conflict resolution Financial Management Diversity management Adaptability during changes to meet the goals Innovation Interpersonal relations Strategic leadership and management (see footnote 22) Governance, ethics and values (see footnote 23) Performance management 	

ethical behaviour throughout a municipality in all its activities and dealings; implementing procedures to ascertain compliance with a municipality's standards and expressed values.

²⁴ In alignment with the competency level descriptions for senior managers, as prepared by the National Treasury for the competency area: Performance Management: Manage, monitor and evaluate performance in strategic functional areas; contribution to sound performance management system to provide a sound basis for management action and appraisal.

²⁵ In alignment with the competency level descriptions for senior managers as prepared by the National Treasury for the competency area: Risk and Change Management: Managing and serving as a champion of change and improvement of service delivery processes in a municipality; Identifying and monitoring processes, procedures for financial and regulatory risks to the municipality and recommending actions to mitigate those risks; Contributing to municipal transformation and change in order to implement new initiatives successfully and deliver on service delivery commitments; Prepare and implement a risk management plan.

²⁶ In alignment with the competency level descriptions for senior managers as prepared by the National Treasury for the competency area: Project Management: Leading teams to implement project plans, adapting the plans to address contingencies as required by changing scenarios; securing stakeholder approval, support and guidance for individual projects; planning the delivery of the project objectives to schedule by making efficient use of people and resources; managing information technology and communication resources.

Legislative Municipal Categories	Category Bs			Category Bs and Cs		A
	Category 1 Municipalities	Category 2a Municipalities	Category 2b Local Municipalities and C1 District Municipalities	Category 3 Local Municipalities and C2 District Municipalities	Category 4 Metropolitan Municipalities	
Competency indicator in terms of Skills Development Typology	<ul style="list-style-type: none"> management²⁵ Project management²⁶ 	reporting (see footnote 24) <ul style="list-style-type: none"> Risk and change management (see footnote 25) Project management (see footnote 26) 	reporting (see footnote 24) <ul style="list-style-type: none"> Risk and change management (see footnote 25) Project management (see footnote 26) 	and values (see footnote 23) <ul style="list-style-type: none"> Performance management and reporting (see footnote 24) Risk and change management (see footnote 25) Project management (see footnote 26) 	and reporting (see footnote 24) <ul style="list-style-type: none"> Risk and change management (see footnote 25) Project management (see footnote 26) 	
COMMUNICATION	Proficiency level 1 abilities, such as: <ul style="list-style-type: none"> Provide / obtain sensitive information requiring tact and diplomacy Public appearances and debating Complex notes / memos / letters Sensitive press releases Complex legal and other documents Council reports 	Proficiency level 1 abilities, such as: <ul style="list-style-type: none"> Provide / obtain sensitive information requiring tact and diplomacy Public appearances and debating Complex notes / memos / letters Sensitive press releases Complex legal and other documents Council reports 	Proficiency level 2 abilities, such as: <ul style="list-style-type: none"> Provide / obtain sensitive information requiring tact and diplomacy Public appearances and debating Complex notes / memos / letters Sensitive press releases Complex legal and other documents Council reports 	Proficiency level 2 abilities, such as: <ul style="list-style-type: none"> Provide / obtain sensitive information requiring tact and diplomacy Public appearances and debating Complex notes / memos / letters Sensitive press releases Complex legal and other documents Council reports 	Proficiency level 2 abilities, such as: <ul style="list-style-type: none"> Provide / obtain sensitive information requiring tact and diplomacy Public appearances and debating Complex notes / memos / letters Sensitive press releases Complex legal and other documents Council reports Negotiations Partnerships and stakeholder 	

Legislative Municipal Categories	Category Bs			Category Bs and Cs		Category Bs and Cs	u
	Category 1 Municipalities	Category 2a Municipalities	Category 2b Local Municipalities and C1 District Municipalities	Category 3 Local Municipalities and C2 District Municipalities	Category 4 Metropolitan Municipalities		
Competency indicator in terms of Skills Development Typology	<ul style="list-style-type: none"> Negotiations Partnerships and stakeholder relations²⁷ 	<ul style="list-style-type: none"> Negotiations Partnerships and stakeholder relations (see footnote 28) 	<ul style="list-style-type: none"> Negotiations Partnerships and stakeholder relations (see footnote 28) 	<ul style="list-style-type: none"> Negotiations Partnerships and stakeholder relations (see footnote 28) 	relations (see footnote 28)		
CREATIVITY	Proficiency level 1: Creativity is required to develop completely new methods / policies / understanding	Proficiency level 1: Creativity is required to develop completely new methods / policies / understanding	Proficiency level 1: Creativity is required to develop completely new methods / policies / understanding	Proficiency level 2: Creativity is required to develop completely new methods / policies / understanding	Proficiency level 3: Creativity is required to develop completely new methods / policies / understanding		
QUALIFICATIONS & TRAINING	Appropriate degree (NQF level 6)	Appropriate degree (NQF level 6)	Appropriate degree (NQF level 6)	Appropriate degree (NQF level 7)	Preferably post graduate degree (NQF level 7)		
EXPERIENCE	Minimum of 5 years post qualification experience	Minimum of 5 years post qualification experience	Minimum of 5 years post qualification experience	Minimum of 7- 10 years post qualification, of which at least 3 years in an appropriate managerial position	Minimum of 10 years post qualification, of which at least 3 years in an appropriate managerial position		
STATUTORY REQUIREMENTS AND OR PROFESSIONAL MEMBERSHIP	Registered with the Engineering Council of South Africa	Registered with the Engineering Council of South Africa	Registered with the Engineering Council of South Africa	Registered with the Engineering Council of South Africa	Registered with the Engineering Council of South Africa		

²⁷ In alignment with the competency level descriptions for senior managers, as prepared by the National Treasury for the competency area: Partnerships and stakeholder relations: Managing people; communication and knowledge management; service delivery innovations; representing municipality and serving as an ambassador; managing municipal service delivery through strategic partnerships.

GUIDELINE COMPETENCY PROFILE – MANAGER: WATER AND SANITATION SERVICES²⁸

Legislative Municipal Categories	Category Bs	Category Bs	Category Bs and Cs	Category Bs and Cs	A
Competency indicator in terms of Skills Development Typology	Category 1 Municipalities	Category 2a Municipalities	Category 2b Local Municipalities and C1 District Municipalities	Category 3 Local Municipalities and C2 District Municipalities	Category 4 Municipalities
KNOWLEDGE	Knowledge at proficiency level 1 of a wide range of activities are required such as: <ul style="list-style-type: none">• Tools• Machinery• Occupation health and safety• Planning and organising• Technical standards/procedures• Requirements and management of the expanded public works programme• Requirements and management of free basic services• Water quality management• Training• HR Matters• Finance	Knowledge at proficiency level 1 of a wide range of activities are required such as: <ul style="list-style-type: none">• Tools• Machinery• Occupation health and safety• Planning and organising• Technical standards/procedures• Requirements and management of the expanded public works programme• Water quality management• Requirements and management of free basic services• Training• HR Matters• Finance	Knowledge at proficiency level 2 of a wide range of activities are required such as: <ul style="list-style-type: none">• Tools• Machinery• Occupation health and safety• Planning and organising• Technical standards/procedures• Requirements and management of the expanded public works programme• Water quality management• Tariff formulation• Requirements and management of free basic services• Training• HR Matters• Finance	Knowledge at proficiency level 2 of a wide range of activities are required such as: <ul style="list-style-type: none">• HR matters• Finance• Technical standards / procedures• Needs and priorities of Stakeholders• Requirements and management of the expanded public works programme• Water and Sanitation sector planning• Requirements and management of the water authority• Water and Sanitation sector planning• Water quality management• Requirements and management of free basic services• Tariff formulation• Tools• Machinery	Knowledge at proficiency level 2 of a wide range of activities are required such as: <ul style="list-style-type: none">• HR matters• Finance• Technical standards / procedures• Needs and priorities of Stakeholders• Planning and organizing• Requirements and management of the expanded public works programme• Requirements and management of the water authority• Water and Sanitation sector planning• Water quality management• Requirements and management of free basic services• Tariff formulation• Tools• Machinery

²⁸ If the Manager Water and Sanitation Services reports directly to the Municipal Manager the competencies for the Manager Water and Sanitation Services are as follows:

Legislative Municipal Categories	Category Bs	Category Bs	Category Bs and Cs	Category Bs and Cs	A
Competency indicator in terms of Skills Development Typology	Category 1 Municipalities	Category 2a Municipalities	Category 2b Local Municipalities and C1 District Municipalities	Category 3 Local Municipalities and C2 District Municipalities	Category 4 Municipalities
				<ul style="list-style-type: none">• Planning and organizing• Tools• Machinery• Occupation health and safety• Training• Managerial functions	<ul style="list-style-type: none">• Occupation health and safety• Training• Managerial functions
SKILLS	Skills at proficiency level 1, such as: <ul style="list-style-type: none">• Project or financial management• Advanced operation of equipment• Policy formulation• Project management• Alignment and integration with development initiatives• Coordinating• Computer literacy• Depot management	Skills at proficiency level 1, such as: <ul style="list-style-type: none">• Project or financial management• Advanced operation of equipment• Policy formulation• Project management• Alignment and integration with development initiatives• Coordinating• Computer literacy• Depot management	Skills at proficiency level 1, such as: <ul style="list-style-type: none">• Project or financial management• Advanced operation of equipment• Policy formulation• Project management• Alignment and integration with development initiatives• Coordinating• Computer literacy• Depot management	Skills at proficiency level 2, such as: <ul style="list-style-type: none">• Analytical thinking• Computer literacy• Optimising the water and sanitation networks for the promotion of local economic development• Policy formulation• Financial Management• Management to ensure that performance standards remains adequate and that responsibilities are adhered to with budget limits• Alignment and integration with development initiatives including other spheres of government• Leadership• Adaptability during changes to meet the goals• Change and diversity	Skills at proficiency level 2, such as: <ul style="list-style-type: none">• Analytical thinking• Optimising the water and sanitation networks for the promotion of local economic development• Computer literacy• Policy formulation• Financial Management• Management to ensure that performance standards remains adequate and that responsibilities are adhered to with budget limits• Alignment and integration with development initiatives including other spheres of government• Leadership• Adaptability during changes to meet the goals• Change and diversity

Legislative Municipal Categories	Category Bs			Category Bs and Cs		A
	Category 1 Municipalities	Category 2a Municipalities	Category 2b Local Municipalities and C1 District Municipalities	Category 3 Local Municipalities and C2 District Municipalities	Category 4 Municipalities	
Competency indicator in terms of Skills Development Typology					<ul style="list-style-type: none"> including other spheres of government Leadership Adaptability during changes to meet the goals Change and diversity management Depot management 	<ul style="list-style-type: none"> management Depot management
COMMUNICATION	Proficiency level 1: <ul style="list-style-type: none"> Providing or obtaining information requiring difficult explanation The ability to motivate personnel 	Proficiency level 1: <ul style="list-style-type: none"> Providing or obtaining information requiring difficult explanation The ability to motivate personnel 	Proficiency level 1: <ul style="list-style-type: none"> Providing or obtaining information requiring difficult explanation The ability to motivate personnel 	Proficiency level 2: <ul style="list-style-type: none"> Provide / obtain sensitive information requiring tact and diplomacy Public appearances and debating Report drafting Legal documents Negotiations 	Proficiency level 2: <ul style="list-style-type: none"> Provide / obtain sensitive information requiring tact and diplomacy Public appearances and debating Report drafting Legal documents Negotiations 	
CREATIVITY	Proficiency level 1: Development of limited new ideas that impact on existing methods / policies / programmes	Proficiency level 1: Development of limited new ideas that impact on existing methods / policies / programmes	Proficiency level 1: Development of limited new ideas that impact on existing methods / policies / programmes	Proficiency level 2: Creativity is required to develop completely new methods / policies / understanding	Proficiency level 2: Creativity is required to develop completely new methods / policies / understanding	
QUALIFICATIONS	Relevant National Diploma (or equivalent) (NQF level 6)	Relevant National Diploma (or equivalent) (NQF level 6)	Relevant degree in Engineering (NQF level 6)	Relevant degree in Engineering (NQF level 6)	Relevant degree in Engineering (NQF level 6)	
EXPERIENCE	Minimum 3-5 years relevant post-qualification experience	Minimum 3-5 years relevant post-qualification experience	Minimum of 5 years relevant post-qualification experience	Minimum 5 – 7 years relevant post-qualification experience	Minimum 7 – 10 years relevant post-qualification experience	

Legislative Municipal Categories	Category Bs			Category Bs and Cs	A
	Category 1 Municipalities	Category 2a Municipalities	Category 2b Local Municipalities and C1 District Municipalities	Category 3 Local Municipalities and C2 District Municipalities	Category 4 Municipalities
Competency indicator in terms of Skills Development Typology	Registration in terms of the Engineering Council of South Africa Act	Registration in terms of the Engineering Council of South Africa Act	Registration in terms of the Engineering Council of South Africa Act	Registration in terms of the Engineering Council of South Africa Act	Registration in terms of the Engineering Council of South Africa Act
STATUTORY REQUIREMENTS AND OR PROFESSIONAL MEMBERSHIP					

GUIDELINE COMPETENCY PROFILE – MANAGER: MUNICIPAL ELECTRICITY ²⁹

Legislative Municipal Categories	Category Bs	Category Bs	Category Bs and Cs	Category Bs and Cs	A
Competency indicator in terms of Skills Development Typology	Category 1 Municipalities	Category 2a Municipalities	Category 2b Local Municipalities and C1 District Municipalities	Category 3 Local Municipalities and C2 District Municipalities	Category 4 Municipalities
KNOWLEDGE	Knowledge at proficiency level 1 of a wide range of activities are required such as: <ul style="list-style-type: none"> • Tools • Machinery • Occupation health and safety • Planning and organising • Technical standards / procedures • Contribute toward the preparation of the electricity sector plan • Training • HR Matters • Finance 	Knowledge at proficiency level 1 of a wide range of activities are required such as: <ul style="list-style-type: none"> • Tools • Machinery • Occupation health and safety • Planning and organising • Technical standards / procedures • Contribute toward the preparation of the electricity sector plan • Training • HR Matters • Finance 	Knowledge at proficiency level 1 of a wide range of activities are required such as: <ul style="list-style-type: none"> • Tools • Machinery • Occupation health and safety • Planning and organising • Technical standards / procedures • Electricity sector plans • Training • HR Matters • Finance 	Knowledge at proficiency level 2 of a wide range of activities are required such as: <ul style="list-style-type: none"> • HR matters • Finance • Technical standards / procedures • Needs and priorities of Stakeholders • Planning and organizing Electricity sector plans • Planning and organizing • Tools • Machinery • Occupation health and safety • Training • Managerial functions 	Knowledge at proficiency level 2 of a wide range of activities are required such as: <ul style="list-style-type: none"> • HR matters • Finance • Technical standards / procedures • Needs and priorities of Stakeholders • Planning and organizing Electricity sector plans • Tools • Machinery • Occupation health and safety • Training • Managerial functions
SKILLS	Skills at proficiency level 1, such as: <ul style="list-style-type: none"> • Project or financial management • Advanced operation of equipment • Policy formulation • Project management 	Skills at proficiency level 1, such as: <ul style="list-style-type: none"> • Project or financial management • Advanced operation of equipment • Policy formulation • Project management 	Skills at proficiency level 1, such as: <ul style="list-style-type: none"> • Project or financial management • Advanced operation of equipment • Policy formulation • Project management 	Skills at proficiency level 2, such as: <ul style="list-style-type: none"> • Analytical thinking • Computer literacy • Optimising the electricity networks for the promotion of local economic development • Computer literacy • Policy formulation 	Skills at proficiency level 2, such as: <ul style="list-style-type: none"> • Analytical thinking • Optimising the electricity networks for the promotion of local economic development • Computer literacy • Policy formulation

²⁹ If the Manager, Electricity reports directly to the Municipal Manager, the competency profile should be read in conjunction with that of the Technical Services manager.

Legislative municipal Categories	Category Bs and Cs				A	
	Category Bs	Category Bs	Category Bs and Cs	Category Bs and Cs	Category 4 Municipalities	
Competency indicator in terms of Skills Development Typology	Category 1 Municipalities	Category 2a Municipalities	Category 2b Local Municipalities and C1 District Municipalities	Category 3 Local Municipalities and C2 District Municipalities		
	<ul style="list-style-type: none"> Coordinating Computer literacy Depot management 	<ul style="list-style-type: none"> Coordinating Computer literacy Depot management 	<ul style="list-style-type: none"> Coordinating Computer literacy Depot management 	<ul style="list-style-type: none"> development Policy formulation Financial Management Management to ensure that performance standards remain adequate and that responsibilities are adhered to with budget limits Alignment and integration with development initiatives including other spheres of government Leadership Adaptability during changes to meet the goals Change and diversity management Depot management 	<ul style="list-style-type: none"> Financial Management Management to ensure that performance standards remain adequate and that responsibilities are adhered to with budget limits Alignment and integration with development initiatives including other spheres of government Leadership Adaptability during changes to meet the goals Change and diversity management Depot management 	
COMMUNICATION	<p>Proficiency level 1:</p> <ul style="list-style-type: none"> Providing or obtaining information requiring difficult explanation The ability to motivate personnel 	<p>Proficiency level 1:</p> <ul style="list-style-type: none"> Providing or obtaining information requiring difficult explanation The ability to motivate personnel 	<p>Proficiency level 1:</p> <ul style="list-style-type: none"> Providing or obtaining information requiring difficult explanation The ability to motivate personnel 	<p>Proficiency level 2:</p> <ul style="list-style-type: none"> Provide / obtain sensitive information requiring tact and diplomacy Public appearances and debating Report drafting 		

Legislative Municipal Categories	Category Bs				Category Bs and Cs		Category Bs and Cs	A
	Category 1 Municipalities	Category 2a Municipalities	Category 2b Local Municipalities and C1 District Municipalities	Category 3 Local Municipalities and C2 District Municipalities	Category 4 Municipalities			
Competency indicator in terms of Skills Development Typology					<ul style="list-style-type: none">Report draftingLegal documentsNegotiations	<ul style="list-style-type: none">Legal documentsNegotiations		
CREATIVITY	Proficiency level 1: Development of limited new ideas that impact on existing methods / policies / programmes	Proficiency level 1: Development of limited new ideas that impact on existing methods / policies / programmes	Proficiency level 1: Development of limited new ideas that impact on existing methods / policies / programmes	Proficiency level 2: Creativity is required to develop completely new methods / policies / understanding	Proficiency level 2: Creativity is required to develop completely new methods / policies / understanding			
QUALIFICATIONS	Relevant National Diploma (or equivalent) (NQF level 6)	Relevant National Diploma (or equivalent) (NQF level 6)	Relevant National Diploma (or equivalent) (NQF level 6)	Relevant degree in Engineering (NQF level 6)	Relevant degree in Engineering (NQF level 6)			
EXPERIENCE	3-5 years relevant post-qualification experience	3-5 years relevant post-qualification experience	3-5 years relevant post-qualification experience	5 – 7 years relevant post-qualification experience	7 – 10 years relevant post-qualification experience			
STATUTORY REQUIREMENTS AND OR PROFESSIONAL MEMBERSHIP	Registration in terms of the Engineering Council of South Africa Act	Registration in terms of the Engineering Council of South Africa Act	Registration in terms of the Engineering Council of South Africa Act	Registration in terms of the Engineering Council of South Africa Act	Registration in terms of the Engineering Council of South Africa Act			

GUIDELINE COMPETENCY PROFILE – MANAGER: MUNICIPAL ROADS³⁰

Legislative Municipal Categories	Category Bs	Category Bs	Category Bs and Cs	Category Bs and Cs	A
Competency indicator in terms of Skills Development Typology	Category 1 Municipalities	Category 2a Municipalities	Category 2b Local Municipalities and C1 District Municipalities	Category 3 Local Municipalities and C2 District Municipalities	Category 4 Municipalities
KNOWLEDGE	Knowledge at proficiency level 1 of a wide range of activities are required such as: <ul style="list-style-type: none">• Tools• Machinery• Occupation health and safety• Planning and organising• Technical standards / procedures• Requirements and management of the expanded public works programme• Training• HR Matters• Finance	Knowledge at proficiency level 1 of a wide range of activities are required such as: <ul style="list-style-type: none">• Tools• Machinery• Occupation health and safety• Planning and organising• Technical standards / procedures• Requirements and management of the expanded public works programme• Training• HR Matters• Finance	Knowledge at proficiency level 1 of a wide range of activities are required such as: <ul style="list-style-type: none">• Tools• Machinery• Occupation health and safety• Planning and organising• Technical standards / procedures• Requirements and management of the expanded public works programme• Training• HR Matters• Finance	Knowledge at proficiency level 2 of a wide range of activities are required such as: <ul style="list-style-type: none">• HR matters• Finance• Technical standards / procedures• Needs and priorities of Stakeholders• Requirements and management of the expanded public works programme• Roads and transport sector plan• Planning and organising• Tools• Machinery• Occupation health and safety• Training• Managerial functions	Knowledge at proficiency level 2 of a wide range of activities are required such as: <ul style="list-style-type: none">• HR matters• Finance• Technical standards / procedures• Needs and priorities of Stakeholders• Planning and organising• Requirements and management of the expanded public works programme• Roads and transport sector plan• Tools• Machinery• Occupation health and safety• Training• Managerial functions
SKILLS	Skills at proficiency level 1, such as: <ul style="list-style-type: none">• Project or financial	Skills at proficiency level 1, such as: <ul style="list-style-type: none">• Project or financial	Skills at proficiency level 1, such as:	Skills at proficiency level 2, such as: <ul style="list-style-type: none">• Managerial functions	Skills at proficiency level 2, such as:

³⁰ If the Manager, Roads reports directly to the Municipal Manager, the competency profile should be read in conjunction with that of the Technical Services manager.

Legislative Municipal Categories	Category Bs			Category Bs and Cs		A
	Category 1 Municipalities	Category 2a Municipalities	Category 2b Local Municipalities and C1 District Municipalities	Category 3 Local Municipalities and C2 District Municipalities	Category 4 Municipalities	
Competency indicator in terms of Skills Development Typology	<ul style="list-style-type: none"> Project or financial management Advanced operation of equipment Policy formulation Project management Coordinating Computer literacy Depot management 	<ul style="list-style-type: none"> management Advanced operation of equipment Policy formulation Project management Coordinating Computer literacy Depot management 	<ul style="list-style-type: none"> Project or financial management Advanced operation of equipment Policy formulation Project management Coordinating Computer literacy Depot management 	<ul style="list-style-type: none"> Analytical thinking Computer literacy Optimising the road transport networks for the promotion of local economic development Computer literacy Policy formulation Financial Management Management to ensure that performance standards remain adequate and that responsibilities are adhered to with budget limits Leadership Adaptability during changes to meet the goals Change and diversity management Depot management 	<ul style="list-style-type: none"> Analytical thinking Optimising the road transport networks for the promotion of local economic development Computer literacy Policy formulation Financial Management Management to ensure that performance standards remain adequate and that responsibilities are adhered to with budget limits Leadership Adaptability during changes to meet the goals Change and diversity management Depot management 	<ul style="list-style-type: none"> Analytical thinking Optimising the road transport networks for the promotion of local economic development Computer literacy Policy formulation Financial Management Management to ensure that performance standards remain adequate and that responsibilities are adhered to with budget limits Leadership Adaptability during changes to meet the goals Change and diversity management Depot management
COMMUNICATION	Proficiency level 1: <ul style="list-style-type: none"> Providing or obtaining information requiring difficult explanation The ability to motivate personnel 	Proficiency level 1: <ul style="list-style-type: none"> Providing or obtaining information requiring difficult explanation The ability to motivate personnel 	Proficiency level 1: <ul style="list-style-type: none"> Providing or obtaining information requiring difficult explanation The ability to motivate personnel 	Proficiency level 2: <ul style="list-style-type: none"> Provide / obtain sensitive information requiring tact and diplomacy Public appearances and debating Report drafting 	Proficiency level 2: <ul style="list-style-type: none"> Provide / obtain sensitive information requiring tact and diplomacy Public appearances and debating Report drafting 	Proficiency level 2: <ul style="list-style-type: none"> Provide / obtain sensitive information requiring tact and diplomacy Public appearances and debating Report drafting

Legislative Municipal Categories	Category Bs			Category Bs and Cs		A
	Category 1 Municipalities	Category 2a Municipalities	Category 2b Local Municipalities and C1 District Municipalities	Category 3 Local Municipalities and C2 District Municipalities	Category 4 Municipalities	
Competency indicator in terms of Skills Development Typology					<ul style="list-style-type: none"> Report drafting Legal documents Negotiations 	<ul style="list-style-type: none"> Legal documents Negotiations
CREATIVITY	Proficiency level 1: Development of limited new ideas that impact on existing methods / policies / programmes	Proficiency level 1: Development of limited new ideas that impact on existing methods / policies / programmes	Proficiency level 1: Development of limited new ideas that impact on existing methods / policies / programmes	Proficiency level 2: Creativity is required to develop completely new methods / methods / policies / understanding	Proficiency level 2: Creativity is required to develop completely new methods / policies / understanding	
QUALIFICATIONS & TRAINING	Relevant National Diploma (or equivalent) (NQF level 6)	Relevant National Diploma (or equivalent) (NQF level 6)	Relevant National Diploma (or equivalent) (NQF level 6)	Relevant degree in Engineering (NQF level 6)	Relevant degree in Engineering (NQF level 6)	
EXPERIENCE	Minimum 3-5 years relevant post-qualification experience	Minimum 3-5 years relevant post-qualification experience	Minimum 3-5 years relevant post-qualification experience	Minimum 5 – 7 years relevant post-qualification experience	Minimum 7 – 10 years relevant post-qualification experience	
STATUTORY REQUIREMENTS AND OR PROFESSIONAL MEMBERSHIP	Registration in terms of the Engineering Council of South Africa Act	Registration in terms of the Engineering Council of South Africa Act	Registration in terms of the Engineering Council of South Africa Act	Registration in terms of the Engineering Council of South Africa Act	Registration in terms of the Engineering Council of South Africa Act	

GUIDELINE COMPETENCY PROFILE – MUNICIPAL PLANNING³¹

Legislative Municipal Categories	Category Bs	Category Bs	Category Bs and Cs	Category Bs and Cs	A
Competency indicator in terms of Skills Development Typology	Category 1 Municipalities	Category 2a Municipalities	Category 2b Local Municipalities and C1 District Municipalities	Category 3 Local Municipalities and C2 District Municipalities	Category 4 Municipalities
KNOWLEDGE	Knowledge at proficiency level 1 of a wide range of activities and related aspects are required such as: <ul style="list-style-type: none">An understanding of legislation (national & provincial) and municipal policy, existing plans and planning processes with respect to the development agendaInstitutional arrangementsIntergovernmental relationsIDP requirements and preparationIntegration of spatial and sector plansPrioritisation methodologiesProject costingPlanning and organising	Knowledge at proficiency level 1 of a wide range of activities and related aspects are required such as: <ul style="list-style-type: none">An understanding of legislation (national & provincial) and municipal policy, existing plans and planning processes with respect to the development agendaInstitutional arrangementsIntergovernmental relationsIDP requirements and preparationIntegration of spatial and sector plansPrioritisation methodologiesProject costingPlanning and organising	Knowledge at proficiency level 1 of a wide range of activities and related aspects are required such as: <ul style="list-style-type: none">An understanding of legislation (national & provincial) and municipal policy, existing plans and planning processes with respect to the development agendaInstitutional arrangementsIntergovernmental relationsIDP requirements and preparationIntegration of spatial and sector plansPrioritisation methodologiesProject costingPlanning and organising	Knowledge at proficiency level 2 of a wide range of activities and related aspects are required such as: <ul style="list-style-type: none">An understanding of legislation (national & provincial) and municipal policy, existing plans and planning processes with respect to the development agendaInstitutional arrangementsIntergovernmental relationsIDP requirements and preparationIntegration of spatial and sector plansPrioritisation methodologiesTrainingHR mattersFinance and project costingPlanning and organisingTechnical standards / proceduresNeeds and priorities of stakeholders	Knowledge at proficiency level 2 of a wide range of activities and related aspects are required such as: <ul style="list-style-type: none">An understanding of legislation (national & provincial) and municipal policy, existing plans and planning processes with respect to the development agendaInstitutional arrangementsIntergovernmental relationsIDP requirements and preparationIntegration of spatial and sector plansPrioritisation methodologiesTrainingHR mattersFinance and project costingPlanning and organisingTechnical standards / proceduresNeeds and priorities of stakeholders

³¹ If the Manager, Roads reports directly to the Municipal Manager, the competency profile should be read in conjunction with that of the Technical Services manager.

Legislative Municipal Categories	Category Bs			Category Bs and Cs		Category Bs and Cs	A
Competency indicator in terms of Skills Development Typology	Category 1 Municipalities	Category 2a Municipalities	Category 2b Local Municipalities and C1 District Municipalities	Category 3 Local Municipalities and C2 District Municipalities	Category 4 Municipalities		
	<ul style="list-style-type: none">Technical standards / proceduresNeeds and priorities of stakeholdersPerformance management	<ul style="list-style-type: none">Technical standards / proceduresNeeds and priorities of stakeholdersPerformance management	<ul style="list-style-type: none">Technical standards / proceduresNeeds and priorities of stakeholdersPerformance management	<ul style="list-style-type: none">costingPlanning and organisingTechnical standards / proceduresNeeds and priorities of stakeholdersPerformance managementMonitoring and evaluationManagerial functions	<ul style="list-style-type: none">Performance managementMonitoring and evaluationManagerial functions		
SKILLS	Skills at proficiency level 1, such as: <ul style="list-style-type: none">Analytical thinking to guide and create the development agenda for the municipalityResearchComputer literacyPolicy formulationManagement to ensure that performance standards remain adequate and that responsibilities are adhered to with budget limits and capacity constraints	Skills at proficiency level 1, such as: <ul style="list-style-type: none">Analytical thinking to guide and create the development agenda for the municipalityResearchComputer literacyPolicy formulationManagement to ensure that performance standards remain adequate and that responsibilities are adhered to with budget limits and capacity constraints	Skills at proficiency level 1, such as: <ul style="list-style-type: none">Analytical thinking to guide and create the development agenda for the municipalityResearchComputer literacyPolicy formulationManagement to ensure that performance standards remain adequate and that responsibilities are adhered to with budget limits and capacity constraints	Skills at proficiency level 2, such as: <ul style="list-style-type: none">Analytical thinking to guide and create the development agenda for the municipalityResearchComputer literacyPolicy formulationFinancial ManagementChange and diversityManagementLeadershipEffective management of resource allocationManagement to ensure that performance standards remain adequate and that responsibilities are adhered to	Skills at proficiency level 2, such as: <ul style="list-style-type: none">Analytical thinking to guide and create the development agenda for the municipalityResearchComputer literacyPolicy formulationFinancial ManagementChange and diversityManagementLeadershipEffective management of resource allocationManagement to ensure that performance standards remain adequate and that responsibilities are adhered to		

Legislative Municipal Categories	Category Bs			Category Bs and Cs		Category Bs and Cs	A
Competency indicator in terms of Skills Development Typology	Category 1 Municipalities	Category 2a Municipalities	Category 2b Local Municipalities and C1 District Municipalities	Category 3 Local Municipalities and C2 District Municipalities	Category 4 Municipalities		
	<ul style="list-style-type: none">Adaptability during changes to meet the goalsProblem solvingStakeholder identification and managementFormal presentation / public speaking	<ul style="list-style-type: none">Adaptability during changes to meet the goalsProblem solvingStakeholder identification and managementFormal presentation / public speaking	<ul style="list-style-type: none">Adaptability during changes to meet the goalsProblem solvingStakeholder identification and managementFormal presentation / public speaking	<ul style="list-style-type: none">standards remain adequate and that responsibilities are adhered to with budget limits and capacity constraintsAdaptability during changes to meet the goalsProblem solvingStakeholder identification and management	<ul style="list-style-type: none">with budget limits and capacity constraintsAdaptability during changes to meet the goalsProblem solvingStakeholder identification and management		
COMMUNICATION	<p>Proficiency level 1:</p> <ul style="list-style-type: none">Providing or obtaining information requiring difficult explanationPublic appearances and debating	<p>Proficiency level 1:</p> <ul style="list-style-type: none">Providing or obtaining information requiring difficult explanationPublic appearances and debating	<p>Proficiency level 1:</p> <ul style="list-style-type: none">Providing or obtaining information requiring difficult explanationPublic appearances and debating	<p>Proficiency level 2:</p> <ul style="list-style-type: none">Provide / obtain sensitive information requiring tact and diplomacyFormal presentation / public speakingProviding or obtaining information requiring difficult explanation to or from a range of stakeholdersReport draftingLegal documentsInfluencing skillsNegotiations	<p>Proficiency level 2:</p> <ul style="list-style-type: none">Provide / obtain sensitive information requiring tact and diplomacyFormal presentation / public speakingProviding or obtaining information requiring difficult explanation to or from a range of stakeholdersReport draftingLegal documentsInfluencing skillsNegotiations		
CREATIVITY	<p>Proficiency level 1:</p> <ul style="list-style-type: none">Facilitate development	<p>Proficiency level 1:</p> <ul style="list-style-type: none">Facilitate development	<p>Proficiency level 1:</p> <ul style="list-style-type: none">Facilitate development	<p>Proficiency level 1:</p> <ul style="list-style-type: none">Facilitate development	<p>Proficiency level 2:</p> <ul style="list-style-type: none">Facilitate development of		

Legislative Municipal Categories	Category Bs			Category Bs and Cs		Category Bs and Cs	A
	Category 1 Municipalities	Category 2a Municipalities	Category 2b Local Municipalities and C1 District Municipalities	Category 3 Local Municipalities and C2 District Municipalities	Category 4 Municipalities		
Competency indicator in terms of Skills Development Typology	of vision for municipality <ul style="list-style-type: none">Creativity is required to develop completely new methods / policies / understanding	of vision for municipality <ul style="list-style-type: none">Creativity is required to develop completely new methods / policies / understanding	of vision for municipality <ul style="list-style-type: none">Creativity is required to develop completely new methods / policies / understanding	of vision for municipality <ul style="list-style-type: none">Creativity is required to develop completely new methods / policies / understanding	vision for municipality <ul style="list-style-type: none">Creativity is required to develop completely new methods / policies / understanding		
QUALIFICATIONS & TRAINING	A degree or diploma in town and regional planning (NQF level 6) Minimum of 5 years relevant post-qualification experience	A degree or diploma in town and regional planning (NQF level 6) Minimum of 5 years relevant post-qualification experience	A degree or diploma in town and regional planning (NQF level 6) Minimum of 5 years relevant post-qualification experience	A degree in town and regional planning (NQF level 6) Minimum of 7 years relevant post-qualification experience	A degree in degree town and regional planning (NQF level 6) Minimum of 10 years relevant post-qualification experience		
EXPERIENCE	Compulsory registration with SA Council for Town and Regional Planners as town and regional planner	Compulsory registration with SA Council for Town and Regional Planners as town and regional planner	Compulsory registration with SA Council for Town and Regional Planners as town and regional planner	Compulsory registration with SA Council for Town and Regional Planners as town and regional planner	Compulsory registration with SA Council for Town and Regional Planners as town and regional planner		

GUIDELINE COMPETENCY PROFILE – QUANTITY SURVEYOR ³²

Legislative Municipal Categories	Category Bs			Category Bs and Cs		Category Bs and Cs	A
Competency indicator in terms of Skills Development Typology	Category 1 Municipalities	Category 2a Municipalities	Category 2b Local Municipalities and C1 District Municipalities	Category 3 Local Municipalities and C2 District Municipalities	Category 4 Municipalities		
KNOWLEDGE	Knowledge at proficiency level 1 of a wide range of activities and related aspects are required such as: <ul style="list-style-type: none">• Housing and infrastructure related knowledge• Finance and project costing• Planning and organising• Technical standards / procedures	Knowledge at proficiency level 1 of a wide range of activities and related aspects are required such as: <ul style="list-style-type: none">• Housing and infrastructure related knowledge• Finance and project costing• Planning and organising• Technical standards / procedures	Knowledge at proficiency level 1 of a wide range of activities and related aspects are required such as: <ul style="list-style-type: none">• Housing and infrastructure related knowledge• Finance and project costing• Planning and organising• Technical standards / procedures	Knowledge at proficiency level 2 of a wide range of activities and related aspects are required such as: <ul style="list-style-type: none">• Housing and infrastructure related knowledge• Finance and project costing• Planning and organising• Technical standards / procedures• Managerial functions	Knowledge at proficiency level 2 of a wide range of activities and related aspects are required such as: <ul style="list-style-type: none">• Housing and infrastructure related knowledge• Finance and project costing• Planning and organising• Technical standards / procedures• Managerial functions		
SKILLS	Skills at proficiency level 1, such as: <ul style="list-style-type: none">• Research• Computer literacy• Financial Management• Management to ensure that performance standards remain adequate and that responsibilities are adhered to with	Skills at proficiency level 1, such as: <ul style="list-style-type: none">• Research• Computer literacy• Financial Management• Management to ensure that performance standards remain adequate and that responsibilities are adhered to with	Skills at proficiency level 1, such as: <ul style="list-style-type: none">• Research• Computer literacy• Financial Management• Management to ensure that performance standards remain adequate and that responsibilities are adhered to with	Skills at proficiency level 2, such as: <ul style="list-style-type: none">• Research• Computer literacy• Financial Management• Management to ensure that performance standards remain adequate and that responsibilities are adhered to with	Skills at proficiency level 2, such as: <ul style="list-style-type: none">• Research• Computer literacy• Financial Management• Management to ensure that performance standards remain adequate and that responsibilities are adhered to with budget limits and capacity constraints• Problem solving		

³² Some of the competencies and the requirements of Quantity Surveyors are legislated.

Legislative Municipal Categories	Category Bs			Category Bs and Cs		A
	Category 1 Municipalities	Category 2a Municipalities	Category 2b Local Municipalities and C1 District Municipalities	Category 3 Local Municipalities and C2 District Municipalities	Category 4 Municipalities	
Competency indicator in terms of Skills Development Typology	budget limits and capacity constraints • Problem solving	adhered to with budget limits and capacity constraints • Problem solving	budget limits and capacity constraints • Problem solving	budget limits and capacity constraints • Problem solving		
COMMUNICATION	Proficiency level 1: Providing or obtaining information requiring difficult explanation	Proficiency level 1: Providing or obtaining information requiring difficult explanation	Proficiency level 1: Providing or obtaining information requiring difficult explanation	Proficiency level 1: Providing or obtaining information requiring difficult explanation	Proficiency level 1: Providing or obtaining information requiring difficult explanation	
CREATIVITY	Proficiency level 1: Creativity is required to develop completely new methods / policies / understanding	Proficiency level 1: Creativity is required to develop completely new methods / policies / understanding	Proficiency level 1: Creativity is required to develop completely new methods / policies / understanding	Proficiency level 1: Creativity is required to develop completely new methods / policies / understanding	Proficiency level 1: Creativity is required to develop completely new methods / policies / understanding	
QUALIFICATIONS & TRAINING (PERIENCE)	A degree in quantity surveying (NQF level 6) Minimum of 5 years relevant post-qualification experience	A degree in quantity surveying (NQF level 6) Minimum of 5 years relevant post-qualification experience	A degree in quantity surveying (NQF level 6) Minimum of 5 years relevant post-qualification experience	A degree in quantity surveying (NQF level 6) Minimum of 7 years relevant post-qualification experience	A degree in quantity surveying (NQF level 6) Minimum of 10 years relevant post-qualification experience	
Mandatory Requirements and Professional Membership	Compulsory registration with SA Council for Quantity Surveyors as quantity surveyor	Compulsory registration with SA Council for Quantity Surveyors as quantity surveyor	Compulsory registration with SA Council for Quantity Surveyors as quantity surveyor	Compulsory registration with SA Council for Quantity Surveyors as quantity surveyor	Compulsory registration with SA Council for Quantity Surveyors as quantity surveyor	

GUIDELINE COMPETENCY PROFILE – CONTRACT MANAGEMENT

Legislative Municipal Categories	Category Bs	Category Bs	Category Bs and Cs	Category Bs and Cs	A
Competency indicator in terms of Skills Development Typology	Category 1 Municipalities	Category 2a Municipalities	Category 2b Local Municipalities and C1 District Municipalities	Category 3 Local Municipalities and C2 District Municipalities	Category 4 Municipalities
KNOWLEDGE	Knowledge at proficiency level 1 of a wide range of activities and related aspects are required such as: <ul style="list-style-type: none">Local government legislation specifically the Municipal Systems Act and the Municipal Finance Management ActManagement of public private partnershipsMunicipal contracting requirementsExpanded public works programmeMunicipal Infrastructure Grant (MIG)Legal aspectsFinance and project costingTechnical standards / procedures	Knowledge at proficiency level 1 of a wide range of activities and related aspects are required such as: <ul style="list-style-type: none">Local government legislation specifically the Municipal Systems Act and the Municipal Finance Management ActManagement of public private partnershipsMunicipal contracting requirementsExpanded public works programmeMIGLegal aspectsFinance and project costingTechnical standards / procedures	Knowledge at proficiency level 1 of a wide range of activities and related aspects are required such as: <ul style="list-style-type: none">Local government legislation specifically the Municipal Systems Act and the Municipal Finance Management ActManagement of public private partnershipsMunicipal contracting requirementsExpanded public works programmeMIGLegal aspectsFinance and project costingTechnical standards / procedures	Knowledge at proficiency level 2 of a wide range of activities and related aspects are required such as: <ul style="list-style-type: none">Local government legislation specifically the Municipal Systems Act and the Municipal Finance Management ActManagement of public private partnershipsMunicipal contracting requirementsExpanded public works programmeMIGLegal aspectsFinance and project costingTechnical standards / proceduresManagerial functions	Knowledge at proficiency level 2 of a wide range of activities and related aspects are required such as: <ul style="list-style-type: none">Local government legislation specifically the Municipal Systems Act and the Municipal Finance Management ActManagement of public private partnershipsMunicipal contracting requirementsExpanded public works programmeMIGLegal aspectsFinance and project costingTechnical standards / proceduresManagerial functions
SKILLS	Skills at proficiency level 1, such as: <ul style="list-style-type: none">Computer literacyFinancial Management	Skills at proficiency level 1, such as: <ul style="list-style-type: none">Computer literacyFinancial Management	Skills at proficiency level 1, such as: <ul style="list-style-type: none">Computer literacyFinancial Management	Skills at proficiency level 2, such as: <ul style="list-style-type: none">Computer literacyFinancial Management	Skills at proficiency level 2, such as: <ul style="list-style-type: none">Computer literacyFinancial Management

Legislative Municipal Categories	Category Bs	Category Bs	Category Bs and Cs	Category Bs and Cs	A
Competency indicator in terms of Skills Development Typology	Category 1 Municipalities	Category 2a Municipalities	Category 2b Local Municipalities and C1 District Municipalities	Category 3 Local Municipalities and C2 District Municipalities	Category 4 Municipalities
	<ul style="list-style-type: none"> Problem solving Negotiations Conflict management 	<ul style="list-style-type: none"> Problem solving Negotiations Conflict management 	<ul style="list-style-type: none"> Problem solving Negotiations Conflict management 	<ul style="list-style-type: none"> Problem solving Negotiations Conflict management 	<ul style="list-style-type: none"> Problem solving Negotiations Conflict management
COMMUNICATION	Proficiency level 1: Providing or obtaining information requiring difficult explanation	Proficiency level 1: Providing or obtaining information requiring difficult explanation	Proficiency level 1: Providing or obtaining information requiring difficult explanation	Proficiency level 1: Providing or obtaining information requiring difficult explanation	Proficiency level 1: Providing or obtaining information requiring difficult explanation
CREATIVITY	Proficiency level 1: Creativity is required to develop completely new methods / policies / understanding	Proficiency level 1: Creativity is required to develop completely new methods / policies / understanding	Proficiency level 1: Creativity is required to develop completely new methods / policies / understanding	Proficiency level 1: Creativity is required to develop completely new methods / policies / understanding	Proficiency level 1: Creativity is required to develop completely new methods / policies / understanding
QUALIFICATIONS & TRAINING	A relevant diploma or degree including training on contract management (NQF level 6)	A relevant diploma or degree including training on contract management (NQF level 6)	A relevant diploma or degree including training on contract management (NQF level 6)	A relevant degree including training on contract management (NQF level 6)	A relevant degree including training on contract management (NQF level 6)
EXPERIENCE	Minimum of 5 years relevant post-qualification experience	Minimum of 5 years relevant post-qualification experience	Minimum of 5 years relevant post-qualification experience	Minimum of 7 years relevant post-qualification experience	Minimum of 7-10 years relevant post-qualification experience
STATUTORY REQUIREMENTS AND OR PROFESSIONAL MEMBERSHIP	Local government legislative framework	Local government legislative framework	Local government legislative framework	Local government legislative framework	Local government legislative framework

Note: Consideration should be given to membership with relevant professional associations

GUIDELINE COMPETENCY PROFILE – PROJECT MANAGEMENT

Legislative Municipal Categories	Category Bs	Category Bs	Category Bs and Cs	Category Bs and Cs	Category Bs and Cs	A
Competency indicator in terms of Skills Development Typology	Category 1 Municipalities	Category 2a Municipalities	Category 2b Local Municipalities and C1 District Municipalities	Category 3 Local Municipalities and C2 District Municipalities	Category 4 Municipalities	
KNOWLEDGE	<p>Knowledge at proficiency level 1 of a wide range of activities and related aspects are required such as:</p> <ul style="list-style-type: none"> Local government legislation specifically the Municipal Systems Act and the Municipal Finance Management Act Municipal Infrastructure Grant (MIG) and related infrastructure development programmes IDP requirements Legal aspects Finance and project costing Technical standards / procedures 	<p>Knowledge at proficiency level 1 of a wide range of activities and related aspects are required such as:</p> <ul style="list-style-type: none"> Local government legislation specifically the Municipal Systems Act and the Municipal Finance Management Act MIG and related infrastructure development programmes IDP requirements Legal aspects Finance and project costing Technical standards / procedures 	<p>Knowledge at proficiency level 1 of a wide range of activities and related aspects are required such as:</p> <ul style="list-style-type: none"> Local government legislation specifically the Municipal Systems Act and the Municipal Finance Management Act MIG and related infrastructure development programmes IDP requirements Legal aspects Finance and project costing Technical standards / procedures 	<p>Knowledge at proficiency level 2 of a wide range of activities and related aspects are required such as:</p> <ul style="list-style-type: none"> Local government legislation specifically the Municipal Systems Act and the Municipal Finance Management Act MIG and related infrastructure development programmes Legal aspects Finance and project costing Technical standards / procedures Managerial functions 	<p>Knowledge at proficiency level 2 of a wide range of activities and related aspects are required such as:</p> <ul style="list-style-type: none"> Local government legislation specifically the Municipal Systems Act and the Municipal Finance Management Act MIG and related infrastructure development programmes Legal aspects Finance and project costing Technical standards / procedures Managerial functions 	
SKILLS	<p>Proficiency level 1 skills such as:</p> <ul style="list-style-type: none"> Computer literacy Financial Management Project management Problem solving 	<p>Proficiency level 1 skills such as:</p> <ul style="list-style-type: none"> Computer literacy Financial Management Project management Problem solving 	<p>Proficiency level 1 skills such as:</p> <ul style="list-style-type: none"> Computer literacy Financial Management Project management Problem solving 	<p>Proficiency level 2 skills such as:</p> <ul style="list-style-type: none"> Computer literacy Financial Management Project management Problem solving 	<p>Proficiency level 2 skills such as:</p> <ul style="list-style-type: none"> Computer literacy Financial Management Project management Problem solving Negotiations 	

Legislative Municipal Categories	Category Bs	Category Bs	Category Bs and Cs	Category Bs and Cs	A
Competency indicator in terms of Skills Development Typology	Category 1 Municipalities	Category 2a Municipalities	Category 2b Local Municipalities and C1 District Municipalities	Category 3 Local Municipalities and C2 District Municipalities	Category 4 Municipalities
	<ul style="list-style-type: none"> Negotiations Conflict management 	<ul style="list-style-type: none"> Negotiations Conflict management 	<ul style="list-style-type: none"> Negotiations Conflict management 	<ul style="list-style-type: none"> Negotiations Conflict management 	<ul style="list-style-type: none"> Conflict management
COMMUNICATION	Proficiency level 1: Providing or obtaining information requiring difficult explanation	Proficiency level 1: Providing or obtaining information requiring difficult explanation	Proficiency level 1: Providing or obtaining information requiring difficult explanation	Proficiency level 1: Providing or obtaining information requiring difficult explanation	Proficiency level 1: Providing or obtaining information requiring difficult explanation
CREATIVITY	Proficiency level 1: Creativity is required to develop completely new methods / policies / understanding	Proficiency level 1: Creativity is required to develop completely new methods / policies / understanding	Proficiency level 1: Creativity is required to develop completely new methods / policies / understanding	Proficiency level 1: Creativity is required to develop completely new methods / policies / understanding	Proficiency level 1: Creativity is required to develop completely new methods / policies / understanding
QUALIFICATIONS & TRAINING	A relevant diploma or degree including training on project management (NQF level 6)	A relevant diploma or degree including training on project management (NQF level 6)	A relevant diploma or degree including training on project management (NQF level 6)	A relevant degree including training on project management (NQF level 6)	A relevant degree including training on project management (NQF level 6)
EXPERIENCE	Minimum of 5 years relevant post-qualification experience	Minimum of 5 years relevant post-qualification experience	Minimum of 5 years relevant post-qualification experience	Minimum of 7 years relevant post-qualification experience	Minimum of 7-10 years relevant post-qualification experience
STATUTORY REQUIREMENTS AND OR PROFESSIONAL MEMBERSHIP	Local government legislative framework	Local government legislative framework	Local government legislative framework	Local government legislative framework	Local government legislative framework

Note: Consideration should be given to membership with relevant professional associations

CONTACT TELEPHONE NUMBERS

Name	Ext. No	Cell N0.	E-mail address
Nvanisile Jack	0558	083 419 3326	Njack@dplg.gov.za
Sandra Greyling	4988	083 492 9729	Sandra@plg.gov.za
Sizwe Kheswa	5634	084 477 3033	Skheswa@dplg.gov.za
Maggie Mmanchidi	4906	082 366 7769	MaggieM@dplg.gov.za
Virginia Matlala	0557	084 588 0156	Virginia@dplg.gov.za
Zithulele Zondi	5611	083 652 8912	ZithuleleZ@dplg.gov.za
Oria Selolo	5618	073 850 9368	OriaS@dplg.gov.za
Gumani Makwarela	5620	082 625 9749	GumanM@dplg.gov.za
Neo Tsele	5612	083 315 3646	PhineasT@dplg.gov.za