Guidance Note 3:
Institutional Arrangements for Reforming Metro Trading Services

RESOURCE DOCUMENT: ANNEXURE A

Single Point of Management Accountability – Job Description Guideline

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Final version

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Table of Contents

1 Introduction 1

2 Qualifications and Experience 1

3 Knowledge and Scope of Work 1

4 Job Purpose 1

5 Competencies 2

5.1 Core Professional Competencies 2

5.2 Functional Competencies 2

5.3 Public Service Orientation Competencies 2

5.4 Personal Competencies 2

5.5 Management / Leadership Competencies 3

5.6 Financial and Supply Chain Management 3

1 Introduction

This guideline has been compiled for the Single Point of Management Accountability from relevant content of existing job descriptions in several metros, the requirements of the Metro Trading Services Reform, the Municipal Staff Regulations as well as the MFMA Municipal Regulations on Minimum Competency Levels.

2 Qualifications and Experience

Essential qualifications *(aligned with Municipal Staff Regulations)*	**W&S**	**E&E**	**SWM**
Bachelor's degree in engineering (at NQF 7)	**x**	**x**	
Eligible for Registration with the Engineering Council of South Africa as a Professional Engineer	**x**	**x**	
Relevant bachelor's degree in business or finance (at NQF 7)	**x**	**x**	**x**
Government Certificate of Competency (GCC) or Pr Certificated Engineer		**x**	
Bachelor's degree in engineering, logistics or related field (at NQF 7)			**x**
MFMA minimum competence (or commitment to achieve within 12 months)	**x**	**x**	**x**
Computer literacy: MS Office	**x**	**x**	**x**

Additional qualifications:
A master's degree in business administration or equivalent will be an added advantage.

Experience:
At least 10 years senior management experience in trading services, of which at least 5 must have been at an executive level, in a management position with similar scope and complexity.

Reasons for Essential Qualifications and Experience

- The job design requires both a technical and commercial focus to manage the trading service as a business;
- It necessitates in depth knowledge of statutory and guiding legislation regulating the provision of a comprehensive and quality community service; and
- The post encompasses critical needs for long-term planning to ensure alignment of strategic plans.

3 Knowledge and Scope of Work

- Leads and manages complex engineering processes and / or departments;
- Works independently; and
- May mentor junior engineering personnel.

4 Job Purpose

- To lead the provision of Water & Sanitation / Electricity & Energy / Solid Waste Management trading service in the metro in line with business principles that will support the turnaround of the service to a viable and sustainable utility that enables economic growth and satisfactory service delivery;
- To achieve the Metro Trading Services grant performance indicators;
- To provide vision, strategic direction and leadership to the BU, to drive high performance and provision of world class customer services;
- To ensure development and implementation of sound financial management, talent management and governance strategies that will keep the organisation abreast of technological advances;
- To direct and control the Business Unit by, inter alia:

- determining strategic objectives and plans to support the sustainable functioning of the BU in accordance with identified priorities and budgetary frameworks;
- developing and aligning policies and procedures to maintain legislative compliance and regulating risks to achieve acceptable levels of performance;
- exercising engineering expertise in directing the delivery of large capital projects and programmes including assessing and addressing the scoping and terms of reference for contracts/ tenders based on supply chain management principles;
- Managing infrastructure assets monitoring and rectifying deviations in the execution of technical, operational and maintenance deliverables; and
- ensuring cost-effectiveness and efficiency in the delivery of the strategic intent.

5 Competencies

5.1 Core Professional Competencies

1. **Planning**: The ability to systematically identify, analyse and prioritise options to meet the short-, medium- and long-term requirements of the municipality.
2. **Organisational Awareness**: The ability to understand the key drivers in the Local Government sector and the municipality to apply this understanding to meet the service delivery challenges.
3. **Attention to detail**: Ability to scrutinise own work and that of others to ensure accuracy and compliance with the relevant engineering standards.

5.2 Functional Competencies

1. **Design**: The ability to design infrastructure in accordance with engineering codes and standards, and with due consideration for operational requirements, budgets, safety, cost effectiveness and environmental standards.
2. **Project Management:** Ability to plan, co-ordinate and control the tasks of self and others in the delivery, operations and maintenance of infrastructure and other tasks, to the required specification and within budget and schedule.
3. **Construction**: Knowledge of construction and maintenance processes, monitors compliance to design specifications, health and safety regulations; and communicates in appropriate style in the oversight of construction personnel.
4. **Operations and Maintenance**: The application of asset management for operations and maintenance in the provision of municipal services and the ability to apply that understanding in the operational environment.

5.3 Public Service Orientation Competencies

1. **Interpersonal Relationships**: The ability to establish and maintain productive relationships with people within and outside of the municipality.
2. **Communication:** The capacity to listen attentively, grasp issues, present information in a clear manner and respond appropriately to verbal and written communication of others.
3. **Service Delivery Orientation:** The ability to explore and implement new ways of delivering services that contribute to the improvement of municipal processes in order to achieve municipal goals.

5.4 Personal Competencies

1. **Action and outcome orientation:** The display of high work ethic in setting and achieving challenging goals, meeting deadlines and keeping promises. It manifests itself in one's ability to stay focused on task, to be energetic, persistent and reliable.

2. **Resilience**: The ability to respond constructively to pressure / stress situations and the ability to persist goals despite obstacles and setbacks.
3. **Change readiness**: The ability to innovate and challenge the status quo and the ability to cope with change driven by others.
4. **Cognitive ability:** The ability to gather information, analyse issues and deal with complexity and ambiguity. Shows long-term thinking, follows through in a logical manner, aware of consequences and implications. Can see the 'Bigger Picture'.
5. **Learning orientation**: The willingness and motivation to learn, acquire knowledge, develop insight and focus on continuous self-improvement.
6. **Accountability and ethical conduct**: Ability to display and build the highest standards of ethical and moral conduct to promote confidence and trust in the public service and to adhere to codes of good corporate governance.

5.5 Management / Leadership Competencies

1. **Impact and Influence**: The ability to inspire a positive attitude in others and be able to influence others effectively.
2. **Team Orientation**: The capacity to promote a cooperative climate, understand group dynamics and apply appropriate facilitation techniques in working with others to achieve a shared goal.
3. **Direction Setting**: The ability to create a clear sense of common purpose and vision for others with a view to obtaining buy-in and commitment to the goals.
4. **Coaching and Mentoring**: The ability to assess skills, performance, and potential of subordinates and to encourage their development with the view of optimising their talent.

5.6 Financial and Supply Chain Management

1. **Financial and performance reporting**: Have an understanding and knowledge of the municipal financial reporting requirements, interpretation of statements, communications, GRAP.
2. **Operation financial management**: Understanding municipal budgeting and implementation, information systems, working capital management, and the budgeting cycle.
3. **Supply Chain Management**: Demonstrate the skills, experience and capacity to assume and fulfil the responsibilities and exercise the functions and powers in respect of municipal supply chain management, including demand and acquisition, logistics, disposal, risk and performance management and public private partnerships.
4. **Audit and assurance:** Understand the fundamental principles of internal and external auditing, and role in good corporate governance, accountability and internal control, and performance auditing.