higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

MUNICIPAL ADMINISTRATION N6

14 JUNE 2018

This marking guideline consists of 8 pages.

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SECTION A

QUESTION 1

1.1	1.1.1	Councillors		
	1.1.2	Rates		
	1.1.3	Gazette		
	1.1.4	Policy		
	1.1.5	Organogram		
			(5 × 2)	(10)
1.2	1.2.1	True		
	1.2.2	False		
	1.2.3	True		
	1.2.4	True		
	1.2.5	False		
			(5 × 2)	(10)
1.3	1.3.1	National Treasury		
	1.3.2	Provincial government		
	1.3.3	Municipalities		
	1.3.4	Municipal manager		
	1.3.5	Municipal manager		
			(5 × 2)	(10)
1.4	1.4.1	E		
	1.4.2	D		
	1.4.3	A		
	1.4.4	B		
	1.4.5	C		
			(5 × 2)	(10)
				[40]

TOTAL SECTION A: 40

SECTION B

QUESTION 2

2.1
- Honesty
- Ability to delegate
- Communication
- Sense of humour
- Confidence
- Commitment
- Motivation
- Creativity
- Intuition
- Ability to inspire (Any 4 × 1) (4)

2.2 Municipalities can communicate with the public through the following:
- press releases
- a help desk
- a newsletter that can be attached to monthly statements (3)

2.3 The content of a code of conduct sets out the ethical values✓ of the municipality and guides employees on what is acceptable✓ and unacceptable behaviour.✓ (3)

2.4 The municipal manager needs to:
- have weekly meetings with the senior management team
- do regular surveys of existing work procedures and methods
- consult with heads of departments and motivate them to look for improved ways of doing things
- check proposals on the changing of work methods before it is submitted to the council or the committees
- attend high-level conferences and lectures on work procedures (5)

2.5 National Treasury must:
- monitor municipal budgets
- promote good budget and financial management
- monitor and assess if municipalities comply with the MFMA and any other standards of acceptable accounting practices
- investigate any system of financial management and internal control in municipalities
- take necessary steps if a municipality fails to comply with legislative requirements or fails to perform its functions effectively (5)

2.6 It allows municipalities to forecast their income✓ and allocate their expenditure in line with the priorities identified in their integrated development plan (IDP).✓ (2)

2.7
- The Constitution of the Republic of South Africa, 1996
- Local Government: Municipal Structures Act, No 117 of 1998
- Local Government: Municipal Systems Act, No 32 of 2000
- Local Government: Municipal Systems Amendment Act, No 7 of 2011
- Local government: Municipal Finance Management Act, No 56 of 2003
- Local Government: Municipal Property Rates Act, No. 6 of 2004

(6)

2.8 Municipal workers should:
- adhere to the White Paper on Service Delivery and treat the community as customers who deserve respect and quality service
- be accountable for their actions and not take part in maladministration and corruption
- act in a manner that will promote the trust of the public in the local authority
- be open and fully accountable to the public
- have regard for the circumstances and concerns of communities
- be committed to the development and upliftment of all the citizens of South Africa
- not take part in maladministration or corruption
- not discriminate unfairly against any member
- be polite and helpful
- not use their position to promote or prejudice
- recognise that every citizen has a right to access to all information
- recognise the right of every citizen to equality (Any 6 × 2) (12)

[40]

QUESTION 3

3.1 3.1.1 A job description provides a layout of activities that should be performed by an employee.

3.1.2 Supervisors ensure that employees are used to their full potential and should provide the necessary assistance through good leadership.

3.1.3 Compensation refers to the total remuneration package.

(3 × 2) (6)

3.2
- Rates✓ – Municipalities raise money by charging people and businesses that own fixed property (land, houses and business premises) in their municipal area.✓ The rates are based on the value of the property.
- Tariffs✓ – Municipalities charge tariffs for services like water, electricity, sanitation (refuse removal) and the use of municipal facilities, such as sports grounds.✓
- Fines and penalties✓ – Municipalities collect fines, such as traffic fines, or penalties for outstanding service payments.✓ (6)

3.3
- To ensure that only valid transactions are recorded
- To ensure that transactions are fully recorded
- To ensure as far as possible that reliable and accurate records of financial reporting are available on time
- To ensure that record is kept of all the assets of the business
- To identify and manage risks (5)

3.4
- By issuing enforceable decision statements
- By demanding regular feedback and accountability
- By ratifying executive proposals and decisions
- By carrying out inspections (Any 3 × 1) (3)

3.5 By ensuring that different sections in the finance department have distinct functions✓✓
By ensuring that services and payment for services do not overlap✓✓
By ensuring that internal control reports are coordinated when the accounting officer must give feedback to the mayor✓✓ (6)

3.6
- Ward committees✓ are advisory bodies with the purpose of identifying and discussing the diverse needs of the community to assist the municipal council in determining priorities✓
- Traditional leaders✓ participate as part of the cadre of leadership to ensure a better life for all South Africans. Councillors make them aware of the needs of the people and traditional leaders act as intermediaries between councillors and the people.✓
- Open council meetings✓ When publishing the notice of the meeting, public are invited to submit written comments or representations on any matter to the council.✓
- Lekgotla or Imbizo are public meetings or gatherings introduced to enhance public participation in local government affairs. (Any 3 × 2) (6)

3.7
- A municipality should appoint a spokesperson to liaise with the press✓ to ensure that one person only speaks on behalf of the municipality.✓
- Good relations with the press are extremely important.✓
- News is presented in the light of the editorial policies of newspapers.✓
- The press provides newsworthy stories that will boost their sales.✓
- Situations that could lead to tension between councillors and officials should not be created.✓
- The municipality must be as open as circumstances permit.✓
- The municipality must never lie or mislead the press.✓ (8)

[40]

QUESTION 4

4.1 Recruitment can be defined as identifying potential candidates for a post that has been created or a vacancy that must be filled.✓ Recruitment can be done internally or externally.✓ It is important that the right number of suitably qualified people are employed for efficient service delivery.✓ After the recruitment, potential candidates are interviewed✓ and the successful candidates are employed.✓ (5)

4.2 Human resource policies provide guidelines✓ for the promotion and transfer of staff.✓ Promotion means taking up a higher position,✓ whereas transfers are on the same level, but in a different position.✓ (4)

4.3
- Ward committees
- Networking and consultation
- Regular meetings
- Information sheets
- Community radio stations
- Media (6)

4.4
- Legislative
- Financial (2)

4.5
- Control is necessary to make sure that all activities at all levels of a municipality are aimed at achieving the municipality's objectives.
- Control will ensure that resources are developed in such a way that the municipality achieves its objectives.
- Control will ensure a better product and as such improve service delivery to the community.
- Control helps management to cope with change and uncertainty.

(Any 3 × 2) (6)

4.6 The municipal manager should, with the assistance of the management team,✓ determine the administrative policy✓ to ensure the effective functioning of the municipality's✓ service delivery programmes✓ and to ensure that the municipal administration is properly set up to implement the municipality's integrated development plan.✓ (5)

4.7 The process through which municipalities prepare a strategic development plan for a five-year period. (2)

4.8
- Needs assessment and problem identification
- Identifying all national and provincial plans and planning requirements
- Identifying legislation that is binding on the municipality
- Setting goals
- Collecting detailed information about problems and possible solutions
- Assessing and choosing a course of action
- Specifying time frames for the different steps
- Implementation and good project management
- Monitoring and evaluation (Any 5 × 2) (10)

[40]

QUESTION 5

5.1 A municipal manager is appointed as the chief executive officer of the municipality. The municipal manager is legally responsible for effective management of the municipality. (3)

5.2
- Top management
- Middle management
- Supervisors
- Operative employees (4)

5.3 *Financial control* are measures that managers can apply to ensure that money is not wasted or misspent on projects. (3)

5.4
- The control environment
- Risk assessment
- Control activities
- Information and communication
- Monitoring (5)

5.5
- Heads of departments are given budgeting guidelines.
- They prepare detailed estimates of capital and operating expenditure and income.
- The chief financial officer combines the various departmental budgets.
- The municipal manager and the chief financial officer meet with heads of departments to approve the various departmental budgets.
- A draft budget is submitted to council for approval and changes are made before final approval is given.
- Details of the budget and a call for objections are advertised.
- Objections are considered, and the budget is amended if necessary. (7)

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5.6
- Separate personnel system
- Unified personnel system
- Integrated personnel system
- National personnel system (4)

5.7 5.7.1
- To ensure that appointments are handled properly
- To make final decisions when line functionaries cannot reach agreement in some cases
- To decide on the remuneration of workers
- To ensure that line functionaries have the necessary authority to carry out their duties (Any 3 × 1) (3)

5.7.2
- To give advice and guidance to heads of department
- To convince councillors about programmes
- To ensure job satisfaction
- To motivate the importance of a suitable remuneration package
- To resolve grievances when officials appear to the higher authority, which is the town clerk (Any 3 × 1) (3)

5.8
- Participation preserves democracy.
- Participation helps citizens to have a better understanding of the functioning of government.
- By participating citizens can give valuable inputs on what is needed by the communities.
- By participating, communities can help with the prioritising of service delivery needs.
- Participation makes citizens feel valued.
- Participation can build public trust in authorities and politicians.
- Participation involves citizens in municipal affairs and this can promote accountability and transparency in local government. (Any 4 × 2) (8)

[40]

TOTAL SECTION B: 160
GRAND TOTAL: 200

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