higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

MUNICIPAL ADMINISTRATION N6

4 June 2021

This marking guideline consists of 8 pages.

Copyright reserved

SECTION A

QUESTION 1

1.1	1.1.1	Accounting		
	1.1.2	Audit		
	1.1.3	Incentives		
	1.1.4	Public relations		
	1.1.5	Expenditure		
	1.1.6	Compensation for Occupational Injuries and Diseases Act		
	1.1.7	Chief financial officer		
	1.1.8	Hierarchical structure		
	1.1.9	Unemployment insurance fund		
	1.1.10	Code of conduct		
			(10 × 1)	(10)

1.2	1.2.1	False		
	1.2.2	False		
	1.2.3	True		
	1.2.4	False		
	1.2.5	True		
	1.2.6	True		
	1.2.7	True		
	1.2.8	True		
	1.2.9	False		
	1.2.10	True		
			(10 × 1)	(10)

1.3	1.3.1	Immovable		
	1.3.2	Vertical		
	1.3.3	Chief financial officer		
	1.3.4	Work programme		
	1.3.5	Corporate		
	1.3.6	An operational		
	1.3.7	Initiative		
	1.3.8	External		
	1.3.9	Walk-in		
	1.3.10	Internal		
			(10 × 1)	(10)

Copyright reserved

1.4	1.4.1	J		
	1.4.2	E		
	1.4.3	B		
	1.4.4	C		
	1.4.5	I		
	1.4.6	G		
	1.4.7	D		
	1.4.8	F		
	1.4.9	H		
	1.4.10	A		
			(10 × 1)	(10)
				[40]

TOTAL SECTION A: 40

SECTION B

QUESTION 2

2.1
- Clean running water
- Proper sanitation
- Land available for cemeteries
- Fix potholes
- Regravel dusty roads (Any 3 × 1) (3)

2.2
- They can make clean water available in the township.
- They can provide sanitation.
- Primary health care facilities can be made available in the rural areas.
- Attention can be paid to the condition of the roads. (Any relevant answer) (4)

2.3
- Demand feedback and accountability
- Ratification of council decisions
- Issue decision statements
- Monitoring of services and council decisions (4)

2.4
- Maturity
- Initiative
- Judgement
- Coordination
- Decision making
- Cooperation
- Expression (Any 4 × 1) (4)

2.5
- External audit
- Budgeting (2)

Copyright reserved

2.6
- Operational requirements, usually retrenchments
- Incapacity or poor work performance of the employee
- Disability of the employee because of ill health or injury (3 × 2) (6)

2.7
- Needs assessment and problem identification
- Identifying all national and provincial plans and planning requirements
- Legislation that is binding on the municipality
- Setting goals
- Collecting detailed information about problems and possible solutions
- Assessing and choosing a course of action
- Specified time frames for the different steps
- Implementation and good project management
- Monitoring and evaluation (9)

2.8
- Checking and analysing proposals on the revision of service benefits of officials
- Attending conferences and seminars on personnel matters
- Introducing training programmes
- Merit rating and counselling of subordinates
- Allowing self-development of officials (Any 4 × 2) (8)

[40]

QUESTION 3

3.1
- Talent plan
- Internal management development programme
- Notice board
- Skills inventory
- Informal search (5)

3.2
- At least NQF level 6 or 7 in the field relevant to the senior management position
- Certificate in municipal financial management (SAQA qualification ID No 489651)
- 5 years relevant experience at a senior management level (3)

3.3
- Prioritise the most important issues rather than trying to deal with all the demands at the same time.
- Focus on important issues instead of wasting resources collecting useless information.
- Address causes of problems, not their symptoms.
- Take available resources and the socio economic realities of the community into consideration.
- Identify and analyse alternative strategic options. (Any 2 × 1) (2)

Copyright reserved

3.4
- The wrong person may be hired for the job.
- High labour turnover may be experienced.
- Workers may not always do their best.
- Time will be wasted.
- The municipality may end up in court.
- The municipality may be sued. (Any 5 × 2) (10)

3.5
- Ensures that the objectives of the council are achieved.
- Ensures that subordinates are utilised according to their capabilities and skills.
- Sets an example and gives guidance.
- Keeps himself/herself informed about the procedures to be followed in the case of disciplinary actions.
- Ensures that written procedures concerning the grievance procedure exit.
- Does performance appraisals and gives the necessary feedback.
- Disciplines the chief officials and heads of department if they do not perform.
- Influences the heads of department continuously. (Any 4 × 2) (8)

3.6
- Induces the public to accept a specific policy.
- Ensures that the correct information is being conveyed to the public.
- Guards against forcing the viewpoint of individual top officials on the public.
- Ascertains the opinions of the public on the activities of specific public institutions or departments.
- Has regular contact with newspaper journalists or editors and trade union leaders.
- Constructs a work programme directed at creating a good image of the local authority. (6 × 2) (12)

[40]

QUESTION 4

4.1 Financial control is measures that managers can apply to ensure that money is not wasted or misspent on projects. (2)

4.2
- Ensures that only valid transactions are recorded.
- Ensures that transactions are recorded accurately.
- All transactions should be fully recorded.
- Assists the chief financial officer in providing reliable and accurate financial reports on time.
- Availability of relevant officials to do special investigations in the case of suspected irregularities.
- Provides in-house consulting.
- Acts as liaison between the CFO and other key officials and heads of department on financial matters. (Any 5 × 2) (10)

Copyright reserved

4.3
- Discretionary intervention
- Mandatory intervention (2)

4.4
- Revenue (income) is measured and collected more effectively.
- Reasonable steps will be taken to prevent wasteful or fruitless expenditure.
- There will be acceptable accounting standards which will make financial statements more credible.
- A complete fixed-asset register will be kept with better control over fixed assets.
- There will be more money to spend on service delivery.
- The relevant persons will be informed regarding money available to spend.
- It will be easier to identify areas where money can be saved. (Any 4 × 1) (4)

4.5
- Municipalities are established by government to provide services to satisfy the needs of the community. Therefore it is controlled by government.
- Funds to provide services are public funds and the public wants to know how the money is used.
- People employed by the municipality might be tempted to steal money, accept bribes or do favours.
- Control is necessary to ensure that actions are legal and statutory policy is adhered to.
- Control will identify the infringement of democratic rights of individuals.
- Municipalities aim to improve the general welfare of the community and regular investigation and control will show if they succeed.
- Control is necessary for accountability so that the public can know what is done or not done by the chief officials.
- Control ensures that executive authorities explain their actions during legislative sessions. (Any 4 × 1) (4)

4.6
- Definition, purpose and application of the act
- Regulating working times
- Leave
- Particulars of employment and remuneration
- Termination of employment
- Prohibition of employment of children and forced labour
- Variation of basic conditions of employment
- Monitoring enforcement and legal proceedings (Any 6 × 1) (6)

Copyright reserved

4.7
- Direct his/her actions and decisions to achieve the objectives of his/her local municipality.
- He/she must act in the best interest of the public.
- Must devote his/her undivided attention to the tasks to be performed.
- Use the resources of the local municipality efficiently and effectively.
- Be punctual in the performance of his/her duties.
- Not to be absent from work without permission or a valid reason.
- Execute his/her duties in a competent manner.
- Not to get involved in any transaction that is in conflict with the execution of his/her duties.
- Willing to declare his/her interest in any decision-making process.
- Accept the responsibility of equipping himself/herself for his/her career.

(Any 6 × 2) (12)
[40]

QUESTION 5

5.1 A policy is a plan of action to resolve issues and provide guidelines for the functioning of an organisation. (2)

5.2 The council (2)

5.3
- A municipal council can have a policy to advertise a vacancy in the local newspaper.
- The vacancy cannot be filled by the promotion or transfer of a person already in the services of the municipality. (2 × 2) (4)

5.4 5.4.1
- Orientation/induction training
- In-service training
- Development training
- Vocational training
- Vestibule training (Any 4 × 1) (4)

5.4.2
- Ensures that officials who are carrying out the training and development programmes are well equipped for the task.
- Gives advice and guidance so that the necessary arrangements can be made to implement the training programmes.
- Makes it possible for subordinates to have the necessary skills to be utilised effectively.
- Promotes a positive attitude towards training and development for heads of department and chief officials.
- Ensures that heads of department are trained for their positions and that they are able to accept the responsibilities of their positions. (5 × 2) (10)

Copyright reserved

5.5
- The capital budget may be funded from realistic expected revenue to be collected.
- Accumulated funds from the previous year's surplus not committed for other purposes.
- Borrowed funds, but only for the capital budget. (3 × 2) (6)

5.6
- The opinion survey must have a goal if it is to be of any use.
- Questions should relate to the type of information required.
- Questions should not be confusing or misleading but simple.
- Make the sample as representative as possible.
- Decide which method will be used to do an opinion survey.
- Use experts in the field of marketing surveying and analysis. (6 × 2) (12)

[40]

TOTAL SECTION B: 160
GRAND TOTAL: 200

Copyright reserved