higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

NOVEMBER EXAMINATION

MUNICIPAL ADMINISTRATION N6

4 NOVEMBER 2013

This marking guideline consists of 9 pages.

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SECTION A

QUESTION 1

1.1	1.1.1	Incentive✓	
	1.1.2	Confidential✓	
	1.1.3	Sewerage✓	
	1.1.4	Accountability✓	
	1.1.5	Maladministration✓	
	1.1.6	Council✓	
	1.1.7	Capital✓	
	1.1.8	Hierarchical structure✓	
	1.1.9	Unemployment insurance fund✓	
	1.1.10	Job analysis✓	
			(10 × 1) (10)
1.2	1.2.1	True✓	
	1.2.2	True✓	
	1.2.3	False✓	
	1.2.4	True✓	
	1.2.5	True✓	
			(5 × 1) (5)

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1.3	1.3.1	Corporate services ✓		
	1.3.2	Health services ✓		
	1.3.3	Administrative services ✓		
	1.3.4	Planning services ✓		
	1.3.5	Cultural services ✓		
			(5 × 1)	(5)
1.4	1.4.1	K ✓		
	1.4.2	I ✓		
	1.4.3	B ✓		
	1.4.4	J ✓		
	1.4.5	G ✓		
	1.4.6	A ✓		
	1.4.7	E ✓		
	1.4.8	H ✓		
	1.4.9	C ✓		
	1.4.10	D ✓		
			(10 × 1)	(10)
				[30]

TOTAL SECTION A: 30

SECTION B

QUESTION 2

2.1 2.1.1 True✓

2.1.2 False✓

2.1.3 False✓

(3 × 1) (3)

2.2 The tender process is the way in which local government spends its money✓ in open and transparent manner. ✓ (2)

2.3
- Maturity ✓
- Judgemental✓
- Decision-making✓
- Co-ordination ✓
- Co-operation ✓
- Initiative
- Expression (5)

2.4
- The department concerned must write a report on its specific need. ✓
- The tender must be called for✓ and a deadline for submission on the correct forms must be set. ✓
- The tender documents submitted must be recorded by officials✓ and opened in public to make sure that everything is transparent. ✓
- The tender are then forwarded to the department concerned for evaluation.✓
- The evaluation committee checks the prices and specifications and decisions are made by consensus✓
- A final submission with recommendations on which tender to accept is made to the state tender board or local government council. ✓
- If the state tender board or local government council agrees with recommendations, the contract is awarded, ✓ if not, then the tender documents are referred back to the department to be re-considered, or a new advert is placed and the process start again. ✓ (5 × 2) (10)

2.5
- local authority have little freedom to expand their sources of income ✓✓
- sometimes local authorities find it difficult to make ends meet ✓✓
- local authorities experience increasing costs of materials and labour. ✓✓
- affordability should be considered when rates and service levies are increased ✓✓
- refused to pay for services by service consumers. (4 × 2) (8)

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2.6
- The town treasury must see that proper control measure are implemented✓✓
- The town treasury ensure that all income and expenses are properly accounted for✓✓
- The town treasury must implement control measures which will eliminate theft and fraud✓✓
- The town treasury advice the policy makers when they make financial regulations✓✓
- The town treasury exercises budget control to ensure that money approved by the council, is used for the purpose for which it was granted✓✓
- The town treasury make sure that internal auditing takes place in a local authority (5 × 2) (10)

2.7
- Mr Khoza must direct his actions and decisions to achieve the objectives of his local municipality. ✓✓
- He must have the interest of the public in heart.✓✓
- Devote his 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 duties✓✓
- Not to be absent from work without permission or a valid reasons✓✓
- Execute his duties in a competent manner
- Not to get involved in any transaction that is in conflict with execution of his duties
- Willing to declare his interest in any decision making process
- Accept the responsibility to equip himself for his career (6 × 2) (12)

[50]

QUESTION 3

3.1 3.1.1
- Talent Plan ✓
- Internal management development programme✓
- Notice board✓
- Skills inventory✓
- Informal search (4)

3.1.2
- Aptitude test✓
- Trade test✓
- Personality test✓
- Interest test (3)

3.1.3
- Planned or structured interviews ✓
- Unplanned or unstructured interviews ✓
- Standardised interview ✓
- Tension interview (3)

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3.1.4
- Town clerk, town secretary, town treasury may not be a valuer✓
- No councilor may serve as valuer✓
- Valuer must be member of association of valuers✓ (3)

3.1.5
- Have access to land and building✓
- Can demand information to do job✓
- Can demand to see title deeds or other documents✓ (3)

3.2
- By regulating working times, ✓ include things like hours of work, overtime and leave.✓
- By governing the hiring of employees✓ including putting the employment conditions in writing.✓
- By governing the payment of wages✓ including pay slip requirements. ✓
- By governing the ending of employment contract ✓including notice periods, severance pay and certificate of service. ✓ (4 × 2) (8)

3.3
- Present news in the light of the editorial policies of their newspapers✓✓
- Provide newsworthy stories that will boost their sales✓✓
- Do not create situations which could lead to tension between councillors and officials✓✓
- Be as open as circumstances permit ✓✓
- Never lie to the press or mislead the press (4 × 2) (8)

3.4
- Checking and analysing proposals on the revision of service benefit of the officials✓✓
- Attending conferences and seminars on personnel matters✓✓
- Introducing of training programmes✓✓
- Merit rating and counselling of subordinates✓✓
- Allowing self development of official (4 × 2) (8)

3.5
- Be aware of views raised during election campaigns✓✓
- Be aware of conclusions drawn by officials✓✓
- Be aware of information given by public relation officers✓✓
- Be aware of information given to them by the chief executive officer✓✓
- Keep himself well informed✓✓
- Be aware of not giving undue support or ignoring any particular factor (5 × 2) (10)

[50]

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QUESTION 4

4.1 4.1.1

- Ensures that appointments handled in proper manner✓
- Makes final decisions if line functionaries cannot reach agreement in some cases✓
- Decides on remuneration of workers✓
- Ensures that line functionaries have necessary authority to carry out their duties (3)

4.1.2

- Do regular surveys on the existing work procedures and methods✓
- Consult with heads of departments and to 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✓
- Attending high level conferences and lectures on work procedures (3)

4.2

- The wrong person will be hired for the job✓
- High labour turnover will be experienced✓
- Workers will not always do their best✓
- Time will be wasted✓
- Municipal will end up in court
- Municipality can be sued
- Employees will feel that their salaries are unreasonable (4)

4.3

- Do periodic revision of the organisational structures of the different departments. ✓✓
- Check, investigate and analyze the proposals of the heads the department✓✓
- Consult with officials from the provincial departments ✓✓
- Co-ordinate the activities of the different departments✓✓
- Continuously revise the process of delegation to subordinates.

(4 × 2) (8)

4.4

COUNCIL CONTROL	VOTER CONTROL
• Issue of enforceable decisions statements✓	• Issue decisions statements ✓
• Demand regular feedback and accountability ✓	• Demand for feedback and accountability ✓
• Ratification of executive proposals and decisions ✓	• Ratification of council decisions ✓
• Carrying out of inspection ✓	• Monitoring of services and council decisions ✓

(4 × 2) (8)

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4.5
- An advisory committee on remuneration and service benefit is in place✓✓
- Spell out what is meant by service benefits✓✓
- Prohibiting local authorities from granting other of inferior service benefits

(2 × 2) (4)

4.6
- Attend meetings of the council and the committees✓✓
- Be in regular consultation with the mayor, chairman of committee and other councillors✓✓
- Attend meetings of interest groups and rate payers associations✓✓
- Be in consultation with officials from the central and provincial governments✓✓
- Consult with the heads of the departments in his municipality✓✓
- Give instructions to subordinates about preparation of policy documents
- Check the policy proposals drafted by the heads of departments

(5 × 2) (10)

4.7
- To assists the treasurer in discharging his duty of accounting for all incoming and outgoing money✓✓
- Be readily available to do special investigations in the case of suspected irregularities✓✓
- To acts as a useful liaison on financial matters between the treasurer and other key officials and heads of departments✓✓
- To give fuller security by providing more comprehensive measures of detecting and preventing fraud✓✓
- Have a good moral effect in preventing irregularities and in keeping work of employees✓✓

(5 × 2) (10)
[50]

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QUESTION 5

5.1 5.1.1

- Orientation/ induction training✓
- In-service training✓
- Development training✓
- Vocational training✓
- Vestibule training (4)

5.1.2

- Training complements and completes selection process✓✓
- Is motivational factor✓✓
- Improves skills of officials✓✓
- Eliminates trial and error✓✓

(4 × 2) (8)

5.1.3

- Ensures that officials who are carrying out the training and development programmes are well equipped for the task✓✓
- Give advice and guidance so that the necessary arrangements can be made to implement the training programme✓✓
- Make it possible for subordinates to have necessary skills to be utilised effectively✓✓
- Try to establish a positive attitude toward training and development by heads of departments and chief officials✓✓
- Ensures that heads of departments are trained for their positions and that they are developed to accept the responsibility compared with their positions

(4 × 2) (8)
[20]

TOTAL SECTION B: 170
GRAND TOTAL: 200

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