higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

MUNICIPAL ADMINISTRATION N6

26 NOVEMBER 2019

This marking guideline consists of 8 pages.

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SECTION A

QUESTION 1

1.1	1.1.1	Hierarchical structure		
	1.1.2	Unemployment Insurance Fund		
	1.1.3	Job analysis		
	1.1.4	Council		
	1.1.5	Organisational culture		
	1.1.6	Capital		
	1.1.7	Treasurer		
	1.1.8	Occupational Health and Safety Act		
	1.1.9	Fiscal powers		
	1.1.10	Policy		
			(10 × 1)	(10)
1.2	1.2.1	True		
	1.2.2	True		
	1.2.3	False		
	1.2.4	True		
	1.2.5	False		
	1.2.6	True		
	1.2.7	False		
	1.2.8	True		
	1.2.9	True		
	1.2.10	True		
			(10 × 1)	(10)
1.3	1.3.1	Accountability		
	1.3.2	Contract		
	1.3.3	Maladministration		
	1.3.4	Incentive		
	1.3.5	Confidential		
	1.3.6	Sewerage		
	1.3.7	Vertical		
	1.3.8	Gazette		
	1.3.9	Personality tests		
	1.3.10	Valuation roll		
			(10 × 1)	(10)
1.4	1.4.1	I		
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1.4.9 G
1.4.10 H

(10 × 1) (10)
[40]

TOTAL SECTION A: 40

SECTION B

QUESTION 2

2.1
- The name of the council concerned✓ – Newcastle Municipality✓
- Job title, salary and fringe benefits offered✓ – Municipal Manager; Post ID: MM1 (Fixed term performance contract for a period of five (5) years) R1 276 174,00 – R1 528 351,00 – R1 780 530,00 (annual total remuneration package).✓
- What job entails✓ – comply with the functions of the Municipal Manager as prescribed in section 55 of the Municipal Systems Act, 32 of 2000✓ or any answer from Key Responsibilities.
- Qualification required✓ – A Bachelor's Degree in Public Administration/ Political Sciences/Social Sciences/Law or equivalent✓or any answer from requirements.
- Name and telephone number of contact person✓ – Mr A Masondo – TEL 034 328 7737✓
- Closing date for applications – 22 SEPTEMBER 2017 (10)

2.2
- Maturity
- Initiative
- Judgement
- Coordination
- Decision making
- Cooperation
- Expression (Any 4 × 1) (4)

2.3
- 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 him/herself informed about the procedures to be followed in case of disciplinary actions
- Does performance appraisals and gives necessary feedback
- Disciplines the chief officials and heads of department if they do not perform
- Influences the heads of department continuously
- Ensures that written procedures concerning the grievance procedure exits (Any 4 × 2) (8)

2.4
- Ascertaining people's needs and expectations to be met by the local authority
- Ascertaining the existing and intended activities of the local authority to meet the needs and expectations
- Ascertaining the attitudes of the public towards the local authority and its activities and physical aspects (Any 3 × 2) (6)

2.5
- Issuing enforceable decisions statements
- Demanding feedback and accountability
- Ratifying executive proposals and decisions
- Carrying out inspections (4)

2.6
- Properties are heterogeneous entities and it is unrealistic to apply a general uniform rate.
- A uniform rate leads to some properties being rated more heavily than others.
- The valuation of properties is subjective because is it always concluded by estimates.
- Values are expressed as percentages, which leads to under-valuation.
- Rates do not keep pace with the income or ability of the ratepayer to pay.
- Rating discourages higher-quality buildings. (Any 4 × 2) (8)

[40]

QUESTION 3

3.1
- Notice boards in the different departments
- Skills inventory
- Informal search (3)

3.2
- A Bachelor's Degree in Public Administration/Political Sciences/Social Sciences/Law or equivalent
- Must have a valid unendorsed driver's license
- Five years' relevant experience at a senior management level
- Proven successful institutional transformation within the public or private sector (4)

3.3
- Cannot state the salary he/she is willing to work for
- Cannot appoint a person who has formerly been a councillor, unless a prescribed period has lapsed
- Cannot appoint a person who is not a South African citizen without approval of the premier
- Cannot appoint a person over the age of 65 years
- Cannot appoint a person who attempts to canvass councillors
- Cannot appoint a person who has a pecuniary interest in contracts
- Cannot appoint a person without appropriate language requirement
- Full-time workers should get permission if they wish to undertake other work
- A person entrusted with the handling of money may be required to furnish and maintain surety
- A person may terminate his/her service voluntarily if he/she accepts a seat in parliament (Any 5 × 2) (10)

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3.4
- Ensure that appointments are handled in the proper manner
- Make final decisions if line functionaries cannot reach agreement in some cases
- Decide on remuneration of workers
- Ensure that line functionaries have necessary authority to carry out their duties (4)

3.5
- Direct his/her actions and decisions to achieve the objectives of his/her organisation in the interest of the public
- Devote his/her undivided attention to the tasks to be performed
- Use the resources of the institution efficiently and effectively
- Be punctual in the performance of his/her duties
- Not to be absent from work without permission or valid reasons
- Carry out his/her duties in a competent manner
- Not to get involved in any transaction that is in conflict with carrying out of his/her duties
- Willing to declare his/her interest in any decision-making process
- Accept the responsibility to equip him/herself for his/her career

(Any 5 × 2) (10)

3.6 3.6.1
- Municipal manager, town secretary and town treasurer may not be a valuer
- No councillor may serve as valuer
- Valuers must be members of association of valuers (3)

3.6.2
- Have access to land and building
- Can demand information to do their job
- Can demand to see title deeds or other documents (Any 4 × 2) (6)

[40]

QUESTION 4

4.1 4.1.1
- It governs the unfair discrimination of an employee for any of these reasons: race, gender, pregnancy, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, age, disability, religion, HIV status, belief, political opinion, culture, language and birth.
- It governs medical and psychological testing, when and how these types of tests may be administered to an employee and what type of test may be used.
- It governs differences in the amount of money paid to employees performing the same job. (3)

4.1.2
- It provides for basic conditions of service, including things like hours of work, overtime and leave.
- It governs the hiring of employees, including putting the employment conditions in writing.
- It governs the payment of wages, including pay slip requirements.
- It governs the ending of employment contracts, including notice periods, severance pay and certificates of service. (3)

4.2
- Strategic control
- Structural control
- Operational control
- Financial control (4)

4.3
- It makes sure the decision-making process is well informed, speedy and sustainable.
- It provides a tool that allows realistic projects to be identified by taking limited resources into consideration.
- It guides where to invest and helps get the approval of role players to implement projects.
- It strengthens democracy and transforms institutions.
- It allows focused budgeting to take place.
- It can be used as a way to ensure local corporate governance.

(Any 5 × 2) (10)

4.4
- Checking and analysing proposals on the revision of officials' service benefits
- 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)

4.5
- To persuade the public to accept a specific policy
- To ensure that the correct information is conveyed to the public
- To guard against forcing the viewpoint of individual top officials on the public
- To ascertain the opinions of the public on the activities of specific public institutions or departments
- To be in regular contact with newspaper journalists or editors and trade union leaders
- To construct a work programme directed at creating an image of the local authority (6 × 2) (12)

[40]

QUESTION 5

5.1
- Before contracts are entered into, the public should be invited to submit tenders
- A strict procedure must be observed for the opening of tenders and for reporting
- Accept lowest tender unless otherwise approved
- Councillors may not trade with the council (nor vote on recommendations where they have interests) (4)

5.2
- External audit reports
- Budgeting
- Accounting (GAAP) (2)

5.3
- Written codes of procedures and work describe the correct methods/-procedures to be followed.
- Prescribed standards ensure that employees know the standard of work acceptable.
- Centralised units for domestic or auxiliary services.
- Records should be kept of all happenings.
- Reports, statistics and accounts: official must submit reports to superiors regularly.
- Checking system: checking of all stock against the invoices before the accounts are settled.
- Auditing: control financial transactions.
- Inspections and investigations: these inspections can be undertaken at any time and can cover a wide range of activities. (Any 4 × 1) (4)

5.4
- Ensure that only valid transactions are recorded
- Ensure that transactions are fully recorded
- Ensure as far as possible that reliable and accurate records of financial reporting are available on time
- Ensure that records of all the assets of the business are kept
- Identify and manage risks (Any 4 × 2) (8)

5.5
- Planned or structured interviews – questions asked are planned in advance
- Unplanned or unstructured interviews – no format or prepared questions
- Standardised interview – same questions are used in standardised questionnaire
- Tension interview – the behaviour and reactions of the applicant are observed in a stressful situation (4)

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5.6
- Be aware of views raised during election campaigns
- Be aware of conclusions drawn by officials
- Be aware of information given by public relations officers
- Be aware of information given to them by the chief executive officer
- Keep him/herself well informed
- Be aware of not giving undue support or ignoring any particular factor

(Any 5 × 2) (10)

5.7
- Ensure that officials who carry 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 the necessary skills to be utilised effectively.
- Try to establish a positive attitude toward training and development by heads of department and chief officials.
- Ensure that heads of department are trained for their positions and that they are developed to accept the responsibility. (Any 4 × 2) (8)

[40]

TOTAL SECTION B: 160
GRAND TOTAL: 200

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