higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

MUNICIPAL ADMINISTRATION N6

8 September 2020

This marking guideline consists of 8 pages.

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SECTION A

QUESTION 1

1.1	1.1.1	Audit		
	1.1.2	Rates		
	1.1.3	Public relations officer		
	1.1.4	Sensitivity training		
	1.1.5	Speaker		
	1.1.6	Municipal manager		
	1.1.7	Revenue		
	1.1.8	Public participation		
	1.1.9	Hierarchical structure		
	1.1.10	In-service training.		
			(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		
	1.2.6	False		
	1.2.7	True		
	1.2.8	False		
	1.2.9	True		
	1.2.10	True		
			(10 × 1)	(10)
1.3	1.3.1	Referendum		
	1.3.2	Promotion		
	1.3.3	Town secretary		
	1.3.4	Valuation		
	1.3.5	Chief financial officer		
	1.3.6	Eight		
	1.3.7	Maladministration		
	1.3.8	Communication		
	1.3.9	Capacity building		
	1.3.10	Leave of absence		
			(10 × 1)	(10)

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1.4
1.4.1 J (subsidies)
1.4.2 E(compensation)
1.4.3 C (municipal manager)
1.4.4 B (budgeting)
1.4.5 I (audit committee)
1.4.6 G (Labour Relations Act)
1.4.7 D (accounting)
1.4.8 F (dispute)
1.4.9 H (employment contract)
1.4.10 A (grievance policy)

(10 × 1) (10)
[40]

TOTAL SECTION A: 40

SECTION B

2.1
- Electricity
- Water
- Sanitation
- Waste removal (4)

2.2
- Budget for revenue account
- Budget for loans account
- Special fund budget (3)

2.3
- Rates✓ – municipalities raise money by rates people and businesses who own fixed property (land, houses and business premises) rates in the municipal area.✓ The rates are based on the value of a property.
- Tariffs✓– municipalities charge tariffs for services like water, electricity, sanitation (refuse removal) and use of municipal facilities, such as sports grounds. ✓
- Fines and penalties✓ – municipalities collect fines, such as traffic fines or penalties for outstanding service payments.✓ (3 × 2) (6)

2.4
- Before the activity starts
- While the activity is taking place
- After completion of the task (3)

2.5 Internal control - a process performed and designed by managers or staff✓ to prove reasonable assurance regarding the achievement of the municipality's objectives.✓ It plays an important role in detecting and preventing fraud and protecting the municipality's resources.✓

Internal audit – an independent investigation of activities in a business✓ to obtain an overview of activities as a service to the management of the business.✓ A person not involved in the recording of the transactions will always perform the audit.✓ (3 × 2) (6)

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2.6 Step 1 Head of department is given budgeting guidelines.
Step 2 They prepare a detailed estimated of capital and operating expenditure and income.
Step 3 The chief financial officer combines the various departmental budgets.
Step 4 The municipal manager and the chief financial officer meet heads of department to approve the various departmental budgets.
Step 5 A draft budget is submitted for council approval, with changes made before final approval is given.
Step 6 Details of the budget are advertised and objections are called for.
Step 7 Objections are considered and budget is amended, if necessary.
Step 8 The budget approved by council is sent to the National Treasury for approval.
Step 9 The final budget is made available to the public. (9 × 2) (18)
[40]

QUESTION 3

3.1 3.1.1 CFO (1)

3.1.2
- Assists the accounting officer in preparing and implementing the budget
- Helps senior managers with financial matters that have been delegated by the accounting office
- Ensures that the municipal budgets, as agreed to by the mayor, are delivered on time
- Ensures that the necessary systems and processes are in place to help senior managers with their contributions to the budget compilation process (4)

3.1.3 Financial officer who is competent, qualified employees in the section (2)

3.1.4
- The control environment
- Risk assessment
- Control activities
- Information communication
- Monitoring (Any 3 × 1) (3)

3.1.5
- Improves transparency, accountability and efficiency
- Enhances service delivery
- Discourages fraud and corruption
- Provides continuous evaluation and independent advice on risk management, internal control and governance processes
- In-house consulting
- Assists the CFO in discharging his accounting duties for all incoming and outgoing money
- Is readily available to conduct special investigations in the case of suspected irregularities
- Acts as useful liaison on financial matters between the CFO and other key officials and heads of departments

(Any 3 × 2) (6)

3.2
- Perform regular surveys on existing work procedures and methods
- Consult heads of departments and motivate them to try to improve ways of doing things
- Check proposals on changing work methods before they ares submitted to council or the committees
- Attend high-level conferences and lectures on work procedures (4)

3.3
- Job results✓ – a municipal employee's performance is evaluated against a set of standards that can be used as a measurement instrument.✓
- Essay method✓ – the essay method refers to a written report by an evaluator on an employee's job behaviour and the results achieved. ✓
- Ranking✓ – Ranking methods compare one employee with another. Ranking involves the overall assessment of employees in the municipality.✓
- Forced distribution✓ – this method compares several aspects of the performance rather than focusing on the overall performance of the employees.✓ (8)

3.4
- Cooperate fully with other employees to advance the public interest
- Execute all reasonable instructions by person officially assigned
- Refrain from favouring relatives and friends in work related activities
- Use the appropriate channels to air grievances
- Commit to optimal development
- Deal fairly, professionally and equitably with other employees
- Refrain from party political activities in the workplace (6 × 2) (12)

[40]

QUESTION 4

4.1
- Policy-making
- Organising
- Financing
- Personnel matters
- Control measures
- Determining work methods and procedures (6)

4.2 4.2.1
- Does regular surveys on existing work procedures and methods
- Consults heads of departments and motivate them to try to improve work methods
- Checks proposals on changing work methods before they are submitted to council or the committees
- Attends high-level conferences and lectures on work procedures (4)

4.2.2
- Ensures that appointments are handled properly
- Makes final decisions if line functionaries cannot reach agreement in some cases
- Decides on remuneration of workers
- Ensures that line functionaries have the necessary authority to carry out their duties (4)

4.3
- Periodically revises the organisational structures of the different departments
- Checks, investigates and analyses the proposals of heads the department
- Consults officials from the provincial departments
- Co-ordinates the activities of different departments
- Continuously revise sthe process of delegation to subordinates (5 × 2) (10)

4.4
- Could lead to the development of a municipal personnel corps for the whole country.
- Smaller municipalities could obtain qualified and competent personnel by using this system.
- A country-wide training program could be introduced that would contribute to a uniform set of rules.
- Competition for qualified personnel would be unnecessary because members of such a service could be transferred among the municipalities.
- Service conditions could be devised in such a manner that competition with other larger employers would be possible.
- The system could prevent intimidation of individual, small local authorities by personnel associations. (Any 4 × 1) (4)

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4.5
- Opinion surveys
- Public relations
- Information services
- Press and press liaison (4)

4.6
- Present news in the light of the editorial policies of their newspapers
- Provide newsworthy stories that will boost their sales
- Do not create situations that could lead to tension between councillors and officials
- Be as open as circumstances permit
- Never lie to the press or mislead the press (Any 4 × 2) (8)

[40]

QUESTION 5

5.1 5.1.1 It is the complete or partial refusal by employee/employees to work or by obstructing work.✓ This is done to resolve a dispute in respect of any matter of mutual interest between employer and employee.✓ There are TWO types of strikes, protected and unprotected strikes. A protected strike is legal✓ and an unprotected strike is illegal.✓ (4)

5.1.2 It is a partial or complete and concerted refusal to work or the obstruction of work.✓ The purpose of this action is to prevent or defend the socioeconomic interest of workers, but not for a purpose referred to in the explanation of a strike.✓ (2)

5.1.3 Stay-aways are implemented to protest against some government action, inaction policy, and are generally treated by employers on the basis of 'no work, no pay'.✓ The law regards stay-aways as collective absenteeism.✓ (2)

5.2
- 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.
- Municipality will end up in court.
- Municipality may be sued. (Any 4 × 1) (4)

5.3
- Issue enforceable decision statements
- Demand regular feedback and accountability
- Ratify executive proposals and decisions
- Carries out inspections (4)

5.4 5.4.1 Transfer is the horizontal movement of an employee from one department to another.✓✓ An employee should be transferred according to a set programme or rotation, and not because of the employee's unsatisfactory performance. (2)

5.4.2
- A vacancy has to be filled
- The creation of a new post
- Inter-personal conflict
- Change in the functional direction of a municipality (4)

5.5
- Check and analyse proposals on the revision of service benefits for officials
- Attend conferences and seminars on personnel matters
- Introduce training programmes
- Provide merit rating and counselling of subordinates
- Allow for self-development of officials (5 × 2) (10)

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 received from the chief executive officer
- Be well informed
- Be aware of not providing undue support or ignoring any particular factor

(Any 4 × 2) (8)
[40]

TOTAL SECTION B: 160
GRAND TOTAL: 200

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