higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

MUNICIPAL ADMINISTRATION N6

23 NOVEMBER 2018

This marking guideline consists of 7 pages.

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SECTION A

QUESTION 1

1.1	1.1.1	Auditor-General		
	1.1.2	Property/Assessment Rates		
	1.1.3	Public Relations		
	1.1.4	Government Gazette		
	1.1.5	Job Analysis		
			(5 × 2)	(10)
1.2	1.2.1	True		
	1.2.2	True		
	1.2.3	False		
	1.2.4	True		
	1.2.5	False		
			(5 × 2)	(10)
1.3	1.3.1	selection		
	1.3.2	an operational		
	1.3.3	work programme		
	1.3.4	treasurer		
	1.3.5	picket		
			(5 × 2)	(10)
1.4	1.4.1	D		
	1.4.2	E		
	1.4.3	B		
	1.4.4	C		
	1.4.5	A		
			(5 × 2)	(10)
				[40]

TOTAL SECTION A: 40

SECTION B

QUESTION 2

2.1
- Control environment
- Risk assessment
- Control activities
- Information and communication
- Monitoring (5 × 1) (5)

2.2 2.2.1
- To prevent the exploitation of residents when the loan is repaid
- To ensure that loans and other capital expenses are within the law
- To limit economical fluctuation
- To safeguard future generations from high interest burdens
- To prevent unpopular increases in service fees or rates to repay such a loan (Any 4 × 2) (8)

2.2.2
- The loan decision must first be approved by Council.
- The municipality must publish the intention of the loan in the media for public inputs
- The loan must be approved by the provincial authority
- Provincial authority will prescribe the limit of the loan
- Once authorised by the provincial authority, the municipality must negotiate the loan with the funding institution. (5 × 1) (5)

2.3 The strengthening of transparency✓, accountability✓ and responsibility✓ in fiscal✓ and financial affairs. (4)

2.4
- To monitor municipal budgets
- To promote good budget and financial management
- To monitor and assess if municipalities comply with the MFMA and any other standards of acceptable accounting practices
- To investigate financial management and internal control systems in municipalities
- To take the necessary steps if a municipality fails to comply with legislative requirements to perform its functions effectively (Any 3 × 2) (6)

2.5
- To implement measures to ensure the money allocated in the budget is spent as intended.
- To ensure that proper control measures are implemented to ensure proper accounting of income and expenses.
- To ensure that all prescribed financial procedures are followed.
- To implement control measures to eliminate theft and fraud.
- To exercise budget control to ensure that funds approved by the council are used for the purpose it was granted for.
- To ensure that internal auditing takes place in the municipality.
- To advise policymakers on financial regulations. (Any 3 × 2) (6)

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2.6
- To ensure that officials who are carrying out the training and development programmes are well-equipped for the task
- To advise and guide officials to make the necessary arrangements to implement the training programme
- To make it possible for subordinates to obtain necessary skills to be utilised effectively
- To establish a positive attitude towards training and development by heads of departments and chief officials
- To ensure that heads of departments are trained for their positions and that they are developed to accept the responsibility coming with their positions. (Any 3 × 2) (6)

[40]

QUESTION 3

3.1
- Interpersonal roles
- Informational roles
- Decisional roles (3 × 1) (3)

3.2 3.2.1
- It creates career opportunities nationwide.
- There is centralised control over employees.
- Chances of favouritism and nepotism are reduced.
- One code conduct and system of rules apply to all municipalities (Any 2 × 2) (4)

3.2.2
- It makes sure that salaries and conditions of service are the same across government.
- It creates wider possible career opportunities for employees.
- Employees can be used in the best way for them and for the needs of the government. (Any 2 × 2) (4)

3.2.3
- Separate Personnel System
- National Personnel System (2 × 1) (2)

3.3
- To act as chairperson when disputes with employees are discussed
- To consider and analyse proposals for salaries and the revision of officials' service benefits
- To attend conferences and seminars on personnel matters
- To introduce training programmes
- To introduce and maintain a performance appraisal system (merit rating) and to counsel subordinates
- To promote the self-development of officials (Any 5 × 2) (10)

3.4 Municipal councillors are elected on a political platform✓ whereas administrative officials are recruited by the state.✓
Municipal councillors need the support of municipal administrative officials✓ to fulfil their promises to the electorate.✓ (4)

3.5 Human resource policies provide guidelines for promotions and transfer of staff.✓ Promotion is a vertical movement from a lower to a higher post, meaning taking up a higher position,✓✓ whereas transfer is a horizontal movement from one division or department to another, on the same level, but in a different position.✓✓ (5)

3.6
- Assess and evaluate the policies and programmes of the municipalities
- Direct their actions and decisions to achieve the objectives of their organisation in the interest of the public
- Devote their undivided attention to the tasks to be performed
- Use the resources of the institution efficiently and effectively
- Be punctual in the performance of their duties
- Not to be absent from work without permission or a valid reason
- Execute their duties in a competent manner
- Not to get involved in any transaction that conflicts with the execution of their duties
- Willing to declare their interest in any decision-making process
- Accept the responsibility to equip themselves for their careers

(Any 8 × 1) (8)
[40]

QUESTION 4

4.1 It is a municipality's financial plan that indicates how much money it will receive and how much money it will spend on salaries, goods and services, infrastructure and equipment. (3)

4.2
- Property/Assessment Rates
- Loans
- Service charges
- Subsidies
- Revenue from trading enterprises (5 × 1) (5)

4.3
- To create and project a positive image of the municipality
- To analyse municipal policies and answer questions from the media and the public
- To write press reports
- To communicate with people from different backgrounds
- To conduct opinion surveys (Any 2 × 2) (4)

4.4
- To take charge of the budget and treasury office of the municipality
- To assists the accounting officer with the preparation and implantation of the municipality budget
- To assist the accounting officer with the administration of the municipality bank accounts
- To advise senior managers and officials on budget and financial matters
- To perform budgeting, accounting, financial management, financial reporting and other duties delegated by the accounting officer (Any 3 × 2) (6)

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4.5
- Attend meetings of the council and the committees
- Be in regular consultation with the mayor, chairmen of committees and other councillors
- Attend meetings of interest groups and rate payers associations
- Be in consultation with officials from the central and provincial government
- Consult with the heads of the departments in his municipality to convey the correct interpretation of policies
- Advice subordinates on how to prepare policy documents that will be submitted to councils
- Check policy proposals drafted by chief officials to make sure they conform to prescriptions from higher authorities (Any 5 × 2) (10)

4.6
- 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 their community.
- By participating, communities can help with the prioritising of service delivery needs. (4 × 2) (8)

4.7
- Attending ward meetings
- Attending council meetings
- Writing letters to the council
- Forming pressure groups (4 × 1) (4)
- **[40]**

QUESTION 5

5.1
- Leave arrangements
- Transfers and promotions
- Recruitment and appointments
- Training and development
- Disciplinary and grievance procedures
- Rights relating to labour relations such as strikes and labour unions

(6 × 1) (6)

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.
- The municipality will end up in court.
- The municipality can be sued for unsafe working conditions.
- Employees might feel their salaries are unreasonable if compared to that of senior staff who neglect their duties.
- A lack of training could occur if senior staff do not nominate their staff for training, which will hamper efficiency and effectiveness. (Any 5 × 2) (10)

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5.3
- Hierarchical control✓provides lines of authority. This means that each level of management needs to exercise control over the actions of employees.✓
- Council control✓– municipal councils have a responsibility towards the residents to exercise control.✓
- Departmental control✓ lines of authority and areas of responsibility allow the senior manager, middle managers and supervisors to exercise control over the employees in their sections.✓ (3 × 2) (6)

5.4 Provincial governments are the guardians of municipalities in their provinces.✓ Provincial treasuries work closely with the National Treasury✓ to make sure that municipalities have funding available to provide communities with services.✓ (2)

5.5
- It ensures that 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 investment should happen and helps to get the approval of role-players to implement projects.
- It strengths democracy and transforms institutions.
- It allows focused budgeting to take place because the integrated development planning process links the municipal budget to the IDP as required by legislation.
- It can be used to ensure local corporate governance.

(Any 4 × 2) (8)

5.6
- A municipality should appoint a spokesperson to liaise with the press, this will ensure that one person only speaks on behalf of the municipality.
- Good relations with the press are extremely important, because they present news in the light of the editorial policies of their newspapers and 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. (Any 4 × 2) (8)

[40]

TOTAL SECTION B: 160
GRAND TOTAL: 200

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