



N6 Municipal Administration Lecturer Guide

Public Management (Tshwane North TVET College)



Scan to open on Studocu

Resources



Stakeholders

Municipal Administration N6

Lecturer Guide

A Kruger

Control

Management

Budget

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ISBN: ISBN: 978-1-77581-459-7

First Edition 2015

Second Edition 2016

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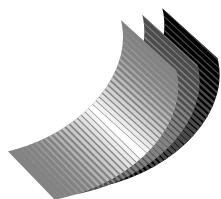
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FutureManagers
SIYAFUNDA • SIYAKHULA

Published by

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Website: www.futuremanagers.com

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Resources



Stakeholders

Module 1

Financial aspects of municipalities

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Activity 1

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Visit your municipality's website or any other and identify the following with regard to electricity tariffs:

1. How much free basic electricity is received by a household
2. The charge if more than 600 kWh electricity is used
3. The service charge – rand per day
4. The energy charge (c/kWh)



Activity 2

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By visiting a municipal website identify the following:

1. Where does the identified municipality's revenue come from?
2. How much is the budget for the identified municipality?
3. What does the municipality spend their income on?
4. How can residents be involved in the budget process of the municipality?



Summative Assessment

Page 15

1. The Financial Management Act 56 of 2003 requires municipalities to provide sound and sustainable management of the fiscal and financial affairs by establishing certain norms and standards. List these norms and standards.

- Ensure transparency, accountability and lines of responsibility in the fiscal and financial affairs of municipalities;
- Management of revenue, expenditure, assets and liabilities of the municipality;
- Budgetary and financial planning processes and the co-ordination of those processes with processes in other spheres of government;
- The handling of financial problems in municipalities
- Any other financial matters.

2. Describe briefly what an Integrated Development Plan is.

- Identifies strategic and budget priorities for future development of the area
- Involves the participation of the citizens in finding the best way to achieve long-term development.
- Aims to coordinate all spheres of government in a coherent plan to improve the quality of life for all the people living in an area.
- Promote social and economic development in the area

3. Identify the stakeholders involved in a municipality's IDP.

- Municipality
- Councillors
- Communities and other stakeholders
- National and provincial departments that provide services in municipal areas, e.g. police station, clinics and schools.

4. List the core components of an IDP identified in ministerial regulations.

- Council’s long-term vision for development in the area;
- An assessment of existing development and identifying areas without basic services;
- Council’s development priorities and objectives, their economic development aims and internal transformation needs;
- Council’s operational strategies;
- Key performance targets and indicators;
- Spatial development framework;
- Council’s financial plan;
- Institutional framework, including an organogram;
- Council’s disaster management plan.

5. Explain the Integrated Development Planning process by discussing the different phases in the development process.

Phases	Process	Method of participation
Phase 1	Analysis <ul style="list-style-type: none"> • Information collected on the existing conditions • Assess identified problems and prioritise • Collection of info on the availability of resources 	<ul style="list-style-type: none"> • Community meetings • Stakeholder meetings • Surveys and opinion polls
Phase 2	Strategies: Find solutions to the problems identified in Phase 1 by: <ul style="list-style-type: none"> • Developing a vision statement • Defining development objectives • Development strategies • Project identification 	<ul style="list-style-type: none"> • IDP Representative Forum; • Public debates • Meetings with affected communities and stakeholders
Phase 3	Projects Develop projects/programmes identified in Phase 2 by determining: <ul style="list-style-type: none"> • Who is going to benefit from the project? • How much is it going to cost? • How is this project going to be funded? • How long would it take to complete? • Who is going to manage the project? 	<ul style="list-style-type: none"> • Representation of stakeholders on project subcommittees
Phase 4	Integration After the projects have been identified: <ul style="list-style-type: none"> • final check to determine if objectives identified in Phase 2 are being met; • all development plans must be integrated with IDP 	<ul style="list-style-type: none"> • IDP Representative Forum
Phase 5	Approval <ul style="list-style-type: none"> • Presented to the council for consideration; • Council adopts a draft IDP for public comment; • After public comments necessary amendments are made; • Council approves the amended IDP; • Approved IDP submitted to MEC of the province who may propose amendments or approve the IDP 	<ul style="list-style-type: none"> • Public discussion and consultation with communities and stakeholders
Phase 6	Monitoring and implementaiton <ul style="list-style-type: none"> • Council makes final decision on IDP • IDP is implemented in the municipality 	<ul style="list-style-type: none"> • IDP Representative Forum

6. The municipal council uses the budget to guide the economic, social, political and other activities of the community to achieve the predetermined objectives. Discuss why the budgeting is important.

The budget is important because it is:

- A planning process for the financing of the IDP of the municipality;
- A management process by identifying the plan of action to achieve objectives;
- An instrument to promote financial co-ordination and order;
- A policy-formulating instrument determining which services to provide with the available funds;
- A policy declaration instrument stating the financial implications for the next financial year;
- An instruction document ensuring that the mandate of Parliament is implemented;
- A source of information for the community informing them of future services and projects;
- A control instrument ensuring that expenditure is efficient, effective and economical and according to the objectives of the municipality.

7. Explain the steps in the budget process.

Preparation phase

Step 1:

The Municipal Manager or CFO issues instructions to the departments to prepare their budget requests.

Step 2:

HODs prepare detailed estimates of capital and operating expenditure and revenue and submit it to the CFO. *During this step communities must be consulted through the ward councillors and community forums.*

Step 3:

The CFO combines the budgets of the different departments and committees and councillors and calculates the total expenditure and revenue for the municipality.

Step 4:

The Municipal Manager and CFO meet with the HODs to approve the departmental budgets and a draft budget is drafted for the municipality.

Approval Phase

Step 5:

Draft budget submitted to Council for approval where *finance committee* will evaluate the budget proposals and give the Municipal Manager and HODs opportunity to give explanations. Suggested changes will be processed before submission to council.

Step 6:

The proposed budget is then made available to the public for inspection, who are given the opportunity to object. Any objections must be considered by the Council and if necessary the budget is amended.

Step 7:

The budget proposals are discussed in the Council and then approved. If the Council does not approve the budget, it has to consider the budget again within 7 days.

Step 8:

After the final approval of the budget by the Council, it is submitted to the national Department of Finance for approval.

Step 9:

Extracts from the final budget are advertised in the press, such as estimated income, rates and taxes and expenditure.

Implementation phase:Step 10

The approved budget is then implemented by the municipality.

In order to implement the budget effectively, municipalities must develop SDBIPs (*service delivery and budget implementation plans*)

The SDBIP is approved by the Mayor together with the annual performance agreements of senior managers, after the Council approved the budget.

8. Identify and explain the purpose of the different types of budgets.**Operational budget**

- Deals with day-to-day expenses and income and includes all estimated expenditure (costs) to deliver services and all estimated revenue (income) received for delivering these services.

The capital budget

- Deals with costs for big projects such as building new sports facility or buying land, motor vehicles, equipment and furniture that will be an asset to the municipality.

9. Identify the sources of income of the operational budget.

- Property rates
- Service charges
- Revenue from trading enterprises

10. Identify the sources of income of the capital budget.

- Subsidies and grants
- Loans

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Module 2

Financial control measures in municipal finances

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1. **Which legislation requires that municipalities' financial transactions must be audited?**
Auditor-General Act 25 of 2004
2. **What percentage of municipalities received a clean audit?**
9% received clean audit
3. **Which provinces improved their audit status from the previous financial year?**
Kwazulu-Natal and the Western Cape
4. **Which officials and office-bearers are responsible for financial control in municipalities?**
Council members, Municipal Manager, CFO, HODs and all staff working with financial transactions.
5. **What was the percentage of municipalities that could not provide sufficient records of financial transactions?**
82%
6. **41% of the municipalities received financially unqualified opinions with findings. What was the reason for these findings?**
 - They may not have been transparent in the manner in which they conducted their activities.
 - In some instances they did not follow the required processes.
 - Some had wasteful and fruitless expenditure due to material deviations.
 - Some submitted financial statements that were initially unreliable and incorrect which was the result of absence of basic recording, approval, regular reporting and follow up.
7. **Identify how many municipalities did not comply with relevant laws and regulations?**
90%
8. **What is the amount of money that was classified as irregular expenditure in the report?**
R11,6 billion
9. **According the Auditor-General clean audits can be achieved by all municipalities. What is the winning formula that will ensure clean audits according to the report?**
 - Introducing basic accounting and daily control disciplines
 - Enforcing compliance with all legislation
 - Employing competent staff in accounting and financial management positions
 - Calling regularly for reports and information
 - Allowing the CFO to be in charge of financial records and to report to the Municipal Manager
 - Council keeping the monitoring of financial improvement plan on the meeting agenda
 - Municipal Manager reviewing management accounts with the CFO monthly
10. **Identify the two provinces with the worst audits.**
Limpopo and Mpumalanga



1. **List the main purpose of the Municipal Finance Management Act 56 of 2003.**
 - To regulate financial management in municipalities;
 - The setting of requirements for efficient and effective management of revenue, expenditure, assets and liabilities in municipalities;
 - To define municipal financial management responsibilities;
 - To determine a financial management government framework for municipalities;
 - To put a municipal borrowing framework in place.

2. **Municipalities can obtain and spent money as authorised in Acts of Parliament and the approved budget. Discuss the role played by Parliament in municipal finances.**
 - Compel a municipality to undertake a specific function, e.g. *Health Act* which compels municipalities to perform certain health functions with or without giving them subsidies to perform these functions;
 - Can extent or restrict the source of income of a municipality, e.g. through *Property Rates Act* which authorises municipalities to levy rates;
 - Compel a municipality to undertake certain responsibilities, e.g. *the Compensation for Occupational Injuries and Diseases Act (Act 130 of 1993)*;
 - Make provision for municipalities to obtain loans, e.g. *Local Authorities Loan Fund Act (Act 67 of 1984)*;
 - Allow municipalities to raise loans to provide housing (*Housing Act*); and
 - Prescribe control measures for financial activities of municipalities, e.g. legislation on the auditing of accounts by the Auditor-General.

3. **Financial control is applied by provincial governments through Ordinances. Discuss how provincial authorities control municipal finances.**
 - Provide a percentage of municipal funds and can withhold subsidies if the municipality ignores their requests;
 - It can take direct control of municipal departments through the MEC, if the municipality does not perform or provide the required service;
 - It often prescribes specific procedures for activities;
 - The appointment, remuneration and discharge of certain key officials is subject to the approval of the MEC of the province;
 - Reports must be submitted to provincial departments and inspections can be carried out by provincial officials;
 - Can control the activities of municipalities as it must authorise municipal functions;
 - If provincial government incurs expenditure as a result of municipal negligence, it can claim the expenditure from the municipality concerned.

4. **Distinguish between internal and external control by identifying the purpose of these control measures.**
 - External control: directed to prevent maladministration and illegal expenditure
 - Internal control: sensible spending of money to provide the necessary services.

5. Match the control measure in Column B with the description in Column A.

Column A	Column B
5.1 Full account must be given of all money received and spent by the municipality	A: The Finance Committee
5.2 Reports to the Council on the financing of capital projects, insurance and property valuation	B: Accounting Officer
5.3 Divided into control of purchases and control when stock is issued	C: Chief Financial Officer
5.4 This official must disclose to the Council or Mayor, all material facts that may influence their decisions	D: Finance department
5.5 Strong control is exercised by central government over municipal loans	E: Financial regulations
5.6 Auditing and reporting on the accounts, financial statements and financial management of municipalities	F: Budget control
5.7 Manage the financial administration of the municipality in an effective, efficient and economical manner	G: Internal auditing
5.8 Strict procedures are prescribed for the opening of tenders	H: Stock control
5.9 To ensure uniform financial procedures that will ensure public accountability	I: Personal inspections
5.10 Done by CFO and HODs at any time to ensure account is given of all expenditure	J: Accounting system
	K: A budget prepared annually
	L: Control over expenses
	M: Control over loans
	N: Control over income
	O: Control over contracts
	P: Audit control

- | | | | |
|-----|---|------|---|
| 5.1 | F | 5.6 | P |
| 5.2 | A | 5.7 | C |
| 5.3 | H | 5.8 | O |
| 5.4 | B | 5.9 | E |
| 5.5 | M | 5.10 | G |

6. Identify the services that are supervised by the Municipal Finance Committee.

- Proper accounting and auditing;
- Collecting and spending of money;
- Registration of loans and payment of interest;
- Bookkeeping of capital assets;
- Maintenance of an effective cost-accounting system;
- Purchasing and safe storage of stock and materials;
- Management of funds and investments;
- Appointing and training of personnel of finance department.

7. Discuss the control responsibility of the Accounting Officer of the municipality.

- Resources of the municipality are used effectively, efficiently and economically;
- Full and proper records of all financial affairs of the municipality are kept;
- Keep transparent system of financial and risk management and internal control;
- Internal audits take place according to prescribed norms and standards;
- Unauthorised, irregular and fruitless or wasteful expenditure is prevented;
- Disciplinary action or criminal proceedings are instituted against financial misconduct;
- Proper credit control and debt collection are applied;
- Accounting of all assets and liabilities;
- Municipality has an effective revenue collecting system;
- Municipality has an effective system of expenditure control; and
- Procedures in place for approval, authorisation, withdrawal and payment of funds.

8. **List the functions of the Chief Financial Officer in the municipality.**
 - Maintain an effective accounting system;
 - Maintain an internal audit system of financial records for accountability of income and expenditure;
 - Ensure that all accounts are verified before payment is made;
 - Ensure that money owed to the municipality is collected;
 - Prepare the annual budget in co-operation with all the different departments to ensure enough income for the expenditure;
 - Administer the funds of the municipality and make investments when necessary;
 - Supervise all financial transactions of the municipality;
 - Act as financial advisor for the council; and
 - Coordinate financial operations.

9. **Every municipality must have a finance department with qualified financial personnel. Identify the main function of the finance department.**
 - The collection of money owed to the municipality;
 - To ensure safekeeping of money received; and
 - To spend money according to the budget.

10. **List the advantages of employing qualified internal auditors.**
 - They assist the CFO with the accounting of all income and expenditure;
 - They assist with special investigations in the case of suspected irregularities;
 - They act as liaison between the CFO and heads of departments and other officials on financial issues;
 - They provide more comprehensive ways of detecting and preventing fraud;
 - They have to perform daily inspections which help to prevent irregularities and ensure a high standard of efficiency.

11. **To ensure that control is exercised over purchases, certain actions and control measures should take place. Identify these control measures.**
 - The order complies with the tender conditions;
 - Stock received is inspected to check if it complies with the tender conditions;
 - The quality of stock complies with tender conditions; and
 - The quantity of the stock complies with the order.

12. **To control stock and the issuing thereof there are control measures that should be in place. List these stock control measures.**
 - Sufficient space and storing methods to make issue and control of stock easier;
 - Stock can only be issued with an authorised requisition (stock request);
 - A receipt should be given for the stock that has been issued; and
 - Stock issued should be checked to determine if it is in accordance with Council decisions.

13. **Identify the steps that municipalities must follow to obtain a loan.**
 - The Council must approve the decision to obtain a loan;
 - Intention must be advertised in the local newspapers to allow input from resident;
 - Residents may lodge complaints to the provincial authority;
 - Provincial authority must authorise the loan and will prescribe the loan limit;
 - The limitation is based on a percentage of the taxable property in the municipality.

14. Municipalities enter into contracts for specific works or for services. List the requirements that have to be met by municipalities when entering into contracts.

- Public tenders should be invited for the supply of goods or other works;
- A prescribed time is set for submission of tenders;
- A strict procedure is prescribed for the opening of tenders;
- Lowest tender must be awarded, unless reasons why not given to Council
- Councillors may not tender for council contracts nor vote on recommendations where they have an interest in.

15. Why are financial control measures necessary in municipalities?

- To ensure proper financial management
- To ensure proper financial transactions
- To prevent mismanagement of public funds
- To ensure proper spending
- To ensure proper revenue collection
- To pick up mistakes and rectify them
- To ensure accountability

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Module 3

Personnel in municipal administration

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1. **Go to any government department's website and download a Z83 application form. Complete the application form for the above-advertised post.**
2. **This post was found in the Public Service vacancy circular no. 12 of 2013. List the methods that can be used to recruit officials externally.**
 - Media advertising, e.g. newspapers
 - Professional journals, e.g. engineering journals;
 - Visits to tertiary education institutions or exhibitions;
 - Public relations approach, e.g. open days, displays or exhibitions;
 - Walk-ins where people from the street enquire about employment;
 - Recruitment agencies who can do the preliminary interviews;
 - Social media recruitment through the internet.
3. **What information should be included in a newspaper advertisement?**
 - Name of the Council concerned;
 - Job title, salary and benefits offered;
 - Indication of what the post entails;
 - The qualifications required from the candidate;
 - Contact details of the person dealing with the applications
 - Closing date for applications.
4. **By studying the advertisement, draw up a duty sheet (list of duties) for a human resource clerk.**
 - Handling of all personnel administration matters pertaining to appointments, probations, leave, etc.
 - Compile monthly statistics and reports
 - Deal with transfers, secondments, promotions, notch progressions, service terminations, injury on duty, service termination and PMDS
 - Administration of salary and employee benefits
 - Receive applications, assist with short-listing
 - Take minutes during interview proceedings
 - Any lawful duties allocated by supervisor
 - Assist with attending HR related queries.
5. **After the closing date the selection process will begin.**
 - 5.1 **Discuss the steps in the selection process that can be undertaken to find a suitable candidate.**
 - Applicants tested against the requirements specified for the post and candidates who do not meet the requirements are taken out;
 - Suitable candidates who meet the requirements are identified;
 - Application verified by checking the authenticity of qualifications and testimonials
 - Contacting the references;
 - Shortlist of candidates who are invited for an interview is drawn up;
 - Preliminary interview is conducted between the candidate and at least three officials of which one must be from the department where the vacancy exist;
 - Formal interview is conducted between the candidate and the Board/Council.

5.2 To draw up a shortlist of candidates a sifting process will take place. What are the requirements for a candidate to be considered for this post?

- Grade 12 or equivalent
- 2 – 5 years' experience in Human Resources
- Good communication skills
- Good interpersonal relations and organisational skills
- Computer literate
- Ability to interpret HR policies and prescripts
- Knowledge of the PERSAL system
- Ability to work with confidential information

5.3 List the different types of interviews that can be used during an interview.

- **Planned or structured interview:** specific format and questions to be asked are planned in advance;
- **Unplanned or unstructured interview:** no format or prepared questions;
- **Standardised interview:** standard questionnaire is used;
- **Tension interview:** applicant is confronted with a stressful situation so as to gauge his/her ability to cope with the pressure;
- **Group interview:** interviewer gets info from several applicants simultaneously
- **Panel interview:** panel of interviewers questions a single candidate.

5.4 Identify the different types of tests that can be given to the candidates.

- **Performance test:** to measure if the applicant can do the job, e.g typist.
- **Intelligence test:** to measure the intellectual ability of the applicant.
- **Aptitude tests:** to measure the ability to master a specific task.
- **Trade tests:** test the ability of the applicant to master a specific skill.
- **Personality tests:** to establish whether the applicant's personality is compatible with the organisational culture.
- **Interest tests:** used for school-leavers to determine their interests

6. Although the successful candidate will meet all the requirement for the post, he/she needs training to obtain the skills required to do the job.

6.1 Give the purpose of further training for staff.

- Completes the selection process as new recruits do not always have all the necessary skills and knowledge required for the job;
- Serves as motivational factor to the official who will after training be in a better position to help achieve the employer's objectives;
- Ensures that official has the necessary skills and knowledge to do his/her work;
- Eliminates mistakes as the official will know what, how and when to do the job;
- Money, man-hours, time and materials are saved if officials are trained to function productively.

6.2 List and briefly describe the different types of training.

Orientation or induction	<ul style="list-style-type: none"> welcome new recruits and introduced them to the organisation and colleagues. new recruits are informed about their lines of communication, rights and duties, conduct and general rules of the organisation
In-service training/on-the-job training	<ul style="list-style-type: none"> The new recruit is shown and trained by a mentor to do his/her specific job. To teach the new recruit the correct methods and procedures for the job.
Monitoring	<ul style="list-style-type: none"> Manager provides guidance to junior manager on how things are done
Development training	<ul style="list-style-type: none"> To improve existing skills or to introduce new skills to officials. Senior officials attend courses on leadership, merit-rating, etc. Staff attend computer courses, how to write reports, etc.
Vocational training	<ul style="list-style-type: none"> Training of officials, apprentices and technicians to improve knowledge Done at educational institutions and tuition fees often paid by the employer. Further study to improve their skills or to obtain a higher qualification.
Vestibule training	<ul style="list-style-type: none"> Done when a large number of officials have to be trained fast. All the staff working with new computer program will be trained.

6.3 For the official to be promoted, his/her managerial skills need to be developed. List the skills and methods that can be used to develop staff.

- Decision-making skills
 - Case-study method
 - In-basket technique method
 - Business games method
- Interpersonal skills
 - Role-playing method
 - Sensitivity training method
- Job knowledge
 - In service experience
 - Coaching and counselling
 - Understudy method
- Organisational knowledge
 - Job rotation
 - Multiple management
- General knowledge
 - Special courses
 - Seminars

7. Performance appraisal is a process where the employee is evaluated at least once a year.

7.1 List the advantages of performance appraisal.

- It contributes to the development and growth of the employee;
- It identifies areas where training and development is needed;
- Indicates whether the health of the employee is at risk in the job he/she is doing;
- Determines whether the employee was initially placed correctly;
- Makes salary adjustments to salaries of employees who deserve it; and
- Establishes the most suitable official for promotion.

7.2 List the disadvantages of performance appraisal.

- Not always done objectively, assessors might favour certain officials;
- A superior with a prejudice against an official will submit an unfair assessment;
- It is of little use if line management does not support it or if officials were not involved.

8. Identify the requirements specified in Schedule 8 of the Labour Relations Act with regard to disciplinary procedures in municipalities.

- Must be disciplinary rules establishing standard of conduct required of employees;
- Should be informal procedures for dealing with minor violations in workplace;
- Employee should not be dismissed for first offence, unless misconduct is serious and makes a continued employment relationship intolerable;
- Before dismissal the employer should consider factors such as the employee's length of service, previous disciplinary record and personal circumstances and the circumstances of the infringement;
- A fair procedure should be followed which relates to the investigating and determining of facts;
- The employee should be notified of the charge and given reasonable time to prepare his/her defence and to obtain assistance;
- The employee should be given time to state his /her case;
- Evidence of witnesses should be heard and considered;
- The employee is entitled to fair administrative justice;
- And the employee is entitled to written reasons for his/her dismissal if it happens.

9. List the types of compensation that the successful candidate will receive.

- *Direct compensation*: fixed pay that an employee receives as a salary or wage;
- *Total compensation*: the sum total of all cash benefits and non-cash benefits
 - Cash benefits are salary, allowances (*housing*); bonuses, insurance subsidies, medical aid and pension benefits, whilst
 - Non-cash benefits include the use of the official car or free meals.
- Compensation for the recognition of performance when deserved (*performance awards*).

10. Give four reasons why an employee's services can be terminated.

- The employee reached retirement age;
- The employee becomes medically unfit to perform his/her functions;
- The employee voluntarily resigns; or
- The employee is dismissed due to misconduct.

11. The Act makes provision for collective bargaining. List the purpose for establishing a bargaining council.

- To conclude and enforce collective agreements;
- To prevent and resolve labour disputes and perform dispute resolution functions;
- To establish and administer a fund to be used to resolve disputes;
- To promote and establish training and education schemes;
- To establish and administer employee benefits such as pension; and
- To consult with workplace forums on matters such as restructuring of workplace.

12. What process should be followed before employees are allowed to strike?

- Issue must first be referred to the CCMA.
- If CCMA certifies that dispute cannot be resolved, the Council or CCMA has 30 days to try to resolve the dispute.
- Only if 30 days lapsed without a resolution, a strike can take place if 48 hours' notice is given to the employer, Council or employers' organisation.
- If any of these requirements are not met, the strike is illegal.

13. List FIVE essential services whose personnel are not allowed to strike.

- Municipal traffic services and police;
- Municipal health;
- Municipal security;
- The supply and distribution of water;
- The generation, transmission and distribution of power;
- Fire fighting;
- The payment of social pensions one month after they fall due;
- Services required for the functioning of courts;
- Correctional services;
- Blood transfusion services provided by the SA Blood Transfusion Service;
- Maintenance and operation of water-borne sewerage systems and purification works;
- The collection of refuse and the disposal thereof;
- Emergency health services; and
- Nursing, medical and paramedical services

14. Identify and give examples of the types of ways employees can be dismissed.

- Retrenchments,
- Poor work performance, or
- Incapacity of the employee due to ill health.

15. Section 69 of The Municipal System Act contains a Code of Conduct for Municipal Staff Members. Identify what Code of Conduct is expected from municipal staff.

- The general conduct of staff;
- Their commitment to serving the public interest;
- Not to use their position or privileges for private gain;
- To disclose any direct benefit by spouse, partner, business associate or partner;
- Not disclose unauthorised confidential information;
- Not use undue influence to obtain favours from the council or councillors;
- Not request rewards, gifts and favours
- Not use, take, acquire or benefit from Council property if it is not his/her right;
- Not be in arrears with payment of services charges for longer than 3 months;
- May not participate in elections for its Council;
- May not embark on any action amounting to sexual harassment; and
- Reporting of the breach of this code to a superiors.

16. Choose the description from column B that matches the item in column A. Write only letter A – H next to the question number.

Column A	Column B
16.1 Provides protection for workers who become unemployed	A Basic Conditions of Employment Act
16.2 Deals with the management and administration of the municipality and personnel administration	B Employment Equity Act
16.3 Ensures basic conditions of employment	C Labour Relations Act
16.4 Determines the service benefits and salaries of office-bearers of municipalities	D Manpower Training Act
16.5 Provides framework for the resolution of labour disputes through mediation and arbitration to ensure fair conditions and treatment in the workplace	E Compensation of Occupational Injuries and Diseases Act
16.6 Compensation for injury/death on duty	F Remuneration of Public Office-bearers Act
16.7 Provides for training of manpower and its funding in the public service	G Unemployment Insurance Act
16.8 Protects workers and job seekers from unfair discrimination	H Skills Development Act
16.9 Provides a framework for the development and improvement of skills in the SA workforce	I Municipal Systems Act
	J Municipal Structures Act

- 16.1 G
- 16.2 I
- 16.3 A
- 16.4 F
- 16.5 C
- 16.6 E
- 16.7 D
- 16.8 B
- 16.9 H

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Module 4

Key officials in municipal administration

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Management



1. What qualifications are required to be appointed as Municipal Manager?

Qualification	Municipal capacity and budget
At least NQF level 6, or Certificate in Municipal Financial Management (SAQA qualification ID No. 48965)	<ul style="list-style-type: none"> All low-capacity municipalities – municipal entities with annual budgets of a value below R500 million for the current year
At least NQF level 7	<ul style="list-style-type: none"> All high-capacity municipalities Municipal entities with annual budgets of a value equal or above R500 million for the current year

2. When appointed there are certain contracts to be agreed upon. Identify these two contracts and list what must be included in these contracts.

- **Employment contracts for senior managers**
The contract must include the following:
 - Details of duties, remuneration, benefits and other terms and conditions of employment;
 - A fixed term of employment not exceeding a period ending two years after the election of the next council of the municipality;
 - A cancellation clause for when the managers do not comply with the terms of their contract;
 - The terms of renewal of the contract if agreed by all.
- **Performance contract** requiring performance reports from manager.

3. List and explain the characteristics that a good manager should possess

- **Maturity**
 - ability to respond to his/her environment in an appropriate manner
 - being aware of the correct time and place to behave; and
 - knowing when to act according to circumstances and culture of society
- **Initiative**
 - ability and tendency to draw up proposals to project future development
 - the courage to take action in this regard
- **Judgement**
 - ability to evaluate evidence to make a decision
 - evaluating a situation by considering all the relevant information and values
- **Co-ordination**
 - organising and coordinating people or things to work together to fulfill objectives of the organisation.
 - different activities of business are properly adjusted and interlinked
- **Decision-making**
 - selecting a course of action among several alternatives
 - having courage to make a decision and accept consequences of decision
- **Co-operation**
 - process of working or acting together
 - ability of the manager to co-operate with superiors and subordinates
- **Expression**
 - to communicate verbally and in writing in a meaningful manner

4. As head of the administration of the municipality the Municipal Manager is responsible for certain functions.

4.1 Identify the functions that the Municipal Manager is responsible for.

- formation and development of economic, effective, efficient and accountable admin;
- management in accordance with Municipal Systems Act and legislation;
- implementation of the municipality's IDP and monitoring of its progress;
- management of provision of services to the community in a sustainable manner;
- appointment of staff, subject to the Employment Equity Act 55 of 1998;
- management, utilisation and training of staff;
- maintenance and discipline of staff;
- promotion of sound labour relations;
- giving advice to the council and the political office-bearers;
- managing communications between the officials and the office-bearers;
- administration and implementation of by-laws and other legislation;
- performance of any duties delegated by the council;
- facilitating participation by the community in the affairs of the municipality; and
- developing and maintaining a system of assessing community satisfaction with services.

4.2 Identify the statutory functions required of the Municipal Manager.

- give notice of meetings of the council and its committees;
- convene council meetings;
- signing formal documents and contracts for the council;
- act as returning officer during elections;
- ensure that voter's role is compiled;
- represent the Council in legal proceedings; and
- is in charge of the municipal security services, e.g. metro police.

5. Every municipality must have a Chief Financial Officer (Treasurer).

5.1 Identify the functions of the CFO.

- in charge of the budget and treasury office of the municipality;
- assists Accounting Officer in preparation and implementation of budget;
- assists the Accounting Officer in administration of bank accounts;
- advises senior managers and officials on budget and financial matters;
- performs budgeting, accounting, financial management, financial reporting, cash management, debt management, supply chain management and other duties as delegated by the Accounting Officer to the CFO.

5.2 List and explain the different roles for which the CFO is responsible.

CFO as financial advisor and officer

- attends all Council or committee meetings to give financial advice;
- part of the Municipal Manager's management team;
- gives advice on financial policy, investments and procedures for capital projects;
- advises senior managers on accounting and the costing system;
- short- and long-term financial planning for municipality
- determines the ability of the community to pay for services;
- compiles the final concept budget;
- gives advice to senior managers when they prepare their budgets;
- ensures that before decisions are made, financial implications are considered.

CFO as accountant

- is responsible for all the financial records of the municipality;
- ensures an efficient accounting system is implemented;
- assists the Municipal Manager and Council in understanding bookkeeping system;
- draws up a financial statement at the end of the financial year;
- ensures effective and efficient recording of financial transactions;
- informs council, committees, Municipal Manager and HODs of financial position;
- follows up financial irregularities reported by external auditors.

Financial control by the CFO

- ensures proper control measures for proper accounting of income and expenses;
- ensures that all financial procedures as prescribed, are followed;
- implements control measures to eliminate theft and fraud;
- exercises budget control to ensure funds approved are used for purpose granted;
- ensures that internal auditing takes place in the municipality; and
- advises policy makers when they make financial regulations.

Co-ordinating financial operations by the CFO

- coordinates all activities of the departments in the municipality;
- coordinates the finances of executive duties through the budget;
- coordinates council activities when approved budget programmes are executed
- draws up the draft-budget in consultation with senior managers.

5.3 Who can the CFO delegate functions to?

- any official in the budget and treasury office;
- a holder of a specific post in the office; and
- any official of the municipality or person contracted by the municipality if the Accounting Officer agrees.

Resources



Stakeholders

Module 5

The role of Municipal Manager in municipal and personnel administration

Control

Management

Budget



1. **The Municipal Manager in his capacity as Chief Executive Officer will be involved with the policy-making of the municipality. Discuss the role of the Municipal Manager with regard to policy-making.**
 - Attend Council and committee meetings where proposals for policy are discussed;
 - Consult with mayor, chairpersons and other councillors to discuss policy proposals;
 - Meet with interest groups and ward committees to ascertain problems and services;
 - Consult with national and provincial government on policies affecting municipalities;
 - Consult and meet with HODs to convey the correct interpretation of policy;
 - Advise subordinates on how to prepare policy submitted to council for discussion;
 - Check policy proposals by HODs to ensure they conform with prescriptions.

2. **Explain how the Municipal Manager's organising role is to ensure that the objectives of the Council are achieved.**
 - Revise organisation structure to avoid duplication of activities which can lead to unnecessary expenditure
 - Analyse the proposals of HODs regarding re-organisation of their departments
 - Consult with provincial government or other expert with regard to organisation
 - Coordinate activities of departments by implementing sections and divisions in an integrated unit that works in harmony; and
 - Revise the process of delegation continuously to identify the officials that can be entrusted with authority to function on behalf of senior officials.

3. **Discuss the Municipal Manager's role with regard to the financing of the municipality.**
 - Prepare and submit annual budget after studying the budget proposals from HODs
 - Compiling a final budget;
 - Ensure implementation of approved budget and discuss budget aspects and problems;
 - Manage revenue (income) in consultation with CFO and accounting officials;
 - Manage assets and liabilities of municipality by consulting with the relevant officials;
 - Consult with outside parties to discuss effect of budget on provision of services.

4. **The Municipal Manager should aim to have a motivated personnel force and to improve the quality of his/her workforce. How can he/she achieve this?**
 - Considering and analysing proposals for salary increases and improvement of service benefits;
 - Keeping him/herself up to date with the latest personnel matters by attending conferences and seminars;
 - Implementing knowledge and skills obtained at conferences and seminars;
 - Introducing training programmes for personnel if finances are available, otherwise budget for training for the next financial year;
 - Introducing and maintaining a performance appraisal system (merit rating) to give recognition for staff achievements;
 - Introducing ways for development of staff by allowing them to attend conferences, seminars or study further.

5. **How can a Municipal Manager ensure that the correct methods and procedures are followed in his administration?**
 - Doing regular surveys on methods and procedures to ensure latest technology used
 - Motivate HODs to investigate and use latest technology and methods;
 - Evaluate proposals for better work methods and procedures before Council approval
 - Attending conferences and seminars on the latest work methods and procedures.

6. What will the Municipal Manager have to do to ensure that account is given of all actions undertaken by officials ?

- Introduce effective control measures to ensure accountability of all activities;
- Do regular inspections to reveal any irregularities;
- Study reports to ensure tasks are carried out correctly and investigate and rectify if necessary;
- Report back to the Council and committees on the activities of the officials;
- Report back to the higher authorities and other interested parties on functioning of the municipality;
- Give feedback to the Council and committees on the progress of activities and objectives achieved.

7. What will happen if chief officials in a municipality neglect their duties?

- The wrong people are hired to work for the municipality;
- A high labour turnover will be experienced (a lot of resignations);
- Time is wasted on interviews when new staff have to be replaced;
- Workers will be unproductive and not do their best;
- Unfair labour practices due to neglect from senior staff could lead to court cases;
- The municipality could be held liable for unsafe working conditions;
- Employees might feel their salaries are unreasonable in relation to 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 efficient and effective services.

8. Briefly explain the role of the Municipal Manager in personnel provision.

- Ensure that personnel provision is handled according to the correct prescriptions;
- Have to make the final decision if the line functionaries cannot reach agreement on the candidate to be appointed;
- Sometimes have to decide on the remuneration for a newly appointed candidate;
- Ensure that line functionaries have delegated authority to carry out their duties;
- Ensure line functionaries reward achievement and discipline workers for unproductivity and misbehaviour.

9. Personnel must be utilised effectively to achieve the goals of the Council. What is the responsibility of the Municipal Manager to ensure proper personnel utilisation?

- Ensure that subordinates are utilised productively to achieve the objectives;
- Make sure that staff are utilised according to their skills and capabilities;
- Lead by setting an example and give guidance;
- Motivate the chief officials to utilise subordinates in the best way;
- Keep up to date with disciplinary procedures and actions;
- Discipline chief officials if they do not perform well;
- Evaluate chief officials through performance appraisals and feedback; and
- Ensure that grievance, disciplinary and performance appraisal procedures exist.

10. Explain the Municipal Manager's role in the development and training of officials in the municipality.

- Ensure that training and development officials are qualified and equipped to undertake the training;
- Gives advice and guidance that necessary training programmes be implemented;
- Through training make it possible for subordinates to have the necessary skills to be utilised productively;
- Motivate chief officials to have a positive attitude towards training and development;
- Ensure that chief officials receive the necessary training and development to accept the responsibility of their positions.

Resources



Stakeholders

Module 6

Control over municipal authorities

Control

Management

Budget



1. List the reasons why it is necessary to exercise control.

- Central and provincial government must ensure that municipalities carry out services efficiently, effectively and economically.
- Municipalities use public funds (taxes and service fees) and must be accountable to the public on how funds are used.
- Some employees might be tempted to commit fraud, accept bribes or do favours and control is necessary to ensure that the actions of staff are legal.
- Account must be given on activities performed or not performed.
- Regular inspections and control will identify problem areas for improvement.
- Control will also identify the infringement of democratic rights of individuals.

2. Identify and discuss the different types of external control.

- **Control over the legislation of local authorities**
 - Councils can only make by-laws authorised and delegated by higher authorities;
 - Premier has authority to change any decision by council or any by-law passed.
- **Control over finances**
 - Municipalities receive funds from higher authorities and account must be given;
 - Restrictions are placed on revenue, e.g. rates levied are prescribed; and
 - Restrictions are placed on municipalities if they obtain loans.
- **Control over personnel and personnel groups**
 - Municipal personnel administration is bound by Acts of Parliament and provincial ordinances, e.g. Remuneration of Public Office-bearers Act 20 of 1998.
- **Control over administration (daily activities)**
 - Acts, regulations, ordinances and procedures control the daily activities of municipal administrations;
 - The Premier often has to approve activities of municipalities.
- **Control over municipalities acting as agents for national government**
 - If municipalities act as agents for national government (provide health care) special control measures are in place.
 - Policy prescriptions must be followed, e.g. health policy.

3. Discuss the methods used to exercise external control.

- National and provincial governments authorise municipal functions through policies
- Municipalities receive a portion of funds in form of subsidies or grants from higher authorities who can withhold it if the municipality does not carry out the prescribed activities
- If municipality or executive department neglects to provide a service, the national or provincial department may intervene and take control of the function
- Procedures are prescribed for specific activities, such as the preparation of the budget by the Council must be done according to prescribed legislation
- The appointment, remuneration and discharge of key officials in municipalities are subject to ministerial approval as prescribed by legislation.

- The public or body with juristic capacity can also exercise external control by appealing to the Minister concerned against a decision taken by the council.
- Regular reports on activities must be submitted to higher authorities by officials who carry out inspections such as health reports to the Minister of Health.

4. List the three types of internal control.

- Hierarchical control
- Council control
- Departmental control

5. Discuss how the municipal council exercises control over municipal activities.

- **Issue of enforceable policies (decisions)**
 - Provincial ordinances give councils authority to make enforceable decisions
 - This means that the decision has to be carried out by the officials.
- **Demand for feedback and accountability**
 - The Council requires regular feedback from officials by means of reports.
 - Reports are submitted to Council with the agenda of the monthly Council meetings.
- **Ratification of executive proposals and decisions (approval)**
 - Proposals are submitted by committees to the Council for ratification
 - Officials sometimes attend Council meetings to give input; and
 - Officials are bound by Council decisions (have to carry it out).
- **Inspections by the Council**
 - The Council is the highest authority in the municipality;
 - The Council or councillors can at any time, with consent of the Municipal Manager, carry out inspections.

6. Identify and explain the techniques that can be used to exercise departmental control.

- **Written procedures and work manuals**
 - Prescribe the method or procedure to carry out the task.
 - Help to eliminate mistakes.
- **Prescribed standards**
 - Inform the official of the accepted standard for the task
- **Centralised units for domestic and auxiliary services**
 - Departments are created for specific functions, e.g. personnel, IT
 - Centralised units ensure uniform procedures are used for tasks
- **Record-keeping**
 - Record all happenings in the administration
 - Officials are aware that any misconduct is recorded
- **Reports, statistics and accounts**
 - The best know traditional control technique
 - Regular reports are submitted to supervisors for evaluation
- **Checking systems**
 - Systems used for inventory control for stock
 - All stock is checked against invoices before accounts are settled

- **Auditing**
 - Technique to check and control financial transactions
- **Inspections and investigations**
 - Inspections and investigations can be done by the supervisor or a group
 - Inspections can be undertaken at any time
 - Inspections can be done on a variety of activities.

7. How does the voter control the activities of councillors?

- **Demand for feedback and accountability**
 - Councillors represent voters and must explain reasons for their actions and conduct
 - Councillors are required to give feedback to community associations, e.g. Ratepayers' Association
 - The media can also demand feedback and accountability
- **Ratification of Council decisions**
 - Satisfaction or dissatisfaction on Council decisions can be made at community meetings
- **Issue of decision statements**
 - The voters submit petitions or complaints to the Council on specific issues or actions that they are not happy with
 - These documents are usually initiated by community associations.
- **Monitoring of services and Council decisions**
 - Voters monitor the performance of officials and councillors and email or phone officials directly with complaints or contact the media.

Resources



Stakeholders

Module 7

Public participation and municipal public relations

Control

Management

Budget



Activity 1

Page 88

1. **List the reasons why the residents of this municipality participated in violent protests.**
 - The municipality stopped their plan of illegally occupying land
 - Residents alleged corruption in the allocation of RDP houses
2. **Violent protests are not the correct channel to communicate unhappiness by residents. Identify how the community should have indicated their grievances according to legislation?**
 - Through political structures such as sub-councils or ward committees
 - Mechanisms and processes must be put in place by the municipality to:
 - *receive, process and consider petitions and complaints lodged by public;*
 - *notify the public of decisions and allow a comment procedure;*
 - *public meetings and hearings by the council and other office-bearers;*
 - *consultations with community organisations; and*
 - *report back to the community.*
 - Encourage the community to participate in affairs of the municipality;
 - Encourage councillors and staff to foster community participation; and
 - Budget for the purpose of community participation.
3. **Explain the methods that the municipalities should have used to determine the community needs.**
 - Communication with communities
 - Meetings with communities
4. **How did the municipal leadership in Daveyton restore peace?**
 - A task team was formed with community members and members of the Municipal Mayoral Committee.
5. **Mention the advice of the Gauteng MEC to the residents fo Daveyton.**
 - He urged the public to be calm and allow government and residents' representatives to discuss the problem through peaceful means.
6. **The MEC pleaded with the community to work with government. What must they stop doing?**
 - They must stop using violence to show their grievances.
 - They must stop causing chaos in order to be heard.
7. **Identify the commitment that the Gauteng MEC made to the residents.**
 - He said the Guateng government is dedicated to work closely with communities.
8. **Explain why is it difficult for the MEC to investigate the allegations by the public and identify how the community can assist the MEC.**
 - He needs evidence of fraud to investigate and urged the public to bring him proof.



1. Explain why it is necessary for public participation in municipal affairs and which methods can be used by the municipality for public participation.

- Citizens want to know how services are provided and how their tax money is spent.
- They want better services and want to be involved in decision-making in IDP
- They want
 - accurate information from the municipality,
 - more effective and efficient services,
 - less duplication of work,
 - more access to municipal structures and services, and
 - increased transparency in the municipal service.

The methods used by the municipality to determine the views of public:

- identify needs and expectations of community
- determine the existing and intended activities undertaken to meet those needs; and
- determine attitudes of public towards the municipality, its activities and facilities

2. Identify the processes and procedures prescribed for public participation in municipal affairs.

- Community take part in structures such as sub-councils or ward committees;
- Mechanisms and processes must be put in place by the municipality to:
 - *receive, process and consider petitions and complaints lodged by members of the public;*
 - *notify the public of decisions and allow a comment procedure;*
 - *public meetings and hearings by the council and other office-bearers;*
 - *consultations with community organisations; and*
 - *report back to the community.*
- Encourage the community to participate in affairs of the municipality;
- Encourage councillors and staff to foster community participation; and
- Budget for the purpose of community participation.

3. Identify the actions by the municipality that can provide a favourable outcome on service delivery.

- Determine views of community about existing and intended activities to meet needs;
- Change the attitude and negative views of public to positive attitude and views
- To determine the opinion of the community after the services have been rendered.

4. Discuss the aspects that should be kept in mind by the public relations officer when an opinion survey is used to determine the opinion of the community.

- It must cover a specific topic (have specific goal);
- Questions should relate to the topic; pertinent questions should be asked, e.g. *do you use public transport; is public transport available for the area where you live?*
- Questions should be simple and not confusing;
- The sample of people interviewed should represent all spheres of the community;
- Determine how the survey should be done, e.g. included with water bill;
- Use marketing experts to draft the questionnaire to avoid misleading results.

5. Identify the problems that municipalities might experience with regard to public relations.

- Issues of political nature may cause the public to think facts are hidden.
- Difficult to determine the success of a PR campaign as a product is not sold.

- Only get feedback when a complaint or dissatisfaction with a service is lodged.
- Not be used to influence outcome of election as PR is funded from public money.
- It is not the duty of chief or line officials to do PR and it is better to employ a professional to handle the aspects of public relations so that everybody knows who is responsible for PR.

6. List the factors that should be taken into account when communicating with the media.

- Some newspapers might have a political agenda which influences news.
- Newspapers are profit orientated and will print stories that will sell newspapers.
- Situations that will create tension between councillors and officials and the media, should be avoided.
- Council should be as open as circumstances permit to prevent the media from reporting subjectively which will harm the municipality.
- The media should report in a responsible manner and misleading or lying to the media when discovered, could backfire and lead to loss of office or work.

7. Discuss the role of the office of the public relations officer.

- Explain policy to the public and the correct information is conveyed to them;
- Guard against forcing the viewpoint of top officials on the public;
- Determine the opinions of the public on activities of the municipality;
- Consider opinion and attitude of a large diversity of population and interest groups;
- Be in regular contact with the media, journalists, editors, trade union leaders, etc.;
- Convey information to the members of the public;
- Listen to what the different members of the public say about the services;
- Know how to do research;
- Know how to ascertain, evaluate and submit opinions to Council and officials;
- Draw up an action plan on how public and other interested parties can co-operate with the councillors and officials to attain institutional objectives.
- Integrate the work programme with the functional divisions of the departments

8. Identify how the Council can determine the attitudes and views of the public?

- be aware of the views raised during election campaigns
- be aware of conclusions drawn by officials
- be aware of information given by PRO's
- keep themselves well informed
- not give undue support or ignoring a particular factor.

9. Explain the role of the municipal employee with regard to his/her relationship with the legislative and executive institutions?

- Respect and honour the Constitution and accept it as a guide to perform functions;
- Familiarise him/herself with all legislation applicable to his/her functions;
- Execute the policies of the government of the day; and
- Put the interest of the municipality first in the execution of his/her duties.

10. Employees of the municipality are in daily contact with the public when they provide services to the public. What is expected from them in their relationship with the public?

- Foster the unity of the South African nation in the execution of their duties;
- Act in a manner that will promote the trust of the community;
- Be accountable and open to the public regarding their duties;
- Be committed to the development and upliftment of the community;

- Be honest in dealing with public funds;
 - Use state property and funds economically and for official purposes only;
 - Not take part in maladministration and corruption;
 - Not discriminate unfairly against any member of the community;
 - Be unbiased in rendering services to members of the community;
 - Be polite and helpful in dealing with the public;
 - Not use position to promote or prejudice interests of interest group/political party;
 - Recognise every citizen's right to access to all information;
 - Recognise the right of every citizen to equality before the law.
- 11. Officials should work together to achieve the objectives of the municipality. How should the relationship be between employees in the municipality?**
- Co-operate fully with other officials to advance community interest;
 - Obey and execute lawfully all instructions given by superiors;
 - Reply explicitly to lawful questions asked by superiors, except if it is incriminating;
 - Not misuse authority;
 - Use proper channels and procedures to air grievances; and
 - Apply human resources and labour relations in a fair and objective manner.
- 12. The municipal employee should always try to put the interest of the public first. Identify what is expected of the employee with regard to the public.**
- Direct actions to achieve objectives of the municipality in the interest of the public;
 - Devote his/her attention to their tasks;
 - Use the resources at his/her disposal effectively and efficiently;
 - Be punctual in the performance of duties;
 - Not be absent for work without permission or a valid reason;
 - Execute duties in a responsible manner;
 - Respect and protect the dignity of the community;
 - Not get involved in any transaction or action that is in conflict with the execution of duties; and
 - Equip him/herself for task through training and self-development.

Resources

Stakeholders

Mock examination questions

Control

Management

Budget

MODULE 1

1. **Identify the Act that regulates rates on property.** (2)
Property Rates Act 6 of 2004

2. **What information must be noted on the valuation roll for each property?** (7)
 - Town/city where property is situated;
 - Description of the property, e.g. residential or commercial (category);
 - Erf number of the property;
 - Physical address of the property;
 - Extent (size) of the property;
 - Market value of the property; and
 - Any other prescriptions.

3. **Give THREE rate categories used to calculate property rates.** (3)
 - Geographical area where the property is situated;
 - For what the property is used, e.g. residential or commercial;
 - The authorized (permitted) use of the property.

4. **State FIVE services that are chargeable by municipalities.** (5)
 - Entrance fees to swimming pools
 - Use of sports fields
 - Fees for removal of refuse and night-soil
 - Ambulance fees
 - Parking fees, e.g. parking meters
 - Fruit and vegetable market and abattoir fees
 - Rent for municipal buildings, e.g. Town Hall
 - Sewer fees
 - Business licence fees
 - Dog licence fees.

5. **Why is the budget important in municipalities?** (3)
The budget is important because it is:
 - A planning process for the financing of the IDP of the municipality;
 - A management process by identifying the plan of action to achieve objectives;
 - An instrument to promote financial co-ordination and order;
 - A policy-formulating instrument determining which services to provide with the available funds;
 - A policy declaration instrument stating the financial implications for next financial year;
 - An instruction document ensuring that the mandate of Parliament is implemented;
 - A source of information for the community informing them of future services; and
 - A control instrument ensuring that expenditure is efficient, effective and economical.

6. **What are the FIVE elements that must be included in the IDP planning process in municipalities?** (5×2)
 - Councils long-term vision for development in the area;
 - An assessment of existing development and identify areas without basic services;
 - Council's development priorities and objectives, their economic development aims and internal transformation needs;
 - Council's operational strategies;
 - Key performance targets and indicators;
 - Spatial development framework
 - Council's financial plan
 - Institutional framework, including an organogram
 - Council's disaster management plan.

7. Explain why municipalities have separate budgets for operational expenses and capital expenses. (2×2)

Operational budget

- Deals with day-to-day expenses and income and includes all estimated expenditure (costs) to deliver services and all estimated revenue (income) received for delivering these services.

The capital budget

- Deals with costs for big projects such as building new sports facility or buying land, motor vehicles, equipment and furniture that will be an asset for municipality.

8. Discuss FIVE problems that a Municipal Manager would experience with regard to sources of income. (5×2)

- Income are never enough to satisfy all needs in the municipality
- Inhabitants are in areas with service fees, e.g. water and rates;
- The collection of outstanding income is costly and labour intensive
- If procedures are not applied properly the collection of outstanding debt is difficult
- If proper control measures are not applied, the misuse of income can occur

9. Discuss the importance of proper financial management. (6)

- Ensure transparency, accountability and lines of responsibility in the fiscal and financial affairs of municipality
- Manage revenue (income), expenditure, assets and liabilities
- Put budgetary and financial planning processes in place
- Coordinate those processes with processes in other spheres of government
- Handle financial problems in municipalities
- Any other financial matters.

10. Explain the following terms:

10.1 budget (3)

- Financial plan which summarises estimated income and expenditure for a financial year
- Indicates the activities plan
- Control measure for expenditure

10.2 capital expenditure (3)

- Money for big expenditure such as buildings, land, equipment
- It will be assets for more than one year
- It is a once-off budget

10.3 operating expenditure (3)

- Day-to-day expenditure to provide services
- Must be sustainable
- Budgeted for in one financial year

MODULE 2

1. Identify TWO types of interventions into a municipality's finances. (2)

- Discretionary intervention
- Mandatory intervention

2. List the Acts of Parliament that control the local government's financial affairs and briefly discuss each Act. (4×2)

Control is exercised over municipalities through Acts passed by Parliament that:

- **Manage financial management in municipalities** through two Acts:
 - the Municipal Systems Act (32 of 2000), which deals with the establishment, functions and activities of municipalities; and the
 - Municipal Finance Management Act (56 of 2003) that regulates the financial activities of municipalities
- **Compel a municipality to undertake a specific function with or without subsidies:**
 - Health Act that compels municipalities to perform certain health functions with or without giving them subsidies
- **Can extend or restrict the source of income of a municipality:**
 - Property Rates Act that authorises municipalities to levy rates
- **Compel a municipality to undertake certain responsibilities:**
 - Compensation for Occupational Injuries and Diseases Act (130 of 1993) that compels municipalities to contribute to the fund
- **Make provision for municipalities to obtain loans:**
 - Local Authorities Loan Fund Act (67 of 1984)
- **Allow municipalities to raise loans to provide housing** (Housing Act)
- **Prescribe control measures for financial activities of municipalities:**
 - Legislation on the auditing of accounts by the Auditor-General.

3. Discuss internal control by explaining the following:

3.1 Define the term internal control. (2)

Internal control measures to ensure the effective, efficient and economic provision of services and the management of money.

3.2 Discuss internal audit as a control measure. (4×2)

The advantages of employing internal auditors are as follows:

- They assist the CFO with the accounting of all income and expenditure.
- They assist with special investigations in the case of suspected irregularities.
- They act as liaison between the CFO and Heads of Departments and other officials on financial issues.
- They provide more comprehensive ways of detecting and preventing fraud.
- They have to perform daily inspections which help to prevent irregularities and ensure a high standard of efficiency.

4. Give FIVE ways in which the Chief Financial Officer (Town Treasurer) can ensure that there is no wastage over money available for services. (5×2)

- Maintain an effective accounting system.
- Maintain an internal audit system of financial records
- Ensure that all accounts are verified before payment is made.
- Ensure that money owed to the municipality is collected.
- Prepare the annual budget in co-operation with all the different departments to ensure enough income for the expenditure.
- Administer the funds of the municipality and make investments when necessary.
- Supervise all financial transactions of the municipality.
- Act as financial advisor for the Council.
- Coordinate financial operations.

- 5. List FIVE formal control measures to evaluate the performance levels of the officials in municipalities.** (5)
- Written reports
 - Personal inspections
 - Auditing
 - Statistical returns
 - Keeping of daily files
- 6. Discuss each of the following types of audit opinions that a municipality can receive in an audit report.**
- 6.1 An unqualified opinion** (2×2)
- 6.2 A qualified opinion** (2×2)
- 6.3 A disclaimer of opinion** (2×2)
- 6.4 an adverse opinion** (2×2)
- 7. State FIVE advantages of implementing internal auditing measures in a municipality.** (5×2)
- They assist the CFO with the accounting of all income and expenditure.
 - They assist with special investigations in the case of suspected irregularities.
 - They act as liaison between the CFO and heads of departments and other officials on financial issues.
 - They provide more comprehensive ways of detecting and preventing fraud.
 - They have to perform daily inspections which help to prevent irregularities and ensure a high standard of efficiency.
- 8. How can the provincial government control the financial affairs of a municipality?** (5×2)
- Provide a percentage of municipal funds and can withhold subsidies if the municipality ignores their requests;
 - It can take direct control of municipal departments through the MEC, if the municipality does not perform or provide the required service;
 - It often prescribe specific procedures for activities;
 - The appointment, remuneration and discharge of certain key officials are subject to the approval of the MEC of the province;
 - Reports must be submitted to provincial departments and inspections can be carried out by provincial officials;
 - Can control the activities of municipalities as it must authorise municipal functions;
 - If provincial government incurs expenditure as a result of municipal negligence, it can claim the expenditure from the municipality concerned.

MODULE 3

- 1. List SIX methods that municipalities can use to recruit candidates externally.** (6)
- Media advertising, e.g. newspapers, which should contain the following:
 - name of the Council concerned
 - job title, salary and benefits offered
 - indication of what the post entails
 - the qualifications required from the candidate
 - contact details of the person dealing with the applications
 - closing date for applications.

- Professional journals e.g. engineering journals
- Visits to tertiary education institutions or exhibitions
- Public relations approach, e.g. open days, displays or exhibitions
- Walk-ins where people from the street enquire about employment
- Recruitment agencies who can do the preliminary interviews
- Social media recruitment through the internet

2. Identify SIX types of information that should be included in an advertisement to recruit an official in municipalities. (6)

- Name of the Council concerned;
- Job title, salary and benefits offered;
- Indication of what the post entails;
- The qualifications required from the candidate;
- Contact details of the person dealing with the applications;
- Closing date for applications.

3. Identify briefly what information must be included in the job descriptions of employees. (5×2)

- Job title
- Grade/level
- Section/department
- Effective date
- Summary of job
- Nature of work
- Tasks and duties
- Work conditions
- Equipment and material
- Responsibilities

4. Explain the term *collective bargaining* in your own words. (3)

- deals with conditions of service and benefits of employees
- should result in a collective agreement between the parties that deals with rates of pay, hours of work and other benefits
- collective agreement binds the parties for the period agreed upon.

5. Why is it important for the Municipal Council to make provision for officials to undergo in-service training? (6)

- To introduce the official to the work methods, procedures and practices
- To introduce the official to new equipment to be used
- To improve skills necessary for the job

6. Describe the methods that can be used to teach a manager the following skills:

6.1 Decision-making skills (3×2)

- **Case studies** where a real-life situation is acted out in simulation;
- **In-basket technique** where the official has to prioritise different activities and then act on it.
- **Business games** where future managers play different roles in an imaginary situation to determine how their decisions affect other people.

- 6.2 Job knowledge** (3×2)
- **In-service experience** where knowledge is obtained in the actual work situation
 - **Coaching and counselling** where the subordinate is guided by the supervisor on a daily basis for development;
 - **Understudy method** where an official is assigned to a manager to get management exposure

- 7. Which qualifications are required to be appointed as an official at a municipality?** (3)
- Post matriculation
 - Appropriate experience
 - Appropriate academic qualification
 - Tertiary education at college or university

- 8. Give THREE advantages for using the fragmented/separate system at a municipality.** (6)
- The municipality can rely on the loyalty of its employees.
 - The municipality can enforce performance standards.
 - Municipalities can recruit talented employees from the area who want to stay and work in the area where they were born and grew up.
 - These recruits become valuable officials because they know the municipality and are proud of its growth and development.
 - Municipalities in small towns only compete with the local business for staff.
 - If employees for top posts are recruited from other urban areas, new talent, knowledge and experience are introduced in the municipality.

- 9. List FOUR different types of training that can be done in municipalities.** (4)
- In-service training
 - Development training
 - Vocational training
 - Vestibule training

- 10. Briefly explain FOUR purposes for which training is done.** (4×2)
- Training completes the selection process as new recruits do not always have all the necessary skills and knowledge required for the job
 - Training serves as a motivational factor to the official who will after training be in a better position to help achieve the employer's objectives
 - Training is needed to ensure that the official has the necessary skills and knowledge to do his/her work
 - Training can eliminate mistakes as the official will know what, how and when to do the job
 - Money, man-hours, time and materials are saved if officials are trained to function productively.

MODULE 4

- 1. List FIVE qualities that a Municipal Manager needs to fulfil his duties effectively.** (5)
- List SIX specific skills that a Municipal Manager should possess to manage a municipality effectively.** (6)
- Maturity
 - Initiative
 - Judgement

- Co-ordination
- Decision-making
- Co-operation
- Expression

2. Discuss the following functions to be performed by the Chief Financial Officer of a municipality:

2.1 Accountant (3)

- is responsible for all the financial records of the municipality;
- ensures an efficient accounting system is implemented;
- assists the Municipal Manager and Council in understanding bookkeeping system;
- draws up a financial statement at the end of the financial year;
- ensures effective and efficient recording of financial transactions;
- informs council, committees, Municipal Manager and HODs of financial position;
- follows up on financial irregularities reported by external auditors.

2.2 Financial control (3)

- ensures proper control measures for proper accounting of income and expenses;
- ensures that all financial procedures as prescribed, are followed;
- implements control measures to eliminate theft and fraud;
- exercises budget control to ensure funds approved are used for purpose granted
- ensures that internal auditing takes place in the municipality and
- advises policymakers when they make financial regulations.

3. Discuss the key functions of the following structures of municipalities:

3.1 Mayor (2)

- elected by the council to coordinate the work of the council

3.2 Speaker (2)

- elected by the council to become the chairperson of the council

3.3 Whip (2)

- has to ensure that councillors attend to their duties and assist with the deployment of councillors to various committees

3.4 Municipal Manager (2)

- head of the administration and is responsible for the management of the municipality.

4. Explain the following roles of the CFO in the executing of his/her duties:

4.1 Financial advisor (5)

- attends all Council or committee meetings to give financial advice;
- part of the Municipal Managers management team;
- gives advice on financial policy, investments and procedures for capital projects;
- advises senior managers on accounting and the costing system;
- short- and long-term financial planning for municipality
- determines the ability of the community to pay for services;
- compiles the final concept budget;
- gives advice to senior managers when they prepare their budgets;
- ensures that, before decisions are made, financial implications are considered.

- 4.2 Accountant** (5)
- is responsible for all the financial records of the municipality;
 - ensures an efficient accounting system is implemented;
 - assists the Municipal Manager and Council in understanding bookkeeping system;
 - draws up a financial statement at the end of the financial year;
 - ensures effective and efficient recording of financial transactions;
 - informs council, committees, Municipal Manager and HODs of financial position
 - follows up on financial irregularities reported by external auditors.

- 4.3 Co-ordinator of financial operations** (5)
- coordinates all activities of the departments in the municipality;
 - coordinates the finances of executive duties through the budget;
 - coordinates council activities when approved budget programmes are executed;
 - draws up the draft-budget in consultation with senior managers.

MODULE 5

1. Discuss the Municipal Manager's role with regard to policy-making.

Discuss the MM statutory function. (5×2)

- Attend Council and committee meetings where proposals for policy are discussed;
- Consult with mayor, chairpersons and other councillors to discuss policy proposals;
- Meet with interest groups and ward committees to ascertain problems and services
- Consult with national and provincial government on policies affecting municipalities
- Consult and meet with HODs to convey the correct interpretation of policy;
- Advise subordinates how to prepare policy submitted to council for discussion;
- Check policy proposals by HODs to ensure they conform with prescriptions.

2. Briefly describe FIVE ways in which the Municipal Manager can contribute towards training and development.

(5×2)

- Ensure that training and development officials are qualified and equipped to undertake the training;
- Give advice and guidance that necessary training programmes be implemented;
- Through training make it possible for subordinates to have the necessary skills to be utilised productively;
- Motivate chief officials to have a positive attitude towards training and development;
- Ensure that chief officials receive the necessary training and development to accept the responsibility of their positions.

3. Briefly describe FOUR ways in which the Municipal Manager can contribute towards organising to ensure effective functioning of the departments.

(4×2)

- Revise the organisation structure of the different departments regularly to avoid duplication of activities which can lead to unnecessary expenditure
- Analyse the proposals of the chief officials regarding reorganisation of their departments, which should be encouraged by the Municipal Manager to identify and eliminate problem areas
- Consult with officials from provincial government or other expert with regard to the organisation of the municipality
- Coordinate the activities of the different departments by implementing sections and divisions in an integrated unit that works in harmony
- Revise the process of delegation continuously to identify the officials that can be entrusted with authority to function on behalf of senior officials.

- 4. Briefly describe FIVE ways in which the Municipal Manager can contribute towards financing in the municipality.** (6)
- Prepare and submit the annual budget after studying the budget proposals from HODs and compiling a final budget
 - Implement the approved budget by consulting with the HODs, councillors and chairpersons of committees to discuss budget aspects and problems
 - Manage the revenue (income) in consultation with the CFO and accounting officials
 - Manage the assets and liabilities of the municipality by consulting with the relevant officials
 - Consult with outside parties to discuss the effect of the budget on the provision of services
- 5. The Municipal Manager's role should not be seen as being aligned to party politics. Give THREE ways in which the MM can avoid getting too much involved in party politics.** (3)
- MM must be objective and impartial in his approach toward his duties
 - Not be above the Council but is a servant of the Council
 - Not practice his personal convictions.
- 6. Explain FIVE factors to ensure that officials remain well motivated employees of the municipal.** (5×2)
- Considering and analysing proposals for salary increases and improvement of service benefits for officials. Well paid workers are more loyal.
 - Keeping him/herself up to date with the latest personnel matters by attending conferences and seminars.
 - Implementing knowledge and skills obtained at conferences and seminars
 - Introducing training programmes for personnel if finances are available, otherwise budget for training for the next financial year
 - Introducing and maintaining a performance appraisal system (merit rating) to give recognition for staff achievements
 - Introducing ways for development of staff by allowing them to attend conferences, seminars or to study further.
- 7. Explain FIVE responsibilities that the Municipal Manager should carry out in terms of personnel utilisation.** (5×2)
- Ensure that subordinates are utilised productively to achieve the objectives;
 - Make sure that staff are utilised according to their skills and capabilities;
 - Lead by setting an example and give guidance;
 - Motivate the chief officials to utilise subordinates in the best way;
 - Keep up to date with disciplinary procedures and actions;
 - Discipline chief officials if they do not perform well;
 - Evaluate chief officials through performance appraisals and feedback; and
 - Ensure that grievance, disciplinary and performance appraisal procedures exist.
- 8. Briefly describe FOUR ways in which the Municipal Manager can contribute towards work procedures and methods.** (4×2)
- Doing regular surveys on methods and procedures to ensure latest technology used
- Motivate HODs to investigate and use latest technology and methods;
 - Evaluate proposals for better work methods and procedures before council approval
 - Attending conferences and seminars on the latest work methods and procedures.

9. Discuss the roles the Municipal Manager plays in terms of the following:

9.1 personnel provision

(2×2)

- Ensure that personnel provision is handled according to the correct prescriptions;
- Have to make the final decision if the line functionaries cannot reach agreement on the candidate to be appointed;
- Sometimes have to decide on the remuneration for a newly appointed candidate;
- Ensure that line functionaries have delegated authority to carry out their duties;
- Ensure line functionaries reward achievement and discipline workers for unproductivity and misbehaviour

9.2 personnel maintenance

(2×2)

- Advise and give guidance to chief officials.
- Convince the Council to introduce programmes to ensure job satisfaction.
- Motivate that fair and suitable remuneration packages are offered.
- Resolve grievances if officials appeal to him/her.

10. Discuss FOUR aspects to be carried out by the Municipal Manager if he wants to fulfil his role as planner for the municipality.

(4×2)

- Motivate others to prepare strategies for the future
- Encourage sound labour relations strategies and economic development
- Keep in touch with what is going on in the Council and within the community
- Ensure that the needs of the community are identified
- Prioritise needs so that they can be dealt with in a fair manner

MODULE 6

1. Distinguish between council control and voter control.

(8)

Council control	Voter control
<ul style="list-style-type: none"> • Determine standard of services rendered • Determine efficiency of performance in municipality • Determine the needs of the community; • Identify the services to be rendered to satisfy these needs; • Make by-laws to authorise activities and approve the budget; and • Control activities and apply budget control. 	<ul style="list-style-type: none"> • Demand feedback and accountability • Ratification of council decisions • Issue petitions • Monitor services provided by council

2. The control exercised by the town council is known as Council control.

This type of control consists of different activities. Explain FOUR activities of Council control.

(4)

- Determine standard of services rendered;
- Determine efficiency of performance in municipality;
- Determine the needs of the community;
- Identify the services to be rendered to satisfy these needs;
- Make by-laws to authorise activities and approve the budget; and
- Control activities and apply budget control.

- 3. State FOUR aspects of voter control** (4)
- Demand feedback and accountability
 - Ratification of Council decisions
 - Issue petitions
 - Monitor services provided by Council.
- 4. Give FOUR reasons why it is necessary to have control measures in municipalities.** (4×2)
- Municipalities exist to provide services to the public using public money
 - Control necessary to account for activities and services provided or not provided
 - Control necessary to ensure proper financial management
 - Control necessary to ensure legislation and policies are adhered to
 - Control necessary to eliminate fraud and mismanagement of public funds
 - Control necessary to eliminate misuse of government property and facilities.
- 5. State SIX techniques for exercising departmental control at a municipality.** (6)
- Written procedures and work manuals
 - Prescribed standards
 - Centralised units for domestic and auxiliary services
 - Record-keeping
 - Reports, statistics and accounts
 - Checking systems
 - Auditing
 - Inspections and investigations
- 6. Discuss FOUR external methods which can be used by higher authorities to enforce control over municipalities.** (4×2)
- municipal functions are authorised by national and provincial policies;
 - municipalities receive portion of funds from higher authorities and can withhold it if municipality does not carry out prescribed activities.
 - if municipality neglects to provide a service, national or provincial departments may intervene and take control of function
 - procedures are prescribed for specific activities, such as preparation of budget
 - appointment, remuneration and discharge of key officials in municipalities are subject to prescribed legislation
 - the municipality, as juristic body, can exercise external control by appealing to minister against Council decision
 - regular reports on activities must be submitted to higher authorities by officials who do inspections
 - external control measures introduced to ensure activities are carried out effectively, efficiently and economically.
- 7. Describe the term *hierarchical structure* in your own words.** (3)
- In a hierarchical structure every employee is a subordinate to another employee. The officials at the top have more power than those at the bottom.
- 8. Briefly describe SIX restrictions imposed by provincial ordinances regarding the appointment of officials.** (6×2)
- official cannot state the salary he/she is willing to work for;
 - a former councillor cannot be appointed unless a certain period has expired;
 - a non-SA citizen cannot be appointed without the approval of the Premier;
 - a person over the age of 65 cannot be appointed;

- a person who does not meet the language requirement cannot be appointed;
- a person trying to canvass councillors cannot be appointed;
- full-time workers cannot undertake other work for remuneration without permission;
- an employee entrusted with the handling of money may be required to furnish and maintain surety; and
- a person may terminate his service voluntarily if he accepts a seat in parliament or provincial government.

MODULE 7

1. **Discuss FIVE functions performed by municipalities to determine the view of the public.** (5×2)
 - Be aware of views raised during election campaigns
 - Be aware of conclusions drawn by officials
 - Be aware of information given by PROs
 - Keep themselves well informed
 - Not give undue support or ignore any particular factor.
2. **What are the aims of municipalities with regard to public participation?** (3)
 - identify needs and expectations of community
 - determine the existing and intended activities undertaken to meet those needs; and
 - determine attitudes of public towards the municipality, its activities and facilities
3. **State SEVEN tasks the public relations department can utilize to ensure that good relations with the public are maintained.** (7)
 - Explain policy to the public and the correct information is conveyed to them;
 - Guard against forcing the viewpoint of top officials on the public;
 - Determine the opinions of the public on activities of the municipality;
 - Consider opinion and attitude of a large diversity of population and interest groups;
 - Be in regular contact with the media, journalists, editors, trade union leaders, etc.;
 - Convey information to the members of the public;
 - Listen to what the different members of the public say about the services;
 - Know how to do research;
 - Know how to ascertain, evaluate and submit opinions to Council and officials;
 - Draw up an action plan on co-operation between public, councillors and officials;
 - Integrate the work programme with the functional divisions of the departments.
4. **Discuss FOUR problems experienced by municipalities when it comes to public relations.** (4×2)
 - Issues of political nature may cause the public to think facts are hidden;
 - Difficult to determine the success of a PR campaign as a product is not sold
 - Only get feedback when a complaint or dissatisfaction with a service, is lodged.
 - Not be used to influence outcome of election as PR is funded from public money.
 - Not duty of chief or line officials to do PR and better to employ a person to do PR.
5. **Name FOUR types of media used by municipalities to communicate information.** (4)
 - Local newspapers and press
 - Social media such as Internet, emails, Facebook, Twitter
 - Information at reception
 - Selected PR people who give out information.

- 6. Briefly discuss SIX aspects that municipalities should keep in mind when an opinion survey is used to determine public opinion.** (6×2)
- Survey must cover a specific topic (have specific goal)
 - Questions should relate to the topic
 - Questions should be simple and not confusing
 - The sample of people interviewed should represent all spheres of the community and not be too small
 - Determine how the survey should be done
 - Use marketing experts to draft the questionnaire to avoid misleading results.
- 7. Briefly explain SIX points which could be included in the Code of Conduct for municipalities regarding the relations between officials and the community.** (6×2)
- Foster the unity of the South African nation in the execution of their duties;
 - Act in a manner that will promote the trust of the community;
 - Be accountable and open to the public regarding their duties;
 - Be committed to the development and upliftment of the community;
 - Be honest in dealing with public funds;
 - Use state property and funds economically and for official purposes only;
 - Not take part in maladministration and corruption;
 - Not discriminate unfairly against any member of the community;
 - Be unbiased in rendering services to members of the community;
 - Be polite and helpful in dealing with the public;
 - Not use position to promote or prejudice interests of interest group/political party;
 - Recognise every citizen's right to access to all information;
 - Recognise the right of every citizen to equality before the law.

EXEMPLAR PAPER

MUNICIPAL ADMINISTRATION N6

TIME: 3 HOURS

MARKS: 200

INSTRUCTIONS AND INFORMATION

1. Answer ALL the questions.
2. Read ALL the questions carefully.
3. Number the answers according to the numbering system used in this question paper.
4. Write neatly and legibly.

SECTION A QUESTION 1

- 1.1 Give ONE word/term for each of the following descriptions. Write only the word/term next to the question number (1.1.1 – 1.1.10) in the ANSWER BOOK.
- 1.1.1 The essential process of keeping track of money, both of the revenues received and the expenditure going out
 - 1.1.2 The inspection of accounting records and testing of systems of internal control
 - 1.1.3 Laid down internal rules, which set out the procedure which employees must comply with when executing their duties
 - 1.1.4 Taxes based on market values of property
 - 1.1.5 The money raised by local authorities
 - 1.1.6 It records the value of land and building of every property within the municipal area
 - 1.1.7 The local authority's financial plan of action for a multi-financial cycle
 - 1.1.8 Something that is structured from the most powerful to the least powerful
 - 1.1.9 Money paid back to you over a few months, if you happen to lose your job
 - 1.1.10 Money spent on operating and capital expenditure (10 × 1) (10)
- 1.2. Indicate whether the following statements are TRUE or FALSE. Choose the answer and write only 'true' or 'false' next to the question number (1.2.1 – 1.2.5) in the ANSWER BOOK.
- 1.2.1 The Council must elect one member of the executive committee as mayor of the municipality.
 - 1.2.2 The Mayor(ess) presides over meetings of the executive committee and performs functions assigned to him/her.
 - 1.2.3 Municipalities fall within the local government sphere.
 - 1.2.4 A number of laws that apply to municipalities have been passed by local government.
 - 1.2.5 The Municipal Council is the political structure within a local municipality. (5 × 1) (5)

- 1.3. Choose the correct word(s) from those given in the list below. Write only the word(s) next to the question number (1.3.1 – 1.3.5) in the ANSWER BOOK.

case studies; in-service experience; in-basket technique; coaching or counselling; business games; understudy method

- 1.3.1 When an official is assigned to a senior official so that he/she can be exposed to a broader perspective of the managerial task
- 1.3.2 When an official gets an opportunity to apply knowledge and principles he/she has learned previously in a simulated environment
- 1.3.3 When a subordinate is guided on a daily basis by a superior for development
- 1.3.4 When future managers play different roles in an imaginary situation and participants determine how their decision affects other people
- 1.3.5 It occurs in the actual work situation where the person interacts and negotiates with his/her colleagues (5 × 1) (5)

- 1.4. Choose an item/word from COLUMN B that matches a description in COLUMN A. Write only the letter (A – L) next to the question number (1.4.1 – 1.4.10) in the ANSWER BOOK.

COLUMN A	COLUMN B
1.4.1 The process wherein people come from the street and enquire about the job	A Code of Conduct
1.4.2 The interviewer takes on an antagonistic attitude in order to observe the applicant's behaviour in a stressful situation	B termination of service
1.4.3 Determine how a candidate can handle a specific work situation	C walk-ins
1.4.4 Officials are given a number of letters, reports and telephone messages that should be submitted to the manager's desks	D personality test
1.4.5 When the employee reaches retirement age	E tension interview
1.4.6 This method helps to determine the feeling and opinion of the respondents	F in-basket techniques
1.4.7 A guideline which prescribes how professional people should behave	G opinion survey
1.4.8 The advice given by head of department about the bookkeeping and costing systems of the department	H Manpower Training Act
1.4.9 This source of income covers a wide field and may come from central government or from provincial administration	I subsidies
1.4.10 This act makes provision for training of apprentices and attainment of artisan status	J financial advice
	K Labour Relations Act
	L aptitude test

(10 × 1) (10)

[30]

TOTAL SECTION A: 30

SECTION B

Study the information given below and answer the questions.

THE NEWLY ELECTED COUNCIL

After the local government elections, the newly elected Council members were delighted to discover that the urban council had a lot of money in its accounts. The Mayor, Mr S Sibande, moved fast to transform the administration. The Mayor set up an affirmative action hiring policy and hired new staff. His friends, Mr F Moutang and Mr G Ndlovu, were appointed town clerk and treasurer respectively.

One disgruntled council member, Mr P Masindi, complained to the press about converting affirmative action into nepotism and racism. The Mayor replied that he had hired Mr Boet van Tonder as Chief Engineer and Mr Leon Smith as the accountant, both were white, so he could not be accused of racism. (In fact they all had been business partners a year ago.)

With control over the Council and the administration, the Mayor with his four senior officials, drew up a new budget guideline and budgeted as follows:

- The Mayor and his friends each had a new house built for themselves. These were recorded in the budget as 'capital expenditure: upgrading council housing'.
- The cost of electricity and water to their houses was recorded as 'operating expenditure: office overheads'.
- The houses were furnished by professional decorators. This was recorded as 'capital expenditure: office furniture'.
- Street lights and pavements were installed in the streets where Mr F Moutang and Mr G Ndlovu lived. These items were recorded as 'operating expenditure: township maintenance'.
- In addition, Mr F Moutang and Mr G Ndlovu had their street tarred and linked to the major's township access road. These items were recorded as 'capital expenditure: upgrading township roads'.
- The Mayor and his friends each bought a Mercedes Benz and the mayoress (the mayor's wife who holds no official position) received a BMW. This was recorded as 'capital expenditure: official transport'.
- The Mayor's monthly food bill was recorded as 'operating expenditure: official entertainment'.
- The Mayor and his friends organised complementary (free) tickets for themselves to the local sport stadium. This was recorded as 'operating expenditure: official promotions'.

Mr P Masindi managed to get himself elected to the finance committee, thinking that from there he can try to keep an eye on the new mayor and his friends.

QUESTION 2

- 2.1 Explain the following terms:
- 2.1.1 Budget
 - 2.1.2 Capital expenditure
 - 2.1.3 Operating expenditure (3 × 3) (9)
- 2.2 Name THREE qualifications needed in order for the town clerk to be effective. (3)
- 2.3 Briefly describe SEVEN aspects which are expected from the Mayor and his friends with regard to the performance of duties as stipulated in the Code of Conduct. (14)
- 2.4 Explain FOUR external methods which can be used to enforce control over local authorities. (4 × 2) (8)
- 2.5 Name SIX qualities required in order for Mr F Moutang and Mr G Ndlovu to fulfil their roles properly. (6)
- 2.6 How can Mr F Moutang contribute towards the formulating of policies? (5 × 2) (10)
[50]

QUESTION 3

- 3.1 Assume that the Mayor had control over the budget and over councillors.
- What other body or authority is there to check the Mayor's abuse of his powers? (2)
- 3.2 What are the key functions of the following structures of municipality?
- 3.2.1 Mayor
 - 3.2.2 Speaker
 - 3.2.3 Whip
 - 3.2.4 Municipal manager (4 × 2) (8)
- 3.3 Give FIVE ways in which the town treasury can ensure that there is no wastage over money available. (5 × 2) (10)
- 3.4 The Municipal Manager's role should not be seen as being aligned to party politics. Give THREE ways in which the Municipal Manager can avoid getting too much involved in party politics. (3 × 2) (6)
- 3.5 The control exercised by the town council is known as council control. This type of control consists of different activities. Explain FOUR activities of council control. (4)
- 3.6 Briefly explain FIVE functions performed by local authorities to ascertain the view of the public. (5 × 2) (10)
- 3.7 Explain FIVE factors to ensure that Mr P Masindi remains a well motivated employee at the municipality. (5 × 2) (10)
[50]

QUESTION 4

- 4.1 State FOUR functions of the town secretary. (4)
- 4.2 What roles does the town clerk play in terms of the following?
 4.2.1 Personnel provision
 4.2.2 Personnel maintenance (2 × 4) (8)
- 4.3 Briefly describe restrictions imposed by provincial ordinances regarding the appointments of officials. (6 × 2) (12)
- 4.4 Give FOUR reasons why it is necessary to have control measures in a local authority. (4 × 2) (8)
- 4.5 State FIVE advantages of implementing internal auditing measures in the local municipality. (5 × 2) (10)
- 4.6 Public relations is an attempt to make the public aware about service delivery. Briefly explain FOUR problems experienced by local authorities when it comes to public relations. (4 × 2) (8)
- [50]**

QUESTION 5

- 5.1 What power does the Municipal Council have over the local authority? (12)
- 5.2 Briefly describe FOUR objections which can be raised with regard to assessment rates. (8)
- [20]**

TOTAL SECTION B: 170
GRAND TOTAL: 200

MEMORANDUM

SECTION A

QUESTION 1

- 1.1 1.1.1 Accounting ✓
 1.1.2 Audit ✓
 1.1.3 Internal control ✓
 1.1.4 Rates ✓
 1.1.5 Revenue ✓
 1.1.6 Valuation roll ✓
 1.1.7 Budget ✓
 1.1.8 Hierarchical structure ✓
 1.1.9 Unemployment insurance fund ✓
 1.1.10 Expenditure ✓ (10 × 1) (10)
- 1.2. 1.2.1 True
 1.2.2 False
 1.2.3 True
 1.2.4 False
 1.2.5 True (5 × 1) (5)
- 1.3. 1.3.1 Understudy method ✓
 1.3.2 Case studies ✓
 1.3.3 Coaching or counselling ✓
 1.3.4 In-basket technique ✓
 1.3.5 In-service experience ✓ (5 × 1) (5)
- 1.4. 1.4.1 C
 1.4.2 E
 1.4.3 D
 1.4.4 F
 1.4.5 B
 1.4.6 G
 1.4.7 A
 1.4.8 J
 1.4.9 I
 1.4.10 H (10 × 1) (10)

[30]

TOTAL SECTION A: 30

SECTION B

QUESTION 2

- 2.1 2.1.1 A budget is a financial plan which summarises ✓, in financial figures, the activities planned ✓ for the forthcoming year by setting out the costs [expenses] of these activities, and where the income will come from to pay for the expenses. ✓
- 2.1.2 The capital expenditure is money put aside ✓ for planned expenditure on long-term purchases and big investments such as land, buildings, motor vehicles, equipment and office furniture ✓ that will be a municipal asset for more than a year – probably for many years to come. ✓
- 2.1.3 Operating expenditure is the cost of goods and services ✓ from which there will be short-term benefit ✓ that is, the services will be used up in less than one year. ✓ (3 × 3) (9)
- 2.2
- Post Matriculation ✓
 - Appropriate experience and academic qualification ✓
 - Tertiary education at a university ✓
 - Member of professional society
- (Any 3 × 1) (3)
- 2.3
- Mr F Moutang must direct his actions and decisions to achieve the objectives of his local municipality. ✓✓
 - He must have the interest of the public at 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 be absent from work without permission or a valid reason. ✓✓
 - 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.
- (14)
- 2.4
- Central and provincial governments are and remain the highest determiners of policy. ✓✓
 - Provincial government can take direct control to executive departments concerned by means of the MEC concerned. ✓✓
 - Provincial government often prescribes a specific procedure for the carrying out of activities. ✓✓
 - The appointment, remuneration and discharge of certain key officials are subject to the approval of the MEC in the province. ✓✓
 - Reports must be submitted to provincial government and officers of the provincial government can carry out inspections.
 - Should the provincial government incur expenditure as result of negligence on part of local governments, it can claim the expenditure from the local government concerned.
- (Any 4 × 2) (8)

- 2.5
- Maturity ✓
 - Initiative ✓
 - Judgement ✓
 - Co-ordination ✓
 - Decision-making ✓
 - Co-operation ✓
 - Expression
- (6)
- 2.6
- 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 Ratepayer's 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
- (10)
[50]

QUESTION 3

- 3.1
- Provincial ordinances
 - Central government
- (2)
- 3.2
- 3.2.1 Mayor – elected by the council to coordinate the work of the council ✓✓
- 3.2.2 Speaker – elected by the council and becomes the chairperson of the council ✓✓
- 3.2.3 Whip – has to ensure that councillors attend to their duties and are accountable and also assists with the deployment of councillors to various committees ✓✓
- 3.2.4 Municipal manager – is the head of the administration and is responsible for the development of an economical, effective, efficient and accountable administration ✓✓
- (4 × 2) (8)
- 3.3
- Maintenance of an effective accounting system ✓✓
 - Maintenance of an internal audit system of financial record ✓✓
 - Arrangements to verify all accounts before payments is done ✓✓
 - Arrangements for collecting money owed to the council ✓✓
 - Preparation of annual budget in co-operation with the other departments ✓✓
 - Administering the funds of the Council and do the necessary investments
 - Supervising of all the financial transactions of the Council (Any 5 × 2) (10)
- 3.4
- Be objective and impartial in his approach towards his duties ✓✓
 - Not be above the Council but should be a servant of the Council ✓✓
 - Not practice his personal convictions ✓✓
- (3 × 2) (6)
- 3.5
- Issue of enforceable decisions statements ✓
 - Demand regular feedback and accountability ✓
 - Ratification of executive proposals and decisions ✓
 - Carrying out of inspection
- (4)

- 3.6
- 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 facts
- (Any 5 × 2) (10)
- 3.7
- 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 ✓✓
- (5 × 2) (10)
[50]

QUESTION 4

- 4.1
- Responsible for compiling agenda and submissions of documents and recommendations for Council ✓
 - Does the recording of minutes of Council ✓
 - Ensures that legal matters in the Council receive the necessary attention ✓
 - Safekeeping of documents and records of council ✓
 - Executes any duties entrusted to him by the Council
- (Any 4 × 1) (4)
- 4.2
- 4.2.1 Personnel provision:
- 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 ✓
- 4.2.2 Personnel maintenance:
- give advice and guidance to heads of department ✓
 - convince councillors about programmes to ensure job satisfaction ✓
 - motivate the importance of a suitable remuneration package ✓
 - resolve grievance if the officials appear to the higher authority, which is the town clerk ✓
- (Any 2 × 4) (8)
- 4.3
- Cannot state salary he/she is willing to work for ✓✓
 - A person who formerly has been a councillor unless a prescribed period has lapsed ✓✓
 - Appointing a person who is not SA citizen without approval of the premier ✓✓
 - A person over the age of 65 years ✓✓
 - A person who attempts to canvass councillors ✓✓
 - A person who has a pecuniary interest in contracts ✓✓
 - 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 service voluntarily if he accepts a seat in parliament
- (Any 6 × 2) (12)

- 4.4
- Local authorities are established on the initiative of the government for the need, demand and requirements of the community. ✓✓
 - Funds used by local authorities are public funds which are kept in trust until used for specific purpose. ✓✓
 - The temptation of the human being to steal, to accept bribes and to do favours will always be present. ✓✓
 - To determine whether or not the actions of the municipal authority is justified, legal and in accordance with statutory policy. ✓✓
 - Prevent infringement of the democratic rights of individuals.
 - To implement constant investigations to determine whether the aim of local authority is being maintained. ✓✓
 - To ensure that account is given in public for everything the authorities do or neglect to do.
 - To ensure that the executive authorities answer for their deeds during sessions of the legislatures. (Any 4 × 2) (8)
- 4.5
- It assists the treasurer in discharging his duty of accounting for all incoming and outgoing money ✓✓
 - Readily available to do special investigations in the case of suspected irregularities ✓✓
 - Acts as a useful liaison on financial matters between the treasurer and other key officials and heads of departments ✓✓
 - Gives fuller security by providing more comprehensive measures of detecting and preventing fraud ✓✓
 - Has a good moral effect in preventing irregularities and in keeping work of employees ✓✓ (10)
- 4.6
- Some issues are political of nature and facts are hidden ✓✓
 - Difficult to determine success of public relations ✓✓
 - Must not use public relations as technique of persuasion ✓✓
 - Primary duty of chief or senior officials to promote department ✓✓ (4 × 2) (8)
- [50]**

SUBJECT WORK SCHEME AND ASSESSMENT PLAN	
PROGRAMME AND LEVEL	
SUBJECT AND LEVEL	
SUBJECT CODE	
DATE	
YEAR/SEMESTER/ TRIMESTER	YYYY/SS (E.G. 2012/S1)
SUBJECT LECTURER	

Index

Nr.	Table of Contents	Page
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6	Formative Assignments	
7	Summative Assessment Plan	

1. PURPOSE OF THE SUBJECT WORK SCHEME

This subject work scheme provides a structure of the subject content and syllabus. It can be used as a framework to reach learning outcomes and to better student-performance. The subject work scheme must be consulted regularly to stay alert of learning objectives and outcomes and to prepare yourself for the lectures.

2. GENERAL INFORMATION

Course : _____

Subject : _____

Subject code : _____

Lecturer : _____

Study year : _____

Subject credits : _____

Offering time : _____

Lecturing time : _____ × (hours) per week

3. PRESCRIBED TEXT BOOK(S)

Name: : _____

Edition: : _____

ISBN: : _____

Author: : _____

Publisher: : _____

4. OTHER LEARNING RESOURCES

You can do research using the undermentioned sources to better your knowledge and understanding and to broaden your perspective of the subject.

1. Name: : _____

Edition: : _____ ISBN: : _____

Author: : _____ Publisher: : _____

2. Name: : _____

Edition: : _____ ISBN: : _____

Author: : _____ Publisher: : _____

3. Name: : _____

Edition: : _____ ISBN: : _____

Author: : _____ Publisher: : _____

5.1 SEMESTER 1 SUBJECT WORK SCHEDULE/SEMESTER PLAN FOR 2015 and LESSON PLAN							
WEEK	DATE	TOPICS OF THE CURRICULUM (Breakdown of Topic in detail and sub-sections)	TEACHING METHOD (e.g. Class discussion, Group Work, Role Play, Simulation)	TEACHING RESOURCES (e.g. PowerPoint, Presentation, Notes, Overhead Projector)	LEARNING MATERIAL RANGE (e.g. Text book pages 4-16)	NOTES	SIGN OFF & DATE AS COMPLETED
1		Registration					
2							
3							
4							
5							
6		Assessment 1 (Practical Assignment)					
7							
8							
9							
10		Assessment 2 (Written Test)					
11							
12							
13							
14							
15		Assessment 3 (Internal Exam)					
16							
17							
18							
19							
20		National External Examination					
21							
22							
		College closes					

5.2 SEMESTER 2 SUBJECT WORK SCHEDULE/SEMESTER PLAN FOR 2015 and LESSON PLAN							
WEEK	DATE	TOPICS OF THE CURRICULUM (Breakdown of Topic in detail and sub-sections)	TEACHING METHOD (e.g. Class discussion, Group Work, Role Play, Simulation)	TEACHING RESOURCES (e.g. PowerPoint Presentation, Notes, Overhead Projector)	LEARNING MATERIAL RANGE (e.g. Text book pages 4-16)	NOTES	SIGN OFF & DATE AS COMPLETED
1		Registration (Classes commence 20/7)					
2							
3							
4		Assessment 1 (Practical Assignment)					
5							
6							
7							
8		Assessment 2 (Written Test)					
9							
10							
11							
12							
		College re-opens					
13		Assessment 3 (Internal Exam)					
14							
15							
16							
17							
18							
19		National External Examination					
20							
21							

6. FORMATIVE ASSESSMENT PLAN AND SUPPORTING TASKS				
Task Number	Detailed Description of Formative Task/ Activity/Assignment and Topic/ Learning Material Range, e.g. Pg 5-10	Resources needed to complete the task, e.g. Graph Paper, Work Sheet	Proposed Date to Complete	Actual Date Completed
1.				
2.				
3.				

7. SUMMATIVE ASSESSMENT PLAN									
Assessment Nr.	Topic and Learning Material Range e.g. How to write a Business Letter Module 1-3 Page 5-22	Assessment Instrument Type, e.g. Written Test	Assessment Tool (e.g. Memo, Rubric, Checklist)	Assessor (Name, Surname, email, Cell phone)	Moderator (Name, Surname, email, Cell phone)	Date of Assessment	Marks, e.g. 100	Time, e.g. 2 Hours	Mark Weighing (% Contribution to the year mark)
1.		Practical Assignment (<i>Minimum 70 Marks</i> <i>Due dates to be provided</i>)	Rubric/ Checklist						20%
2.		Written Test (<i>Minimum 50 Marks</i> <i>Minimum 50 minutes</i>)	Memorandum						30%
3.		Internal Exam (<i>Minimum 100 Marks</i> <i>Minimum 1 ½ hours</i>)	Memorandum						50%