



# N6 Municipal Administration November 2013 Marking Guideline

Strategic Public Resource (Financial) Management (North-West University)



Scan to open on Studocu



# higher education & training

Department:  
Higher Education and Training  
**REPUBLIC OF SOUTH AFRICA**

## **MARKING GUIDELINE**

**NATIONAL CERTIFICATE  
NOVEMBER EXAMINATION  
MUNICIPAL ADMINISTRATION N6**

**4 NOVEMBER 2013**

**This marking guideline consists of 9 pages.**

**SECTION A****QUESTION 1**

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

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

**SECTION B****QUESTION 2**

- 2.1      2.1.1      True✓
- 2.1.2      False✓
- 2.1.3      False✓
- (3 × 1)      (3)
- 2.2      The tender process is the way in which local government spends its money✓  
in open and transparent manner. ✓ (2)
- 2.3      • Maturity ✓  
            • Judgemental✓  
            • Decision-making✓  
            • Co-ordination ✓  
            • Co-operation ✓  
            • Initiative  
            • Expression (5)
- 2.4      • The department concerned must write a report on its specific need. ✓  
            • The tender must be called for✓ and a deadline for submission on the  
            correct forms must be set. ✓  
            • The tender documents submitted must be recorded by officials✓ and  
            opened in public to make sure that everything is transparent. ✓  
            • The tender are then forwarded to the department concerned for  
            evaluation.✓  
            • The evaluation committee checks the prices and specifications and  
            decisions are made by consensus✓  
            • A final submission with recommendations on which tender to accept is  
            made to the state tender board or local government council. ✓  
            • If the state tender board or local government council agrees with  
            recommendations, the contract is awarded, ✓ if not, then the tender  
            documents are referred back to the department to be re-considered, or a  
            new advert is placed and the process start again. ✓ (5 × 2)      (10)
- 2.5      • local authority have little freedom to expand their sources of income ✓✓  
            • sometimes local authorities find it difficult to make ends meet ✓✓  
            • local authorities experience increasing costs of materials and labour. ✓✓  
            • affordability should be considered when rates and service levies are  
            increased ✓✓  
            • refused to pay for services by service consumers. (4 × 2)      (8)

- 2.6
- The town treasury must see that proper control measure are implemented✓✓
  - The town treasury ensure that all income and expenses are properly accounted for✓✓
  - The town treasury must implement control measures which will eliminate theft and fraud✓✓
  - The town treasury advice the policy makers when they make financial regulations✓✓
  - The town treasury exercises budget control to ensure that money approved by the council, is used for the purpose for which it was granted✓✓
  - The town treasury make sure that internal auditing takes place in a local authority
- (5 × 2) (10)
- 2.7
- Mr Khoza must direct his actions and decisions to achieve the objectives of his local municipality. ✓✓
  - He must have the interest of the public in heart.✓✓
  - Devote his undivided attention to the tasks to be performed✓✓
  - Use the resources of the local municipality efficiently and effectively✓✓
  - Be punctual in the performance of his duties✓✓
  - Not to be absent from work without permission or a valid reasons✓✓
  - Execute his duties in a competent manner
  - Not to get involved in any transaction that is in conflict with execution of his duties
  - Willing to declare his interest in any decision making process
  - Accept the responsibility to equip himself for his career
- (6 × 2) (12)  
[50]

**QUESTION 3**

- 3.1
- 3.1.1
- Talent Plan ✓
  - Internal management development programme✓
  - Notice board✓
  - Skills inventory✓
  - Informal search
- (4)
- 3.1.2
- Aptitude test✓
  - Trade test✓
  - Personality test✓
  - Interest test
- (3)
- 3.1.3
- Planned or structured interviews ✓
  - Unplanned or unstructured interviews ✓
  - Standardised interview ✓
  - Tension interview
- (3)

- 3.1.4
- Town clerk, town secretary, town treasury may not be a valuer✓
  - No councilor may serve as valuer✓
  - Valuer must be member of association of valuers✓
- (3)
- 3.1.5
- Have access to land and building✓
  - Can demand information to do job✓
  - Can demand to see title deeds or other documents✓
- (3)
- 3.2
- By regulating working times, ✓ include things like hours of work, overtime and leave.✓
  - By governing the hiring of employees✓ including putting the employment conditions in writing.✓
  - By governing the payment of wages✓ including pay slip requirements. ✓
  - By governing the ending of employment contract ✓including notice periods, severance pay and certificate of service. ✓
- (4 × 2) (8)
- 3.3
- Present news in the light of the editorial policies of their newspapers✓✓
  - Provide newsworthy stories that will boost their sales✓✓
  - Do not create situations which could lead to tension between councillors and officials✓✓
  - Be as open as circumstances permit ✓✓
  - Never lie to the press or mislead the press
- (4 × 2) (8)
- 3.4
- Checking and analysing proposals on the revision of service benefit of the officials✓✓
  - Attending conferences and seminars on personnel matters✓✓
  - Introducing of training programmes✓✓
  - Merit rating and counselling of subordinates✓✓
  - Allowing self development of official
- (4 × 2) (8)
- 3.5
- Be aware of views raised during election campaigns✓✓
  - Be aware of conclusions drawn by officials✓✓
  - Be aware of information given by public relation officers✓✓
  - Be aware of information given to them by the chief executive officer✓✓
  - Keep himself well informed✓✓
  - Be aware of not giving undue support or ignoring any particular factor
- (5 × 2) (10)  
**[50]**

**QUESTION 4**

- 4.1 4.1.1
- Ensures that appointments handled in proper manner✓
  - Makes final decisions if line functionaries cannot reach agreement in some cases✓
  - Decides on remuneration of workers✓
  - Ensures that line functionaries have necessary authority to carry out their duties
- (3)

- 4.1.2
- Do regular surveys on the existing work procedures and methods✓
  - Consult with heads of departments and to motivate them to look for improved ways of doing things✓
  - Check proposals on the changing of work methods before it is submitted to the council or the committees✓
  - Attending high level conferences and lectures on work procedures
- (3)

- 4.2
- The wrong person will be hired for the job✓
  - High labour turnover will be experienced✓
  - Workers will not always do their best✓
  - Time will be wasted✓
  - Municipal will end up in court
  - Municipality can be sued
  - Employees will feel that their salaries are unreasonable
- (4)

- 4.3
- Do periodic revision of the organisational structures of the different departments. ✓✓
  - Check, investigate and analyze the proposals of the heads the department✓✓
  - Consult with officials from the provincial departments ✓✓
  - Co-ordinate the activities of the different departments✓✓
  - Continuously revise the process of delegation to subordinates.
- (4 × 2) (8)

4.4

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

(4 × 2) (8)



- 4.5
- An advisory committee on remuneration and service benefit is in place✓✓
  - Spell out what is meant by service benefits✓✓
  - Prohibiting local authorities from granting other of inferior service benefits
- (2 × 2) (4)
- 4.6
- Attend meetings of the council and the committees✓✓
  - Be in regular consultation with the mayor, chairman of committee and other councillors✓✓
  - Attend meetings of interest groups and rate payers associations✓✓
  - Be in consultation with officials from the central and provincial governments✓✓
  - Consult with the heads of the departments in his municipality✓✓
  - Give instructions to subordinates about preparation of policy documents
  - Check the policy proposals drafted by the heads of departments
- (5 × 2) (10)
- 4.7
- To assists the treasurer in discharging his duty of accounting for all incoming and outgoing money✓✓
  - Be readily available to do special investigations in the case of suspected irregularities✓✓
  - To acts as a useful liaison on financial matters between the treasurer and other key officials and heads of departments✓✓
  - To give fuller security by providing more comprehensive measures of detecting and preventing fraud✓✓
  - Have a good moral effect in preventing irregularities and in keeping work of employees✓✓
- (5 × 2) (10)

**[50]**

**QUESTION 5**

5.1	5.1.1	<ul style="list-style-type: none"> <li>• Orientation/ induction training✓</li> <li>• In-service training✓</li> <li>• Development training✓</li> <li>• Vocational training✓</li> <li>• Vestibule training</li> </ul>	(4)
	5.1.2	<ul style="list-style-type: none"> <li>• Training complements and completes selection process✓✓</li> <li>• Is motivational factor✓✓</li> <li>• Improves skills of officials✓✓</li> <li>• Eliminates trial and error✓✓</li> </ul>	(4 × 2) (8)
	5.1.3	<ul style="list-style-type: none"> <li>• Ensures that officials who are carrying out the training and development programmes are well equipped for the task✓✓</li> <li>• Give advice and guidance so that the necessary arrangements can be made to implement the training programme✓✓</li> <li>• Make it possible for subordinates to have necessary skills to be utilised effectively✓✓</li> <li>• Try to establish a positive attitude toward training and development by heads of departments and chief officials✓✓</li> <li>• Ensures that heads of departments are trained for their positions and that they are developed to accept the responsibility compared with their positions</li> </ul>	(4 × 2) (8) <b>[20]</b>
<b>TOTAL SECTION B:</b>			<b>170</b>
<b>GRAND TOTAL:</b>			<b>200</b>