higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

PUBLIC ADMINISTRATION N5

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This marking guideline consists of 6 pages.

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SECTION A

QUESTION 1

1.1	1.1.1	H
	1.1.2	J
	1.1.3	K
	1.1.4	I
	1.1.5	L
	1.1.6	B
	1.1.7	G
	1.1.8	A
	1.1.9	C
	1.1.10	F

(10 × 2) (20)

1.2	1.2.1	False
	1.2.2	False
	1.2.3	False
	1.2.4	False
	1.2.5	True
	1.2.6	False
	1.2.7	False
	1.2.8	True
	1.2.9	True
	1.2.10	False

(10 × 2) (20)
[40]

TOTAL SECTION A: 40

QUESTION 2

2.1
- The commission is appointed by the president and the cabinet.
- They are not officials or political office-bearers.
- They are unbiased and fair to the matter that they have to investigate – equal treatment.
- The chairman must be a well-known person, for example the TRC – Archbishop Tutu, state capture Advocate Zondo.
- Other members must have expert knowledge of the matter in question.
- It can only make recommendations after a thorough investigation.
- The ministers and cabinet will have to make a final decision about the recommendations.

(Any relevant 5 × 2) (10)

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2.2
- It is always the highest policy level in the public sector.
- Political parties work closely with the communities and know their needs.
- All political parties have congresses once a year to discuss specific issues that are important for policy making.
- Each political party introduces their points in which they want to govern the country.
- If the leading party accepts issues, it will become policy of that party and will become part of the government policy of the day.
- These objectives pass as bills by Parliament.
- Political policies must be realistic/practical/reasonable and based on facts and knowledge.
- It needs to be up to date with events and problems within communities.

(Any relevant 5 × 2) (10)

2.3 Conditions of establishment✓✓✓
- Each public institution has its own objective, for example, the Department of Water Affairs✓✓ has different needs than the Department of Education.✓✓
- No department has the right to act or interfere in another department's affairs.✓✓ (Any 5)

Financial means✓✓✓
- Institutions need the necessary funds to operate effectively.✓✓
- Aims must be affordable and realistic.✓✓ (Any 5)

Personnel abilities✓✓✓
- Staff appointed must have the correct qualifications to do the job.✓✓
- If a policy requires more qualified people to do the job, a request must be made for additional funds.✓✓ (Any 5)

Physical facilities✓✓✓
- Public institutions must have facilities such as offices, furniture, vehicles, et cetera.✓✓
- If more facilities are needed, a request for additional funds must be made.✓✓ (Any 5)

(4 × 5) (20)
[40]

QUESTION 3

3.1
- Competence and training of workers will determine how many can be managed by a supervisor
- Degree of interaction and intensity and quality: supervisor and workers
- Extent to which a supervisor can give their full attention and not be influenced by interruptions and other workloads
- The nature of work they are supervising – easier to control similar kinds of work or diverse kinds
- The extent to which the work can be standardised: replaced by modern technology
- The degree of complexity: Constant attention that the work requires

(Any relevant 5 × 2) (10)

3.2
- The policy of government must be established.
- Geography and demography play a role in the location of a centralised office.
- Consider where workers want to work.
- The availability of services and suitable accommodation and facilities.

(Any relevant 5 × 2) (10)

3.3 3.3.1 The mandate
- Refers to tasks and authority assigned to a subordinate by means of legislation✓✓
- Normally from a manager (higher level) to a subordinate (lower level)✓✓ (4)

3.3.2 The principle of deconcentration
- The manager still has the final say after tasks have been delegated.✓✓
- Officials may sign documents on their behalf, but they still remain responsible and accountable for the outcome of the delegated task.✓✓ (4)

3.3.3 Decentralisation of functions
- Institutions are made into separate management units.✓✓
- They operate independently, in their functions, powers, responsibilities and discretion.✓✓ (4)

3.4
- Senior management is free to concentrate on strategy.✓✓
- Staff is more motivated due to increased training and better career path opportunities.✓✓
- Better decisions are made on local level due to local expertise.✓✓
- Responses are quicker due to shorter chain of command.✓✓ (4 × 2) (8)

[40]

QUESTION 4

4.1
- To identify and determine which services will be delivered by their department
- To exercise control over the budget of their department and ensure that the budget is not exceeded
- To determine the most efficient and cost-effective way in which services can be rendered
- To submit programmes of expenses and budgets to the Department of State Expenditure, together with proposals for the appropriation of the necessary funds
- To certify the correctness of the accounting records under their control
- To respond annually to all enquiries from the auditor-general and the Department of Finance
- To report any financial irregularities encountered in their department to the Department of State Expenditure and the auditor-general

(Any relevant 5 × 2) (10)

4.2
- The use of approved budgetary funds cannot be exceeded without the necessary authorisation.
- Approved funds are only valid for a specific financial year. This means that moneys allocated for a specific year cannot be transferred for other purposes.
- Money may only be used for the purpose for which it has been requested.
- All income received falls under the control of the state president.
- All financial proposals must be recommended by the state president before being proposed in Parliament. (5 × 2) (10)

4.3 Programme budget✓✓
- The objectives that need to be met are set out and the funds are requested.✓✓
- Programme budgeting has been introduced at the central level of government in South Africa.✓✓
- It is easier to control if the objectives have been reached.✓✓

Itemised budget✓✓
- It indicates how much money is to be spent on specific goods and services in achieving fixed objectives.✓✓
- Objectives of the institution are not reflected.✓✓ (4 × 2) (8)

4.4
- Parliament
- National Assembly Standing Committee on Public Accounts
- Department of the National Treasury
- The South African Reserve Bank
- Accounting officers
- Departmental accountants
- The auditor-general (Any 6 × 2) (12)

[40]

QUESTION 5

5.1
- In any organisation there will be people with grievances, whether there are real reasons for them or not.
- The official first informs their direct supervisor to discuss the nature of the grievance.
- The supervisor may refer them to an even higher official.
- The grieved official can go through the same process repeatedly, and eventually state their case to the top official of their department.
- If the official is still not happy with the decision, they may appeal to the central personnel institution or to the political office-bearer in charge.

(5 × 2) (10)

5.2
- They should be formally introduced to their new colleagues.
- They should be formally orientated into their new environment.
- Supervisors should prepare an orientation programme for new employees.
- The new employee should be made aware of all the rules and regulations which will affect them in any way.
- Any furniture or equipment that they may need to do their work should be provided.
- They should feel that they are needed. (Any 5 × 2) (10)

5.3
- Post establishment records (Records of actual posts)
- Records of posts that are filled or vacant
- Leave records
- Records of candidates seeking employment
- Retirement records
- Correspondence files
- Personal files for the individual officials
- Relevant acts, regulations, production manuals, codes, circulars, minutes or other such instructions (Any relevant 5 × 2) (10)

5.4
- Fair
- Clear
- Comprehensive
- Efficient
- Elastic (5 × 2) (10)

[40]

TOTAL SECTION B: 160
GRAND TOTAL: 200

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