higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

# MARKING GUIDELINE

## NATIONAL CERTIFICATE

## PUBLIC ADMINISTRATION N5

## 6 JUNE 2018

**This marking guideline consists of 8 pages.**

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## SECTION A

## QUESTION 1

1.1 1.1.1 The obligation of exercising responsibility.

1.1.2 The rights and powers connected with a post.

1.1.3 An estimate or plan of income or expenditure.

1.1.4 The transfer of meaningful information to those concerned.

1.1.5 Person occupying a post.

1.1.6 Fixed period for which expenditure is calculated.

1.1.7 A committee made up of members from different parties or a department.

1.1.8 Making one comfortable in one's surroundings.

1.1.9 The process of thinking about and organising activities required to achieve a goal.

1.1.10 An organised group whose aim is to influence public or government policy, with a view to protecting or advancing a particular interest or cause.

(10 × 2) (20)

1.2 1.2.1 True
1.2.2 True
1.2.3 True
1.2.4 False. This is grouping according to a specific place.
1.2.5 True

(5 × 2) (10)

1.3
- Authoritative✓ – the policy is determined by an authorised head of a government department. All parties with an interest must be officially informed in writing.✓
- Enforceable✓ – the policy must be implementable and declared by means of a written official letter, circular or mandate and stipulate measures of non-conformance.✓
- Flexible and adaptable✓ – the policy must allow for changes where necessary, by means of amendments or changes.✓
- Feasible✓ – the policy must be practical and consider all environmental factors in different communities.✓
- Clear✓ – the policy must be clear and understandable to all interested parties.✓
- Public✓– the policy must be accessible to all people, where they can read and comment about it.✓ (Any 5 × 2) (10)

**[40]**

**TOTAL SECTION A: 40**

## SECTION B

## QUESTION 2

2.1 Population
- Individuals as well as groups may appeal to public institutions, political office-bearers and officials to meet their needs and expectations.✓✓
- Individuals and groups are justified to appeal because of the preamble of the South African constitution of 1996 that provides, amongst others, national goals such as 'to improve the quality of life of all persons and free the potential of each person'.✓✓

Individuals
- Individuals must always feel free to make representations to political office-bearers and public officials. They participate in elections, expressing their rejection or support of the policies presented by the political party.✓✓
- Individuals must learn how to make their needs and expectations known to these officials.✓✓
- It is sometimes hard for an individual to make his/her needs known, so it is important to join together with people who share the same needs, and arrange public meetings or perhaps marches in order to make an impact on public policies.✓✓

Cabinet secretariat
- The cabinet secretariat must follow up on decisions that have been made in meetings, to establish whether they have been implemented.✓✓

President's council
- The State President can request this council to advise him.✓✓
- This council can be a significant advisory and investigatory institution for higher-level policy making.✓✓

Political executive office-bearers

- The political executive office-bearers will always have the final say in the legislative and budgetary proposals submitted to legislatures.✓✓
- Their main function is to ascertain the views of the political parties, interest and pressure groups and influential members of the public.✓✓
- The political executive office-bearers are: The State President, ministers, chairperson of NCOP, Speakers, provincial premier.✓✓

Legislative institutions

- The legislative institutions are the highest structures in finalising the policy. They appoint committees to investigate matters of policy.✓✓ (24)

2.2

- Every organisation has a variety of positions and suitable people must be found to fill them.
- A survey should be made to determine present and future personnel needs.
- Provision should be made for the employment of both trained and untrained personnel (untrained personnel with a view to train them for specific tasks).
- The appointment of outsiders as well as the promotion of persons already in service must be considered. (4 × 2) (8)

2.3 The mandate

- Certain tasks and authority being assigned to a subordinate by means of legislation.✓✓

Principle of deconcentration of authority within the same level

- The manager remains accountable on all levels; the subordinate may be requested to sign documents on behalf of the director.✓✓

Decentralisation of functions

- When institutions are made into separate units.✓
- They operate independently, in their functions, powers, responsibilities and discretion.✓ (3 × 2) (6)

2.4 Busisiwe Mkhwebane (2)

**[40]**

## QUESTION 3

3.1

- Legislators determine the nature and extent of the activities to be carried out by the executive institutions.✓
- Decisions for the future must take into account the events of the past.✓
- Factual information must be obtained for projects for the future.✓
- Proposals will be made for the future.✓
- Executive institutions will initiate the budgetary process by giving information based on the needs and expenditure of the previous year.✓
- To prepare the estimates, the officials must take into account all the expansions or reductions of their activities. (This must take place in all departments.)✓✓
- The treasurer must prepare consolidated estimates for the entire institution.✓
- The state departments submit their estimates and explanatory memoranda (notes that clarify the request) to the department dealing with state expenditure (department: National Treasury) before the specified dates.✓
- The National Treasury prepares a consolidated draft of the budget for submission to the ministers and cabinet.✓
- If the draft estimates are approved, the documents are printed for submission to parliament. During this stage the department of National Treasury will comment on the estimates and suggest possible increases or decreases.✓✓ (12)

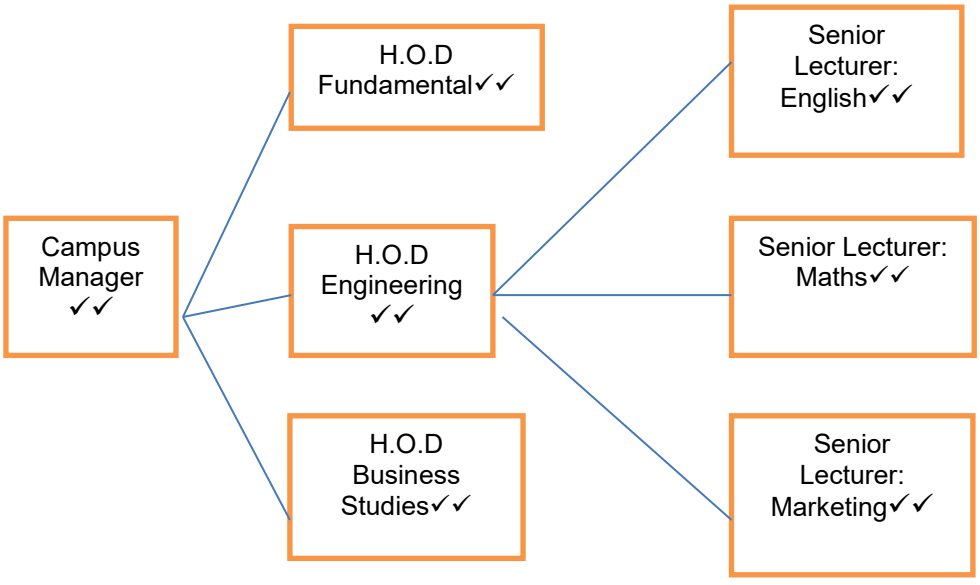
3.2

- Investigation of a particular matter
- Collection of information
- Deliberating and deciding on the findings
- Making of recommendations to resolve the matter (4 × 2) (8)

3.3

- When you delegate authority it means you are giving or assigning authority or power to someone else to give or get an activity.
- Whenever authority is delegated, accountability and responsibility are created. (2 × 3) (6)

3.4




(14)
**[40]**

## QUESTION 4

4.1
- Prevailing economic conditions
- The state of the labour market
- Social and ethical considerations
- The levels of remuneration in the private sector (Any 3 × 2) (6)

4.2
- Employee should be formally introduced to new colleagues.
- Employee should be formally orientated into his/her new environment.
- Supervisors should prepare an orientation programme for new employees.
- The new employee should be made aware of all the rules for new employees.
- The new employee should be made aware of all the rules and regulations which will affect him in any way.
- Any furniture or equipment he/she may need to do his work should be provided.
- He/She should be made to feel that he/she is needed.
- Clear information should be given to new employees of what the job entails and how this fits into the objectives of the organisation. (8 × 2) (16)

4.3
- Fairness✓– salaries should be reasonable and fair.✓
- Clarity✓ – a salary scale must be clearly understood and well defined.✓
- Comprehensiveness✓ – the salary must make provision for all positions and occupations.✓
- Efficiency✓ – a salary scale must attract competent personnel and keep them in service.✓
- Elasticity✓ – the salary must be flexible and adjustable according to the circumstances.✓ (5 × 2) (10)

4.4 Advantages

- Senior management free to concentrate on strategy
- Better motivation of staff due to increased training and better career path opportunities
- Better decisions made on local level due to local expertise
- Quicker responses due to shorter chain of command (Any 2 × 2)

Disadvantages

- Loss of control by senior management
- Poor decision because of lack of agreement on, or understanding of goals
- Poor decisions made by inexperienced managers
- High training costs
- Duplication of roles (Any 2 × 2)

(4 × 2) (8)

**[40]**

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## QUESTION 5

5.1 Legislative institutions✓

- Elected legislative bodies have the authority to make decisions about policies at central, provincial and municipal levels. (Parliament, executive committee, premier and municipal council)✓

Executive councils and committees✓

- Many policies emanate from government departments, needs are recognised and policies are drafted; eventually policies that affect institutions as a whole or the entire population will be approved through parliament, signed by the President and then published in the Government Gazette.✓
- Cabinet as the government of the day or the committee of Parliament consists of ministers who are the political heads of the various government departments. ✓ (Any ONE explanation)

Commission and committee of inquiry✓

- Commissions are used to obtain information on various matters.✓
- The outcome of the research of the commissions may evolve into the formulation of a new policy.

Select, standing and joint committees of parliament✓

- These committees are appointed by parliament and have a wide range of powers to get information or evidence on matters required for policy formulation.✓

Cabinet committees✓

- Cabinet committees consist of ministers and deputy ministers and have to investigate specific areas to propose a relevant policy to the cabinet.✓

Internal auxiliary services and staff units✓

- These units give management advice on specific policy aspects; for example in the data processing division, work study division, accounts division or personnel division.✓

(6 × 2) (12)

5.2 5.2.1 In any organisation there will always be people with grievances about either poor service conditions or for any employment-related reasons.✓✓

Grievances have an effect on the staff morale and performance of others.✓✓ (2 × 2) (4)

5.2.2 There is a procedure set out in personnel manuals or codes which must be followed in order to deal with a grievance:

- An official shall take his/her grievance to his/her direct superior.✓✓
- If the direct superior cannot help, he/she will be directed to a higher official.✓✓
- This process can be repeated until, if necessary, the complainant can state his/her case to the head of the department.✓✓
- The complainant can even appeal to the Public Service Commission or to the political office-bearer in charge of his institution.✓✓ (4 × 2) (8)

5.3 Policy document✓

- The budget serves as a policy document because it states the proposed expenses of the state, and each department has to plan its expenses according to its objectives.✓

Working programme✓

- The budget provides a programme of public action; it is an important working document for public servants in all departments.✓

Source of information✓

- The budget is not a secret document and any member of the public may buy a copy and study it.✓

Instrument of control✓

- The budget is the authorising document for expenditure; it serves also as an instrument of control.✓ (4 × 2) (8)

5.4 Training

- Training is an important aspect, and public institutions should make sure that proper training programmes are prepared,✓ e.g. colleges, universities of technology and universities.✓
- Larger public institutions have their own training officers and often it is the supervisors who are involved with the training as they have best idea as to what the needs are.✓✓

Development

- As officials move up the hierarchy, they are expected to do more and more complex work.✓
- Training and development are an integral part of the functional personnel activities and should be kept in mind when posts are created,✓ e.g. developmental programmes in the workplace, on-the-job training, coaching and mentoring, induction programmes etc.✓ (2 × 4) (8)

**[40]**

**TOTAL SECTION B: 160**
**GRAND TOTAL: 200**

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