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 False
1.1.2 False
1.1.3 False
1.1.4 True
1.1.5 True
1.1.6 False
1.1.7 False
1.1.8 True
1.1.9 True
1.1.10 False

(10 × 1) (10)

1.2
1.2.1 K
1.2.2 M
1.2.3 H
1.2.4 L
1.2.5 A
1.2.6 D
1.2.7 J
1.2.8 C
1.2.9 E
1.2.10 F

(10 × 2) (20)

1.3 1.3.1
- Administration is the process of running or managing an office, a business or an organisation.
- Administration is the implementation of government policies and governance structures.
- Administration is an academic discipline that studies the implementation of government policies and prepares civil servants. (Any ONE)

1.3.2 Planning is the process of thinking about and organising activities required to achieve a goal.

1.3.3 Span of control is the number of people who can be effectively managed by one manager.

1.3.4 Delegation of authority is the assigning of authority to another person to carry out activities.

1.3.5 Surplus is an amount that is more than what was budgeted for.

(5 × 2) (10)
[40]

TOTAL SECTION A: 40

SECTION B

QUESTION 2

2.1
- Must not have their own political agenda but must improve policy making
- Provide valuable knowledge and insight on specific policy issues
- May directly or indirectly seek to influence policy making by communicating with government officials, participating in public meetings and also commenting through the media
- Keep track of legislative processes and have an important role in holding government accountable for their actions
- Can be linked to public institutions to make regular inputs for policy-making purposes (5 × 2) (10)

2.2
- Establish government policy.
- Consider geography and demography for the location of a decentralised office.
- Consider where workers want to work.
- The availability of services and suitable accommodation and facilities plays a role.
- The department must decide how much control is needed over the activities of the decentralised office.
- Take legal restrictions into account. (Any 5 × 2) (10)

2.3
- Serves as the banker of government funds
- Issues notes and coins
- Acts as the banker for commercial banks
- Collects all revenue due to provide a customs service
- Provides financial advice to the government and other authorities and institutions
- Acts as protector and moderator of interest rates, gold reserves and foreign currency (Any 5 × 2) (10)

2.4
- Attitudes of people towards working in the public sector
- Conditions of service and salary offered
- Qualification required for the post
- Reservation of particular posts or classes of posts for particular population groups (e.g. for differently abled persons)
- Employment policy of the organisation, e.g. filling higher posts by promotion only (5 × 2) (10)

[40]

QUESTION 3

3.1
- It is always the highest policy level in the public sector because political parties work closely with communities and know their needs.
- All political parties have congresses once a year to discuss specific issues important for policy making.
- Each political party introduces its points to govern the country.
- If the leading party accepts issues it will become the policy of that party and part of the government of the day.
- Objectives pass as bills in parliament.
- Political policies must be realistic/practical/reasonable and based on facts and knowledge.
- It must be up to date with events and problems within communities.

(Any 5 × 2) (10)

3.2
- Appointed by the president and the cabinet
- Not officials or political office bearers
- Unbiased and fair to the matter they have to investigate
- Other members must have expert knowledge of the matter in question
- Can only make recommendations after thorough investigations
- Ministers and cabinet have final decision about recommendations

(Any 5 × 2) (10)

3.3
- There must be formal directive to regulate communication.
- Standardised forms and reports can be used to prevent misunderstanding and save time.
- Formal communication will be prescribed by legislation and also by directives such as manuals, rules and regulations and procedure codes.
- Attention must be given to the correct use of language to accommodate several different home languages.
- Be aware of the grapevine – it can often be used to spread rumours and gossip, but can also be used in a positive way. (5 × 2) (10)

3.4
- Purely profit-orientated organisations
- Government enterprises or departments
- Government commercial enterprises, government-owned corporations, state-owned companies, state enterprises or parastatals
- Control boards
- Single-purpose councils (5 × 2) (10)

[40]

QUESTION 4

4.1
- Competence of the supervisor
- Standard of training of subordinates
- Degree of interaction, intensity and quality between the supervisor and subordinates
- Extent to which the supervisor can give full attention to subordinates
- Nature of the work the supervisor is supervising
- Extent to which the work can be standardised and replaced by modern technology
- Degree of complexity and amount of constant attention the work requires

(7 × 2) (14)

4.2
- Head of the National Treasury
- Prepares the annual budget of the state
- Submits and presents the budget to the legislature for approval
- Responsible for implementing, erasing and drafting fiscal policies (4 × 2) (8)

4.3 **Policy document**✓
- It states the proposed expenses of a financial year.✓
- Each department must plan its expenses according to the aims of the budget. (Any ONE)

Working programme✓
- It provides a programme of public action.✓
- It is an important working document for public servants. (Any ONE)

Source of information✓
- Any member of the public may buy a copy and study it.✓

Instrumental control✓
- The budget is the authorising document for expenditure.✓

(8 × 2) (16)

4.4 COSATU (2)

[40]

QUESTION 5

5.1
- Authoritative: The policy must be determined by an authorised government institution and must inform all parties concerned in writing.
- Enforceable: The policy declared must be contained in official letters and anyone who does not conform to the stipulations in the policy may be charged with misconduct.
- Flexible and adaptable: The policy must allow for changes when necessary or when circumstances vary.
- Feasible: The environment of communities and the state must be considered when formulating a policy.
- Clear: The policy must be formulated clearly so that they can be well understood and interpreted.
- Public: The policy must be published as clearly as possible to the public through the media. (Any 5 × 2) (10)

5.2
- Fairness: Salaries in the public sector must be fair and reasonable.
- Clarity: The salary scale must be well defined and understood by all parties involved.
- Comprehensiveness: There must be provision for all positions and occupations from paying unused leave, overtime and sick leave.
- Efficiency: The salary scale must attract competent personnel and retain them in services.
- Elasticity: It must be also adjustable and flexible according to conditions in governance. (5 × 2) (10)

5.3
- Loss of productivity
- Lower quality of work/products and services rendered
- Loss of reputation as an employer
- Distraction from corporate goals
- Loss of reputation to the employee
- Loss of confidence between employees and management
- Low morale and job satisfaction
- Potential for legal action and damages
- Lost working time for everyone involved in dealing with complaints

(Any 7 × 2) (14)

5.4 5.4.1 Levies
5.4.2 Tax
5.4.3 Revenue from state-owned enterprises

(3 × 2) (6)

[40]

TOTAL SECTION B: 160
GRAND TOTAL: 200

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