higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

# MARKING GUIDELINE

## NATIONAL CERTIFICATE

## NOVEMBER EXAMINATION

## PUBLIC ADMINISTRATION N5

## 22 NOVEMBER 2013

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

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## SECTION A

## QUESTION 1

1.1 1.1.1 True

1.1.2 True

1.1.3 True

1.1.4 True

1.1.5 True

1.1.6 True

1.1.7 False

1.1.8 False

1.1.9 False

1.1.10 False

(10 x 1) (10)

## QUESTION 2

2.1 2.1.1 Consists of grouping of similar functions in organisation in order to achieve objectives

2.1.2 Horizontal movement of employees from one area to another area in the same enterprise

2.1.3 Constant improvement of skills and knowledge

2.1.4 Real or imagined causes for complaint.

2.1.5 To ensure activities are carried out effectively and efficiently.

(5 x 2) (10)

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1.3 1.3.1 J

1.3.2 A

1.3.3 H

1.3.4 I

1.3.5 D

1.3.6 G

1.3.7 E

1.3.8 F

1.3.9 B

1.3.10 C

(10 x 2) (20)
**[40]**

**TOTAL SECTION A: 40**

**SECTION B**

**QUESTION 2**

2.1 **VERTICAL**

President

Chief of Staff | Chief of Production | Chief of Finance

Head: Planning | Head: Production | Head: Marketing

**HORIZONTAL**

President ---------- Chief of Staff / Chief of Production / Chief of Finance ---------- Head: Planning / Head: Production / Head: Marketing

(6 x 2) (12)

2.2
- The attitude of people towards working in the public sector
- Conditions of service.
- Qualification required for the job
- Salary offered.
- The employment policy of the organisation (4 x 2) (8)

2.3 **External factors**

2.3.1 **Circumstances**

The environments in which authorities operate have influence in policy making e.g. social, economic, technological and geographical climate.
The following factors determine the state of the community:

- Technological developments. Technological developments have forced authorities to provide number of services.
- Population increases and urbanisation of the population.
- Crises, natural disasters, war and depression. Authorities have to take action to prevent suffering during crisis periods.
- Economic and industrial development. (5)

2.3.2 **Policies of political parties:**

- Opposing political parties will be in constant rivalry to gain power and rule country.
- When new party wins election, this means that new political party will enforce new policies.
- This could mean restriction or extension of public institutions.
- The public institution will continue with their basic duties but priorities might change e.g. Department of health: change to Primary Health Care. Department of education: Free Education (5)

2.4 **Preparatory Phase**

Each department will discuss and prepare the department budget by their departmental managers.
Before any activity can be planned, funds must be made available.
Steps should be taken to procure funds.
Make tentative calculations of accepted funds and expenditure over a specific period.

**Approval Phase**

Budget must undergo a specific process in Parliament to gain final approval as budget act.
Legislative has final authority in approval of the budget.
The crucial stages for ensuring effectiveness are:
The careful and objective preparation of the budget.
Monitors implementation of the budget.

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**Execution Phase**
Approved budget is executed by the department.
Each expense transactions must be recorded.
Specific requirements are laid down to ensure that money is well spent.
Accounting officer or each administrative executive institution must answer for financial irregularities.

**Control Phase**
Auditor General must investigate any Public accounts.
Irregularities must be traced and reported to parliament.
Provision must be made for formal methods of exercising control.
Auditor General has to audit all financial activities.
Auditor General can summon any official for questioning.
After Auditor General has done all his investigation he must submit his report to the Minister of Finance or responsible minister.
The ministers must send their reports to parliament within prescribed time limits. (10)
**[40]**

## QUESTION 3

3.1
- Requests can be made to public media.
- Information about posts can be posted to educational institutions.
- It is good to keep list of candidates who make enquiries.
- Good relations with educational institution may encourage candidates.
- Vocational guidance officers could visit educational institutions to encourage interest of students.
- Exhibition and meetings may be held.
- Holding open days for the public.
- Letters of congratulations can be sent to school leavers and graduates.

(6 x 2) (12)

3.2
- Handing over of functions from higher organisational level to a lower one.
- Delegation is associated with the transfer of ability to act with authority.
- After the authority and functions have been delegated, the subordinates become accountable, and responsible for decisions and actions he/she may take.
- There is no delegation of authority if a subordinate has to ask the supervisor which decision he must take every time he has to take an action. (8)

3.3
- Serves as the banker of government
- Issues bank notes
- Acts as banker of commercial banks
- Acts as financial adviser of the government
- Acts as protector and moderator of interest rates (5 x 2) (10)

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3.4 3.4.1
- Proposals for policy changes will come from officials.
- Officials observe when policy no longer meets the requirements.
- Top officials must take the lead in evaluating policies. (3)

3.4.2
- Are usually appointed by the head of the state.
- Members of these committees are not officials or political bearers.
- They are fair and unbiased to the matter they have to investigate.
- Commissions will not be held responsible for actions taken as a result of findings. (3)

3.4.3
- Media play important role in influencing policy making.
- Newspapers and news media could manipulate facts.
- Media also play a role in educating the public about political and administrative matters. (4)

**[40]**

## QUESTION 4

4.1 **Internal factors**

Conditions of establishment
Each public institution has its own objectives.
No department has the right to interfere in another department.

**Financial means**

No institution can function without money
Aims must be affordable.
Privatisation has reduced the cost of government in provision of services

**Personnel abilities**

Educated personnel enable institutions to reach its objectives.
If a policy requires more people to do the job, the financial implication must be taken into account.

**Physical facilities**

Institutions must have facilities such as offices, transport and equipment.
If facilities are not sufficient, the additional costs must be taken into consideration. (12)

4.2
- Formal directives to regulate communication.
- Standardised forms and reports must be used to prevent misunderstanding.
- Formal communication channels will be prescribed by legislation and manuals, rules and regulations and procedure codes.
- Correct use of language. (8)

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4.3
- The procedure in personnel manuals must be followed
- An official will take his grievance to his direct supervisor
- If the direct supervisor can't handle the matter he can take it to a higher official.
- Process could be repeated
- If it is still the case the matter can be reported to the head of the department
- If necessary he could even appeal to the central personnel institution or political office-bearer in charge of the institution.

(12)

4.4
- State enterprises
- Tax
- Licence fees
- Loans
- Special funds
- Bail forfeitures
- Interest on investment

(8)
**[40]**

## QUESTION 5

5.1 **Balancing of activities**
- There must be a balancing of functions, powers, responsibilities and discretion
- Each official or group of officials must carry equal weight in the process of attaining the aim

**The synchronisation of activities**
- All activities must be legal and logical
- Activities must be carried out in the correct sequence

**The integration of activities**
- Work which has been handled separately must be brought together at a correct time.

(12)

5.2 5.2.1 Legislative institution
Parliament makes acts of parliament
Provincial legislature makes provincial ordinances
Local councils make by-laws (4)

5.2.2 Executive council
Cabinet consists of president and appointed ministers
Provincial council consists of Premier and members appointed by the premier. (4)

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5.3 **Main budget**
Estimates of revenue and income over 12 month's period.
Supplementary budget
For new projects not included in the main budget
Part appropriation budget
Approves continuity of services before main budget is approved
Additional
Budget to provide additional funds in existing projects if the main budget did not provide sufficient funding. (10)

5.4 5.4.1 **Dismissal**
Is an official notice of discharge from employment or service
Dismissals are as a result of misconduct by employees
Unfair dismissals must be challenged by employees. (4)

5.4.2 **Resignation**
It is a formal way of giving up ones position
It is personal discussion to exit a position due to various reasons i.e. green pastures etc. (2)

5.4.3 **Retrenchment**
Employers consider retrenchment due to operational needs
All parties must be consulted before retrenchment takes effect.
Retrenchment is employer initiated in an organisation. (4)
**[40]**

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

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