higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

NOVEMBER EXAMINATION

PUBLIC ADMINISTRATION N5

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This marking guideline consists of 8 pages.

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SECTION A

QUESTION 1

1.1
1.1.1 False
1.1.2 False
1.1.3 True
1.1.4 True
1.1.5 False
1.1.6 True
1.1.7 False
1.1.8 False
1.1.9 False
1.1.10 False

(10 × 2) (20)

1.2
1.2.1 Number of subordinates who can be managed effectively by one person.

1.2.2 Nature, content and quality of the work. The knowledge, skills and experience needed by the employee to perform effectively.

1.2.3 Highest legislative institution found at national level.

1.2.4 Training for a new employee when they enter a new work situation.

1.2.5 Bank of the state, which controls the money supply and gold reserves.

(5 × 2) (10)

1.3
1.3.1 C
1.3.2 E
1.3.3 B
1.3.4 D
1.3.5 G
1.3.6 A
1.3.7 J
1.3.8 I
1.3.9 H
1.3.10 F

(10 × 1) (10)
[40]

TOTAL SECTION A: 40

SECTION B

QUESTION 2

2.1
- Authorisation: A policy is determined by an authorised government institution.
- Enforceable: A policy declaration as contained in an official letter may be regarded as being enforceable.
- Flexible and adaptable: A policy must allow space for changes when circumstances vary/change.
- Feasible: Policy-makers must take the realities of the environment and state into consideration when they formulate a policy.
- Clear: Policy must be formulated clearly, so that it can be understood and interpreted correctly.
- Public: When policy concerns the public, it must be publicised as widely as possible. (Any 5 × 2) (10)

2.2 Similarity of functions
An organisational unit is created e.g. Department of Education. In this unit one would find not only teachers, but also librarians, clerks, subject inspectors, cleaners, gardeners etc.

Products supplied
Officials are grouped according to a specialised service e.g. municipality supplies water and electricity.

Particular clients
Specific services may be provided for particular groups of people e.g. special schools.

Geographical area
Services are provided according to geographical area e.g. provinces.
(5 × 2) (10)

2.3
- They should be formally introduced to their new colleagues.
- They should be formally orientated to their new environment.
- Supervisors should prepare an orientation programme for new employees.
- New employees should be made aware of the rules and regulations.
- Furniture and equipment should be provided.
- They should be made to feel that they are needed. (Any 5 × 2) (10)

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2.4
- Budgetary appropriation cannot be exceeded without the necessary authorisation.
- Approved funds are only valid for a specific financial year.
- Money can only be used for the purpose for which it was intended.
- All income received falls under the control of the president.
- All financial proposals must be approved by the state President. No money may be drawn from the State Revenue Fund without legislation of Parliament.
- A budgetary law may not deal with any matter other than finance.
- All accounts, statements, face-value documents and proofs may be investigated, corrected and audited. (Any 5 × 2) (10)

[40]

QUESTION 3

3.1
- Standardised methods of evaluation can be used for promotion purposes.
- Certain standards should be set when policy is determined and posts are created.
- Tests of different kinds, both oral and written, may be used.
- Questionnaires may be completed after work has been observed.
- Reports may be compiled.
- Check-lists can also be used.
- Objective evaluation should be carried out, preferably by people in higher positions. Evaluators should make sure that their personal opinions do not colour their evaluation. (Any 5 × 2) (10)

3.2
- Functions are handed over from a higher organisational level to a lower one.
- Delegation is associated with the transfer of the ability to act with authority.
- After the authority and functions have been delegated, the subordinates become accountable, and responsible for the decisions and actions they may take.
- There is no delegation of authority if a subordinate has to ask the supervisor which decision he/she must take every time he/she has to take an action. (4 × 2) (8)

3.3 The accounting officer

- ensures that all expenses under his/her control are properly authorised
- evaluates the achievements of autonomous management in service delivery
- submits statements to the Auditor-General
- certifies the correctness of the accounting records
- replies to all enquiries from the Auditor-General
- reports any financial irregularity (6 × 2) (12)

3.4 3.4.1

- Individuals must feel free to make representations to ministers and public officials.
- Individual must learn how to make their needs and expectations known to these offices.
- Through voting, the individual can support/reject the policies of political parties. (3)

3.4.2

- Commissions of enquiry are used to obtain information on various matters.
- Appointed by the president on the advice of the cabinet and ministers.
- Advantage is that persons not working as government officials can be selected as members. Chairperson is usually a prominent person.
- Recommendations are made after investigations have been conducted.
- Ministers, cabinet or administrators of an executive committee will then make a decision based on these recommendations.
- Commissions are only responsible for the recommendations made as a result of the findings, but ministers are fully responsible for actions taken. (Any 3 × 1) (3)

3.4.3

- The media play a prominent role in politics and in shaping the minds and opinions of the public.
- Media is controlled by financially strong, influential interest and pressure groups.
- Public can be manipulated by the facts published by interest and pressure groups.
- False information supplied by interest groups can influence people to accept policy decisions which do not satisfy real needs and expectations.
- Officials and political office bearers must be undertake thorough investigations to verify information.
- Views submitted must be noted and further discussed.
- Media can educate the public about politics and policy issues.

(Any 4 × 1) (4)

[40]

QUESTION 4

4.1
- Policies have negative and positive aspects.
- Have to be subject to continual analysis and evaluation. Study the existing policy or lack of policy.
- Identify the problems.
- Identify the factors that caused the failures.
- Visualise the future to determine the issues that have to be addressed by the new or adapted policies.
- Prepare a new or amended policy. (Any 5 × 2) (10)

4.2
- The policy of the government must be established.
- Geography and demography will play a role.
- The willingness of workers to work in a particular area plays a role.
- The availability of services and suitable accommodation are important.
- It must be decided how much control will be necessary over the activities of the decentralised office.
- There are also certain legal restrictions on the extent to which decentralisation can take place. (Any 5 × 2) (10)

4.3
- There is a procedure set out in personnel manuals or codes which must be followed in order to deal with a grievance.
- An official will take a grievance to a direct supervisor.
- If the supervisor cannot provide help, the official will be directed to a higher official. This process could be repeated until, if necessary, the complainant states his/her case to the head of department.
- The official could even appeal to the central personnel institution/department. (5 × 2) (10)

4.4
- State enterprises
- Tax
- Licence fees
- Loans
- Special funds
- Bail forfeitures
- Interest on investment (10)

[40]

QUESTION 5

5.1
- Departmental staff policy – Each department must have a staff policy.
- Departmental financial policy – The department must adopt policy directions in terms of the Exchequer Act and the Auditor-General Act.
- The department must follow Treasury instructions and regulations.
- Departmental organisational policy – The Commission for Administration prescribes the organisational structure.
- Departmental procedural policy – Work-study officials advise the head of department.
- Departmental control policy – The head of department must control his/her department by implementing controls such as auditing, (12)

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supervision and reporting to manage and control duties. (6 × 2)

5.2 5.2.1

- In the preparatory phase, each department will discuss and prepare its budget and submit it for approval to the departmental managers
- Before any activity can be planned, funds must be made available.
- Steps should be taken to procure funds. (Any 2 × 2) (4)

5.2.2

- In the approval phase, after the minister of finance has tabled the budget in parliament it must undergo A specific process must be followed for the approval of the budget act. Legislature has authority to approve the budget.
- The approval of the budget does not guarantee that the spending of the public sector will be accordingly. Distributions will be done effectively… (Any 4 × 2) (8)

5.3 Co-ordination ensures that all the public institutions work together towards the same goals, namely to provide efficient public services and promote the general welfare of the community.

Co-ordination aims to

- balance activities
- balance functions, powers, responsibilities and discretion ensure that each official carries an equal weight in the process of attaining the aim
- synchronise activities
- ensure that activities are carried out in the correct, logical and legal sequence
- integrate activities
- bring together work which has been handled as separate units at the correct time, to achieve the final aim (Any 4 × 2) (8)

5.4

- On-the-job training is important for the employee to be more productive.
- Proper training programmes must be implemented.
- Institutions could make use of colleges and universities to present these programmes, as they have the correct facilities.
- Larger public institutions have their own training officers, but often supervisors are also involved in training, as they understand the training needs.
- Training programmes must be adaptable, depending on circumstances.
- Re-training should also be part of the programme, so that officials keep up with new developments.
- As officials move up the hierarchy, they do more complex work, and therefore need to improve their skills and knowledge.
- Training and development are an integral part of functional personnel activities.
- When posts are created, entry qualifications are determined, promotion systems are devised and merit-rating systems are developed. (Any 4 × 2) (8)

[40]

TOTAL SECTION B: 160
GRAND TOTAL: 200

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