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 7 pages.

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SECTION A

QUESTION 1

1.1 1.1.1 It is the implementation of government policy. It is also an academic discipline that studies the implementation thereof and prepares civil servants for working in the public service. It is a distinctive activity which takes place where people live together and leaders are chosen and the way of life becomes ordered and managed by rules and regulations of the society.

1.1.2 It is the government of the people by the people for the people.

1.1.3 It is a basic set of rules and principles according to which a country must be governed.

1.1.4 It is a course or principle of action adopted or proposed by the government, institution or a business.
A declaration of intent to do something or to have it done, deciding on what to do, when to do it and how to do it.

1.1.5 It is a process of organising and thinking about activities required to achieve a goal.

1.1.6 A group of people who work together to achieve a common objective.

1.1.7 It is the assigning of authority to another person to carry out certain tasks or activities.

1.1.8 An estimate or plan of income or expenditure.

1.1.9 The systematic examination and verification of books of account, transaction records and other relevant documents and physical inspection by qualified accountants/ auditors.

1.1.10 The obligation to carry out a task to the benefit of the entire organisation.

(10 × 2) (20)

1.2 1.2.1 False
1.2.2 False
1.2.3 True
1.2.4 False
1.2.5 True

(5 × 2) (10)

1.3
- Government funds are public funds
- Departments
- Budget
- Financial year as fixed period
- Budget as a tool (5 × 2) (10)

[40]

TOTAL SECTION A: 40

SECTION B

QUESTION 2

2.1
- Authoritative – it is determined by an authorised government institution or representative e.g. a head of department.
- Enforceable – a policy declaration as contained in an official letter, circular, departmental directive or official mandate.
- Flexible and adaptable – a policy must allow space for changes when circumstances vary.
- Feasible – policy makers must take the realities of the environment and state into consideration when they formulate a policy.
- Clear – policies must be formulated clearly so that they can be understood and interpreted easily and correctly.
- Public – it must be publicised as clearly as possible. (6 × 4) (24)

2.2
- The aristocratic system which is found in states where the consciousness of social class is high. Public positions are given to those who occupy a high social status.
- The democratic system where officials are elected to public positions by the voters.
- The spoils system when political winning an election and coming into office, claims certain positions as their right because of their loyal support.
- The merit system, personnel are appointed on merit. By means of qualifications and relevant experience required for the job. (4 × 2) (8)

2.3
- Auditing, inspection and reporting
- The supervisor's work is subject to inspection
- Human resources officers and heads of divisions are accountable to the heads of their institutions.
- The public service commission is accountable to the legislature. (4 × 2) (8)

[40]

QUESTION 3

3.1
- When you delegate authority it means you are giving or assigning authority or power to someone else.
- Whenever authority is delegated accountability and responsibility are created. (Any 1 × 2) (2)

3.2
- Determining staffing needs
- Determining recruitment fields
- Attraction of candidates
- Selecting personnel (4 × 2) (8)

3.3
- Determining policy✓ – Policies will provide clear directions on how, when, where and by whom the policy will be implemented, that is on issues of appointment of competent workers.✓
- Organising✓ – Every institution has a personnel division which forms part of the organizational hierarchy and it is divided into sections and sectors of departments.✓
- Financing✓ – The financial position of the institution needs to be monitored carefully as large sums of the budget is spent on personnel and facilities of the institution.✓
- Determining work procedures✓ – Work procedures are prescribed by law according to which all personnel matters must be operated.✓
- Control✓ – Every public officials of the institution need to be accountable for the decisions made and be responsible for their deeds.✓ (5 × 2) (10)

3.4
- The preparatory phase✓✓
  The departmental managers of each department will discuss and prepare their own budget.✓✓ Estimates must be made of the nature and extent of the planned activity with tentative calculations of expected funds and expenditure over a specific period.✓✓

- Approval phase✓✓
  After the minister has tabled the budget in parliament it must undergo specific processes to gain final approval at which stage it has the same validity as a law.

- Execution/Implementation phase✓✓
  The approved budget is executed by the departments and institutions and each expense transaction must be carefully recorded.✓✓ Specific requirements are laid down to ensure that moneys are well spent.✓✓

- Control phase✓✓
  Because the state works with the citizen's money, the auditor general must investigate every public account so that any irregularities can be traced and reported to parliament.✓✓ (20)

[40]

QUESTION 4

4.1
- Programme budget✓ – the objectives are set out that need to be met and the funds are requested. It clearly states the objectives of the institution. The items would be listed as e.g. housing R 100 000, education R1 00 000 et cetera.✓✓
- Itemised budget✓– it indicates how much money is to be spent on specific goods and services in achieving fixed objectives. The objectives of the institution are not reflected as such a budget will be listed as e.g. cement R500, Bricks R400 et cetera.✓✓ (2 × 3) (6)

4.2

ADVANTAGES	DISADVANTAGE
• 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.	• 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

(6 × 2) (12)

4.3
- State President
- Ministers
- Chairperson of National Council of Provinces
- Speakers
- Premiers of provinces
- Members of the provincial executive committees (MECs)
- Mayors
- Members of municipal executive and management committees (Any 6 × 2) (12)

4.4
- Purely profit-orientated organisations✓
  The main purpose is to make profit and concerned with production, they are controlled by state in terms of regulation, taxes and licensing.✓
- Government enterprises or departments✓
  They have a political head, and have wide powers to perform for the government subject to the demands of the public.✓
- Government commercial enterprises, government owned corporations, state owned companies, state enterprise or parastatals.✓
  These are organisations registered as government institutions. They provide necessary services at a cost; they are selfsufficient and function on profitable basis.
- Control boards✓
  They exist to protect farming products and are responsible to market such products.✓
- Single purpose councils✓
  They exist for a single purpose, subjected to be audited as they receive subsidies from the government.✓ (5 × 2) (10)

[40]

QUESTION 5

5.1
- Political party policy
- Government policy
- Departmental policy
- Administrative policy (4 × 2) (8)

5.2
- Parliament
- Standing Committee on Public Account
- Department of the National Treasury
- The South African Reserve Bank
- Accounting officers
- Departmental accountants
- The auditor general
- Legislators (4 × 2) (8)

5.3
- Posts establishment records
- Records of posts which are filled or vacant
- Leave records
- Records of candidates seeking employment
- Retirement records
- Correspondence files
- Personal files for the individual officials (Any 5 × 2) (10)

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5.4
- Horizontal division of work
- Assignment of authority
- Coordination of activities
- Arrangement of channels of communication
- Establishment of control measures (5 × 2) (10)

5.5
- Trevor Manuel
- Pravin Gordhan
- Nhlanhla Nene
- David Douglas van Rooyen (Any 2 × 2) (4)

[40]

TOTAL SECTION B: 160
GRAND TOTAL: 200

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