higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

# MARKING GUIDELINE

## NATIONAL CERTIFICATE

## PUBLIC ADMINISTRATION N5

## 2 October 2020

**This marking guideline consists of 7 pages.**

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## SECTION A

## QUESTION 1

| | | |
|---|---|---|
| 1.1 | 1.1.1 | J |
| | 1.1.2 | F |
| | 1.1.3 | M |
| | 1.1.4 | H |
| | 1.1.5 | A |
| | 1.1.6 | L |
| | 1.1.7 | B |
| | 1.1.8 | E |
| | 1.1.9 | C |
| | 1.1.10 | G |

(10 × 2) (20)

| | | |
|---|---|---|
| 1.2 | 1.2.1 | False |
| | 1.2.2 | True |
| | 1.2.3 | False |
| | 1.2.4 | False |
| | 1.2.5 | True |
| | 1.2.6 | True |
| | 1.2.7 | True |
| | 1.2.8 | False |
| | 1.2.9 | False |
| | 1.2.10 | True |

(10 × 2) (20)
**[40]**

**TOTAL SECTION A: 40**

## SECTION B

## QUESTION 2

2.1
- Circumstances: Factors that determine community life have an impact on policies. Such affairs may involve population increases, technological advancement and economic and social crises.
- Needs and expectations of the population: Communities put pressure on the government to provide for their needs as they become aware of their needs.
- Research, investigations and views of experienced public officials: Research institutions assist with the direction the government should take on a specific matter. A commission or committee will be appointed to research the matter and provide solutions and recommendations.
- Personal views of political executive office bearers: Officials play a role in influencing policies of institutions assigned to them by giving advice to bring about changes in policies.
- Activities and representations of interest groups: Numerous groups in South Africa have a great influence in policy-making, because of their role in representing the interest of the people. They may be involved in changes of policies such as COSATU. They engage in mass actions.
- Policies of political parties: A party that wins the election will introduce and enforce new policy changes. (Any 6 × 2) (12)

2.2
- Political party policy is the highest policy level in the public sector and will directly influence community life.
- Government policy is the political implementation stage where decisions are made on matters of staffing, financing, organising and determining work procedures.
- Departmental policy is the administrative executive implementation of policy mainly concerned with the practical steps that give effect to the political implementation of the policy.
- Administrative policy provides for the determination of all generic management functions. (4 × 3) (12)

2.3
- Role of the population in policy-making: A group of people may appeal to public institutions, public officials and office bearers to meet their needs and expectations.
- Individuals: Individuals participate in elections by supporting the policies of the party that has the ability to express their concerns.
- Interest or pressure groups: They exist to promote the interest of their members in areas they have interest in. Their key role is to improve policy-making by offering knowledge and insight into specific policy issues.
- Political executive institutions: These institutions submit well-researched documents to recommend policy changes according to the budgetary proposals they evaluate.
- Legislative institutions: They are the highest policy makers on each level of government.
- Cabinet secretariat: They prepare the agendas, memorandums and any other relevant documents necessary for policy-making.
- President's council: An advisory and investigatory institution appointed by the president to advise him/her.
- Newspapers and other news media: It shapes the minds and opinions of the public and also plays an important role in educating the public about political and policy issues.
- Departmental and interdepartmental committees: When two or more departments are working together they collect factual information and investigate a particular matter.
- Officials: They evaluate and propose policy changes.
- International institutions: They observe policies made by international institutions on matters concerning the environment.
- Commissions of inquiry: They investigate and make recommendations on studies conducted on a particular matter of state.
- Political executive office bearers: They have the final say in the legislative and budgetary proposals and must study and prepare all documentation that concerns a policy matter.
- Central directive, research and coordinating institutions: These are the state departments and research authorities that assist in the formulation of the policies in their areas of concern and implement policies. (Any 7 × 2) (14)

2.4 It refers to an organised group whose aim is to influence public or governmental policy to protect or advance a particular interest or cause. (2)

**[40]**

## QUESTION 3

3.1
- Main budget comprises all current expenses, capital expenditure and transfer payments for each department.
- Supplementary budget provides for adjustments and alterations not included in the main budget and is presented at the end of the session.
- Additional budget makes provision for expenses not included in the previous financial year.
- Appropriation budget approves continuity of services before the main budget is approved. (Any 3 × 2) (6)

3.2
- Policy document: The budget serves as a policy document because it states the proposed expenses of the state.
- Working programme: The budget provides a programme of public action which is an important working document for public servants in all departments.
- Information source: The budget is not a secret document and any member of the public may buy a copy and study it.
- Control instrument: The budget is the authorising document for expenditure and serves as a control instrument. (4 × 2) (8)

3.3
- The parliament is an institution that has powers to approve or reject the budget and examine the report of the auditor general.
- The National Assembly Standing Committee on Public Accounts is appointed by parliament to examine the report of the auditor general and to ensure that the treasury spend public funds responsibly.
- The National Treasury of South Africa exercises control over government accounts and coordinates government spending.
- The South African Reserve Bank is the central bank of the state.
- The auditor general audits all state accounts and reports any suspicious financial administration to the parliament
- Accounting officers are financial administrators in government institutions.
- Departmental accountants are trained individuals responsible for accounting in departments and daily control.
- Legislators make the laws which prescribe how public funds must be collected and spent. (Any 8 × 2) (16)

3.4
- Approved budgetary funds cannot be exceeded without the necessary authorisation.
- Approved funds are only valid for a specific financial year.
- Money may only be used for the purpose for which it has been requested.
- All income received falls under the control of the president.
- All financial proposals must be recommended by the president before being proposed in parliament.
- No money may be drawn from the national revenue fund without legislation from parliament.
- A budgetary law may not deal with any matter other than finance.
- All accounts, statements, face-value documents and proof may be investigated, corrected and audited. (Any 5 × 2) (10)

**[40]**

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## QUESTION 4

4.1
- Purely profit-orientated organisations/private organisations: These are concerned with production and making profit and are controlled by state laws.
- Single-purpose councils: These exist to serve one purpose in society and receive funding from the government to sustain the services they render to the public.
- Government enterprises or departments: These are the government departments with wide powers decentralised throughout the country to render services to the public. A minister acts as the head of the department.
- Government commercial enterprises, government-owned corporations, state-owned companies, state enterprises or parastatals: These are the state-owned enterprises established by the government for rendering services at a cost to the public as they are self-supporting and sufficient.
- Control boards: This authority exists to protect the state creation by controlling any undertaking in the particular field of business i.e. agricultural control boards, etc. (5 × 2) (10)

4.2
- Horizontal division of work
- Assignment of authority
- Coordination of activities
- Arrangement of communication channels
- Establishment of control measures (5 × 2) (10)

4.3
- Line functions involve all types of daily operational activities pertaining to the objectives of the institution.
- Generic administrative functions refer to the common functions performed in any organisation or institution.
- Auxiliary functions refer to the functions performed to improve or support the functions in the organisation or institution.
- Personal and impersonal functions which are self-explanatory
- Instrumental functions which refer to the functions required for the job to be performed as well as those that empower an official to perform the job.

(Any 4 × 2) (8)

4.4
- Competence of the supervisor to manage and oversee the work of every employee
- Standard of training of subordinates required to carry out tasks independently
- Degree of interaction between supervisor and subordinates as well as the intensity and quality of work
- Extent to which a supervisor can give full attention to subordinates
- Nature of the work the supervisor is supervising
- Easier to control similar kinds of work than diverse kinds (6 × 2) (12)

**[40]**

## QUESTION 5

5.1
- There is a procedure set out in personnel manuals or codes.
- An official should take the grievance to the direct supervisor.
- If this person cannot help, the matter must be directed to a higher official.
- This process could be repeated until the complainant states the case to the head of department.
- If necessary, the complainant can appeal to the Public Service Commission or to the political office bearer in charge of the institution.

(5 × 2) (10)

5.2
- Post-establishment records
- Records of posts which are filled or vacant
- Leave records
- Records of candidates seeking employment
- Retirement records
- Correspondence files
- Personal files for individual officials
- Relevant acts, regulations, procedure manuals, codes, circulars, minutes or other instructions (8 × 2) (16)

5.3
- Prevailing economic conditions
- State of the labour market
- Social and ethical considerations
- Levels of remuneration in the public sector (Any 3 × 2) (6)

5.4
- Fairness: Salaries should be reasonable and fair.
- Clarity: Salary scales must be well defined and clear to all relevant parties.
- Comprehensiveness: Salaries must be comprehensive by making provision for all positions and occupations and paying out fringe benefits such as overtime, unused leave and sick leave.
- Efficiency: Salaries must attract competent personnel and keep them in service.
- Elasticity: Salaries must be adjustable and flexible to suit the circumstances. (Any 4 × 2) (8)

**[40]**

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

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