



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE
PUBLIC ADMINISTRATION N5
27 May 2021

This marking guideline consists of 7 pages.

SECTION A**QUESTION 1**

- | | | | | |
|-----|--------|---|----------|------|
| 1.1 | 1.1.1 | G | | |
| | 1.1.2 | J | | |
| | 1.1.3 | I | | |
| | 1.1.4 | H | | |
| | 1.1.5 | A | | |
| | 1.1.6 | K | | |
| | 1.1.7 | B | | |
| | 1.1.8 | C | | |
| | 1.1.9 | L | | |
| | 1.1.10 | D | | |
| | | | (10 × 2) | (20) |
- 1.2 1.2.1 A course or principle of action adopted or proposed by a government and institution or business.
- OR**
- It is a declaration of the intention to do something or to have it done in a specific way by specific institutions or functionaries.
- | | | | | |
|-------|---|--|---------|------|
| 1.2.2 | The number of people who can be effectively managed by one manager | | | |
| 1.2.3 | An estimate or plan of income or expenditure | | | |
| 1.2.4 | A process whereby a new appointee is given a trial period to see if he is really suited for the job | | | |
| 1.2.5 | Describes duties, qualifications and responsibilities of a post, as well as working conditions and requirements | | (5 × 2) | (10) |
- 1.3
- The Public Protector
 - The South African Human Rights Commission
 - The Commission for the Promotion and Protection of the Rights of Cultural, Religious and Linguistic Communities.
 - The Commission for Gender Equality
 - The Auditor-General
 - The Electoral Commission
- (Any 5 × 2) (10)
- [40]**
- TOTAL SECTION A: 40**

SECTION B**QUESTION 2**

- 2.1
- Conditions of the establishment✓ – each public institution has its own objectives that may not be interfered to by any other institution✓
 - Political assignment✓ – every public institution is led by a minister who forms part of the national executive council appointed by the state president.✓
 - Legality according to the state and administrative law✓ – the policy of an institution is tested on the legal principles of government and administrative laws.✓
 - Financial means✓ institutions need necessary funds to operate effectively✓
 - Personnel abilities✓ – institutions need qualified, competent employees to do the job in order to function effectively in achieving specific objectives✓
 - Physical facilities✓ – public institutions ,must have essential facilities like offices, furniture, vehicles and infrastructure✓ (6 × 2) (12)
- 2.2
- Authoritative✓ – a policy is determined by an authorised government institution or representative such as a head of department.✓
 - Enforceable✓ – a policy declaration is 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✓ – a policy concerns the public therefore it must be publicised as clearly as possible.✓ (6 × 2) (12)
- 2.3
- 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. (8 × 2) (16)
- [40]**

QUESTION 3

- 3.1
- Organisational charts✓ – organisational structure that channels internal communication✓
 - Manuals✓ – handbooks that prescribe communication channels✓
 - Procedure codes✓ – systematic process for all functions performed by the officials in the organisation✓ (Any 3 × 2) (6)
- 3.2
- Line system✓ – it has a direct line of authority and command extending from top to bottom.✓✓
 - Functional system✓ – division of work ensures that supervisors and specialists exercise authority.✓✓
 - Line and staff system✓ – these are specialist do research work and act as advisors.✓✓ (Any 3 × 3) (9)
- 3.3
- There must be formal directives or instructions to regulate communication.
 - Standardised forms and reporting templates can be provide which have to be used.
 - The formal communication network may be prescribed by legislation and also by directives such as manuals, rules and regulations and procedure codes.
 - Correct use of the language must be enforced.
 - Informal communication must be monitored. (Any 3 × 2) (6)
- 3.4
- Handing over functions from higher organisational level to a lower.
 - Delegation is associated with the transfer of the ability to act with authority.
 - When function and authority have been delegated to a subordinate, the subordinate becomes accountable and responsible for any decisions and actions.
 - There is no delegation of authority if a subordinate has to ask the supervisor which decision he must make every time he has to take an action. (4 × 2) (8)
- 3.5
- Similarity of functions or objectives.✓ – services are grouped according to similar functions to achieve a particular objective✓
 - Geographical area.✓ – services are rendered where there is a greater need identified✓
 - Products supplied and services rendered✓ – public officials have a responsibility to render specific service at a cost e.g. water and electricity supply✓
 - Particular clients or population groups✓ – a provision of services or products to particular population group of individuals' e.g. people with disabilities. people with chronic diseases such as HIV/AIDS diabetes✓ (4 × 2) (8)
- 3.1
- Central level
 - Provincial level
 - Local level (3)

[40]

QUESTION 4

- 4.1
- Income budgets✓ – budget taken from the state revenue account.✓
 - Expense budget✓ – budget which cater for the state expenses.✓
 - Capital budgets.✓ – budget reserved for government fixed assets.✓
- (3 × 2) (6)
- 4.2
- Revenue from state enterprises✓ – funds accessed from the main account of the state from the state-owned enterprises such as the government printers, wood production processing etc.✓
 - Interest on dividends✓ – a tax taken from profit made in investments. ✓
 - Levies✓ – tax imposed on certain services rendered to the public.✓
 - Licence fees✓ – fees paid to regulate the use of a certain service.✓
 - Fines and bail forfeitures✓ – charges which the citizens pay for when they have committed an offence against the state rule of law.✓
 - Taxes✓ – various taxes are charged from individual, companies and trusts.✓
 - Loans✓ – government can access funds by borrowing money from financial institutions such as the world bank, international Monetary fund, Southern African bank etc.✓
 - Special funds and accounts.✓ – funds accessed from the government specials funds such as national roads funds, government service pension fund etc.✓
- (Any 7 × 2) (14)
- 4.3
- The preparatory phase✓ – the departmental managers of each department will discuss and prepare their own budget.✓
 - Approval phase✓ – the stage wherein the legislature approves as an assurance that the final spending of public institutions will be done effectively.✓
 - Execution or implementation phase✓ – the approved budget is executed by the departments and institutions and each expense transaction must be carefully recorded.✓
 - Control phase✓ – a phase wherein the Auditor General must investigate every public account so that any irregularities can be traced and reported to Parliament.✓
- (Any 4 × 2) (8)

- 4.4
- Parliament✓ – it is an institution that has powers to approve or reject the budget and examine the report of the Auditor-General.✓
 - National Assembly Standing Committee on Public Accounts/ joint committee on public accounts✓ – it's appointed by Parliament to examine the report of the Auditor – General and ensures that the treasury department spend the public funds responsibly.✓
 - Department of the National Treasury✓ – it exercises control over government accounts, coordinate government spending.
 - The South African Reserve Bank✓ – it is the central bank of the state✓
 - The Auditor General✓ – act on the capacity to audit all state accounts and report any suspicious financial administration to the parliament.✓
 - Accounting officers✓ – they are the financial administrators in the government institutions.✓
 - Departmental accountants✓ – these are trained individuals who are responsible for accounting of the department and daily control.✓
 - Legislators✓ – they make the laws which prescribe public funds have to collected and spent.✓
- (Any 6 × 2) (12)
[40]

QUESTION 5

- 5.1
- He should be formally introduced to his new colleagues.
 - He should be formally orientated into his new environment.
 - Supervisors should prepare an orientation programme for new employees.
 - The new employee should be made aware of all the rules and regulations which will affect him in any way.
 - Any furniture or equipment he may need to do his work should be provided.
 - He should be made to feel that he is needed.
- (Any 5 × 2) (10)
- 5.2
- An official retirement age as determined by the public service policy is usually 60 or 65 years.
 - Officials' service may be terminated only if found guilty of misconduct or.
 - Found medically unfit to work.
 - Found to be completely inefficient and.
 - Neither reassignment nor retraining has helped to rehabilitate the person.
- (Any 5 × 2) (10)
- 5.3
- Determining staffing needs
 - Determining recruitment field
 - Attraction of candidates
 - Selecting personnel
- (Any 4 × 2) (8)

- 5.4
- Establishing posts
 - Recruitment or hiring of employees
 - Placement of candidates
 - Trial appointments or probation
 - Evaluation of work performance or performance appraisal
 - Promotion
 - Transfer and reassignment
 - Termination of service and retirement
 - Affirmative action
- (Any 6 × 2) (12)
[40]

TOTAL SECTION B: 160
GRAND TOTAL: 200