

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.

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)

- 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

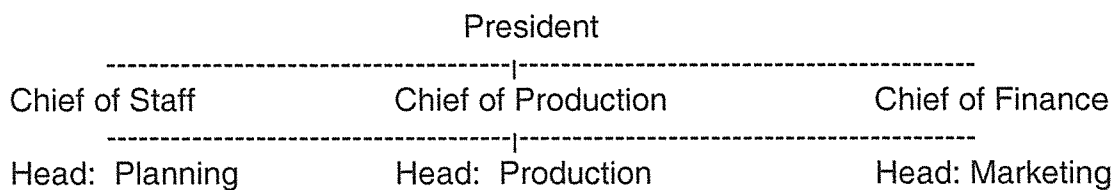
(10 x 2) (20)
[40]

TOTAL SECTION A: 40

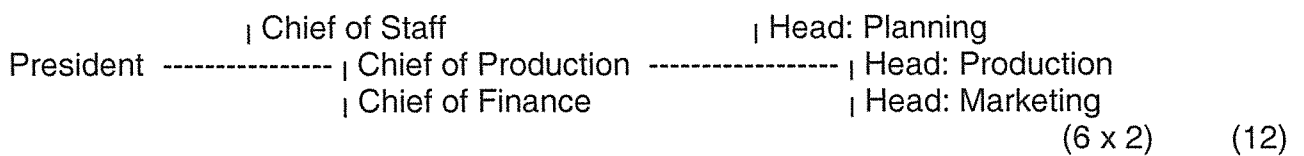
SECTION B

QUESTION 2

2.1 VERTICAL



HORIZONTAL



- 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.

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)

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

5.3	Main budget	<p>Estimates of revenue and income over 12 month's period.</p> <p>Supplementary budget</p> <p>For new projects not included in the main budget</p> <p>Part appropriation budget</p> <p>Approves continuity of services before main budget is approved</p> <p>Additional</p> <p>Budget to provide additional funds in existing projects if the main budget did not provide sufficient funding.</p>	(10)	
5.4	5.4.1	Dismissal	<p>Is an official notice of discharge from employment or service</p> <p>Dismissals are as a result of misconduct by employees</p> <p>Unfair dismissals must be challenged by employees.</p>	(4)
	5.4.2	Resignation	<p>It is a formal way of giving up ones position</p> <p>It is personal discussion to exit a position due to various reasons i.e. green pastures etc.</p>	(2)
	5.4.3	Retrenchment	<p>Employers consider retrenchment due to operational needs</p> <p>All parties must be consulted before retrenchment takes effect.</p> <p>Retrenchment is employer initiated in an organisation.</p>	(4)
			[40]	
			TOTAL SECTION B: 160	
			GRAND TOTAL : 200	