



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.

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]

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