



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE PUBLIC ADMINISTRATION N5

11 November 2022

This marking guideline consists of 6 pages.

SECTION A**QUESTION 1**

1.1	1.1.1	H		
	1.1.2	J		
	1.1.3	K		
	1.1.4	I		
	1.1.5	L		
	1.1.6	B		
	1.1.7	G		
	1.1.8	A		
	1.1.9	C		
	1.1.10	F		
			(10 × 2)	(20)
1.2	1.2.1	False		
	1.2.2	False		
	1.2.3	False		
	1.2.4	False		
	1.2.5	True		
	1.2.6	False		
	1.2.7	False		
	1.2.8	True		
	1.2.9	True		
	1.2.10	False		
			(10 × 2)	(20)
				[40]
			TOTAL SECTION A:	40

QUESTION 2

- 2.1
- The commission is appointed by the president and the cabinet.
 - They are not officials or political office-bearers.
 - They are unbiased and fair to the matter that they have to investigate – equal treatment.
 - The chairman must be a well-known person, for example the TRC – Archbishop Tutu, state capture Advocate Zondo.
 - Other members must have expert knowledge of the matter in question.
 - It can only make recommendations after a thorough investigation.
 - The ministers and cabinet will have to make a final decision about the recommendations.
- (Any relevant 5 × 2) (10)

- 2.2
- It is always the highest policy level in the public sector.
 - Political parties work closely with the communities and know their needs.
 - All political parties have congresses once a year to discuss specific issues that are important for policy making.
 - Each political party introduces their points in which they want to govern the country.
 - If the leading party accepts issues, it will become policy of that party and will become part of the government policy of the day.
 - These objectives pass as bills by Parliament.
 - Political policies must be realistic/practical/reasonable and based on facts and knowledge.
 - It needs to be up to date with events and problems within communities.
- (Any relevant 5 × 2) (10)

- 2.3
- Conditions of establishment ✓✓✓
- Each public institution has its own objective, for example, the Department of Water Affairs ✓✓ has different needs than the Department of Education. ✓✓
 - No department has the right to act or interfere in another department's affairs. ✓✓ (Any 5)

Financial means ✓✓✓

- Institutions need the necessary funds to operate effectively. ✓✓
- Aims must be affordable and realistic. ✓✓ (Any 5)

Personnel abilities ✓✓✓

- Staff appointed must have the correct qualifications to do the job. ✓✓
- If a policy requires more qualified people to do the job, a request must be made for additional funds. ✓✓ (Any 5)

Physical facilities ✓✓✓

- Public institutions must have facilities such as offices, furniture, vehicles, et cetera. ✓✓
 - If more facilities are needed, a request for additional funds must be made. ✓✓ (Any 5)
- (4 × 5) (20)

[40]

QUESTION 3

- 3.1
- Competence and training of workers will determine how many can be managed by a supervisor
 - Degree of interaction and intensity and quality: supervisor and workers
 - Extent to which a supervisor can give their full attention and not be influenced by interruptions and other workloads
 - The nature of work they are supervising – easier to control similar kinds of work or diverse kinds
 - The extent to which the work can be standardised: replaced by modern technology
 - The degree of complexity: Constant attention that the work requires
- (Any relevant 5 × 2) (10)

- 3.2
- The policy of government must be established.
 - Geography and demography play a role in the location of a centralised office.
 - Consider where workers want to work.
 - The availability of services and suitable accommodation and facilities.
- (Any relevant 5 × 2) (10)
- 3.3
- 3.3.1 The mandate
- Refers to tasks and authority assigned to a subordinate by means of legislation ✓✓
 - Normally from a manager (higher level) to a subordinate (lower level) ✓✓
- (4)
- 3.3.2 The principle of deconcentration
- The manager still has the final say after tasks have been delegated. ✓✓
 - Officials may sign documents on their behalf, but they still remain responsible and accountable for the outcome of the delegated task. ✓✓
- (4)
- 3.3.3 Decentralisation of functions
- Institutions are made into separate management units. ✓✓
 - They operate independently, in their functions, powers, responsibilities and discretion. ✓✓
- (4)
- 3.4
- Senior management is free to concentrate on strategy. ✓✓
 - Staff is more motivated due to increased training and better career path opportunities. ✓✓
 - Better decisions are made on local level due to local expertise. ✓✓
 - Responses are quicker due to shorter chain of command. ✓✓
- (4 × 2) (8)
- [40]**

QUESTION 4

- 4.1
- To identify and determine which services will be delivered by their department
 - To exercise control over the budget of their department and ensure that the budget is not exceeded
 - To determine the most efficient and cost-effective way in which services can be rendered
 - To submit programmes of expenses and budgets to the Department of State Expenditure, together with proposals for the appropriation of the necessary funds
 - To certify the correctness of the accounting records under their control
 - To respond annually to all enquiries from the auditor-general and the Department of Finance
 - To report any financial irregularities encountered in their department to the Department of State Expenditure and the auditor-general
- (Any relevant 5 × 2) (10)
- 4.2
- The use of approved budgetary funds cannot be exceeded without the necessary authorisation.
 - Approved funds are only valid for a specific financial year. This means that moneys allocated for a specific year cannot be transferred for other purposes.
 - Money may only be used for the purpose for which it has been requested.
 - All income received falls under the control of the state president.
 - All financial proposals must be recommended by the state president before being proposed in Parliament.
- (5 × 2) (10)
- 4.3 Programme budget ✓✓
- The objectives that need to be met are set out and the funds are requested. ✓✓
 - Programme budgeting has been introduced at the central level of government in South Africa. ✓✓
 - It is easier to control if the objectives have been reached. ✓✓
- Itemised budget ✓✓
- It indicates how much money is to be spent on specific goods and services in achieving fixed objectives. ✓✓
 - Objectives of the institution are not reflected. ✓✓
- (4 × 2) (8)
- 4.4
- Parliament
 - National Assembly Standing Committee on Public Accounts
 - Department of the National Treasury
 - The South African Reserve Bank
 - Accounting officers
 - Departmental accountants
 - The auditor-general
- (Any 6 × 2) (12)

[40]

QUESTION 5

- 5.1
- In any organisation there will be people with grievances, whether there are real reasons for them or not.
 - The official first informs their direct supervisor to discuss the nature of the grievance.
 - The supervisor may refer them to an even higher official.
 - The grieved official can go through the same process repeatedly, and eventually state their case to the top official of their department.
 - If the official is still not happy with the decision, they may appeal to the central personnel institution or to the political office-bearer in charge.
- (5 × 2) (10)
- 5.2
- They should be formally introduced to their new colleagues.
 - They should be formally orientated into their 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 them in any way.
 - Any furniture or equipment that they may need to do their work should be provided.
 - They should feel that they are needed.
- (Any 5 × 2) (10)
- 5.3
- Post establishment records (Records of actual posts)
 - Records of posts that are filled or vacant
 - Leave records
 - Records of candidates seeking employment
 - Retirement records
 - Correspondence files
 - Personal files for the individual officials
 - Relevant acts, regulations, production manuals, codes, circulars, minutes or other such instructions
- (Any relevant 5 × 2) (10)
- 5.4
- Fair
 - Clear
 - Comprehensive
 - Efficient
 - Elastic
- (5 × 2) (10)
- [40]**

TOTAL SECTION B: 160
GRAND TOTAL: 200