higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

PUBLIC ADMINISTRATION N6

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This marking guideline consists of 6 pages.

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SECTION A

QUESTION 1

1.1 1.1.1 False
1.1.2 True
1.1.3 True
1.1.4 True
(4 × 2) (8)

1.2 1.2.1 D
1.2.2 F
1.2.3 A
1.2.4 C
1.2.5 G
(5 × 2) (10)

1.3 1.3.1 Busisiwe Mkhwebane (2)

1.3.2 Seven years (2)

1.3.3
- The public protector (PP) may investigate matters of public concern on his or her own initiative.
- Investigations are conducted in an impartial manner.
- The PP investigates irregular or illegal behaviour.
- He or she settles matters in private for citizens.
- He or she investigates when sufficient reason exists.
- The PP may not investigate court decisions.
- The PP must be accessible to all individuals and communities.
- Reports issued must be open to the public, unless under exceptional circumstances. (Any 4 × 2) (8)

1.3.4
- Public institutions are established to meet the needs and demands of the community.
- Funds made available by parliament are public funds.
- Humans are exposed to many temptations.
- The PP ensures legitimacy and legality of actions.
- He or she ensures that objectivity is maintained. (5 × 2) (10)

[40]

TOTAL SECTION A: 40

SECTION B

QUESTION 2

2.1

PRIVATE BUSINESS MANAGEMENT	PUBLIC ENTERPRISE MANAGEMENT
Decisions aimed at maximising profit	Improves the public welfare of communities
Budgets indicate ever-growing profits	Budgets show balanced spending
Complies with the stipulations of law	Applies the stipulations of law
Uses capital of shareholders	Uses taxpayers' money
Decisions are dictated by the market	Decisions are dictated by the chief political authority

(10)

2.2
- The provincial executive has a constitutional duty to implement all national legislation.
- The national government has the power to intervene when a province cannot or does not fulfil its obligations in terms of legislation.
- National government may intervene by taking any appropriate steps.
- These steps include issuing a directive stating conditions required to meet its obligation or assuming responsibility for the relevant obligation.
- The notice of intervention must be tabled in the NCOP within 14 days of its first sitting after the intervention has begun.
- The notice must be accompanied by a memorandum explaining the reasons for the intervention. (10)

2.3
- The state is responsible for providing education services to all sections of the population.
- Schools, colleges and universities are services funded by the national Department of Education.
- Tasks include provision of school, university and library buildings.
- The Department is responsible for monitoring and evaluating all levels of education.
- The Department provides support to students through NSFAS.

(Any relevant answer) (10)

2.4
- Private consultants are not always familiar with the extent of services provided by public institutions.
- They have little or insufficient knowledge of the political considerations and values guiding the public sector.
- The control function is strange to them.
- Their techniques do not always suit the objectives of public institutions.
- Private consultants expect high remuneration. (10)

[40]

QUESTION 3

3.1
- Public officials should be provided with transport to carry out their functions.
- As public transport is sometimes unreliable, it does not enable them to fulfil their duties.
- State departments have their own motor transport department.
- Appropriate regulations and instructions should be established to prevent theft and other malpractices.
- Large sums of money are involved in providing transport for officials. (10)

3.2
- Written reports – The written report is the most common instrument. It provides evidence of what has taken place. It encourages officials to work carefully and precisely.
- Personal inspection – This normally takes place in the actual working environment.
- Auditing – Auditing is conducted after transactions have occurred and it is done to prevent wrongful transactions.
- Statistical returns – These instruments are used in addition to financial auditing.
- Keeping of daily files – The reason for keeping these files is to ensure that templates, letters, and other correspondence comply with departmental requirements. (10)

3.3
- Citizens must know which public goods and services are available to them.
- It may help public institutions if the population is well informed
- It assists the public in performing their watchdog function.
- The population should be informed about procurement of goods and services to enable them to submit tenders. (8)

3.4
- Graphic techniques
- Visual techniques
- Mathematical techniques
- Linear techniques
- Exact techniques
- Simulation techniques (12)

[40]

QUESTION 4

4.1
- Policy-making
- Organising
- Financing
- Staffing
- Revision of work procedures
- Control (12)

4.2 4.2.1
- The provincial government plays a key role in monitoring the affairs of the local government.
- The Constitution obliges the provincial government to promote the development and capacity of the local government.
- Bills affecting local governments must be published in the *Government Gazette*.
- By-laws are made by municipalities for effective administration of matters over which they have control.
- By-laws are regarded as invalid if they conflict with national and provincial legislation.
- National and provincial government may only delegate tasks to a municipality if it has the capacity to perform them.
- Delegation should be the result of a provincial executive council decision.
- The premier may also advise the municipality to follow a certain course of action or to refrain from a course of action. (16)

4.2.2
- The national and provincial government and municipalities respectively should review or monitor the performance.
- The municipal council should describe the extent of the municipality's failure to meet its obligations.
- If a directive has not been complied with, the council must assume responsibility for the relevant obligation.
- The provincial executive should submit a written notice of the intervention to the minister responsible for local government.
- The NCOP must review an assumption of responsibility within 30 days of the first sitting of the NCOP after the intervention has begun.
- After approval, the NCOP should review the intervention it has approved on a regular basis. (12)

[40]

QUESTION 5

5.1
- Conformism – The manager follows the rules and expects staff to be formal in all respects. No deviations are allowed, and tasks are carried out in terms of the law.
- Determinism – The manager has total authority over decision-making. He or she does not trust workers and simply gives orders. This manager believes what he or she is doing is correct, and he or she follows an autocratic management style.
- Dialecticism – The manager likes having meetings at which he or she consults his or her team and the public before making any decisions. This manager gives autonomy to subordinates in completing tasks. (15)

5.2
- Human Sciences Research Council
- Council for Scientific and Industrial Research
- Medical Research Council
- Universities and universities of technology
- Agricultural Research Council (Any 3 × 2) (6)

5.3 Programmable decisions are based on facts when sufficient information is available.
Non-programmable decisions are based on assumption when information is insufficient or not available. (4)

5.4
- Needs of people – The economy and the needs of people change constantly, therefore public authorities must change policies, work procedures and methods to keep up with the changes in society.
- Technological progress – Computers and cell phones are some examples here. New procedures must be devised to learn how to operate the new software and hardware computer systems.
- Scientific progress – Public institutions employ graduates with a higher educational background. New fields of work require a greater number of professional and technical employees.
- Development of the administrative and management sciences – Supervisors carrying out administrative and management functions must be trained and developed. Public institutions are now hiring work study officers.
- Preventing discrepancies, deviations and outdated methods – Adjustments must be made in similar fields to avoid duplication and overlapping of activities. (15)

[40]

TOTAL SECTION B: 160
GRAND TOTAL: 200

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