higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

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This marking guideline consists of 7 pages.

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SECTION A

QUESTION 1

1.1	1.1.1	E		
	1.1.2	J		
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	1.1.5	F		
	1.1.6	B		
	1.1.7	D		
	1.1.8	A		
	1.1.9	C		
	1.1.10	H	(10 × 2)	(20)

1.2	1.2.1	Privatisation - Transfer of state assets to the private sector		
	1.2.2	Nationalisation - Confiscating of privately owned assets by the state		
	1.2.3	Control – To ensure that all activities are carried out effectively and efficiently		
	1.2.4	Gazette – The official medium for informing the population about the activities of its public institution.		
	1.2.5	Policy – A declaration of intent to do something	(5 × 2)	(10)

1.3
- Determining and defining aims
- Calculating financial needs
- Creating an organisational structure
- Analysing and continuously revising procedures
- Designing the overall control (5 × 2) (10)

[40]

TOTAL SECTION A: 40

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SECTION B

QUESTION 2

2.1
- It is natural for people to stick to the familiar way of doing things.
- The best results will be achieved if improvements are brought about at the initiative of the official concerned.
- Resistance to change is complicated because officials cannot be threatened with dismissal.
- An official who has a negative attitude towards change will regard every suggestion as a threat.
- Changes should be implemented only after all the steps have been taken to make changes acceptable to officials.
- The person implementing changes must be connected to the department.
- Expensiveness of equipment might restrain change.
- Line staff might resist change brought up by special staff or advisers.
- Politicians in power may refuse to amend policies and leave officials powerless to make changes. (20)

2.2
- She investigates corruption and maladministration
- To report on that conduct
- May not investigate court decisions
- To take appropriate actions
- To inform public about her reports
- The public protector must be accessible to all communities
- Powers of public protector are regulated by national legislation (14)

2.3
- Process charts
- Work process charts
- Flow process charts
- Flow diagram
- String models and scale models
- Man-machine process charts
- Simo charts (6)

[40]

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QUESTION 3

3.1 Written reports

- The best known traditional control measure in the public sector.
- It provides physical evidence of whatever takes place.

Inspection and investigation

- It takes place in the actual work environment.
- The disadvantage is that it eventually results in negative fault-finding.
- It takes place after the deeds have been done.

Auditing

- It is concerned with the legal correctness of the transaction.
- It is used to prevent any wrongful transaction from taking place.

Cost accounting, cost comparison, cost analysis

- These are useful aids to evaluate standard transactions objectively at operational level.
- Control is exercised before the programme of work is approved and implemented.

Statistical returns

- Can measure productivity
- Figures reflecting costs, together with statistical returns, provide objective criteria for purposes of assessing results. (14)

3.2 Reference documents

- Must be kept for long periods
- Need to be filed in such a way that they can be retrieved
- Must be protected against destruction and damage
- Usually kept in registries or archives
- Must be a proper filing system for safe keeping (10)

3.3

- The national and provincial governments must strengthen the capacity of municipalities.
- If any national or provisional bill affects the status of functions of local government, it must be published for public comment.
- Municipalities may administer by-laws.
- By-laws must not contravene the provincial and national laws.
- The national and provincial government must delegate to a municipality any matters which can be administered effectively in local government.
- A municipality has power concerning a matter reasonably necessary for the effective performance of its functions.
- The provincial government may intervene if a municipality is incapable of executing its function.
- The premier has a great deal of influence over local government. (16)

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QUESTION 4

4.1

Business Management/ Shoprite Checkers	Public Management/ Department of Education
1. Decisions are aimed at maximisation of profit.	1. Decisions are aimed at improving public welfare.
2. Budget indicates even growing profits	2. Budget must show balances of spending
3. Complies with provisions of the law.	3. Applies the provisions of the law.
4. Uses own capital.	4. Uses tax funds.
5. Decisions are dictated by the market.	5. Decisions are directed by the chief political authority.

(10)

4.2 4.2.1

- Illiterate people no longer have job opportunities in the public sector.
- Labourers may be required to keep simple records.
- Every functional field will have its own technical language and terminology.
- The higher a functionary is placed in the hierarchy, the greater his skills and writing abilities will have to be.
- Officials who perform generic functions have to spend most of their working hours writing.
- Reports must be precisely prepared and written. (6)

4.2.2

- There will always have to be meetings in public sector institutions.
- Every supervisor will have to serve as a member of a board.
- Supervisors must know how to conduct themselves in meetings.
- Supervisors serve as chairpersons of meetings. (6)

4.2.3

- Supervisors will often negotiate with interest groups and subordinates.
- Supervisors must be trained and developed in the performance of negotiating activities. (4)

4.3 4.3.1 The following activities are related to these functional activities:

- Police who investigate crime
- Magistrates who decide on the punishment
- Prison workers who guard and rehabilitate prisoners
- Specific knowledge and skills should be possessed by these groups
- Magistrate and judges must have appropriate law qualification (6)

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4.3.2
- The state has to provide educational services to the population.
- Schools, colleges and universities are state institutions well known to the community.
- State must make sure of the following:
- Provision of schools and university buildings
- Building of libraries
- The staffing of schools and universities
- Appropriately trained and educated personnel are required. (4)

4.3.3
- The state has to provide transport services.
- Roads must be built.
- The state has to regulate transport media and services in order to protect the population against exploitation and injury.
- Huge sums of money are devoted to provision of infrastructure for transport services. (4)

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QUESTION 5

5.1
- Local government and central government should maintain a co-operative rather than a competitive relationship.
- Parliament makes laws which affect local government.
- Legislative authority is vested in parliament which ultimately controls all government activities.
- Local authorities must have points of contact with central authorities.
- Parliament even concerns itself with matters which used to be the sole concern of local government e.g. act on remuneration of Town Clerks. (8)

5.2
- Needs of the people
- Human society is a dynamic entity.
- There are constant changes taking place in society.
- Public authorities are involved in social aspects of community life.
- The following must be taken in account:
- Changes in public attitude
- Changes in the views of government of the day
- Population changes
- Acts and bills must be changed to satisfy the needs of the people.
- Progress made in technological fields
- Rapid technological changes have forced work procedures to change.
- Examples are high tech-office equipment e.g. fax machines and computers.
- Scientific progress
- During this century a great number of changes have taken place in the physical and social sciences fields.
- This has been proved by the large number of students at universities and technikons.
- People are pressurised to obtain high educational qualifications, skills and experience.

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- Development of administrative/management sciences
- The field of public administration is drawing more researchers.
- Training and development of supervisors have received increasing priority.
- New discoveries have been made in scientific fields.
- People are realising that administrative work in the public sector requires a particular skill.
- Outdated methods
- Changes are made and implemented in each particular institution as the need arises.
- Sometimes the authorities forget to make adjustments in similar fields or sections and it results in different sections doing the same task. (16)

5.3
- Setting standards
- Results to be measured against standards e.g. qualitative and quantitative
- Measuring performance against standards
- Instruments used are written reports, inspection, auditing, statistical reports
- Evaluating deviation from standard performance
- Was the standard exceeded
- Was the standard equalled
- Was the standard not equalled
- Taking steps to rectify the matter
- Adjusting standards
- Correcting shortcomings which caused deviation in performance (16)

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TOTAL SECTION B: 160
GRAND TOTAL: 200

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