higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

NOVEMBER EXAMINATION

PUBLIC ADMINISTRATION N6

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This marking guideline consists of 9 pages.

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QUESTION 1

1.1 1.1.1 Public accountability refers to the obligations of public enterprises and agencies that are entrusted with public resources to be answerable for fiscal and social responsibilities to those who have assigned such responsibilities to them.

1.1.2 Communication is the transfer of meaningful information to those concerned.

1.1.3 Nationalisation is the process of transforming private assets into public assets by bringing them under public ownership of a national government or state.

1.1.4 By-laws are laws or regulations made by local government that only relate to its particular municipality.

1.1.5 Control is a systematic effort by management to compare performance to predetermined standards, plans and objectives to determine whether performance is in line with these standards and to take any remedial action required.

(5 × 2) (10)

1.2 1.2.1 G
1.2.2 B
1.2.3 A
1.2.4 D
1.2.5 F

(5 × 2) (10)

1.3 1.3.1 False
1.3.2 False
1.3.3 False
1.3.4 False
1.3.5 False

(5 × 2) (10)

1.4 1.4.1 Socialism
1.4.2 Statistical returns
1.4.3 Conformism
1.4.4 Auxiliary functions
1.4.5 Gazette

(5 × 2) (10)
[40]

QUESTION 2

2.1 To provide services and/or products which will improve the general welfare of the public (2)

2.2 2.2.1

- National and provincial government must support and strengthen the capacity of municipalities to manage their own affairs, exercise their power and perform their functions.
- If any national or provincial bills affect the status, institutions, power or functions of local government it must be for public comment in the official gazette so that interested persons have the opportunity to make the presentation.
- A municipality may make and administer by-laws for the effective administration of the matter which it has the right to administer.
- If there is a conflict between a by-law and national or provincial legislation the by-law is invalid.
- National and provincial government must delegate any matter which would be administered more effectively locally to a municipality if the municipality has the capacity to administer it.
- A municipality has the right to reasonably exercise any power necessary to resolve a matter for the effective performance of its functions.
- If the municipality cannot or does not fulfil executive terms of legislation the relevant provincial executive may intervene by taking the appropriate steps.
- These steps include issuing a directive stating any steps required to meet its obligations.
- The premier of the province has a great deal of influence over local government.
- If a provincial executive does intervene in a municipality the intervention must end unless it is approved by the cabinet member for responsible for local government.
- The premier's approval is often required and therefore he has considerable influence over the local authority. (8 × 2) (16)

2.2.2
- Local and central government should maintain a cooperative rather than a competitive relationship.
- Parliament makes many laws which affect local government e.g. laws on housing, roads, labour, etc. Therefore no local government is entirely autonomous and should be regarded as part of the political and administrative machinery which governs the country.
- Legislative authority is vested in parliament which ultimately controls all government activities.
- Local authority must have direct contact with central authorities as they often have to operate in the same field for instance in matters of finance, tourism, sports, housing and health.
- Parliament even concerns itself with matters which used to be the sole concern of the local authority as seen in the Act on the Remuneration of Town Clerks. (5 × 2) (10)

2.3 2.3.1
- Issue a directive stating any steps required to meet its obligations.
- Assume responsibility for the relevant obligation (2 × 2) (4)

2.3.2
- Maintain essential national standards
- Meet minimum standards for rendering a service
- Maintain economic unity to maintain national security
- Prevent province from taking unreasonable action which may be prejudicial to the interest of another province or the country

(4 × 2) (8)
[40]

QUESTION 3

3.1
- Public institutions are established on government initiative to meet the needs, demands and requirements of the community.
- Funds made available by parliament are public funds which are kept in trust until it is spent for specific purpose.
- Remember that to err is human and that humans are exposed to many temptations.
- Control must be exercised over action to ensure its legitimacy and legality.
- The state seeks order, welfare and peace to attain the aim of the state.

(3 × 2) (6)

3.2 3.2.1

- Section 87 of the Constitution provides for the impeachment and removal from office of the president and deputy president who performs unsatisfactorily.
- Section 92 provides for ministers to be individually and collectively accountable to the president and parliament.
- Section 146(2) provides for the impeachment and removal of office of provincial premiers.
- Section 153 provides that members of the executive council of each province will be individually and collectively accountable to the premier and the provincial legislature.

3.2.2

- Courts have the authority and right to examine the legality and validity of acts of executive institutions in order to safeguard citizens' rights.
- An aggrieved citizen may file a civil or criminal case if his/her rights have been violated.
- Court hearings do not take place behind closed doors.
- All detail of any irregularities is investigated in a court and may be reported in newspapers.
- Courts may only point out the guilty party but cannot correct the person's behaviour.

(2 × 8) (16)

3.3

- Should know what goods and services are available to them
- Can assist public institutions in the performance of their functions
- For watchdog purposes
- Should be informed about any intended purchases by public institutions in order to submit tenders (4 × 2) (8)

3.4

Private management	Public management
• Decisions made on behalf of shareholders are aimed at profit maximisation • Budget indicates ever growing profit • Complies with law stipulated • Uses own capital of shareholders • Decisions are dictated by the market	• Decisions are aimed at improving the public welfare of the politically aware community • Budget must show balanced spending • Applies law stipulated • Must use tax fund to the advantage of the public • Decision are directed by the chief political authority

(5 × 2) (10)
[40]

QUESTION 4

4.1 4.1.1

- During this century a great number of changes took place in the fields of physical and social science.
- The great number of students attending universities/universities of technology is proof of these changes.
- People are pressurised to obtain tertiary qualifications, skills and experience.
- Officials such as nurses, prison officials and public servants are increasingly required to obtain higher skills and qualifications.

(3 × 2) (6)

4.1.2

- The training and development of supervisors to perform administrative and managerial functions in the public sector is receiving increased priority.
- The field of public administration is drawing more researchers.
- New discoveries have been made in scientific fields.
- People are realising that administrative work in the public sector requires a particular set of skills. (4 × 2) (8)

4.2

- It is natural for people to stick to familiar ways of doing things.
- People are mentally and physically lazy.
- People are afraid of the unknown.
- People are afraid of making mistakes.
- The best results are achieved when improvements are brought about on the initiative of the official concerned.
- Resistance to change is complicated because officials cannot be threatened with dismissals.
- Officials are scared that their promotion possibilities will be jeopardised.
- An official who has a negative attitude towards change regards every suggestion as a threat.
- Changes should be made and implemented only after all steps have been taken to make changes acceptable to officials.
- The person implementing change must be connected to the department.
- If officials are involved in party politics they may appeal to politicians to intervene.
- The cost of equipment might inhibit change as technology is needed to help implement change.
- Line staff might resist change brought about by special staff or advisers.
- Poor organisational and procedural arrangements might be hindering change.
- Politicians in power may refuse to amend policies and leave officials powerless to make changes. (10 × 2) (20)

4.3 Written report

- The most common control measures used in the public sector
- Provide documentary evidence of whatever took place
- Ratification and validation
- Delegate power to regional offices
- Rules and regulations

Personal inspection

- Trained managers should conduct inspections first to obtain information.
- Be careful of snoopervision.

Auditing

- An audited report should be submitted.
- Measuring finance remains an important way of quantitative analysis to check whether activities are progressing in the desired direction or not.

Statistical reports

Statistical reports are used in addition to financial auditing for example: salaries make up 30% of the budget and if salary expenditure as a component of the budget increases while the number of stuff stays constant an investigation should be launched.

Keeping daily records of correspondence

To determine whether the correspondence that officials send to the public still conform to departmental requirement

(3 × 2) (6)
[40]

QUESTION 5

5.1
- The state provides some transport services.
- The state must build roads.
- The state should regulate transport media and services in order to protect the population against exploitation and injury.
- Huge sums of money are allocated to the provision of infrastructure for transport services.
- A variety of specialist professional employees, technicians and expert administrators are required. (Any 4) (4)

5.2 5.2.1 The public manager attains his/her position because he/she understands the function and purpose of the department and is able achieve this purpose by making use of well-thought-out policies, plans and programmes. (3)

5.2.2 He/She has to determine and establish the functions which can enable the department to achieve its mission, namely:

- Determining policy
- Calculating financial needs
- Determining staff structure and staff needs
- Creating an organisational structure
- Revising procedure
- Control (7)

5.2.3
- The public manager must take the institution to new heights according to policy directions✓ and functional obligations which will meet the needs and desires of the community.✓
- Public managers should manage planning, coordination, communication, human relations and other similar functions.✓
- This series of functions is referred to as an auxiliary process.✓ (4)

5.3 Ability to plan
- Read and anticipate the future
- Decide about matters with sound judgement

Ability to organise
- Organise people as members of the team
- Thorough knowledge of human nature
- Identify the group leader and accept him/her as an assistant

Ability to communicate
- Give subordinates the necessary guidance
- Communicate own views and opinions in a meaningful way

Ability to inspire
- Care and portray an enthusiastic and hardworking attitude
- Inspiring fear would also get results but then the performance of subordinates would be based on fear

Ability to coordinate
Anticipate the result of work pace that is too slow or too fast

The ability to control
Expected to check on a continuous basis whether the activities of an organisational unit are still in line with the aim (5 × 2) (10)

5.4
- Suitable furniture and equipment must be provided.
- Materials must be acquired efficiently.
- Materials must be protected against theft and damage.
- Adequate work methods and procedures should be provided.
- Officials should have appropriate education and training.
- Officials should know how to care for and use the furniture and equipment.

(4 × 2) (8)

5.5 5.5.1 Programmable decisions are decisions based on given information.

5.5.2 Nonprogrammable decisions are decisions made based on assumptions.

(2 × 2) (4)
[40]

TOTAL: 200

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