



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	E			
	1.1.2	G			
	1.1.3	F			
	1.1.4	H			
	1.1.5	C			
	1.1.6	K			
	1.1.7	B			
	1.1.8	L			
	1.1.9	A			
	1.1.10	D			
				(10 × 2)	(20)
1.2	1.2.1	False			
	1.2.2	False			
	1.2.3	False			
	1.2.4	False			
	1.2.5	False			
	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
- As part of the policy-implementation process, various activities such as the six generic administrative functions, managerial, functional, auxiliary and instrumental activities must be applied.
 - Legislatures make public-policy decisions, while others perform the administrative task of implementing these policies.
 - It is the responsibility of government to allocate the necessary resources to departments for the implementation of policies.
 - The amount of attention given to a budget gives a good indication of government's real commitment towards the implementation process.
 - Institutions responsible for the implementation process must market their implementation plans.
 - Marketing should be seen as an ongoing process.
 - The department must have an effective information service to ensure that functionaries can evaluate implementation activities.
- (Any 5 × 2) (10)

- 2.2
- Efforts are made by interest groups to influence policy making in favour of their members.
 - The influence of interest groups on policy making is a key element of the decision-making process.
 - By representing members' interests, they also have an important role in holding government accountable for its actions.
 - These attempts to influence policy making may take place through different methods including:
 - Direct communication with government institutions
 - Participating in public meetings
 - Drafting reports to government officials concerning a policy issue
 - Media comments or media campaigns
 - Trade unions are regularly involved in mass actions particularly demanding increases in wages and other service conditions of workers. (5 × 2)
- (10)
- 2.3
- Departmental administration policy: The administrative department will make provision for the meaningful and logical determination of all six generic management functions.
 - Departmental staff policy: Each department must have a staff policy regarding recruitment, training, salary levels, promotion, dismissal, retirement, etc.
 - Departmental financial policy: Each department must adopt policy guidelines in terms of the Public Finance Management Act.
 - Departmental organisational policy: Commissions and committees can advise government on personnel practices in the public service.
 - Departmental procedural policy: Work-study officers and organisation officials may advise ministers on better procedures and methods to ensure proper policy procedures to be implemented.
 - Departmental control policy: Ministers must be in constant control over the activities of their department. Control measures should be in place such as auditing, supervision and reporting in order to manage and control duties successfully. (Any relevant 5 × 2)
- (10)
- 2.4
- The institution will always have the final say in the legislative and budgetary proposals submitted to legislature.
 - Political office-bearers must establish the views of political parties, interest and groups and influential members of the public.
 - The results and findings of their views must be submitted to top officials under their control.
 - Matters of policy must be investigated and a report must be prepared for submission to the institution of which they are members.
 - A study of society must be made before decisions can be made.
 - Political office-bearers must study and prepare all documentation that concern a policy matter. (Any relevant 5 × 2)
- (10)

[40]

QUESTION 3

- 3.1
- The organising process must be done in writing.
 - Organisational charts, manuals and procedure codes can be used to communicate important information to staff members.
 - All functions performed by public officials must be accounted for. (3 × 2) (6)
- 3.2
- Line system:✓✓ This system has a direct line of authority and command stretches from top to bottom.✓✓
 - Functional system:✓✓ This system exercises authority and command over only the specialised function assigned to supervisors that focuses on a single function or goal.✓✓
 - Line and staff organisation:✓✓ In this system specialists or staff functionaries do research work and act as advisors. Expert assistants help the nonspecialist line functionaries.✓✓ (3 × 4) (12)
- 3.3
- There must be two-way feedback from the supervisor to the subordinate.
 - There must be formal directives to regulate communication.
 - Standardised forms and reports can be used to prevent misunderstandings and save time.
 - Formal communication will be prescribed by legislation and also by directives such as manuals, rules and regulations and procedure codes.
 - Attention must be given to the correct use of language to accommodate several different home languages.
 - Be aware of the 'grapevine' or informal communication often used to spread rumours and gossip. This can also be used in a positive way. (5 × 2) (10)
- 3.4
- Delegation gives other officials the authority and power to make decisions and carry them out.
 - Delegation must be done on a formal basis and therefore in writing according to legislation.
 - Delegation must be done in a realistic manner to ensure that work is carried out quickly and efficiently.
 - A measure of control is necessary to ensure that authority is not being misused.
 - Accountability and responsibility should be taken for tasks assigned. (5 × 2) (10)
- 3.5
- It means each worker has one direct supervisor or boss. (2)
- [40]**

QUESTION 4

4.1 Government funds are public funds

- State funds belong to the public and therefore it is of the utmost importance to have thorough control over government finances.✓✓
- The state is responsible for keeping taxpayers' money temporarily in trust until it is used later for service delivery.✓✓
- The main aim of the state should always be to use taxpayers' money to the advantage of the population.✓✓

State departments

- The minister is the head of the department.✓✓
- He/She is usually appointed to act as an accounting officer for the department.✓✓
- Each accounting officer is held accountable for the proper utilisation of public funds.✓✓
- This official is a member of parliament.✓✓

State budget

- The budget of the state stipulates which activities must be performed by the government.✓✓
- Parliament is the highest legislative body and has the responsibility to either accept or reject the budget.✓✓
- Only elected representatives have the right to increase taxes or tariffs.✓✓
- If the budget is used improperly, it can cause damage to the economy and society.✓✓

Financial year as fixed period

- The time allocated for the functioning of a budget is usually one financial year.✓✓
- The state uses a three-year rolling budget.✓✓
- Departments should make a three-year objective projection.✓✓
- Departments can apply every month for one-twelfth of their projected budget.✓✓
- If the first year has lapsed, the next two-year projection will come under review and changes can be made.✓✓

(Any relevant 4 × 2) (8)

4.2 Departmental accountants

(10)

- Highly trained and specialised accountants who report to the accounting officer✓✓
- Responsible for the accounting of the department and have daily control over finances✓✓

Financial and fiscal commissions

- Investigate and give advice on financial and fiscal policies✓✓
- Formulate proposals regarding taxes, levies, imports and surcharges which provincial government may levy✓✓
- Give advice regarding the raising of loans for provincial and municipal governments and the financial norms with which they have to comply✓✓

- 4.3
- Budget allocations cannot be exceeded without the necessary authorisation.
 - Approved funds must be used for a specific financial year and cannot be transferred to cover other expenses.
 - Money may be used only for the purpose for which it was requested.
 - A budgetary law may only deal with financial issues.
 - All income received falls under the control of the state president.
 - All money collected is deposited in the state revenue account.
 - No money may be withdrawn from the state revenue fund unless it has been approved by an act of parliament. (Any relevant 6 × 2) (12)
- 4.4
- Identifies and determines which services will be delivered by the department
 - Exercises control over the budget of the department and ensures that the budget is not exceeded
 - Determines the most efficient and cost-effective way in which services can be rendered
 - Submits programmes of expenses and budgets to the department of state expenditure together with proposals for the appropriation of the necessary funds
 - Certifies the correctness of the accounting records under the department's control
 - Responds annually to all enquiries from the auditor general and the department of finance
 - Reports any financial irregularities encountered in the department to the department of state expenditure and auditor general (Any relevant 5 × 2) (10)
- [40]**

QUESTION 5

- 5.1
- He/She should be formally introduced to new colleagues.
 - He/She should be given the opportunity to meet and interact with key role models.
 - He/She should be formally oriented into the new environment.
 - He/She should be given clear information about their job description.
 - Supervisors are responsible for preparing an orientation programme for new employees.
 - He/She should be made aware of the organisation's policies, rules and regulations.
 - He/She should feel needed. (Any 5 × 2) (10)
- 5.2
- Attitude of people towards a public sector
 - Conditions of service and salary offered
 - Qualifications required for a particular post
 - Reservation of particular posts for a certain population group
 - Employment policy of the organisation (5 × 2) (10)

- 5.3
- Official reaches retirement or pensionable age
 - Official found guilty of misconduct
 - Official found to be medically unfit for the service
 - Official found to be inefficient and neither reassignment nor retraining have helped to rehabilitate the official
 - Official resigns from the workplace
- (Any relevant 5 × 2) (10)
- 5.4
- Advertising in public media such as the newspapers, radio and television
 - Mailing information of vacant posts to schools and universities
 - Keeping a list of jobseekers who make enquiries when specific posts become vacant
 - Fostering good relationships with educational institutions as they may encourage suitable candidates to apply for positions in the public service
 - Visiting schools and other educational institutions to encourage the interest of students
 - Holding exhibitions and meetings where potential candidates may be present
 - Sending letters of congratulations to school-leavers and students who will be graduating from universities
 - Holding open days for the public
- (Any relevant 5 × 2) (10)

[40]

TOTAL SECTION B: 160
GRAND TOTAL: 200