



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

PUBLIC ADMINISTRATION N5

18 November 2024

This marking guideline consists of 7 pages.

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SECTION A

QUESTION 1

1.1	1.1.1	False✓✓	(5 × 2)	(10)
	1.1.2	False✓✓		
	1.1.3	False✓✓		
	1.1.4	True✓✓		
	1.1.5	True✓✓		
1.2	1.2.1	Additional budget✓✓	(5 × 2)	(10)
	1.2.2	Auditor General✓✓		
	1.2.3	Merit system✓✓		
	1.2.4	Personnel Administration✓✓		
	1.2.5	Training✓✓		
1.3	1.3.1	Planning✓✓	(5 × 2)	(10)
	1.3.2	Public policy✓✓		
	1.3.3	Media✓✓		
	1.3.4	Coordination✓✓		
	1.3.5	Functional system✓✓		
1.4	1.4.1	D✓✓	(5 × 2)	(10) [40]
	1.4.2	F✓✓		
	1.4.3	B✓✓		
	1.4.4	C✓✓		
	1.4.5	A✓✓		
TOTAL SECTION A:				40

SECTION B

QUESTION 2

- 2.1
- Circumstances✓✓
 - If more people become unemployed, government will have to spend more money on creating jobs.✓
 - The high crime rate and violence will force government to spend money on employing and training more police officials.
 - People from other countries would not be so eager to invest in South Africa if the crime rate is not considered as a priority. (Any 3 × 1)
 - Needs and expectations of the population✓✓
 - Public institutions find it impossible to function if the necessary funds are not available.✓
 - People, sometimes, refuse to pay for services or they demand lower taxes, but still want better services.
 - Once communities become aware of their diverse needs, they put pressure on government to provide for their demands and expectations. (Any 3 × 1)
 - Policies of political parties✓✓
 - There will always be different political parties, who compete against one another to gain power and rule the country.✓
 - These new changes will either mean a restriction or an extension of services, depending on the objectives of the political party in power.
 - The party that wins an election will introduce and enforce new policy changes. (Any 3 × 1)
 - Research and investigations by commissions and committees✓✓
 - A commission or a committee is appointed to investigate issues and make recommendations based on its findings.✓
 - These recommendations must first be approved by the Cabinet, which are usually set out in a White Paper, before Parliament accepts it as a policy document. (Any 3 × 1)
 - Activities and representations of interest groups✓✓
 - Efforts made by interest groups to influence policy-making in favour of their members.✓
 - The influences of interest groups on policy making, is a key element of the decision making
 - By representing members' interests, they also have an important role in holding the government accountable for its actions. (Any 3 × 1)
 - Personal views of political executive office bearers✓✓
 - Public officials also play a key role in influencing the policies of the institutions entrusted to them.✓
 - The information and advice given by officials is used by political office bearers to bring changes to policies. (Any 3 × 1)

(2 marks for naming & 1 mark for explanation) (Any relevant 5 × 3) (15)

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- 2.2
- Each government department will plan a meaningful and logical administration policy.✓✓
 - The administrative department will make provision for the 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 – must adopt guidelines in terms of the Public Finance Management Act (PFMA) (Act 1 of 1999).✓✓
 - Departmental organisational policy - commissions and committees can advise government on personnel practices in the public services.✓✓
 - Departmental procedural policy - work study officers and organisation officials may advise ministers on better procedures and methods, to ensure proper policy procedures be implemented.✓✓
 - Departmental control policy - the ministers must be in a 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 6 × 2) (12)

- 2.3
- Public✓✓
 - Clear✓✓
 - Flexible and adaptable✓✓
 - Feasible/Achievable✓✓
 - Enforceable✓✓
 - Authoritative
- (Any relevant 6 × 2) (12)
[40]

QUESTION 3

- 3.1
- A hierarchical structure of committees on which heads of branches or divisions serve.✓✓
 - Regular meetings of heads of branches or divisions.✓✓
 - Organisational schemes, reports, instruction manuals and procedure codes.✓✓
 - Lines of communication and objectives are clearly set out.✓✓
 - Proper training of staff is necessary, where teamwork is emphasised.✓✓
- (Any relevant 5 × 2) (10)

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- 3.2
- In this chart, the general manager is placed at the top.✓✓
 - All lines of communication and authority run from top to bottom.✓✓
 - Diagram structure and neatness✓

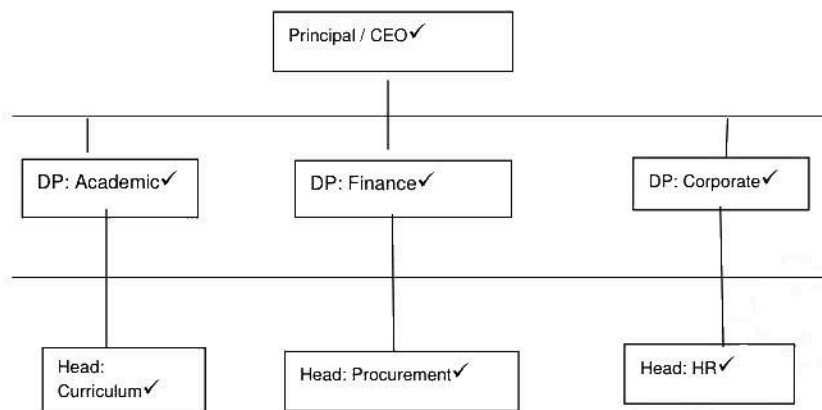


Diagram structure and neatness= (5 marks)

Explanation = (4)

Labelling of the chart = (7)

(5 + 7 + 4) (16)

- 3.3
- The country is strongly managed by political parties.
 - The population raise their voices through electing representatives in parliament, who form part of legislative assembly.
 - There are three spheres of government and each level has its own powers and duties.
- (Any relevant answer) (5)

- 3.4
- Delegation gives other officials the authority and power to make decisions and to carry them out.✓✓
 - Accountability and responsibility are created.✓✓
 - 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 authority is not being misused.✓✓
 - The public official, who has taken the responsibility for tasks assigned to them, should always give account to the public on their decisions and actions taken.
- (Any relevant 5 × 2) (10)
[41]

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QUESTION 4

- 4.1
- Once final approval has been given, the budget can be executed by the various departments and institutions.✓✓
 - It should be borne in mind that estimated funds may not be spent without good reasons.✓✓
 - Specific requirements are laid down before any money be released.✓✓
 - Records of expense transactions must always be kept safely and must be carefully recorded.✓✓
 - Strict control is necessary with regard to the safekeeping of funds and the payment of accounts.✓✓
 - The implementation of the budget will be left to the administrative executive institutions.
 - The accounting officer in each administrative executive institution must answer to any financial irregularities which may occur.
 - The department responsible for state expenditure and the Auditor-General will supervise these officials. (Any relevant 5 × 2) (10)
- 4.2
- Is responsible for the auditing of all state and other public accounts.✓✓
 - Has the authority to audit any document in possession of any public institution, to establish whether financial administration is above suspicion.✓✓
 - Has the power to question any person under oath and inspect any document in the performance of his/her functions.✓✓
 - Performs functions assigned to him/her by acts of parliament.✓✓
 - May serve in his/her capacity until the age of 65.✓✓ (Any relevant 5 × 2) (10)
- 4.3
- Revenue from state enterprises/profitable institutions✓✓
 - Interest on dividends✓✓
 - Levies✓✓
 - Licence fees✓✓
 - Fines and bail forfeitures✓✓
 - Taxes✓✓
 - Loans
 - Special funds and accounts (Any relevant 6 × 2) (12)
- 4.4
- The budget of the state stipulates which activities need to be performed by the government.✓✓
 - Parliament is the highest legislative body, and has final 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.✓✓ (4 × 2) (8)
- [40]**

Commented [WE1]: Author: Should this be National Treasury?

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QUESTION 5

- 5.1
- Control or checking means to make sure that all personnel are carrying out their tasks in an efficient manner.✓✓
 - Tasks performed should be according to prescribed policies and regulations.✓✓
 - All staff members must give account to their direct supervisor for the work they have completed.✓✓
 - The top functionary must then give account to the legislature.✓✓
 - The work of supervisors will also be audited and inspected, and they must submit reports to their department's personnel office.✓✓
 - Personnel officers and heads of divisions will also be accountable to the heads of their respective institutions.
 - Auditing, inspection and reporting also apply to personnel functions.
 - An annual over-arching institutional personnel report has to be submitted to the National Assembly and the legislature of every province.(Any relevant 5 × 2) (10)
- 5.2
- It is always difficult to make accurate assessments of the personal qualities of a human being.✓✓
 - There is no guarantee that a candidate, found to be suitable through the selection tests, will in fact perform their tasks satisfactorily.✓✓
 - Public institutions have established a probationary period of, usually, 12 months.✓✓
 - It gives supervisors the opportunity to observe whether the candidate has the required skills and expertise to perform in the job appointed✓✓
 - The trial period can be effective only if supervisors have given proper guidance and assistance to the appointed candidate.✓✓
 - The probationary period is also referred to as the extended selection process of personnel.
 - Supervisors must retain a sense of objectivity and also give proper guidance and assistance to the recruits. (Any relevant 5 × 2) (10)
- 5.3
- The attitude of people towards working in the public sector.✓✓
 - The conditions of service and salary offered.✓✓
 - The qualification required for the post.✓✓
 - The reservation of particular posts or categories of posts for particular population groups, e.g., for mentally or physically handicapped persons✓✓
 - The employment policy of the organisation, e.g., filling higher posts by promotion only.✓✓ (Any relevant 5 × 2) (10)
- 5.4
- When an employee is asked to do work which is not part of their job description✓✓
 - Being treated unfairly at work✓✓
 - Being discriminated against at work✓✓
 - The terms and conditions of an employment contract✓✓
 - When gross mismanagement is used by the employee✓✓
 - Feeling threatened at work✓✓ (Any relevant 5 × 2) (10)

[40]

TOTAL SECTION B: 140
GRAND TOTAL: 200