



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

PUBLIC ADMINISTRATION N5

21 November 2025

This marking guideline consists of 8 pages.

SECTION A

QUESTION 1

1.1	1.1.1	True✓✓	(5 × 2)	(10)
	1.1.2	False✓✓		
	1.1.3	False✓✓		
	1.1.4	True✓✓		
	1.1.5	True✓✓		
1.2	1.2.1	Vertical organisational structure✓✓	(5 × 2)	(10)
	1.2.2	Levies✓✓		
	1.2.3	Probation✓✓		
	1.2.4	State departments✓✓		
	1.2.5	Human resources✓✓		
1.3	1.3.1	COSATU✓✓	(5 × 2)	(10)
	1.3.2	Policy✓✓		
	1.3.3	Commercial enterprises✓✓		
	1.3.4	Equipment✓✓		
	1.3.5	Financial and Fiscal Commission✓✓		
1.4	1.4.1	E✓✓	(5 × 2)	(10)
	1.4.2	D✓✓		
	1.4.3	F✓✓		
	1.4.4	A✓✓		
	1.4.5	B✓✓		
TOTAL SECTION A:				40

SECTION B

QUESTION 2

- 2.1
- Individuals✓✓
 - Interest or pressure groups✓✓
 - Legislative institutions✓✓
 - Political executive institutions✓✓
 - Cabinet secretariats✓✓
 - President's council✓✓
 - Political executive office-bearers (executive authority)
 - Central directive, research and coordinating institutions
 - Commission of enquiry
 - Departmental and interdepartmental committees
 - International institutions
 - Public officials
 - Newspaper and other media
 - International influences

(Any relevant 5 × 2) (10)

- 2.2 2.2.1
- The policymaking process involves a group of generic administrative functions that must be performed by government officials to come up with new policies.✓✓
 - The decisions taken by government officials when formulating a policy are called policymaking.✓✓
 - Policymakers must identify and investigate any matters of concern on which policies should be made.✓✓
 - The identified matters or situations will require a new policy or policy adaptations (changes).✓✓
 - Research and investigations can be a lengthy and complicated process, and must be future oriented.✓✓
 - Interaction can take place during elections, public meetings, or at meetings between representatives of interest groups and political office bearers and officials.
 - Policymaking must be undertaken in an orderly manner, for instance, if government wants to provide basic housing to the poor, it must first identify the precise needs of the poor and ensure that money is available to provide in the need.

(Any relevant 5 × 2) (10)

- 2.2.2
- If more people become unemployed, government will have to spend more money on creating jobs.✓✓
 - The high rates of crime and violence will force the government to spend money on employing and training more policemen and woman.✓✓
 - People would not be so eager to invest in south Africa if the issues of crime and unemployment are not considered as priorities.✓✓
 - Technological developments, for example, cars, aeroplanes, trains (Gautrain), computers force authorities to provide a number of services like building and upgrading roads, licences, traffic control, etc.✓✓
 - Population increases and urbanisation of the population result in a need for more services such as health, housing, water, electricity, schools.✓✓
 - Has the power to question any person under oath and inspect any document in the performance of his/her functions.
 - Crises, natural disasters, wars and depressions. Authorities have to take action to prevent or relieve suffering during crises (disaster management). The government needs to financially support victims of drought and damage due to natural disasters.
- (Any relevant 5 × 2) (10)
- 2.2.3
- Conditions of establishment✓✓
 - Political assignment✓✓
 - Legality according to the state and administrative law✓✓
 - Financial means✓✓
 - Personnel abilities✓✓
 - Physical facilities
- (Any relevant 5 × 2) (10)

[40]

QUESTION 3

- 3.1
- People on the same level do the same work.✓✓
 - This hierarchy is made up of different sections, divisions or departments.✓✓
 - This means that each organisational unit co-operates with other units to achieve objectives.✓✓
 - All functionaries are well-informed about anything that concerns them.✓✓
 - Each functionary needs to take responsibility for his/her own work area and give account to someone in a higher position.✓✓ (5 × 2) (10)
- 3.2
- Control is a form of leadership or guidance by a supervisor.✓✓
 - A supervisor's task is to clearly explain the organisation's objectives to his/her subordinates.✓✓
 - Supervisors must ensure that subordinates meet the set standard in terms of quality and/or quantity of goods or services.✓✓
 - He/She must also ensure that what has been planned is carried out.✓✓
 - Attention is given to the division of work and the span of control.✓✓ (5 × 2) (10)
- 3.3
- Assigning tasks from a higher level to a lower level.✓✓
 - The subordinate must have the capabilities to perform the job.✓✓
 - The subordinate becomes publicly accountable and responsible for all decisions and actions that he/she may take.✓✓
 - The subordinate should be allowed to complete the task in the manner that he/she chooses, as long as the desired results are likely to be what the supervisor specifies.✓✓ (4 × 2) (8)
- 3.4
- Government policy must be established.✓✓
 - Geography and demography play a role – whether the location of a decentralised office is convenient for the community.✓✓
 - Consider where workers want to work.✓✓
 - The availability of services and suitable accommodation, and facilities.✓✓
 - Department needs to decide how much control is needed over the activities of the decentralised office.✓✓
 - Legal restrictions must be taken into account; they determine the extent to which decentralisation can take place.✓✓ (6 × 2) (12)
- [40]**

QUESTION 4

- 4.1
- Identify and determine which services will be delivered by his/her department.✓✓
 - Exercise control over the budget of his/her department to ensure that the budget is not exceeded.✓✓
 - Determine the most efficient and cost effective way in which services may be rendered.✓✓
 - Submit programmes of expenses and budgets to the Department of State Expenditure together with proposals for the appropriation of the necessary funds.✓✓
 - Ensure that all expenses under his/her control are properly authorised.✓✓
 - Submit statements to the Auditor-General which serves as proof of the orderly and responsible spending of the money.
 - Certify the correctness of the accounting records under his/her control.
 - Respond annually to all enquiries from the Auditor-General and the Department of State Expenditure.
 - Report any financial irregularities encountered in his/her department to the Department of State Expenditure and the Auditor-General.
- (Any relevant 5 × 2) (10)
- 4.2
- He is the Head of the Ministry of Finance and National Treasury.✓✓
 - He prepares the annual budget of the state.✓✓
 - He submits and presents the budget to the legislature for approval.✓✓
 - He is responsible for implementing, erasing and drafting fiscal policies.✓✓
- (4 × 2) (8)
- 4.3
- Parliament✓✓
 - Joint Committee on Public Accounts✓✓
 - Department of State Expenditure / National Treasury✓✓
 - The South African Reserve Bank✓✓
 - The Minister of Finance✓✓
 - Accounting officers
 - Departmental accountants
 - The Auditor-General
 - Legislators (Parliament and Municipal Councils)
 - Financial and Fiscal Commission
- (Any relevant 5 × 2) (10)
- 4.4
- Serves as banker of governmental funds.✓✓
 - Issues notes and coins.✓✓
 - Acts as banker for commercial banks.✓✓
 - Collects all revenues that are due to provide customs services.✓✓
 - Provides financial advice to the government and other authorities and institutions.✓✓
 - Acts as protector and moderator of interest rates, gold reserves and foreign currency.✓✓
- (6 × 2) (12)

QUESTION 5

- 5.1
- Empowering employees is prioritised.✓✓
 - Productivity is increased, workers are better equipped with skills and knowledge.✓✓
 - Employees are kept updated on new job-related information and thereby contributing to better customer service.✓✓
 - Employees are updated on new and enhanced skills, aligning them to reach organisational goals and objectives.✓✓
 - Job satisfaction, employee motivation and morale are increased; employee turnover is reduced.✓✓
 - Processes increase in efficiency, resulting in financial gain.
- (Any relevant 5 × 2) (10)
- 5.2
- Fairness✓✓
 - Clarity✓✓
 - Comprehensiveness✓✓
 - Efficiency✓✓
 - Elasticity✓✓
- (5 × 2) (10)
- 5.3
- Research is necessary not only to medical and science fields but is also an important aspect of any institution or organisation.✓✓
 - Top officials should involve personnel in the process when conducting research as they are the one who initiate all processes.✓✓
 - The research done by the Public Service Commission can bring meaningful and relevant implementation of policies and procedures for positive change to an institution.✓✓
 - All employers must take specific steps to safeguards the health, safety and welfare of their employees.✓✓
 - Personnel should be supported by welfare officers and be provided with medical-benefit schemes, as well as accident prevention and safety schemes.✓✓
 - In South Africa, the Occupational Health and Safety Act has been established to govern the health and safety in workplaces.
 - The Act stresses the fact that health and safety must be implemented and managed within organisations.
 - If organisations do not comply with the Act, it may lead to unnecessary fines, penalties and possible prosecution.
- (Any relevant 5 × 2) (10)

- 5.4
- He/She should be formally introduced to new colleagues.✓✓
 - Newcomers should be given the opportunity to meet and interact with key role models who can serve as coaches and mentors during the orientation.✓✓
 - He/She should be formally orientated into the new environment.✓✓
 - Clear information should be given to new employees of what their jobs entail and how their roles fit into the objective of the organisation.✓✓
 - Supervisors are responsible for preparing an orientation programme for new employees.✓✓
 - The new employee should be made aware of the organisation's policies, rules and regulations as well its history and background.
 - All furniture or equipment should be re-arranged.
 - He/She should feel that he/she is needed. (Any relevant 5 × 2) (10)
- TOTAL SECTION B: 160**
GRAND TOTAL: 200
- [40]**