


External Integrated Summative Assessment Exemplar Question Paper- Memorandum					
SAQA ID	Qualification Title				
118791	Occupational Certificate: General Manager Public Service				
Date of EISA:	NQF Level	Credits			
	6	150			
Total Marks	200	Duration	3 hours 30 minutes	Number of pages in the booklet	27
Start Time of assessment	09h00		End time of assessment	12h30	
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Qualification Title			
Occupational Certificate: General Manager Public Service	SAQA ID	118791	
Learner Details			
Candidate ID Number			
Assessment Centre Number			
Date of assessment	Signature of assessor		
	Assessment results	% Achieved:	Competent Yes/No
Comments by assessor			

EXTERNAL INTEGRATED SUMMATIVE ASSESSMENT

TOTAL NUMBER OF MARKS: 200

TIME: 3 hours 30 minutes

Instructions to Marker / Assessor:

- This memorandum serves as a guideline for marking and must be applied in line with **QCTO** and **AQP** assessment requirements.
- Mark only responses written in the official **Answer Book**.
- Mark **ALL** questions attempted by the candidate.
- Award marks strictly according to the **mark allocation** indicated for each question and section.
- Give credit for **relevant** and **correct answers**, even if the wording differs from the suggested responses.
- Apply professional judgement **consistently** where more than one correct answer is possible.
- Marks awarded must **not exceed** the maximum allocated.
- Ensure marking is **fair, valid, reliable**, and **free from bias**.

This question paper consists of **Four Sections**

Mark allocation

Section A	[40 Marks]
Section B	[40 Marks]
Section C	[80 Marks]
Section D	[40 Marks]

(Total = 200 Marks)

INSTRUCTION: ANSWER ALL QUESTIONS

SECTION A

QUESTION 1

1.1 Read the following Scenario and answer the questions that follow:

The KwaZulu-Natal Department of Human Settlements is responsible for providing sustainable housing solutions and improving living conditions for communities across the province. The Department plays a critical role in delivering low-cost housing, upgrading informal settlements, and ensuring access to basic services such as electricity, sanitation, and clean water.

To accelerate service delivery, the Department has introduced a **Five-Year Integrated Human Settlements Development Plan**, aimed at reducing housing backlogs, improving infrastructure quality, and promoting inclusive and sustainable communities.

The key focus areas of the strategy include:

- Accelerating the construction of affordable housing units
- Upgrading informal settlements with essential services
- Improving coordination with municipalities and private sector partners
- Enhancing the quality and durability of housing infrastructure
- Strengthening community engagement in housing projects

To implement this plan, the Department has initiated several strategic actions:

- Allocating budgets through the Medium-Term Expenditure Framework (MTEF)
- Appointing contractors, engineers, and project managers
- Monitoring project progress through site inspections and performance reports
- Increasing public participation and beneficiary feedback mechanisms
- Introducing quality control systems to ensure compliance with building standards

Performance is measured using indicators such as the number of houses built, reduction in informal settlements, project completion rates, and beneficiary satisfaction levels.

Despite these efforts, the Department faces challenges such as funding constraints, contractor delays, corruption risks, poor project management, and community protests. To address these challenges, management has strengthened oversight systems, introduced stricter compliance measures, and improved stakeholder coordination.

QUESTION 1.1.1

a) Point out one focus area within the Department's plan that plays a direct role in improving housing services. **(1 mark)**

Suggested Answer:

- Accelerating the construction of affordable housing units ✓

b) Explain how this focus area can be broken down into specific, practical activities and performance measures at the operational level. **(4 marks)**

Suggested Answer:

- Identification of key activities such as site selection and contractor appointment ✓
- Setting measurable targets (e.g. number of housing units to be built per year) ✓
- Use of performance indicators such as completion rates and quality standards ✓
- Monitoring through inspections and progress reporting systems ✓

QUESTION 1.1.2

a) State two internal issues that could negatively affect the Department's ability to carry out its housing programmes. **(2 marks)**

Suggested Answer:

- Poor project management ✓
- Contractor delays ✓

b) Describe the likely effects of each issue on the Department's ability to meet its planned housing delivery targets. **(3 marks)**

Suggested Answer:

- Causes delays and inefficiencies in project execution ✓
- Leads to increased costs and slow construction progress ✓
- Results in failure to meet targets and reduced public confidence ✓

QUESTION 1.1.3

a) Indicate two types of resources provided to support the execution of the development plan. (2 marks)

Suggested Answer:

- Financial resources (budget allocation through MTEF) ✓
- Human resources (engineers, contractors, project managers) ✓

b) Discuss the extent to which these resources contribute to achieving the Department's objectives and reducing implementation risks. (3 marks)

Suggested Answer:

- Funding ensures projects can proceed without interruption ✓
- Skilled personnel improve quality, planning, and efficiency ✓
- Resources support objectives and risk reduction, though effectiveness depends on proper management ✓

1.2 Please answer the following questions based on this Performance Agreement:

Performance Agreement

Employee Name: _____
Position: _____
Department: _____
Supervisor/Manager: _____
Review Period: _____

1. Purpose of the Agreement

This agreement sets out the expectations, targets, and standards that guide the employee's performance within the specified review period. It also establishes how performance will be measured and supported.

2. Key Performance Areas (KPA's)

KPA	Description	Weight (%)
Core Duties	Delivery of assigned job responsibilities	40%
Quality Standards	Accuracy, compliance, and professionalism	20%
Team Contribution	Collaboration and communication	15%
Innovation & Improvement	Initiative and problem-solving	15%
Compliance & Ethics	Adherence to policies and procedures	10%

3. Performance Objectives

- Complete tasks within agreed timelines
- Maintain high-quality output standards
- Support team goals and initiatives
- Demonstrate continuous improvement

4. Measurement Criteria

Performance will be evaluated using:

- Output targets (quantitative measures)
- Behavioural indicators (qualitative assessment)
- Supervisor observations
- Feedback from stakeholders

5. Development Plan

- Training programmes: _____
- Coaching/mentorship: _____
- Skills to improve: _____

6. Review Schedule

- Mid-year review: _____
- Final review: _____
- Continuous feedback sessions: Ongoing

7. Agreement Confirmation

Employee Signature: _____ Date: _____

Manager Signature: _____ Date: _____

QUESTION 1.2.1

a) Describe two important evaluation points within an employee performance monitoring cycle (2 marks)

Suggested Answer:

- Mid-year review – This is conducted to assess progress on Key Performance Areas (KPA's) and identify any support or corrective action needed. ✓
- End-of-year appraisal – This evaluates the employee's overall performance against agreed objectives and determines final ratings. ✓

b) Explain the value of periodic performance assessments in improving organisational effectiveness (3 marks)

Suggested Answer:

- Regular assessments ensure that employee performance is continuously aligned with organisational expectations and standards. ✓
- They provide an opportunity to address performance gaps early and improve productivity before issues escalate. ✓
- They promote accountability and motivate employees to maintain consistent performance, which improves overall organisational outcomes. ✓

QUESTION 1.2.2

a) Outline the role of the planning stage in the performance management process (2 marks)

Suggested Answer:

- The planning stage involves setting clear KPA's, objectives, and performance standards as outlined in the performance agreement. ✓
- It ensures that employees understand their responsibilities and how their performance will be measured. ✓

b) Using the scenario, demonstrate how planning ensures alignment between departmental goals and employee outputs (4 marks)

- Departmental goals are translated into measurable KPA's in the performance agreement, such as quality of work and service delivery. ✓
- Employees are given specific targets and responsibilities that directly contribute to achieving departmental objectives. ✓

- Performance indicators in the agreement ensure that outputs can be tracked and evaluated against organisational priorities. ✓
- This alignment ensures that individual efforts support overall departmental success and strategic direction. ✓

c) Discuss why effective planning is essential for achieving organisational success **(4 marks)**

- Planning provides a structured approach by clearly outlining expectations, roles, and performance standards. ✓
- It ensures efficient use of resources by directing employee efforts toward priority areas. ✓
- It improves coordination and teamwork by aligning individual and departmental goals. ✓
- It enables accurate performance measurement and continuous improvement, contributing to long-term organisational success. ✓

QUESTION 1.3.1

Read the following Scenario and answer the questions that follow:

A Provincial Licensing Department is experiencing increasing complaints from the public regarding long queues and slow processing of driver's licence applications. To address this, management introduces a Service Efficiency Enhancement Project aimed at improving processing speed and customer experience. At least 90% of all applicants should be served within the set time standard daily.

QUESTION 1.3.1

a) Interpret the Batho Pele principle of service standards in your own understanding. **(1 mark)**

Suggested Answer

It means that public institutions must clearly define the level and quality of service that citizens can expect and ensure that these standards are consistently met. ✓

b) Construct one practical and measurable service target that could be applied to licence processing. **(2 marks)**

Suggested Answer

- Driver's licence applications must be processed within 60 minutes from the time the applicant is attended to. ✓
- At least 90% of all applicants should be served within the set time standard daily. ✓

c) Analyse how linking service targets with operational preparedness can strengthen accountability within the department. **(2 marks)**

Suggested Answer

- Service targets ensure that employees know exactly what is expected in terms of performance and timelines. ✓
- Readiness assessments confirm whether staff, systems, and resources are adequate to meet those targets, thereby holding departments accountable for delivery. ✓

QUESTION 1.3.2

- a) Clarify what is meant by identifying a gap in service delivery. **(1 mark)**
- b) Demonstrate how the licensing department detected the need for improvement in this scenario. **(2 marks)**
- c) Evaluate the importance of incorporating public feedback when designing improvement initiatives. **(2 marks)**

QUESTION 1.3.2

- a) Clarify what is meant by identifying a service delivery gap **(1 mark)**

Suggested Answer

It refers to recognising the difference between the expected level of service and the actual service being provided. ✓

- b) Demonstrate how the department detected the need for improvement **(2 marks)**

Suggested Answer

- The increase in complaints about long queues and slow service indicated that current performance was below acceptable standards. ✓
- Monitoring of service delays and customer dissatisfaction highlighted the need for intervention. ✓

- c) Evaluate the importance of incorporating public feedback **(2 marks)**

Suggested Answer

- Public feedback provides insight into real service challenges and helps identify priority areas for improvement. ✓
- It ensures that solutions are relevant and responsive to community needs, leading to more effective service delivery outcomes. ✓

(Total Marks for Question 1 = 40)

SECTION B

Question 2

Read the following Scenario and answer the questions that follow:

The Department of Human Settlements (DHS) aims to provide affordable housing and reduce the housing backlog. The department works with municipalities and private developers to improve living conditions.

Current challenges include project delays, limited serviced land, and rising construction costs. To address these, DHS focuses on improving housing delivery, speeding up approvals, and strengthening internal systems.

Key measures used include:

- Number of houses built
- Reduction in housing backlog
- Time taken to process applications
- Community engagement activities

The department implements actions such as building houses in priority areas, servicing land, digitising applications, and monitoring projects through regular reports.

Performance is improved through planning, monitoring, staff development, and continuous review of services.

QUESTION 2.1.1

a) Extract two main priorities of the department from the scenario (2 marks)

Suggested Answer

Improving housing delivery to increase the number of houses built. ✓

Reducing delays in approvals and service processes. ✓

b) Explain how these priorities are put into action in the department (4 marks)

Suggested Answer

Housing delivery is implemented through construction of houses in priority areas. ✓

Serviced land is released to support housing development. ✓

Approval delays are addressed through digitisation of applications. ✓

Regular project monitoring ensures progress and accountability. ✓

c) Analyse how these priorities help the department achieve its overall purpose (4 marks)

Suggested Answer

They increase access to housing for communities. ✓

They reduce the housing backlog over time. ✓

They improve efficiency in service delivery processes. ✓

They contribute to better living conditions for low-income groups. ✓

QUESTION 2.1.2

a) Select two key components used to manage performance in the plan (2 marks)

Suggested Answer

Performance indicators (e.g. number of houses built). ✓

Monitoring reports on project progress. ✓

b) Show how these components support effective performance management (4 marks)

Suggested Answer

Indicators provide measurable targets for housing delivery. ✓

They allow tracking of progress and identifying delays. ✓

Monitoring reports highlight performance gaps. ✓

They support decision-making and corrective action. ✓

c) Judge the significance of one component in improving service delivery (4 marks)

Suggested Answer

Performance indicators are important because they measure success clearly. ✓

They help identify whether targets are achieved or not. ✓

They guide improvements where performance is weak. ✓

They ensure accountability in housing delivery. ✓

QUESTION 2.1.3

a) Point out two factors that influence how activities are prioritised (2 marks)

Suggested Answer

Urgency of housing needs in communities. ✓

Availability of resources such as land and funding. ✓

b) Describe how the department decides which activities to focus on first (4 marks)

Suggested Answer

Activities addressing housing shortages are prioritised. ✓

Projects with available land and funding are implemented first. ✓

High-impact projects are given priority. ✓

Planning aligns activities with departmental goals. ✓

c) Critically examine how prioritisation affects housing delivery results **(4 marks)**

Suggested Answer

It ensures urgent housing needs are addressed quickly. ✓

It improves efficient use of resources. ✓

It reduces project delays and backlogs. ✓

It leads to better service delivery outcomes for communities. ✓

QUESTION 2.1.4

a) Identify two stages involved in managing employee performance **(2 marks)**

Suggested Answer

Performance planning stage. ✓

Performance review stage. ✓

b) Explain how these stages assist in managing staff performance **(4 marks)**

Suggested Answer

Planning sets clear expectations and targets for employees. ✓

It aligns employee tasks with housing objectives. ✓

Review evaluates employee performance against targets. ✓

It provides feedback and identifies areas for improvement. ✓

c) Evaluate the impact of performance management on housing delivery **(4 marks)**

Suggested Answer

It improves employee accountability and productivity. ✓

It ensures tasks are completed efficiently. ✓

It supports achievement of housing delivery targets. ✓

It leads to improved service delivery and reduced backlog. ✓

(Total Marks for Question 2 = 40)

SECTION C

QUESTION 3

Read the following Scenario and answer the questions that follow:

A Department of Environmental Affairs has launched a Community Greening Initiative aimed at promoting environmental sustainability in rural and peri-urban areas. The programme supports communities by providing training on waste management, tree planting, and sustainable land use practices.

Environmental officers and field facilitators work closely with community members by offering guidance, conducting site visits, and monitoring project progress. However, challenges such as poor participation, lack of tools, and weak coordination have slowed implementation.

To overcome these challenges, the department is improving training programmes, strengthening supervision, and introducing better planning and monitoring systems to enhance programme performance.

QUESTION 3.1

a) Explain what is meant by employee development planning and setting performance targets in an organisation **(2 marks)**

Suggested Answer

Employee development planning refers to preparing employees with the necessary skills and knowledge to perform their duties effectively. ✓

Setting performance targets involves defining clear and measurable goals that employees must achieve. ✓

b) Show how planning and target setting can be used to improve skills in the programme **(3 marks)**

Suggested Answer

Training programmes can be planned to address skills gaps in environmental practices. ✓

Clear targets can be set for participation and project completion. ✓

Employees and community members can be guided on expected performance outcomes. ✓

c) Analyse how proper planning and clear targets can improve programme performance **(5 marks)**

Suggested Answer

- They ensure that all participants understand what is expected. ✓
- They improve coordination of activities and resource allocation. ✓
- They enhance accountability among staff and community members. ✓
- They support monitoring and evaluation of progress. ✓
- They lead to better environmental outcomes and programme success. ✓

QUESTION 3.2

a) Point out two (2) ways used to assist communities during implementation **(2 marks)**

Suggested Answer

- Training workshops on environmental practices. ✓
- On-site support through field visits by environmental officers. ✓

b) Discuss how these support methods improve participation and performance **(4 marks)**

Suggested Answer

- Training workshops equip participants with necessary skills. ✓
- Field visits provide hands-on guidance and support. ✓
- They increase engagement and understanding of activities. ✓
- They help identify challenges early and provide solutions. ✓

c) Examine how one support method can improve efficiency and results **(4 marks)**

Suggested Answer

- Field visits improve efficiency by providing direct supervision. ✓
- They ensure activities are done correctly. ✓
- They reduce errors and delays in implementation. ✓
- They improve overall project output and quality. ✓

QUESTION 3.3

a) Mention two (2) key administrative duties needed in managing the unit (2 marks)

Suggested Answer

Maintaining accurate records of participants and activities. ✓

Coordinating distribution of tools and resources. ✓

b) Explain how better administration can improve efficiency in the unit (4 marks)

Suggested Answer

Accurate records help track progress and performance. ✓

Proper coordination reduces delays in resource distribution. ✓

Improved communication ensures smooth operations. ✓

It supports effective monitoring and reporting. ✓

c) Evaluate how strong administrative systems can solve operational problems (4 marks)

Suggested Answer

They improve coordination and reduce errors. ✓

They ensure timely delivery of resources and services. ✓

They enhance accountability and transparency. ✓

They lead to improved service delivery and programme success. ✓

QUESTION 3.4

A Municipal Waste Management Unit has introduced a Recycling Improvement Project to reduce landfill waste and improve environmental cleanliness. The project includes distributing recycling bins, educating communities on waste separation, and partnering with recycling companies. The unit must carefully plan and control its finances to ensure that funds are used efficiently for purchasing equipment, conducting awareness campaigns, and supporting operational activities. Managers are expected to apply suitable budgeting methods to guide spending and monitor costs throughout the project.

Based on the above scenario, answer Questions 3.4(a) to 3.4(c).

a) Name two (2) budgeting approaches that could be used to manage the project funds **(2 marks)**

Suggested Answer

Incremental budgeting – using previous budget figures and adjusting for current needs. ✓

Zero-based budgeting – preparing the budget from scratch based on current project requirements. ✓

b) Differentiate how these budgeting approaches assist in financial planning **(4 marks)**

Suggested Answer

Incremental budgeting is simple and saves time because it builds on past budgets. ✓

However, it may overlook unnecessary costs carried over from previous periods. ✓

Zero-based budgeting ensures all expenses are justified before approval. ✓

It promotes efficient allocation of resources by focusing on current project needs. ✓

c) Develop a basic budget for the project and explain how it supports effective use of resources **(6 marks)**

Suggested Answer

Example Budget:

Recycling bins – R50,000 ✓

Community awareness campaigns – R20,000 ✓

Staff training – R15,000 ✓

Operational costs (transport, logistics) – R15,000 ✓

Total Budget = R100,000 ✓

This budget supports resource allocation by clearly assigning funds to key project activities. ✓

It ensures that important areas such as equipment and awareness are funded. ✓

It helps monitor spending and avoid overspending. ✓

It aligns financial resources with project objectives of improving recycling and reducing waste. ✓

QUESTION 3.5

Read the following case study and answer the following questions:

A District Electricity Supply Unit is responsible for maintaining street lighting and ensuring stable electricity distribution to communities. Recently, the unit has been criticised for poor financial management practices, which have affected service delivery.

An internal review revealed several issues, including unauthorised spending on emergency repairs, failure to follow procurement procedures, and payments made to contractors without proof of completed work. In addition, some electrical materials were purchased but left unused due to poor planning.

As a result, the unit is facing budget shortages, increased operational costs, and frequent power interruptions in certain areas. To address these concerns, management is required to strengthen internal controls, comply with financial regulations, and improve financial accountability systems.

- a) Suggest one internal control measure that could prevent unauthorised expenditure within the unit (2 marks)

Suggested Answer

Implement a strict approval system where all expenditures must be authorised by management before funds are used. ✓

Introduce segregation of duties so that no single employee controls all financial processes. ✓

- b) Discuss systems that can be introduced to strengthen compliance with financial rules (4 marks)

Suggested Answer

Use electronic financial management systems to track and control spending. ✓

Implement procurement procedures that require competitive bidding for services. ✓

Ensure regular submission of accurate financial reports. ✓

Introduce monitoring and auditing processes to detect irregular expenditure. ✓

- c) Assess how financial control systems can reduce waste and non-compliance (6 marks)

Suggested Answer

Financial controls ensure that all spending is authorised and aligned with budgets. ✓

They prevent misuse of funds and eliminate unnecessary expenditure. ✓

- They improve accountability by tracking how money is used. ✓
- They ensure that services paid for are actually delivered. ✓
- They promote compliance with financial regulations and policies. ✓
- They contribute to efficient service delivery and reduced operational costs. ✓

QUESTION 3.6

a) Summarise the key requirements of laws governing the use of public funds (4 marks)

Suggested Answer

- Public funds must be used in a transparent and accountable manner. ✓
- Expenditure must follow approved budgets and authorisation procedures. ✓
- Procurement must be fair, competitive, and cost-effective. ✓
- Accurate financial records and reports must be maintained. ✓

b) Describe the main rules that guide financial management in municipalities (4 marks)

Suggested Answer

- Budgets must be properly planned and approved before spending. ✓
- All financial transactions must comply with set policies and procedures. ✓
- Regular financial reporting and auditing must be conducted. ✓
- Controls must be in place to prevent fraud, waste, and irregular expenditure. ✓

c) Evaluate how legislation improves accountability and financial responsibility (6 marks)

Suggested Answer

- It ensures that public officials are held accountable for how funds are used. ✓
- It promotes transparency in financial management processes. ✓
- It reduces fraud and corruption through strict controls. ✓
- It ensures efficient use of limited public resources. ✓
- It improves public trust in government institutions. ✓
- It supports better service delivery through proper financial management. ✓

QUESTION 3.7

Read the following case study and answer the questions that follow:

A Provincial Transport Department is responsible for maintaining government vehicles and ensuring that transport services are available for officials and community programmes. The department manages a fleet of vehicles, fuel usage, maintenance schedules, and service providers responsible for repairs.

Recently, the department has experienced several challenges, including poor vehicle tracking, delays in maintenance services, and weak control over fuel usage. Some vehicles were not serviced on time, resulting in breakdowns, while fuel costs increased due to lack of monitoring. In addition, certain service providers failed to deliver quality services but continued to receive contracts.

These challenges have affected service delivery, increased costs, and raised concerns about accountability and efficiency. The department aims to improve its fleet and logistics management systems to ensure proper resource control and effective service delivery.

a) Point out two (2) important activity in fleet or logistics management that can improve service delivery **(2 marks)**

Suggested Answer

Regular vehicle maintenance scheduling to ensure vehicles remain functional and reliable. ✓

Vehicle tracking systems to monitor usage and movement of fleet resources. ✓

b) Describe how different logistics and asset management practices can improve control and efficiency in the department **(4 marks)**

Suggested Answer

Tracking systems help monitor vehicle usage and prevent misuse. ✓

Maintenance schedules ensure vehicles are serviced on time to avoid breakdowns. ✓

Proper record-keeping improves accountability and resource management. ✓

Supplier management ensures that only reliable service providers are contracted. ✓

c) Evaluate how better tracking of assets and management of service providers can enhance performance and accountability **(6 marks)**

Suggested Answer

- Effective tracking systems reduce loss and misuse of vehicles and fuel. ✓
- They provide accurate data for planning and decision-making. ✓
- Monitoring suppliers ensures quality service delivery and value for money. ✓
- Poor-performing suppliers can be identified and replaced. ✓
- Improved accountability ensures responsible use of public resources. ✓
- Overall efficiency is increased, leading to better service delivery outcomes. ✓

(Total Marks for Question 3 = 80)

SECTION D

QUESTION 4

4.1.1 Read the following case study and answer the questions that follow:

A Customer Service Unit in a government department uses digital platforms such as internal messaging systems, cloud storage, and shared databases to communicate with staff and manage information. These systems help employees collaborate, share updates, and store important documents.

- a) Identify two (2) digital communication tools used in the scenario **(2 marks)**

Suggested Answer

- Internal messaging systems used for communication between employees. ✓
- Shared databases used for storing and accessing information. ✓

- b) Explain how these tools support organisational communication and efficiency **(4 marks)**

Suggested Answer

Suggested Answer

- They enable fast communication among employees. ✓
- They allow easy sharing of important information. ✓
- They improve coordination between departments. ✓
- They reduce delays in accessing documents and data. ✓

c) Evaluate how communication technologies improve overall organisational performance **(4 marks)**

Suggested Answer

- They enhance collaboration among employees. ✓
- They improve speed and accuracy of information exchange. ✓
- They support decision-making through real-time data access. ✓
- They increase productivity and operational efficiency. ✓

4.2.1 Read the following case study and answer the questions that follow:

Staff members in the same department prepare monthly performance reports which are reviewed before submission. Errors such as missing data, incorrect figures, and unclear formatting are sometimes identified during the review process.

a) List two (2) steps taken when checking reports for accuracy **(2 marks)**

Suggested Answer

- Verifying data and figures in the report. ✓
- Checking formatting and completeness of the document. ✓

b) Discuss how errors in reports can be identified and corrected **(5 marks)**

Suggested Answer

Comparing report data with original source documents. ✓

Reviewing calculations to ensure accuracy. ✓

Identifying missing information and completing it. ✓

Correcting formatting issues for clarity. ✓

Editing unclear or incorrect content. ✓

c) Analyse how improving report quality supports decision-making (3 marks)

Suggested Answer

Accurate reports provide reliable information for decisions. ✓

Clear reports improve understanding of performance results. ✓

They reduce the risk of wrong decisions based on incorrect data. ✓

4.3.1. Read

the following case study and answer the questions that follow:

An organisation uses filing cabinets and digital document management systems to store records such as contracts, reports, and employee information. These systems help ensure that documents are organised and easy to retrieve.

a) Name two (2) systems used to manage records (2 marks)

Suggested Answer

Filing cabinets for physical records. ✓

Digital document management systems for electronic records. ✓

b) Describe how these systems support organised record management (4 marks)

Suggested Answer

They ensure documents are stored in a structured manner. ✓

They make it easier to retrieve information when needed. ✓

They prevent loss or misplacement of records. ✓

They support efficient storage and management of information. ✓

c) Assess how proper record management improves organisational effectiveness (4 marks)

Suggested Answer

It ensures information is easily accessible. ✓

It supports accurate decision-making. ✓

It improves efficiency and productivity. ✓

It ensures compliance with organisational requirements. ✓

QUESTION 4.4.1

Read the following case study and answer the questions that follow:

A Public Safety Department manages both paper-based and digital records related to incidents, investigations, and operations. Recently, challenges such as data loss, unauthorised access, and damaged files have affected its ability to function effectively.

a) Suggest four (4) measures that can be used to safeguard records (4 marks)

Suggested Answer

Implement secure storage facilities for physical records. ✓

Use strong passwords and restricted system access. ✓

Perform regular data backups. ✓

Train staff on proper record management practices. ✓

b) Explain how these measures ensure records are protected and available (4 marks)

Suggested Answer

Secure storage prevents damage and loss of physical files. ✓

Access controls prevent unauthorised use of information. ✓

Backups ensure data can be recovered if lost. ✓

Training ensures staff handle records correctly. ✓

c) Examine how one measure can address a specific risk (2 marks)

Suggested Answer

Regular backups reduce the risk of data loss due to system failure. ✓

They allow recovery of important information quickly. ✓

(Total Marks for Question 4 = 40)

(TOTAL MARKS FOR THE EXAM: 200)

EXEMPLAR

MARK ALLOCATION GRID (For use by the Assessor only)

QUESTION	MARK	MARKS AWARDED
1.1.1.		
1.1.2.		
1.1.3.		
1.2.1.		
1.2.2.		
1.3.1.		
1.3.2.		
TOTAL Q1		
2.1.1.		
2.1.2.		
2.1.3.		
2.1.4.		
TOTAL Q2		
3.1.1		
3.1.2.		
3.1.3.		
3.1.4.		
3.1.5.		
3.1.6		
3.1.7		
TOTAL Q3		
4.1.1		
4.1.2.		
4.1.3.		
4.1.4		
TOTAL Q4		
GRAND TOTAL		

ASSESSOR DETAILS

ASSESSOR NAME & SURNAME	
REGISTRATION NUMBER	
SIGNATURE	
DATE	

INTERNAL MODERATOR DETAILS

MODERATOR NAME & SURNAME	
REGISTRATION NUMBER	
SIGNATURE	
DATE	

EXEMPLAR