


External Integrated Summative Assessment Question Paper Exemplar					
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	16
Start Time of assessment	09h00		End time of assessment	12h30	
Assessment Quality Partner	Name	E-mail	Phone	Logo	
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Qualification Title					
Qualification Title		Occupational Certificate: General Manager Public Service		SAQA ID	118791
Learner Details					
Candidate ID Number					
Assessment Centre Number					
Date of assessment					
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 Candidates:

- This question paper consists of thirteen (13) pages.
- This is a **CLOSED BOOK** assessment.
- All answers must be written in the **Answer Book** provided. Only work written in the **Answer Book** will be marked.
- Read all instructions carefully before answering each question.
- Answer **ALL** questions.
- Use the mark allocation for each question as a guide to determine the required length and depth of your response and manage your time accordingly.
- Ensure that your handwriting is clear and legible.
- No form of assistance is permitted.
- Candidates must comply with all instructions issued by the invigilator at all times.
- **Books, notes, or any other reference materials are not permitted in the assessment venue.**

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

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

QUESTION 1.1.3

- a) Indicate two types of resources provided to support the execution of the development plan. **(2 marks)**
- b) Discuss the extent to which these resources contribute to achieving the Department's objectives and reducing implementation risks. **(3 marks)**

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

QUESTION 1.2.2

- a) Outline the role of the planning stage in the performance management process **(2 marks)**
- b) Using the scenario, demonstrate how planning ensures alignment between departmental goals and employee outputs **(4 marks)**
- c) Discuss why effective planning is essential for achieving organisational success **(4 marks)**

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)**
- b) Construct one practical and measurable service target that could be applied to licence processing. **(2 marks)**
- c) Analyse how linking service targets with operational preparedness can strengthen accountability within the department. **(2 marks)**

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)**
- b) Demonstrate how the department detected the need for improvement **(2 marks)**
- c) Evaluate the importance of incorporating public feedback **(2 marks)**

(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)**
- b) Explain how these priorities are put into action in the department **(4 marks)**
- c) Analyse how these priorities help the department achieve its overall purpose **(4 marks)**

QUESTION 2.1.2

- a) Select two key components used to manage performance in the plan **(2 marks)**
- b) Show how these components support effective performance management **(4 marks)**

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

QUESTION 2.1.3

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

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

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

QUESTION 2.1.4

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

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

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

(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)**

- b) Show how planning and target setting can be used to improve skills in the programme **(3 marks)**
- c) Analyse how proper planning and clear targets can improve programme performance **(5 marks)**

QUESTION 3.2

- a) Point out two (2) ways used to assist communities during implementation **(2 marks)**
- b) Discuss how these support methods improve participation and performance **(4 marks)**
- c) Examine how one support method can improve efficiency and results **(4 marks)**

QUESTION 3.3

- a) Mention two (2) key administrative duties needed in managing the unit **(2 marks)**
- b) Explain how better administration can improve efficiency in the unit **(4 marks)**
- c) Evaluate how strong administrative systems can solve operational problems **(4 marks)**

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)**
- b) Differentiate how these budgeting approaches assist in financial planning **(4 marks)**
- c) Develop a basic budget for the project and explain how it supports effective use of resources **(6 marks)**

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)**
- b) Discuss systems that can be introduced to strengthen compliance with financial rules **(4 marks)**
- c) Assess how financial control systems can reduce waste and non-compliance **(6 marks)**

QUESTION 3.6

- a) Summarise the key requirements of laws governing the use of public funds **(4 marks)**
- b) Describe the main rules that guide financial management in municipalities **(4 marks)**
- c) Evaluate how legislation improves accountability and financial responsibility **(6 marks)**

QUESTION 3.7

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.

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

- a) Point out two (2) important activity in fleet or logistics management that can improve service delivery **(2 marks)**
- b) Describe how different logistics and asset management practices can improve control and efficiency in the department **(4 marks)**
- c) Evaluate how better tracking of assets and management of service providers can enhance performance and accountability **(6 marks)**

(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)**
- b) Explain how these tools support organisational communication and efficiency **(4 marks)**
- c) Evaluate how communication technologies improve overall organisational performance **(4 marks)**

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)**
- b) Discuss how errors in reports can be identified and corrected **(5 marks)**
- c) Analyse how improving report quality supports decision-making **(3 marks)**

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)**
- b) Describe how these systems support organised record management **(4 marks)**
- c) Assess how proper record management improves organisational effectiveness **(4 marks)**

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)**
- b) Explain how these measures ensure records are protected and available **(4 marks)**
- c) Examine how one measure can address a specific risk **(2 marks)**

(Total Marks for Question 4 = 40)

(TOTAL MARKS FOR THE EXAM: 200)

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	
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ASSESSOR DETAILS

ASSESSOR NAME & SURNAME	
REGISTRATION NUMBER	
SIGNATURE	
DATE	

INTERNAL MODERATOR DETAILS

MODERATOR NAME & SURNAME	
REGISTRATION NUMBER	
SIGNATURE	
DATE	

EXEMPLAR