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UNDERGRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF ARTS, HUMANITIES, DEVELOPMENT
STUDIES AND SOCIAL SCIENCES (SADS)
DEGREE OF MASTER OF ARTS IN DEVELOPMENT
STUDIES

MDS 500: DEVELOPMENT MANAGEMENT THEORY

DATE: 29TH JULY 2026

DURATION: 3 HOURS

MAXIMUM MARKS: 60

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **FOUR (4)** questions.
4. Question **ONE is compulsory**.
5. Answer any other **TWO** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided**

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

KENYA'S JOURNEY FROM MDGs TO SDGs — LESSONS FROM KIBERA'S URBAN UPGRADING PROGRAMME

In 2000, Kenya, like many developing nations, committed to the eight Millennium Development Goals (MDGs). The MDGs set measurable targets across poverty reduction, education, gender equality, child mortality, maternal health, HIV/AIDS, environmental sustainability, and global partnerships — all to be achieved by 2015. Kenya's record was mixed. While progress was notable in primary school enrolment and a decline in HIV/AIDS prevalence, achievements in poverty eradication and maternal health lagged behind.

One of the most ambitious government-led interventions was the Kenya Slum Upgrading Programme (KENSUP), focused on Kibera, Nairobi — one of Africa's largest urban informal settlements. Kibera is home to an estimated 200,000–300,000 residents who live without secure land tenure, adequate sanitation, clean water, or reliable electricity. The programme aligned directly with MDG 7 (Environmental Sustainability), specifically Target 11: improving the lives of at least 100 million slum dwellers by 2020.

KENSUP sought to relocate households to purpose-built decanting estates, provide infrastructure including roads, water, and sanitation, and eventually regularize land tenure. Despite good intentions, the programme encountered significant implementation challenges. Residents were suspicious of the relocation scheme, fearing permanent displacement rather than temporary decanting. Community participation

was initially weak, governance structures within the settlement were fragmented, and funding constraints led to prolonged delays.

The programme's design — top-down and largely state-driven — reflected a modernization theory approach, premised on the idea that state-directed infrastructure and economic transformation could lift communities out of underdevelopment. Critics, however, argued that it neglected the indigenous knowledge systems, livelihood networks, and social capital embedded in the Kibera community, echoing post-development critiques of externally imposed development models.

When the global development agenda transitioned from the MDGs to the Sustainable Development Goals (SDGs) in 2015, Kenya adopted the new framework under Vision 2030 and its associated Medium-Term Plans. The SDGs — 17 goals and 169 targets — offered a more integrated, universal, and people-centred framework. SDG 11 (Sustainable Cities and Communities) specifically targets safe and affordable housing, upgrading of slums, and inclusive urban planning. SDG 1 (No Poverty), SDG 6 (Clean Water and Sanitation), and SDG 10 (Reduced Inequalities) were all directly relevant to Kibera's context.

Under the SDG framework, the Government of Kenya, working with UN-Habitat and local NGOs, refined its approach. Community-based organizations (CBOs) were incorporated into the decision-making process. Gender and youth-sensitive programming was integrated. Private sector participation through public-private partnerships (PPPs) was promoted for waste management and water kiosk operations. Indigenous and local knowledge was increasingly recognized in participatory mapping exercises. These adjustments reflect the influence of new development paradigms including rights-based development, gender and development (GAD), and neo-liberal market-oriented approaches to public service delivery.

By 2024, Kibera's situation illustrated both the progress and persistent challenges of development practice. Measurable gains included improved

water access points, sanitation blocks managed by CBOs, and a small number of completed housing units. However, inequality within the settlement had widened, as wealthier informal residents benefitted disproportionately from upgrading. Environmental degradation, particularly along the Nairobi River, continued. And youth unemployment remained critically high, exposing the barriers between economic growth and meaningful human development.

The Kibera case thus serves as a microcosm of broader development debates: the tension between growth-oriented and welfare-oriented development definitions; the transition from MDGs to SDGs; the shift from modernization to more participatory and rights-based frameworks; and the enduring obstacles — political, economic, and socio-cultural — that impede equitable development outcomes.

Required:

- a)** Using the Kibera case study as your reference, distinguish between the traditional approach and the welfare-oriented approach to economic development. How does the KENSUP programme reflect each approach?

(10 Marks)

- b)** The case study highlights the transition from the MDGs to the SDGs. Identify THREE key differences between the MDGs and SDGs and explain how this transition is evidenced in the redesign of the Kibera upgrading programme.

(10 Marks)

- c)** Drawing from the case study and course content, critically assess how modernization theory and post-development critiques both manifest in the Kibera Urban Upgrading Programme.

(10 Marks)

QUESTION TWO

- a)** Define 'Sustainable Development' and outline FIVE key features that distinguish it from conventional economic growth models.

(5 Marks)

- b)** Analyse the extent to which the Millennium Development Goals (MDGs) addressed the development challenges of Sub-Saharan Africa between 2000 and 2015. Use specific examples to support your analysis.

(5 Marks)

- c)** Propose a development strategy for a low-income country that integrates at least FOUR Sustainable Development Goals (SDGs). Justify your choice of goals and explain how they are interrelated.

(5 Marks)

QUESTION THREE

- a)** Explain Rostow's Five-Stage Growth Model. To what extent is it relevant in explaining the development trajectory of an African country of your choice?

(5 Marks)

- b)** Compare and contrast Modernization Theory and Dependency Theory as explanations for underdevelopment in the Global South.

(5 Marks)

- c)** Critically evaluate the contributions and limitations of postmodernism and post-colonialism to development theory.

(5 Marks)

QUESTION FOUR

- a)** Assess the role of Public-Private Partnerships (PPPs) in advancing development in Africa. Use concrete examples to illustrate

opportunities and risks.

(5 Marks)

- b)** Discuss how neo-liberalism and rights-based approaches represent contrasting paradigms in contemporary development practice. Which approach do you consider more effective in reducing poverty and why?

(5

Marks)

- c)** Examine the key barriers to economic development in least-developed countries and recommend THREE remedial measures drawing from theories covered in this course.

(5 Marks)