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# UNDERGRADUATE UNIVERSITY EXAMINATIONS

## SCHOOL OF ARTS, HUMANITIES, DEVELOPMENT STUDIES AND SOCIAL SCIENCES (SADS)

## DEGREE OF BACHELOR OF ARTS IN DEVELOPMENT STUDIES

**BDS 310/CDV 402: PUBLIC SECTOR ORGANISATION AND DEVELOPMENT**

**DATE: 28TH JULY 2026**

**DURATION: 2 HOURS**

**MAXIMUM MARKS: 70**

## INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 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:**

**PUBLIC ADMINISTRATION IN KENYA**

Public administration refers to the implementation of government policy and the management of public programs. It is both an academic discipline and a field of practice through which governments manage public affairs. In Kenya, public administration is rooted in constitutional, legal, and institutional frameworks that shape how public services are delivered, how public servants operate, and how the state engages with citizens. Kenya's public administration evolved from colonial structures established by the British. The colonial administration was highly centralized and hierarchical, focused on control rather than service delivery. Upon independence in 1963, Kenya inherited this structure and gradually reformed it to suit a sovereign and democratic nation. The post-independence era saw the expansion of public institutions, efforts to Africanize the civil service, and numerous reforms to enhance efficiency and accountability.

The 2010 Constitution of Kenya marked a major shift in public administration. It introduced a devolved system of governance with 47 counties, emphasizing citizen participation, transparency, equity, and the rule of law. Chapter Six (Leadership and Integrity) and Chapter Thirteen (Public Service) provide a doctrinal foundation for ethical, inclusive, and merit-based public administration. In Kenya, public administration is governed by the rule of law. All public officials and institutions must operate within the confines of the law, as outlined in the Constitution and relevant statutes. This principle ensures predictability, fairness, and justice in administrative actions. While Kenya operates under a presidential system with distinct arms of government—executive, legislature, and judiciary—public administration is primarily a function of the executive. However, the doctrine ensures that public administrators are subject to oversight by the legislature (e.g., Parliamentary Committees) and the judiciary through judicial review. Public servants in Kenya are expected to be accountable for their actions. Oversight bodies such as the Ethics and Anti-Corruption Commission (EACC), Office of the Auditor-General, and the Public Service Commission (PSC) ensure that administrative decisions are made with integrity and openness.

Devolution is a central doctrine in Kenyan public administration. Article 174 of the Constitution outlines the objectives of devolution, including bringing services closer to the people, enhancing participation, and promoting equitable development. County governments have autonomous administrative structures but are bound by national laws and policies.

**Required:**

a) The post-independence era saw the expansion of public institutions, efforts to Africanize the civil service, and numerous reforms to enhance efficiency and accountability. Discuss any five reforms undertaken in Kenya during the post-independence era to enhance efficiency and accountability in public institutions

**(10 marks)**

b) All public officials and institutions must operate within the confines of the law, as outlined in the Constitution and relevant statutes. Assess any five instances when this rule was violated in the Kenyan public administration and the results thereof

**(10 marks)**

c) 'It introduced a devolved system of governance with 47 counties, emphasizing citizen participation, transparency, equity, and the rule of law'. Discuss any five government services devolved to Kenyan county governments and justify the reasons

**(5 marks)**

**QUESTION TWO**

**a)** Distinguish between public sector organizations from private sector organization **(10 marks)**

**b)** Assess the common features of public organization in Kenya **(5 marks)**

**QUESTION THREE**

**a)** Assess any five training methods adopted in giving the right skills to civil servants in Kenya **(10 marks)**

**b)** Discuss the role of the civil society in the Kenyan policy making process **(5 marks)**

**QUESTION FOUR**

a) Assess any three functions of each of the three arms of the government of Kenya **(10 marks)**

b) Justify the need for devolved governments in Kenya **(5 marks)**

**QUESTION FIVE**

**a)** Private Public partnership (PPP) in Kenya is nowadays an unnecessary evil. Elaborate **(10 marks)**

**b)** Discuss any five reasons of public sector reforms in Kenya within the last five years
**(5 marks)**

**QUESTION SIX**

a) Articulate the steps that the government should use to implement a new policy which is controversial to the thinking of its citizenry
**(10 marks)**

b) Assess any five institutions mandated to fight corruption and discuss the challenges that each face
**(5 marks)**