



**CERTIFIED SECRETARIES (CS)**

**INTERMEDIATE LEVEL**

**PUBLIC SECTOR GOVERNANCE, POLICY AND ADMINISTRATION**

**THURSDAY: 23 April 2026. Afternoon Paper.**

**Time Allowed: 3 hours.**

**This paper consists of five (5) questions. Answer ALL questions. Marks allocated to each question are shown at the end of the question. Do NOT write anything on this paper.**

**QUESTION ONE**

- (a) The Ministry of Blue Economy and Irrigation has created a special multi-agency programme to restore three water towers. Senior officers have raised concerns that the programme has overlapping mandates, blurred reporting lines and escalating political pressure from competing regional interests.

**Required:**

- (i) Examine **THREE** administrative principles that should guide the redesign of the programme's internal processes so as to improve coordination and accountability. (6 marks)
- (ii) Advise the Principal Secretary on **THREE** ways in which authority, power and influence should be balanced when managing the programme's stakeholders. (6 marks)
- (b) Assess **FOUR** implications for public administration where the relationship between politics and administration is poorly managed in a devolved governance system. (8 marks)

**(Total: 20 marks)**

**QUESTION TWO**

- (a) Identify **TWO** ways in which county development plans (CDPs) should be aligned to national development frameworks when implementing development policies. (4 marks)
- (b) A County government intends to introduce a Climate-Smart Agribusiness Policy to address food insecurity, youth unemployment and weak market access.

**Required:**

- (i) Explain **FOUR** public policy models that could be considered in framing the proposed policy and explain the suitability within the context of the County. (8 marks)
- (ii) Describe **FOUR** agenda-setting and policy-formulation steps that would help the county move from problem identification to an implementable draft policy. (8 marks)

**(Total: 20 marks)**

**QUESTION THREE**

- (a) A newly established metropolitan authority has received criticism that its citizen engagement is superficial, excludes informal traders and persons with disabilities and occurs too late to influence decisions.

**Required:**

- (i) Summarise **THREE** participation modalities the authority should institutionalise in order to make engagement more inclusive and effective. (6 marks)
- (ii) Analyse **THREE** likely consequences of weak stakeholder engagement on development planning and policy legitimacy. (6 marks)

- (b) Discuss **FOUR** statutory or operational mechanisms that may be used to manage conflict and coordination between national and county governments during joint service-delivery projects. (8 marks)  
**(Total: 20 marks)**

**QUESTION FOUR**

- (a) A state corporation responsible for regional transport logistics has recorded cost overruns, procurement disputes, delayed audit responses and rising debt-servicing obligations.

**Required:**

- (i) Analyse **THREE** resource-stewardship controls that the board should strengthen to improve financial discipline and service delivery. (6 marks)
- (ii) Examine **THREE** public-finance or public-procurement risks that could arise if these controls remain weak. (6 marks)
- (b) Evaluate **FOUR** reform options available to government in improving the performance of an underperforming public enterprise without undermining public interest obligations. (8 marks)  
**(Total: 20 marks)**

**QUESTION FIVE**

- (a) The Cabinet Secretary for Public Service has appointed you to advise an inter-governmental task force that is developing a national digital permits platform to be implemented by both levels of government. The proposal promises efficiency gains, but concerns have been raised about ethics, leadership culture, accountability, implementation readiness and post-implementation review.

**Required:**

- (i) Explain **FOUR** governance and ethics measures that should be embedded at design stage to strengthen integrity, transparency and accountability. (8 marks)
- (ii) Recommend **THREE** monitoring and evaluation indicators that would enable the task force to review policy implementation and outcomes after roll-out. (6 marks)
- (b) Propose **THREE** leadership practices that would help sustain values-based implementation across the participating public entities. (6 marks)  
**(Total: 20 marks)**
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**CERTIFIED SECRETARIES (CS)**

**INTERMEDIATE LEVEL**

**PUBLIC SECTOR GOVERNANCE, POLICY AND ADMINISTRATION**

**THURSDAY: 4 December 2025. Afternoon Paper.**

**Time Allowed: 3 hours.**

**This paper consists of five (5) questions. Answer ALL questions. Marks allocated to each question are shown at the end of the question. Do NOT write anything on this paper.**

**QUESTION ONE**

- (a) Summarise **THREE** ways in which authority, power and influence complement each other in enhancing effective public administration. (6 marks)
- (b) Examine **THREE** consequences of failing to effectively manage political environment pressures in public administration. (6 marks)
- (c) Discuss **FOUR** strategies that could strengthen the enforcement of ethics and integrity frameworks in the public service. (8 marks)

**(Total: 20 marks)**

**QUESTION TWO**

- (a) Identify **FIVE** benefits of stakeholder mapping in strengthening public policy formulation and implementation. (5 marks)
- (b) Explain **FIVE** principles that guide effective public policy formulation. (5 marks)
- (c) Examine **FIVE** challenges faced in managing the relationship and coordination between National and County Governments in Kenya. (5 marks)
- (d) Discuss **FIVE** ways in which performance contracting has contributed to improved service delivery in Kenya's public sector. (5 marks)

**(Total: 20 marks)**

**QUESTION THREE**

- (a) Highlight **FOUR** major causes of corruption in a country. (4 marks)
- (b) Summarise **FOUR** roles of the Controller of Budget (COB) to County Governments. (8 marks)
- (c) Assess **FOUR** features of values-based leadership in governance. (8 marks)

**(Total: 20 marks)**

**QUESTION FOUR**

- (a) Explain **FOUR** types of public policies in your country. (4 marks)
- (b) Recommend **SIX** strategies that county governments could use to effectively overcome challenges in enhancing public participation. (6 marks)
- (c) Discuss **FIVE** roles that various stakeholders play in shaping and influencing public policy within a nation. (10 marks)

**(Total: 20 marks)**

**QUESTION FIVE**

- (a) Analyse **FIVE** elements of a typical public enterprise. (5 marks)
- (b) Explain **FIVE** roles played by civic education in enhancing public participation in governance. (5 marks)
- (c) Assess **THREE** classical and **TWO** neoclassical models of policy development. (10 marks)

**(Total: 20 marks)**

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CS INTERMEDIATE LEVEL

PUBLIC SECTOR GOVERNANCE, POLICY AND ADMINISTRATION

THURSDAY: 21 August 2025. Afternoon Paper.

Time Allowed: 3 hours.

Answer ALL questions. Marks allocated to each question are shown at the end of the question. Do NOT write anything on this paper.

**QUESTION ONE**

- (a) Identify **FIVE** functions of the Intergovernmental Relations Technical Committee (IGRTC) in Kenya. (5 marks)
- (b) Examine **FIVE** contributions of research to public policy development and innovation. (5 marks)
- (c) Explain **FIVE** approaches to enhancing public confidence in fiscal transparency and accountability. (5 marks)
- (d) Discuss **FIVE** components of a strong Monitoring and Evaluation system for effective policy implementation in the public sector. (5 marks)

**(Total: 20 marks)**

**QUESTION TWO**

- (a) Summarise **FOUR** roles of county governments in improving service delivery within Kenya's devolved system of governance. (4 marks)
- (b) The public procurement and Asset Disposal Act, 2015 governs how public institutions utilise resources in procuring goods and services to ensure value for money and public interest.

**Required:**

Analyse **THREE** measures that public entities could undertake to ensure efficient resource utilisation during procurement and service delivery as guided by the Act. (6 marks)

- (c) Citizen participation is the cornerstone of democratic governance and inclusive decision-making. For it to be effective and sustainable, deliberate mechanisms must be established to engage citizens meaningfully in public affairs.

With reference to the above statement, describe **FIVE** platforms that could be adopted to institutionalise citizen engagement in governance processes within the public sector. (10 marks)

**(Total: 20 marks)**

**QUESTION THREE**

- (a) Examine **FIVE** ways in which judicial review contributes to good governance in public administration. (5 marks)
- (b) Describe **FIVE** theoretical perspectives that have shaped the development of public policy. (5 marks)
- (c) Discuss **FIVE** components of the legal and institutional framework that support public resource management. (10 marks)

**(Total: 20 marks)**

**QUESTION FOUR**

- (a) Explain **FIVE** challenges that public administration face in your country. (5 marks)
  - (b) Describe **FIVE** principles of corporate governance applicable to public sector institutions. (5 marks)
  - (c) Assess **FIVE** reasons that justify the need for public participation in governance processes. (10 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

- (a) Outline **FIVE** principles of public finance management in your country. (5 marks)
  - (b) Explain **FIVE** roles of county executive committees in your country. (5 marks)
  - (c) Identify **FIVE** legal provisions that support devolution in Kenya. (5 marks)
  - (d) Assess **FIVE** factors that hinder public policy analysis in Kenya. (5 marks)
- (Total: 20 marks)**
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CS INTERMEDIATE LEVEL

PUBLIC SECTOR GOVERNANCE, POLICY AND ADMINISTRATION

FRIDAY: 25 April 2025. Afternoon Paper.

Time Allowed: 3 hours.

Answer ALL questions. Marks allocated to each question are shown at the end of the question. Do NOT write anything on this paper.

**QUESTION ONE**

- (a) Outline **FIVE** roles played by county governments in the national budget formulation process. (5 marks)
- (b) Identify **FIVE** benefits of developing a privatisation programme during the privatisation process. (5 marks)
- (c) Discuss **FIVE** contemporary approaches to public policy in the 21<sup>st</sup> century. (10 marks)
- (Total: 20 marks)**

**QUESTION TWO**

- (a) Identify **FOUR** Committees of the National Assembly that oversight public finances. (4 marks)
- (b) Explain **FOUR** procedures followed by the government when engaging in a public-private-partnership (PPP) proposal that is privately initiated. (8 marks)
- (c) The use of delivery units (DU) is a performance approach in the public sector whose objective is to drive implementation of government priority programmes by reporting implementation progress and required intervention to the president or cabinet.

**Required:**

- Discuss **FOUR** disadvantages of adopting DU approach in public sector performance. (8 marks)
- (Total: 20 marks)**

**QUESTION THREE**

- (a) Identify **FIVE** sources of authority in public administration. (5 marks)
- (b) With reference to public sector governance, analyse **FIVE** strategies that could be applied to address ethical and integrity challenges. (5 marks)
- (c) In relation to public administration, examine **FIVE** criticisms of administrative theory. (10 marks)
- (Total: 20 marks)**

**QUESTION FOUR**

- (a) Examine **FIVE** reasons why declaration of assets by public officers might not be effective in enhancing public sector governance. (5 marks)
- (b) In relation to the Code of Conduct and Ethics, describe **FIVE** ways in which public officers should conduct themselves. (5 marks)
- (c) The Constitution of Kenya, 2010 provides that in exercising judicial authority, the courts and tribunals shall promote alternative forms of conflict resolution.

- With reference to the above statement, explain **FIVE** alternative forms of conflict resolution. (10 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

- (a) Outline **FOUR** principles of public participation as outlined in the Constitution of Kenya, 2010. (4 marks)
- (b) Summarise **SIX** roles of Governance Audits in management of government affairs. (6 marks)
- (c) Analyse **FIVE** challenges encountered in public policy formulation in developing countries. (10 marks)

**(Total: 20 marks)**

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CS INTERMEDIATE LEVEL

PUBLIC SECTOR GOVERNANCE, POLICY AND ADMINISTRATION

THURSDAY: 5 December 2024. Afternoon Paper.

Time Allowed: 3 hours.

Answer ALL questions. Marks allocated to each question are shown at the end of the question. Do NOT write anything on this paper.

**QUESTION ONE**

- (a) In the state-market debate, the government should do less in areas where the market works or could work and should do more in those areas where the market may not be relied upon.

With reference to the above statement, identify **FOUR** areas in which the government should be involved in. (4 marks)

- (b) The political economy of development is a field of study that examines the relationship between political power and economic systems in shaping development outcomes.

Examine **THREE** drawbacks of applying political economy concepts in a country. (6 marks)

- (c) The Constitution of Kenya 2010 provides the interface between the National and County Governments.

Analyse **FIVE** aspects of this interface. (10 marks)

**(Total: 20 marks)**

**QUESTION TWO**

- (a) Mitigating challenges in public policy implementation requires a multifaceted approach.

Analyse **FIVE** strategies to mitigate challenges in implementation of public policy. (5 marks)

- (b) Informed decision-making, good governance, credibility and accountability of public enterprises are facilitated by efficient reporting of resources, performance and results.

With reference to the above statement, evaluate **FIVE** opportunities for best practices in reporting. (5 marks)

- (c) Result-Based Management (RBM) is a management strategy focused on achieving specific outcomes and impacts, particularly in public administration.

Evaluate **FIVE** principles of result-based management as applied in public administration. (10 marks)

**(Total: 20 marks)**

**QUESTION THREE**

- (a) Identify **FIVE** benefits of public policy in national development. (5 marks)

- (b) Public participation is a critical element of democratic governance since it ensures that citizens are involved in decision-making processes.

Identify **FIVE** strategies for successful public participation. (5 marks)

- (c) The formulation of public policy involves various actors who play different roles in shaping and influencing policy decisions.

Explain **FIVE** of these actors. (10 marks)

**(Total: 20 marks)**

**QUESTION FOUR**

(a) Identify **FOUR** challenges that face the implementation of public sector reforms in Kenya. (4 marks)

(b) Organisational governance in public institutions provides several benefits that contribute to their overall effectiveness and sustainability.

Explain **SIX** of these benefits. (6 marks)

(c) Climate change refers to significant long-term changes in global temperatures and weather patterns.

Explain **FIVE** problems likely to be brought about by climate change in developing countries. (10 marks)

**(Total: 20 marks)**

**QUESTION FIVE**

(a) A Public-Private Partnership (PPP) is a long-term contractual arrangement between a government entity and a private sector company to provide a public asset or service.

Highlight **FIVE** models of Public-Private Partnership (PPP). (5 marks)

(b) Incorporating good leadership, integrity and national values into public service governance involves several key considerations and proactive strategies by management.

Highlight **FIVE** such considerations by management. (5 marks)

(c) Administrative systems are structured processes, rules and institutions through which public administration and organisational management are carried out.

Analyse **FIVE** features of these systems. (10 marks)

**(Total: 20 marks)**

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CS INTERMEDIATE LEVEL

PUBLIC SECTOR GOVERNANCE, POLICY AND ADMINISTRATION

THURSDAY: 22 August 2024. Afternoon Paper.

Time Allowed: 3 hours.

Answer ALL questions. Marks allocated to each question are shown at the end of the question. Do NOT write anything on this paper.

**QUESTION ONE**

- (a) Highlight **FIVE** advantages that county governments in Kenya may derive from adoption of Programme-Based Budgeting (PBB). (5 marks)
- (b) Assess **FIVE** roles of politics in public administration. (5 marks)
- (c) In the 1980s, the New Public Management (NPM) theory was created to make civil service more efficient. Evaluate **FIVE** elements of this theory. (5 marks)
- (d) Public participation platforms provide avenues for individuals to engage in decision-making processes. With reference to the above statement, outline **FIVE** such platforms. (5 marks)

(Total: 20 marks)

**QUESTION TWO**

- (a) Evaluate **FIVE** demerits of privatisation of public enterprises. (10 marks)
- (b) Explain **FIVE** costs that may be identified during a cost-benefit analysis in policy development. (10 marks)

(Total: 20 marks)

**QUESTION THREE**

- (a) Effective management of ethical and integrity challenges is crucial for maintaining trust, reputation and long-term success. Explain **FIVE** strategies that an organisation could employ to handle ethical and integrity challenges. (5 marks)
- (b) Developed economies have shown commitment in helping developing economies by providing foreign aid. With reference to the above statement, identify **SEVEN** benefits of foreign aid to a country. (7 marks)
- (c) Analyse **FOUR** objectives of devolved system of government in Kenya as introduced by the 2010 Constitution. (8 marks)

(Total: 20 marks)

**QUESTION FOUR**

- (a) Managing assets and inventory under the Public Procurement and Assets Disposal Act 2015, involves various players and actors. With reference to the above statement, describe **FIVE** roles of an accounting office. (5 marks)
- (b) The nature of management refers to the fundamental principles, functions and practices that characterise the process of managing an organisation or a group of people towards achieving specific goals and objectives. With reference to the above statement, explain **FIVE** reasons why management is important. (5 marks)

- (c) Policy formulation is a critical phase in the policy-making process that involves developing appropriate strategies and solutions to address identified public issues.

With reference to the above statement, analyse **FIVE** stages of this phase.

(10 marks)

**(Total: 20 marks)**

**QUESTION FIVE**

- (a) County assemblies, especially in the context of devolved systems of government like in Kenya, have several objectives in the development process.

With reference to the above statement, evaluate **FIVE** objectives of a county assembly in the development process.

(5 marks)

- (b) The role of the state in development is multifaceted and varies depending on the country's political, economic and social context.

Based on the above statement, explain **FIVE** roles of the state in development.

(5 marks)

- (c) Governance models refer to the systems, structures and processes by which an organisation is directed, controlled and held accountable.

Explain **FIVE** contributions of governance models to an organisation.

(10 marks)

**(Total: 20 marks)**

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CS INTERMEDIATE LEVEL

PUBLIC SECTOR GOVERNANCE, POLICY AND ADMINISTRATION

THURSDAY: 25 April 2024. Afternoon Paper.

Time Allowed: 3 hours.

Answer ALL questions. Marks allocated to each question are shown at the end of the question. Do NOT write anything on this paper.

**QUESTION ONE**

- (a) The institutional framework for resource management under the Public Finance Management Act (2012) is an important tool for ensuring that public resources are used for the benefit of the people.
- Describe **FIVE** institutions that play this role in resource management under the Act. (5 marks)
- (b) “Public investment appraisal is an aid to decision-making”.
- Explain **FIVE** factors to be considered by public enterprises when undertaking such an appraisal. (5 marks)
- (c) Although they are not the same, authority and power have over time been used interchangeably.
- Explain **FIVE** differences between the two. (5 marks)
- (d) The political environment can impact organisations in many ways.
- Summarise **FIVE** strategies that government organisations can adopt to manage political environment. (5 marks)
- (Total: 20 marks)**

**QUESTION TWO**

- (a) Public sector planning and budgeting requires modernisation to address challenges and achieve better outcomes.
- Assess **FOUR** of these challenges. (4 marks)
- (b) Analyse **FOUR** national values and principles of governance in the public sector. (4 marks)
- (c) Evaluate **FIVE** roles of the national budget to the national and county governments in your country. (5 marks)
- (d) Explain **SEVEN** functions of the department involved in mobilisation of financial resources under National Treasury in your country. (7 marks)
- (Total: 20 marks)**

**QUESTION THREE**

- (a) Public policy plays a crucial role in shaping decisions made by government officials and agencies.
- In relation to the above statement, describe **FIVE** concepts of public policy. (5 marks)
- (b) Evaluate **FIVE** benefits of neoclassical models of development. (10 marks)
- (c) Stakeholder mapping is a crucial process in any public or private sector initiative.
- Explain **FIVE** hurdles faced during this process. (5 marks)
- (Total: 20 marks)**

**QUESTION FOUR**

- (a) Outline **FIVE** factors that influence agenda setting in public policy formulation processes. (5 marks)
  
  - (b) The linkage between public administration and public policy is essential for the effective delivery of public services and the achievement of national development.  
  
Examine **FIVE** such linkages affecting national development. (5 marks)
  
  - (c) Public policy analysis is a systematic evaluation of the technical and political implications of alternatives proposed to solve public problems.  
  
Analyse **FIVE** tools that may be used to undertake the analysis. (5 marks)
  
  - (d) The County Government Act (2012) provides for the basis of civic participation.  
  
Explain **FIVE** objectives of civic education as contained in the Act. (5 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

- (a) Summarise **FOUR** classical principles of administration supporting the practice of public administration today. (4 marks)
  
  - (b) Describe **FIVE** factors that impact management of political environment. (5 marks)
  
  - (c) In recent times, women have been abused, maimed and killed in short term rental apartments under unclear circumstances.  
  
As an expert in public sector governance, policy and administration, advice the government on **FIVE** ways to stem this crime. (5 marks)
  
  - (d) Explain **THREE** roles of judicial review in the administration of justice. (6 marks)
- (Total: 20 marks)**
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**CS INTERMEDIATE LEVEL**

**PUBLIC SECTOR GOVERNANCE, POLICY AND ADMINISTRATION**

**THURSDAY: 7 December 2023. Afternoon Paper.**

**Time Allowed: 3 hours.**

**Answer ALL questions. Marks allocated to each question are shown at the end of the question. Do NOT write anything on this paper.**

**QUESTION ONE**

- (a) Summarise **FOUR** responsibilities of the senate budget committee in public finance matters in your country. (4 marks)
- (b) Public participation is a process that allows citizens to have a say in the decisions that affect their lives and to hold their government accountable.  
Evaluate **FIVE** challenges citizens face during this process. (5 marks)
- (c) Explain **FIVE** benefits of value-based leadership. (5 marks)
- (d) Highlight **SIX** challenges developing countries face in implementing public sector reforms. (6 marks)
- (Total: 20 marks)**

**QUESTION TWO**

- (a) By having a strong framework for enforcement of ethics and integrity, governments can create a public sector that is more ethical, efficient and accountable to the public.  
Outline **FIVE** components that would constitute the framework. (5 marks)
- (b) Explain **FIVE** ways external audits contribute to resource stewardship. (5 marks)
- (c) Discuss **FIVE** ways in which government agencies and private firms interact. (10 marks)
- (Total: 20 marks)**

**QUESTION THREE**

- (a) Describe **FOUR** criteria used in the evaluation of public policies. (4 marks)
- (b) Explain **SIX** benefits of research in policy analysis. (6 marks)
- (c) Examine **FIVE** assumptions of classical models of development that have influenced public policy in free market economies. (10 marks)
- (Total: 20 marks)**

**QUESTION FOUR**

- (a) Assess **FOUR** demerits of Public Private Partnership. (4 marks)
- (b) Public administration is the process of managing government operations and implementing policies and programmes to serve the public interest.  
Analyse **FOUR** concepts and principles that underpin public administration. (4 marks)

- (c) Statutory provisions for conflict resolution refer to laws and regulations established by governments to provide a framework for addressing and resolving disputes and conflicts between individuals, organisations or entities.

Evaluate **FIVE** statutory provisions for conflict resolution. (5 marks)

- (d) Highlight **SEVEN** measures that can be used by government to improve public administration effectiveness. (7 marks)

**(Total: 20 marks)**

**QUESTION FIVE**

- (a) Explain **FIVE** roles of professional codes and standards in promoting public sector governance. (5 marks)

- (b) Effective plans and policies are essential for guiding organisations, governments and individuals towards achieving their goals and objectives.

Highlight **FIVE** characteristics of effective plans and policies. (5 marks)

- (c) Theoretical perspectives of public policy offer insights into how governments formulate and implement policies to address various societal issues and challenges.

Examine **FIVE** theoretical perspectives that offer frameworks for analysing and predicting policy outcomes. (10 marks)

**(Total: 20 marks)**

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**CS INTERMEDIATE LEVEL**

**PUBLIC SECTOR GOVERNANCE, POLICY AND ADMINISTRATION**

**THURSDAY: 24 August 2023. Afternoon Paper.**

**Time Allowed: 3 hours.**

**Answer ALL questions. Marks allocated to each question are shown at the end of the question. Do NOT write anything on this paper.**

**QUESTION ONE**

- (a) With regards to handling conflicts between County Governments and the National Government:
- (i) Identify **TWO** legal instruments which provide on how to resolve conflicts. (2 marks)
  - (ii) Explain **TWO** ways of handling conflicts. (2 marks)
- (b) Getting the most from stakeholder engagement is crucial for effective policy development and implementation. Summarise **FIVE** strategies that could help optimise stakeholder engagement. (5 marks)
- (c) Analyse **FIVE** ways in which private corporations could forge corporate relationships with the National Government. (5 marks)
- (d) Explain **THREE** distinctions between public administration and politics. (6 marks)
- (Total: 20 marks)**

**QUESTION TWO**

- (a) The Public Procurement and Asset Disposal Act provides procedures for efficient public procurement. Outline **FIVE** areas covered under this Act. (5 marks)
- (b) Identify **FIVE** actors involved in the formulation of public policies. (5 marks)
- (c) Policy analysis models are frameworks used to assess and evaluate public policies. With reference to the above statement, explain **FIVE** of these models. (10 marks)
- (Total: 20 marks)**

**QUESTION THREE**

- (a) Explain **TWO** functions of the office of the controller of budget in your country. (2 marks)
- (b) Identify **FOUR** challenges facing parastatals in your country. (4 marks)
- (c) Assess **SIX** weaknesses in budget making process in your country. (6 marks)
- (d) Highlight **EIGHT** powers of the County Public Service Board with regards to values, principles and good governance. (8 marks)
- (Total: 20 marks)**

**QUESTION FOUR**

(a) Analyse **FIVE** components of the legal framework that govern the operations of state corporations. (5 marks)

(b) Certified Secretaries play an important role in the management of government organisations.

In relation to the above statement, highlight **SEVEN** of these roles. (7 marks)

(c) Proposed by Sherry Arnstein in 1969, the Ladder of Citizen Participation is one of the most widely referenced and influential models in the field of democratic public participation.

Identify **EIGHT** principles of the rationale for public participation. (8 marks)

**(Total: 20 marks)**

**QUESTION FIVE**

(a) Explain **FOUR** characteristics associated with value-based leadership. (4 marks)

(b) Identify **SIX** components of a county integrated development plan as stipulated by the County Governments Act of 2012. (6 marks)

(c) Features of administrative systems can vary depending on the context and purpose.

**Required:**

Discuss **FIVE** features of these systems.

(10 marks)

**(Total: 20 marks)**

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CS INTERMEDIATE LEVEL

PUBLIC SECTOR GOVERNANCE, POLICY AND ADMINISTRATION

THURSDAY: 8 December 2022. Afternoon Paper.

Time Allowed: 3 hours.

Answer ALL questions. Marks allocated to each question are shown at the end of the question. Do NOT write anything on this paper.

**QUESTION ONE**

- (a) Inspection and Acceptance Committee established by the Public Procurement and Asset Disposal Act, 2015 is mandated to perform certain functions.  
Summarise **FIVE** of these functions. (5 marks)
- (b) As a senior public administrator in your country, explain to junior officers in your department, **FIVE** similarities between public administration and private administration as stipulated by Henri Fayol. (5 marks)
- (c) Analyse the criteria used by the County Public Service Board (CPSB) in establishing a public office at the Counties. (10 marks)
- (Total: 20 marks)**

**QUESTION TWO**

- (a) Examine **FOUR** grounds for judicial review in your Country. (4 marks)
- (b) Explain **THREE** features of a good dispute resolution mechanism that may be used in public institutions. (6 marks)
- (c) Public enterprises are distinct from private entities due to their unique characteristics.  
Assess **FIVE** of these characteristics. (10 marks)
- (Total: 20 marks)**

**QUESTION THREE**

- (a) The governor of Mzalendo County is guided by certain criteria to ensure residents participate fully during development of the County policies.  
With reference to the above statement, state **FIVE** criteria. (5 marks)
- (b) Examine **FIVE** roles of public administration in the modern world. (5 marks)
- (c) Juma Boka, the County Commissioner of Heko County has helped develop a policy to curb cattle rustling in the county.  
Explain **FIVE** factors that should be considered in the implementation of this policy. (10 marks)
- (Total: 20 marks)**

**QUESTION FOUR**

- (a) Examine **FIVE** guiding principles of leadership and integrity as stipulated in the Constitution of your Country. (5 marks)
- (b) The rational planning model is a model of the planning process that involves a number of rational actions.  
Identify these actions. (5 marks)
- (c) Maji Pevu, a State Corporation, embraces benchmarking as the tool for measuring the areas of improvement during policy making.  
Explain **FIVE** challenges associated with this tool. (10 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

- (a) Explain **SIX** responsibilities of the Parliamentary Budgetary Office in your Country. (6 marks)
- (b) In stakeholder analysis, you can map out your stakeholders and classify them on a Power/Interest Grid.  
Identify **FOUR** types of stakeholders in this grid. (4 marks)
- (c) Explain **FIVE** legal provisions that govern the appointment of a member to a County Public Service Board. (10 marks)

**(Total: 20 marks)**

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**CS INTERMEDIATE LEVEL**

**PUBLIC SECTOR GOVERNANCE, POLICY AND ADMINISTRATION**

**MONDAY: 4 April 2022. Afternoon paper.**

**Time Allowed: 3 hours.**

**Answer ALL questions. Marks allocated to each question are shown at the end of the question. Do NOT write anything on this paper.**

**QUESTION ONE**

- (a) Discuss the contribution of Max Weber to the development of public administration. (10 marks)
- (b) Distinguish between “public administration” and “politics”. (4 marks)
- (c) In devolved Government systems, National and County governments do not work in isolation but they complement each other.

Explain six relationships between the National and County governments. (6 marks)

**(Total: 20 marks)**

**QUESTION TWO**

- (a) Differentiate between “ideological policies” and “regulatory policies”. (4 marks)
- (b) Summarise four impacts of a public policy. (4 marks)
- (c) Identify five key components of a public policy evaluation process. (5 marks)
- (d) Outline seven core principles of public participation in development planning in your country. (7 marks)

**(Total: 20 marks)**

**QUESTION THREE**

- (a) Explain six objectives of implementing a devolved structure of government. (6 marks)
- (b) Describe three roles a legislative assembly plays in planning for the utilisation of public resources. (6 marks)
- (c) Summarise eight main responsibilities of an audit Committee of a public enterprise. (8 marks)

**(Total: 20 marks)**

**QUESTION FOUR**

- (a) Explain five reasons for government involvement in economic activities. (5 marks)
- (b) Highlight five challenges facing corporate governance in state enterprises in developing countries. (5 marks)
- (c) Discuss the importance of a code of governance for public enterprises in a country. (5 marks)
- (d) Explain five reasons why a country might embark on public service reforms. (5 marks)

**(Total: 20 marks)**

**QUESTION FIVE**

- (a) Highlight five measures that could be adopted to improve public sector audits. (5 marks)
- (b) Governments in developing countries raise revenue from various sources. One of these sources is foreign aid.  
Identify five disadvantages of foreign aid to a country. (5 marks)
- (c) Examine five challenges that could be faced while implementing public private partnership (PPP) strategy in a country. (10 marks)

**(Total: 20 marks)**

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**CS INTERMEDIATE LEVEL**

**PUBLIC SECTOR GOVERNANCE, POLICY AND ADMINISTRATION**

**TUESDAY: 2 August 2022. Afternoon paper.**

**Time Allowed: 3 hours.**

**Answer ALL questions. Marks allocated to each question are shown at the end of the question. Do NOT write anything on this paper.**

**QUESTION ONE**

- (a) Summarise six reasons why a country may establish a comprehensive national development planning model. (6 marks)
  - (b) Explain four benefits of civic education in your country. (4 marks)
  - (c) Cite six challenges facing parliament in its role of budget formulation, implementation and oversight. (6 marks)
  - (d) In the context of administrative theory, distinguish between authority and power. (4 marks)
- (Total: 20 marks)**

**QUESTION TWO**

- (a) With regard to The National Treasury and Planning, evaluate seven functions of the Government Investments and Public Enterprises department or a similar body in your country. (7 marks)
  - (b) Outline four national values and principles of governance in your country. (4 marks)
  - (c) In the context of public policy making, suggest the criteria that may be used to identify public problems in your country. (4 marks)
  - (d) Examine five key objectives that could have led to the introduction of performance contracting in the public service. (5 marks)
- (Total: 20 marks)**

**QUESTION THREE**

- (a) Assess five roles of County Assembly or a similar body in your country. (5 marks)
  - (b) In administration of organisations, power is exercised through various ways.  
Examine five various sources of power in organisations. (5 marks)
  - (c) Examine six key principles of Public Finance as applied in the Public Sector. (6 marks)
  - (d) Describe four roles of the executive committee in an urban area or in city planning. (4 marks)
- (Total: 20 marks)**

**QUESTION FOUR**

- (a) The Kenya government through a policy paper on public enterprise reform and privatisation developed a programme to privatise public enterprises in 1992. The programme led to the privatisation of some non-strategic enterprises.  
In reference to the above statement, explain how the privatisation programme is established in your country. (4 marks)
  - (b) Describe the procedure for disposal of assets under the Public Procurement and Assets Disposal Act. (6 marks)
  - (c) Discuss five roles of the secretary to County Public Service Board or a similar body in your country. (5 marks)
  - (d) Identify five advantages of participatory budgeting process in the public sector. (5 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

- (a) Discuss five steps involved in public policy formulation. (5 marks)
- (b) Assess five models of public private partnerships commonly applied in your own country. (5 marks)
- (c) Analyse five roles of stakeholders in public policy making process. (5 marks)
- (d) Highlight six tools of public policy analysis. (5 marks)

**(Total: 20 marks)**

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**CS INTERMEDIATE LEVEL**

**PUBLIC SECTOR GOVERNANCE, POLICY AND ADMINISTRATION**

**MONDAY: 4 April 2022. Afternoon paper.**

**Time Allowed: 3 hours.**

**Answer ALL questions. Marks allocated to each question are shown at the end of the question. Do NOT write anything on this paper.**

**QUESTION ONE**

- (a) Discuss the contribution of Max Weber to the development of public administration. (10 marks)
- (b) Distinguish between “public administration” and “politics”. (4 marks)
- (c) In devolved Government systems, National and County governments do not work in isolation but they complement each other.

Explain six relationships between the National and County governments. (6 marks)

**(Total: 20 marks)**

**QUESTION TWO**

- (a) Differentiate between “ideological policies” and “regulatory policies”. (4 marks)
- (b) Summarise four impacts of a public policy. (4 marks)
- (c) Identify five key components of a public policy evaluation process. (5 marks)
- (d) Outline seven core principles of public participation in development planning in your country. (7 marks)

**(Total: 20 marks)**

**QUESTION THREE**

- (a) Explain six objectives of implementing a devolved structure of government. (6 marks)
- (b) Describe three roles a legislative assembly plays in planning for the utilisation of public resources. (6 marks)
- (c) Summarise eight main responsibilities of an audit Committee of a public enterprise. (8 marks)

**(Total: 20 marks)**

**QUESTION FOUR**

- (a) Explain five reasons for government involvement in economic activities. (5 marks)
- (b) Highlight five challenges facing corporate governance in state enterprises in developing countries. (5 marks)
- (c) Discuss the importance of a code of governance for public enterprises in a country. (5 marks)
- (d) Explain five reasons why a country might embark on public service reforms. (5 marks)

**(Total: 20 marks)**

**QUESTION FIVE**

- (a) Highlight five measures that could be adopted to improve public sector audits. (5 marks)
- (b) Governments in developing countries raise revenue from various sources. One of these sources is foreign aid.  
Identify five disadvantages of foreign aid to a country. (5 marks)
- (c) Examine five challenges that could be faced while implementing public private partnership (PPP) strategy in a country. (10 marks)

**(Total: 20 marks)**

# KASNEB

## CS PART III SECTION 6

### PUBLIC POLICY AND ADMINISTRATION

FRIDAY: 27 May 2016.

Time Allowed: 3 hours.

Answer ALL questions. Marks allocated to each question are shown at the end of the question.

#### QUESTION ONE

- (a) Critically examine the key characteristics of Max Weber's bureaucratic theory. (8 marks)
- (b) With reference to the constitution of your country, discuss the functions and powers of the Public Service Commission. (8 marks)
- (c) A government must exercise the powers conferred on it in good faith, fairly and for the purpose for which the powers were conferred without exceeding the limits of such powers.

With reference to the above statement, explain four reasons why a government should promote the rule of law.

(4 marks)

(Total: 20 marks)

#### QUESTION TWO

- (a) Analyse the role of external and internal power in policy making process. (4 marks)
- (b) Discuss six strategies of public policy reviews. (6 marks)
- (c) Identify six advantages of e-procurement in the public sector. (6 marks)
- (d) In the context of the law governing county governments in your country, summarise the duties of the county secretary. (4 marks)

(Total: 20 marks)

#### QUESTION THREE

- (a) "Although invented to transform public infrastructure with the help of private enterprises, public-private partnership is not immune from limitations".

With reference to the above statement, explain four limitations of public-private partnerships.

(4 marks)

- (b) Discuss eight salient features of development administration. (8 marks)
- (c) Examine eight characteristics of good governance in public administration. (8 marks)

(Total: 20 marks)

#### QUESTION FOUR

- (a) Explain eight ways in which parliament exercises control over the executive in your country. (8 marks)
- (b) Discuss four harmful effects of corruption on public administration. (4 marks)
- (c) Financial administration is one of the most important aspects of public administration involving the machinery and method by which funds required for public service are raised, spent and accounted for and is at the very core of a modern government.

With reference to the above statement, examine four purposes of a budget.

(4 marks)

- (d) Describe four features of traditional public administration. (4 marks)

(Total: 20 marks)

**QUESTION FIVE**

- (a) Explain six functions of the Public Accounts Committee in your country. (6 marks)
  - (b) Devolved governments play an important role in democracy. Their effective functioning delivers good governance at the local level.  
With reference to the above statement, evaluate four advantages of devolved governments. (4 marks)
  - (c) Discuss six roles of public administration in a modern state. (6 marks)
  - (d) With reference to agenda setting in the policy making process, distinguish between “institutional agenda” and “non-institutional agenda”. (4 marks)
- (Total: 20 marks)**
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# KASNEB

## CS PART III SECTION 6

### PUBLIC POLICY AND ADMINISTRATION

#### PILOT PAPER

September 2015.

Time Allowed: 3 hours.

Answer ALL questions. Marks allocated to each question are shown at the end of the question.

#### QUESTION ONE

- (a) The public sector has been undergoing drastic changes since the 1980's. The traditional bureaucratic arrangement of public administration has been challenged and re-evaluated.

**Required:**

- (i) Discuss the short-comings of the old order of doing things. (5 marks)
- (ii) Explain the rationale for new public management order. (5 marks)
- (iii) Discuss the characteristics of the new public management movement. (5 marks)
- (b) A professor of public administration has argued that, there should be a strict separation of politics from public administration.
- Discuss whether it is possible to have a politically neutral public service. (5 marks)

**(Total: 20 marks)**

#### QUESTION TWO

- (a) The Constitution of your country provides for a devolved system of governance.

Discuss the objectives of devolution in your country. (10 marks)

- (b) Explain how the principle of "separation of powers" is reflected in the county government structure. (10 marks)

**(Total: 20 marks)**

#### QUESTION THREE

- (a) Public policy is an attempt by government to address public issues and concerns by instituting laws, regulations, decisions and actions.

(i) Discuss the rationale for policy formulation. (5 marks)

(ii) Explain the advantages of having well formulated policies. (5 marks)

- (b) Illustrate the various sources of policies and the strategies that can be used to ensure smooth policy formulation and implementation. (10 marks)

**(Total: 20 marks)**

#### QUESTION FOUR

- (a) Monitoring and evaluation (M & E) have occasionally been dismissed as being a waste of valuable resources. The critics aver that resources should instead be utilised for actual implementation of projects.

As a manager, argue a case for M & E giving adequate reasons. (5 marks)

- (b) (i) Highlight the steps in the strategic planning process. (5 marks)

(ii) Illustrate the characteristics of a well formulated strategic plan. (5 marks)

- (c) Explain the significance of SWOT analysis in the formulation of strategic plans. (5 marks)

**(Total: 20 marks)**

**QUESTION FIVE**

(a) Public-private partnership (PPP) concept is emerging as a strategy in management of public affairs especially in service delivery.

Discuss the rationale for using PPP model. (10 marks)

(b) Demonstrate ways in which performance contracting can lead to improved service delivery in the public sector. (10 marks)

**(Total: 20 marks)**

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# KASNEB

## CS PART III SECTION 6

### PUBLIC POLICY AND ADMINISTRATION

FRIDAY: 27 November 2015.

Time Allowed: 3 hours.

Answer ALL questions. Marks allocated to each question are shown at the end of the question.

#### QUESTION ONE

- (a) Explain the concept of public policy as used in public administration. (4 marks)
  - (b) Discuss four reasons for formulating public policies. (8 marks)
  - (c) Using suitable examples, suggest a four parameter criteria for evaluating public policies. (8 marks)
- (Total: 20 marks)**

#### QUESTION TWO

- (a) Distinguish between "a centralised government" and "a devolved government". (4 marks)
  - (b) Explain two purposes of political decentralisation. (4 marks)
  - (c) Suggest four reasons why it might be necessary to undertake public service reforms in your country. (4 marks)
  - (d) Discuss the principles of result based management as applied in public administration. (8 marks)
- (Total: 20 marks)**

#### QUESTION THREE

- (a) Explain four challenges that could be encountered in transition from a centralised system of government to a devolved system of government. (4 marks)
  - (b) Identify six functions of a County Public Service Board. (6 marks)
  - (c) In the context of the law governing county governments:
    - (i) Describe three roles of the executive committee in urban area or city planning. (6 marks)
    - (ii) Summarise four responsibilities of the county governments. (4 marks)
- (Total: 20 marks)**

#### QUESTION FOUR

- (a) Explain two goals of economic policy of a state. (4 marks)
  - (b) Describe six challenges faced in the implementation of public policies in a country. (6 marks)
  - (c) Discuss the legal provisions governing the appointment and removal of members of the County Public Service Board. (10 marks)
- (Total: 20 marks)**

#### QUESTION FIVE

- (a) Explain six objectives of public procurement and disposal regulations in your country. (6 marks)
  - (b) Justify the need for performance contracting in public service. (6 marks)
  - (c) Discuss eight mandatory principles of public financial management as provided in the constitution of your country. (8 marks)
- (Total: 20 marks)**
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**CS PART III SECTION 6**

**PUBLIC POLICY AND ADMINISTRATION**

**FRIDAY: 3 September 2021.**

**Time Allowed: 3 hours.**

**Answer ALL questions. Marks allocated to each question are shown at the end of the question.**

**QUESTION ONE**

Corruption and money laundering are a threat to leadership and integrity to both national and county governments.

With reference to the above statement:

- (a) Differentiate between “corruption” and “money laundering”. (4 marks)
  - (b) Discuss three ways in which money laundering might manifest itself in national and county governments. (6 marks)
  - (c) Explain five circumstances under which a member of a constitutional commission or an independent office might be removed from office in your country. (5 marks)
  - (d) Summarise the legal provisions governing the vacation of office of a secretary to Urban and Cities Board in your country. (5 marks)
- (Total: 20 marks)**

**QUESTION TWO**

- (a) Discuss four public policy models commonly applicable in your country. (8 marks)
  - (b) With reference to the structure and organisation of your national government, examine four bodies which provide oversight role on the use of public funds. (4 marks)
  - (c) Evaluate four resource mobilisation strategies that could be employed in the public sector. (8 marks)
- (Total: 20 marks)**

**QUESTION THREE**

- (a) Describe an executive order in public policy making. (2 marks)
- (b) Summarise four merits of using executive orders as a source of public policy. (4 marks)
- (c) Public policy and administration has developed to be scientific and applies research data and technology in its processes.

With reference to the above statement, discuss five roles of research data from a national bureau of statistics with relation to public policy and administration. (10 marks)

- (d) Explain four elements of public participation which would enhance the impact of public policy and administration to the citizens of a country. (4 marks)
- (Total: 20 marks)**

**QUESTION FOUR**

- (a) Summarise five functions of the Council of County Governors in your country. (5 marks)
  - (b) Explain five features of a well written public policy brief. (5 marks)
  - (c) Discuss the activities involved in the public policy analysis process. (10 marks)
- (Total: 20 marks)**

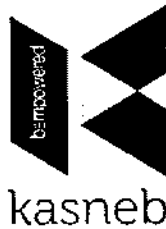
**QUESTION FIVE**

- (a) With reference to public debt, distinguish between "internal debt" and "external debt". (4 marks)
- (b) Explain six risks associated with public private partnerships (PPPs) in developing countries. (6 marks)
- (c) Summarise six functions of the Public Procurement Regulatory Authority (PPRA) in your country. (6 marks)
- (d) Identify four advantages of budgeting and budgetary control in public sector. (4 marks)

**(Total: 20 marks)**

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**CS PART III SECTION 6**

**PUBLIC POLICY AND ADMINISTRATION**

**FRIDAY: 21 May 2021.**

**Time Allowed: 3 hours.**

**Answer ALL questions. Marks allocated to each question are shown at the end of the question.**

**QUESTION ONE**

- (a) Explain five roles of public administration in a country. (5 marks)
  - (b) Discuss three differences between “deconcentration” and “devolution”. (6 marks)
  - (c) Examine five reasons why a budget is important as an instrument of public policy. (5 marks)
  - (d) Summarise four goals of development administration. (4 marks)
- (Total: 20 marks)**

**QUESTION TWO**

- (a) Policy design is very critical in public policy development and implementation. With reference to the above statement, discuss three components of public policy design. (6 marks)
  - (b) In the context of the public policy process, evaluate six forms of public participation for citizens. (6 marks)
  - (c) Examine five reasons for the failure of public policies in developing countries. (5 marks)
  - (d) Summarise three administrative problems that might be experienced in public policy implementation. (3 marks)
- (Total: 20 marks)**

**QUESTION THREE**

- (a) Suggest five objectives of county physical planning in your country. (5 marks)
  - (b) Summarise five basic powers of an Ethics and Anti-Corruption Commission in your country. (5 marks)
  - (c) Identify six principles of public sector reforms in your country. (6 marks)
  - (d) Evaluate four initiatives that the government might implement to boost revenue collection and enhance tax compliance. (4 marks)
- (Total: 20 marks)**

**QUESTION FOUR**

- (a) Assess the criteria for abolition of a public office by a County Public Service Board in your country. (6 marks)
  - (b) Explain five features of effective decentralisation in public administration. (5 marks)
  - (c) With reference to the public policy making process, evaluate four conditions for adequate citizens’ participation. (4 marks)
  - (d) Suggest five causes of increased public expenditure in developing countries. (5 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

- (a) Analyse four advantages of government-owned enterprises. (4 marks)
  - (b) Explain six challenges faced in the implementation of public private partnership projects in your country. (6 marks)
  - (c) Discuss five benefits of performance contracting in the public sector. (5 marks)
  - (d) With reference to the law and regulations governing public procurement and disposal in your country, summarise five functions of a procurement section in a public entity. (5 marks)
- (Total: 20 marks)**



CS PART III SECTION 6

PUBLIC POLICY AND ADMINISTRATION

MONDAY: 30 November 2020.

Time Allowed: 3 hours.

Answer ALL questions. Marks allocated to each question are shown at the end of the question.

**QUESTION ONE**

- (a) Analyse five reasons for the establishment of devolved government structures in your country. (5 marks)
  - (b) With reference to County Governments, explain five challenges faced by county executive committees. (5 marks)
  - (c) Discuss four reasons why devolved governments may choose to set up county owned enterprises. (4 marks)
  - (d) Evaluate three goals of the economic policy of a nation. (6 marks)
- (Total: 20 marks)**

**QUESTION TWO**

- (a) Examine five features of Weberian Bureaucracy model in public administration. (5 marks)
  - (b) Summarise six roles of the political executive in public policy implementation. (6 marks)
  - (c) Describe five characteristics of regulatory public policies. (5 marks)
  - (d) Suggest four ways in which research could be used in policy making. (4 marks)
- (Total: 20 marks)**

**QUESTION THREE**

- (a) Suggest six reasons why public service reforms are necessary in your country. (6 marks)
  - (b) Analyse four advantages of using public private partnership as a procurement mechanism in the public sector. (4 marks)
  - (c) Examine six impacts of performance contracting in the public service in your country. (6 marks)
  - (d) Summarise four objectives of public procurement and disposal procedures in your country. (4 marks)
- (Total: 20 marks)**

**QUESTION FOUR**

- (a) Explain six factors that might influence public policy making. (6 marks)
  - (b) Assess five roles of stakeholders in the public policy making process. (5 marks)
  - (c) Examine five challenges that might affect budget implementation in the public sector. (5 marks)
  - (d) Describe four characteristics of public administration in your country. (4 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

- (a) Summarise four qualifications required for the appointment of a corporation secretary to the Board of government owned entities in your country. (4 marks)
  - (b) Explain four values and principles of public service in your country. (4 marks)
  - (c) Examine four elements of a performance budget. (4 marks)
  - (d) Discuss eight challenges that might affect implementation of a public policy. (8 marks)
- (Total: 20 marks)**

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**CS PART III SECTION 6**

**PUBLIC POLICY AND ADMINISTRATION**

**THURSDAY: 28 November 2019.**

**Time Allowed: 3 hours.**

**Answer ALL questions. Marks allocated to each question are shown at the end of the question.**

**QUESTION ONE**

- (a) In relation to public administration, examine four main elements of Fredrick W. Taylor's scientific management theory. (4 marks)
  - (b) Explain six challenges of development administration in developing countries. (6 marks)
  - (c) Summarise four functions of the national legislative assembly in your country. (4 marks)
  - (d) Discuss six roles of government owned enterprises in economic development. (6 marks)
- (Total: 20 marks)**

**QUESTION TWO**

- (a) Examine four reasons why planning within the county governments in your country should be linked to the national government plans. (4 marks)
  - (b) Summarise six legal provisions governing the abolition of public offices by the County Public Service Board or any similar body in your country. (6 marks)
  - (c) Discuss six benefits arising from devolution of services in your country. (6 marks)
  - (d) Suggest four basis for developing public policies in your country. (4 marks)
- (Total: 20 marks)**

**QUESTION THREE**

- (a) Summarise the role of four political institutions that are key in public policy making process in your country. (4 marks)
  - (b) Discuss six benefits of monitoring and evaluation in public policy process. (6 marks)
  - (c) Analyse five advantages of participatory budgeting to the citizens of a country. (5 marks)
  - (d) Examine five reasons why effective public procurement and disposal is considered critical in public policy and administration. (5 marks)
- (Total: 20 marks)**

**QUESTION FOUR**

- (a) With reference to the budget as a policy instrument, distinguish between "budget execution" and "budget absorption". (4 marks)
  - (b) With reference to the Intergovernmental Relations Act, summarise five functions of the Intergovernmental Relations Technical Committee (IGRTC). (5 marks)
  - (c) Suggest five steps that might be followed in policy analysis. (5 marks)
  - (d) In the context of public administration, explain six merits of decentralised decision making. (6 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

- (a) Examine six reasons why government agencies should involve the public in formulation of policies. (6 marks)
- (b) Discuss six methods that could be employed in the privatisation of government owned enterprises. (6 marks)
- (c) Explain four features of an effective public private partnership. (4 marks)
- (d) Summarise four challenges facing the implementation of devolution of government in your country. (4 marks)

**(Total: 20 marks)**

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**CS PART III SECTION 6**

**PUBLIC POLICY AND ADMINISTRATION**

**FRIDAY: 24 May 2019.**

**Time Allowed: 3 hours.**

**Answer ALL questions. Marks allocated to each question are shown at the end of the question.**

**QUESTION ONE**

- (a) Explain six features of the old public administration model. (6 marks)
  - (b) Analyse five differences between public administration and politics. (5 marks)
  - (c) With reference to public administration, suggest four types of innovations that a government might implement to solve public problems. (4 marks)
  - (d) Discuss five principles of public administration. (5 marks)
- (Total: 20 marks)**

**QUESTION TWO**

- (a) Explain six circumstances under which a member of a county assembly vacates office. (6 marks)
  - (b) With reference to the law governing county governments:
    - (i) Examine the requirements for appointment as a secretary to a County Public Service Board. (4 marks)
    - (ii) Summarise six roles of a secretary to the County Public Service Board. (6 marks)
  - (c) Analyse four types of environments that are essential in a policy making process. (4 marks)
- (Total: 20 marks)**

**QUESTION THREE**

- (a) Analyse four benefits of performance contracting in the public sector. (4 marks)
  - (b) Explain six factors which could lead to failure of government owned enterprises. (6 marks)
  - (c) Suggest five conditions suitable for effective public participation in governance. (5 marks)
  - (d) Identify five reasons for stakeholder engagement in policy issues. (5 marks)
- (Total: 20 marks)**

**QUESTION FOUR**

- (a) Explain four roles of the National Treasury or equivalent body in your country in budget implementation. (4 marks)
  - (b) Examine four ways through which citizens might participate in developing and influencing public policy. (4 marks)
  - (c) Discuss six functions of the County Assembly Committees in your country. (6 marks)
  - (d) Describe six critical success factors for public-private partnerships. (6 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

- (a) Summarise five types of research in public policy. (5 marks)
  - (b) Explain five principles of budgeting in your country. (5 marks)
  - (c) With reference to the law and regulations governing public procurement in your country, describe four methods of procurement. (4 marks)
  - (d) Discuss six benefits of e-procurement in the public sector. (6 marks)
- (Total: 20 marks)**

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**CS PART III SECTION 6**

**PUBLIC POLICY AND ADMINISTRATION**

**FRIDAY: 25 May 2018.**

**Time Allowed: 3 hours.**

**Answer ALL questions. Marks allocated to each question are shown at the end of the question.**

**QUESTION ONE**

- (a) Identify six roles of public administration. (6 marks)
- (b) Explain three reasons why the study of public policy is necessary to a society. (3 marks)
- (c) (i) Describe two types of policy analysis. (2 marks)
- (ii) Analyse three problems associated with policy evaluation in the third world countries. (3 marks)
- (d) Discuss six features of development administration. (6 marks)
- (Total: 20 marks)**

**QUESTION TWO**

- (a) With reference to the law and regulations governing county governments in your country:
- (i) Describe six functions of the County Public Service Board. (6 marks)
- (ii) Explain six ways in which the national government might exercise control over the county governments. (6 marks)
- (b) Summarise four characteristics of public corporations. (4 marks)
- (c) Outline four similarities between public and private administration. (4 marks)
- (Total: 20 marks)**

**QUESTION THREE**

- (a) Discuss five features of a poorly devolved government. (5 marks)
- (b) Explain four roles of political parties in public policy process. (4 marks)
- (c) Examine four forms of fiscal and financial discipline for effective implementation of public expenditure management system. (4 marks)
- (d) (i) Outline four aims of setting economic goals for government owned enterprises. (4 marks)
- (ii) Describe three key pillars of national development plan in your country. (3 marks)
- (Total: 20 marks)**

**QUESTION FOUR**

- (a) Suggest four reasons why policy analysis models are important. (4 marks)
- (b) Describe the role played by the legal framework governing public procurement in your country. (4 marks)
- (c) Examine four policy issues of public administration today. (4 marks)
- (d) Discuss four measures of achieving fairness in public procurement process. (8 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

- (a) Explain four guiding principles to offering good leadership with integrity in public service. (4 marks)
- (b) With reference to your country, examine six national values and principles of governance. (6 marks)
- (c) Analyse six reasons why developing countries are keen on adopting public private partnerships. (6 marks)
- (d) Describe four challenges that might be faced by governments in implementing privatisation policy. (4 marks)

**(Total: 20 marks)**

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**CS PART III SECTION 6**

**PUBLIC POLICY AND ADMINISTRATION**

**FRIDAY: 1 December 2017.**

**Time Allowed: 3 hours.**

**Answer ALL questions. Marks allocated to each question are shown at the end of the question.**

**QUESTION ONE**

- (a) - Summarise five characteristics of public policy. (5 marks)
- (b) Interest groups look forward to influence political processes in ways that benefit their members.  
With reference to the above statement, explain five benefits enjoyed by the public from interest groups. (5 marks)
- (c) In the context of the law and regulations governing county governments in your country:
- (i) Explain the legal provisions governing the appointment of a county secretary. (3 marks)
- (ii) Discuss the roles of the county executive committee in urban planning. (4 marks)
- (d) With regards to taxpayers, identify three disadvantages of government owned enterprises. (3 marks)
- (Total: 20 marks)**

**QUESTION TWO**

- (a) Public procurement as an activity of the government is highly vulnerable to corruption and fraud.  
With reference to the above statement, suggest eight measures that could be undertaken to prevent corruption and fraud in public procurement in your country. (8 marks)
- (b) Examine six objectives of introducing performance contracting in the public service in your country. (6 marks)
- (c) Discuss six reasons for public policy failures in developing countries. (6 marks)
- (Total: 20 marks)**

**QUESTION THREE**

- (a) Examine four features of the "New Public Administration" which emerged in the 1960's. (4 marks)
- (b) Evaluate six roles of voluntary organisations in public administration. (6 marks)
- (c) Explain five characteristics of a devolved government. (5 marks)
- (d) Discuss five benefits of good governance to a country. (5 marks)
- (Total: 20 marks)**

**QUESTION FOUR**

- (a) Describe four factors that could influence the formulation of public policies in a country. (4 marks)
- (b) Explain four functions of public service in a developing country. (4 marks)
- (c) Identify six challenges that public administration is facing in modern times. (6 marks)
- (d) Discuss six strategies that could be adopted to ensure promotion of ethical values and integrity in the public service. (6 marks)
- (Total: 20 marks)**

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**QUESTION FIVE**

(a) With reference to policy and resource allocation:

(i) Describe four features of the traditional line-item budget. (4 marks)

(ii) Explain four advantages of program budgets in the public sector. (4 marks)

(b) Examine four types of public private partnership arrangements in your country. (4 marks)

(c) Summarise four merits and four demerits of decentralised public administration. (8 marks)

**(Total: 20 marks)**

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## CS PART III SECTION 6

### PUBLIC POLICY AND ADMINISTRATION

FRIDAY: 26 May 2017.

Time Allowed: 3 hours.

Answer ALL questions. Marks allocated to each question are shown at the end of the question.

#### QUESTION ONE

- (a) Using suitable examples, distinguish between "public administration" and "private administration". (4 marks)
- (b) "A budget is the most important economic policy instrument for government".  
With reference to the above statement, explain four factors that could lead to budget failure. (4 marks)
- (c) Describe six priority areas in corruption prevention in county governments. (6 marks)
- (d) Analyse three roles of the legislature in the policy making process. (6 marks)
- (Total: 20 marks)**

#### QUESTION TWO

- (a) (i) Explain the concept of public participation. (2 marks)
- (ii) Discuss six practical approaches that could facilitate public participation in planning and budget process in a devolved government. (6 marks)
- (iii) Explain six benefits of quality public participation in planning and budget process at the county level. (6 marks)
- (b) Outline six policy measures that could be undertaken to enhance coordination and cooperation between the national and county governments on one hand and between the county governments on the other hand. (6 marks)
- (Total: 20 marks)**

#### QUESTION THREE

- (a) Discuss four global trends affecting public administration today. (4 marks)
- (b) Analyse six roles of the National Treasury in public procurement and assets disposal. (6 marks)
- (c) (i) Describe five types of public private partnership arrangements. (5 marks)
- (ii) Outline five contractual obligations which are required to be specified in a public private partnership agreement. (5 marks)
- (Total: 20 marks)**

#### QUESTION FOUR

- (a) Discuss three public policy influencing activities. (3 marks)
- (b) Privatisation policies are complex in that they seek to meet multiple and at times conflicting objectives.  
With reference to the above statement:
- (i) Explain the concept of privatisation. (2 marks)
- (ii) Describe five pre-requisites for effective implementation of privatisation policies in your country. (5 marks)
- (c) Analyse five stages of the public policy analysis process. (10 marks)
- (Total: 20 marks)**

**QUESTION FIVE**

- (a) Discuss four types of county government plans. (4 marks)
- (b) Suggest four reasons why it is important to undertake policy implementation evaluation. (4 marks)
- (c) Highlight six roles of the county assemblies. (6 marks)
- (d) Summarise six duties and responsibilities of a county governor. (6 marks)

**(Total: 20 marks)**

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# KASNEB

## CS PART III SECTION 6

### PUBLIC POLICY AND ADMINISTRATION

FRIDAY: 25 November 2016.

Time Allowed: 3 hours.

Answer ALL questions. Marks allocated to each question are shown at the end of the question.

#### QUESTION ONE

- (a) Distinguish between "official policy makers" and "unofficial policy makers." (4 marks)
- (b) Analyse four roles of the judiciary in the policy making process. (8 marks)
- (c) Describe four aspects of ethics in public administration. (4 marks)
- (d) The New Public Management (NPM) refers to a series of novel approaches to public administration and management that emerged in a number of countries such as United Kingdom, United States of America and New Zealand in the 1980's.

With reference to the above statement, examine four features of NPM. (4 marks)  
(Total: 20 marks)

#### QUESTION TWO

- (a) Discuss five types of public policies. (5 marks)
- (b) Explain five sources of information in public policy research. (5 marks)
- (c) Analyse five stages of the public policy making process. (10 marks)

(Total: 20 marks)

#### QUESTION THREE

- (a) (i) Describe four categories of challenges faced during implementation of e-government in your country. (4 marks)
- (ii) Examine six advantages of e-government implementation to a country. (6 marks)
- (b) Outline five circumstances under which a person might not qualify to be appointed as the chairperson of a government owned entity. (5 marks)
- (c) Discuss five fundamentals of business process re-engineering in relation to the emerging concepts of public policy and administration. (5 marks)

(Total: 20 marks)

#### QUESTION FOUR

- (a) Performance contracting is an accountability framework that could only function effectively when certain conditions are enabling.

With reference to the above statement:

- (i) Explain six pre-requisites for effective implementation of performance contracting. (6 marks)
- (ii) Highlight six effects of performance contracting in the public service. (6 marks)
- (b) Analyse eight functions of the Public Procurement and Regulatory Authority in your country. (8 marks)

(Total: 20 marks)

**QUESTION FIVE**

- (a) Explain three elements of public expenditure management. (3 marks)
- (b) Suggest seven reasons why it is important to establish a comprehensive national development planning framework for your country. (7 marks)
- (c) (i) Explain the concept of public-private partnerships. (4 marks)
- (ii) Summarise six advantages of public-private partnerships to a nation. (6 marks)

**(Total: 20 marks)**

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