



FACULTY OF BUSINESS MANAGEMENT
END OF SEMESTER EXAMINATIONS - APRIL 2025

PROGRAMME: MBA

YEAR/SEM: YEAR 2/SEMESTER 1

COURSE CODE: MBA 864

NAME: E-MANAGEMENT AND PUBLIC ADMINISTRATION

DATE: 2025-04-22

TIME: 2:00-5:00PM

INSTRUCTIONS TO CANDIDATES:

1. Read the instructions very carefully
2. The time allowed for this examination is STRICTLY three hours
3. Read each question carefully before you attempt and allocate your time equally between all the Sections
4. Write clearly and legibly. Illegible handwriting cannot be marked
5. Number the questions you have attempted
6. Use of appropriate workplace examples to illustrate your answers will earn you bonus marks
7. Any examination malpractice detected will lead to automatic disqualification.

DO NOT WRITE ANYTHING ON THE QUESTION PAPER

Section A SECTION A IS COMPULSORY -(40MARKS), ATTEMPT ONLY ONE CASE STUDY

Question 1:

Case Study 1:

Kenya's Huduma Kenya Program - A Successful E-Governance Initiative

The Huduma Kenya Program, launched in 2013, is one of Africa's most successful e-governance initiatives. "Huduma" means "service" in Swahili, and this program was developed to provide Kenyan citizens with efficient access to government services through digital means. The initiative aimed to bridge the gap between the government and citizens by reducing the bureaucracy and inefficiency that previously marred public service delivery. Today, Huduma Kenya has become a model for e-governance across the continent.

Huduma Kenya provides a "one-stop shop" model of service delivery, where multiple government services are available under one roof and online. **The**

program has two main components:

1. **Physical Huduma Centers:** Over 50 physical Huduma Centers have been set up across the country. These centers allow Kenyans to access services such as issuing national identification cards, processing passports, birth certificates, driver's licenses, and more. The centers are strategically located to serve both urban and rural populations, minimizing the need for citizens to travel long distances to access government services.
2. **Digital Huduma Platform:** Through the digital platform, Kenyans can access e-government services remotely via a web portal, USSD codes, and a mobile app. Services include paying for utilities, tracking government-issued documents, and receiving updates on the status of applications. This digital access is particularly valuable in rural areas, where government offices are sparse.

Impact on Socio-Economic and Political Development

Huduma Kenya has contributed significantly to Kenya's socio-economic and political landscape. Key areas of impact include:

1. **Improved Access to Services:** Huduma Kenya has made accessing government services easier, faster, and more convenient. By reducing bureaucratic delays and lowering the cost-of-service delivery, the initiative has improved the quality of life for citizens. **The efficiency and transparency of Huduma Kenya have also increased trust in government operations.**
2. **Economic Benefits:** The program has driven economic growth by fostering an environment that supports business development and entrepreneurship. Small business owners and entrepreneurs now spend less time in queues and more time focusing on their businesses. The ease of obtaining permits and other regulatory documents has encouraged more Kenyans to formalize their businesses, which in turn increases government revenue through taxes.
3. **Job Creation:** The expansion of Huduma Centres across the country has created job opportunities, especially for the youth. Additionally, the increased digital

literacy required to use Huduma's online services has indirectly encouraged the adoption of technology skills, supporting the country's shift toward a knowledge-based economy.

4. **Enhanced Government Accountability and Transparency:** Huduma Kenya has set a benchmark for transparency in government services. The ability to track applications and communicate with officials through a centralized platform has empowered citizens to hold government representatives accountable. Moreover, reducing the face-to-face interactions associated with service delivery has helped minimize corruption.

5. **Political Stability and Citizen Trust:** Huduma Kenya has strengthened trust between the government and the citizens, as citizens now feel that their needs are met more efficiently and fairly. This transparency and accountability foster greater social and political stability. The platform has been credited with reducing friction between the government and citizens, contributing to a more stable political environment.

Challenges and Lessons Learned

Despite its success, Huduma Kenya faces challenges such as funding constraints, maintaining infrastructure, and training personnel. Nonetheless, the initiative serves as an important lesson for other African nations looking to improve service delivery through technology. Its success demonstrates that government initiatives, if well implemented, can significantly enhance socio-economic and political growth.

Conclusion

Huduma Kenya exemplifies the transformative power of e-governance in Africa. By streamlining public service delivery, fostering economic growth, and enhancing citizen trust, it has proven to be a sustainable model for improving government efficiency and transparency. The program continues to evolve, adapting to new technological advancements and setting a benchmark for other nations seeking to modernize governance.

Questions

- a) Explain the role of Huduma Kenya in improving government service delivery and discuss how it exemplifies successful e-governance. **(10marks)**
- b) Identify and analyse the socio-economic benefits of Huduma Kenya for Kenyan citizens and the national economy. **(10marks)**
- c) Discuss the ways Huduma Kenya has contributed to increased transparency and accountability in Kenyan government operations. **(10marks)**
- d) Describe some of the challenges faced by e-governance initiatives like Huduma Kenya and suggest potential solutions. **(10marks)**

Section B ATTEMPT THREE QUESTIONS ONLY FROM THIS SECTION-(60MARKS)

Question 1:

- a) Assess the impact of cloud computing on public sector organizations. (10 marks)**
- b) Discuss the benefits and challenges of online service delivery in public administration. (10 marks)**

Question 2:

- a) Discuss the significance of e-governance policies in promoting digital transformation. (10 marks)**
- b) Examine the role of institutional frameworks in supporting e-governance initiatives. (10 marks)**

Question 3:

- a) Discuss the evolution of e-governance and its impact on public service delivery. (10marks)**
- b) Compare and contrast different e-governance models. (10marks)**

Question 4:

- a) Discuss the importance of digital infrastructure in supporting e-governance initiatives. (10 marks)**
- b) Examine the challenges and strategies for ensuring cybersecurity in e-governance. (10 marks)**

Question 5:

- a) Evaluate the effectiveness of e-participation platforms in promoting democratic governance. (10 marks)**
- b) Assess the impact of digital divide on e-service delivery and citizen engagement.**

(10 marks)

Question 6:

Evaluate the transferability of e-governance best practices from the private sector to the public sector. **(20 marks)**