INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

FACULTY OF BUSINESS MANAGEMENT

END OF SEMESTER EXAMINATIONS - APRIL 2025

PROGRAMME: BPA
YEAR/SEM: YEAR 3/SEMESTER 2
COURSE CODE: PAD 3203
NAME: COMPARATIVE PUBLIC ADMINISTRATION

DATE:
TIME:

INSTRUCTIONS TO CANDIDATES:

SECTION A

This Section is COMPULSARY. It carries 40 marks, read the case study carefully and please Answer ALL questions in it

Question 1:

Case Study 1

Case Study: Comparative Public Administration in Action

Comparative Public Administration (CPA) is a sub-field of public administration that examines the administrative systems of different countries, with a focus on understanding how these systems vary or resemble each other. This field aims to identify the factors that contribute to the success or failure of administrative structures, processes, and behaviors. The study of CPA provides valuable insights into governance, efficiency, and service delivery across different cultures and political systems.

Comparative Public Administration focuses on comparing the administrative systems of different countries or cultures. The main objective of this field is to identify the differences and similarities in administrative structures, processes, and behaviors across diverse settings. By analyzing these differences, scholars can determine what works best for effective governance, public service delivery, and efficiency. For instance, Country A follows a Western-style bureaucratic model, which is characterized by formalized processes, strict rules, and hierarchical structures. On the other hand, Country B, a developing nation, is attempting to implement reforms that are tailored to its specific cultural and social contexts, potentially incorporating a more flexible and decentralized approach. By comparing these two countries' administrative systems, scholars can better understand which elements contribute to the success of each system and identify potential improvements for both. Ultimately, the goal of comparative public administration is to develop general principles that can be applied globally to improve administrative practices.

The scope of Comparative Public Administration is vast and encompasses various dimensions of public administration across different countries and cultures. First and foremost, it examines the administrative systems and structures of different countries, exploring

whether they are centralized or decentralized. For example, Country A may have a centralized system in which decision-making is concentrated at the national level, while Country B might adopt a decentralized system where regional or local authorities have more autonomy.

The study also looks at political systems, comparing how different forms of governance whether democratic, authoritarian, or hybrid affect the functioning of public administration. For instance, Country A might have a parliamentary system, while Country B could operate under a presidential system. This comparison helps to understand how these political structures influence the role of administrators and the implementation of policies.

Another significant aspect of CPA is personnel administration, which involves studying the recruitment, training, and management of public servants. The study of personnel systems allows scholars to explore the challenges faced by civil services in different countries, such as corruption, inefficiency, or lack of adequate training.

Moreover, CPA also examines public policy implementation, looking at how policies are enacted in different settings and identifying the challenges countries face when implementing their policies. The field also studies control mechanisms such as transparency measures, audits, and anti-corruption practices aimed at overseeing and improving public administration.

Lastly, the scope of CPA extends to specific sectors such as education, healthcare, and social welfare. Comparative studies in these sectors help understand how different administrative approaches to these areas impact service delivery and citizen satisfaction.

Comparative Public Administration plays a significant role in improving public administration practices across the globe. One of its key contributions is helping countries learn from each other’s successes and failures. By comparing different administrative systems, countries can identify best practices and adopt solutions that suit their own contexts. For example, Country B could benefit from Country A’s experience in efficient bureaucratic management, while Country A might learn from Country B’s innovative approaches to decentralization.

Additionally, CPA contributes to the development of theories in public administration. By analyzing administrative systems across different

cultures and political systems, scholars can form general theories that apply to a wide range of settings. These theories are essential for improving the effectiveness and efficiency of public administration worldwide.

Another important contribution of CPA is that it helps foster global understanding. As countries become more interconnected, understanding how public administration functions in various parts of the world becomes essential. Comparative studies offer valuable cross-cultural insights that help scholars and practitioners understand administrative challenges and solutions in diverse contexts.

CPA is also crucial in addressing common administrative problems. By comparing different systems, researchers can identify recurring issues, such as corruption, inefficiency, and lack of accountability, and suggest ways to resolve them. Moreover, CPA can inform policy reforms by providing evidence-based insights that help governments improve their administrative systems, leading to better governance and improved public service delivery.

Traditional Public Administration (TPA) and Comparative Public Administration differ significantly in their focus, approach, and scope. TPA primarily concentrates on the study of public administration within a single country or political system, whereas Comparative Public Administration looks at administrative systems across multiple countries or cultures.

TPA is generally normative, aiming to define ideal models and practices of governance within a particular context. It seeks to improve public administration in a specific country, often relying on theoretical frameworks to suggest what is "best" for that country. In contrast, CPA is empirical and cross-cultural, relying on data to compare real-world administrative systems and understand how different systems operate in practice.

The scope of TPA is limited to internal government structures and processes within a single country, while CPA covers a wider range of issues, including different political systems, cultural settings, and global contexts. The purpose of TPA is to enhance public administration within a specific context, while CPA aims to develop generalizable theories and insights that can be applied across multiple countries and cultures.

In terms of **methodology**, TPA often emphasizes idealized, normative

models of governance, whereas CPA uses comparative methods to analyze and compare administrative systems based on empirical data. Finally, **application** in TPA focuses on solving problems within a particular context, while CPA seeks to apply comparative analysis to solve challenges faced by countries in different political, economic, and cultural settings.

Comparative Public Administration provides invaluable insights into the functioning of administrative systems in various socio-cultural and political contexts. Through comparative analysis, scholars and practitioners can better understand the strengths and weaknesses of different administrative practices and adapt them to their own countries. The scope of CPA is broad, encompassing various aspects of governance, from political systems to human resource management. By comparing different systems, CPA not only helps identify best practices but also contributes to the development of theories that improve public administration worldwide. In an increasingly globalized world, the comparative approach is essential for solving administrative challenges and improving governance at both the national and international levels.

Having read the story, answer the Questions bellow

1. Explain the concept of comparative public administration (10 marks)
2. Describe the scope of comparative public administration (10 marks)
3. Trace the significance of comparative public administration (10 marks)
4. Distinguish between traditional public administration and comparative public administration (10 marks).

Question 2:

Case Study 2

Public Sector Reforms in Uganda and Kenya: A Comparative Case Study

Public sector reforms are essential for improving governance,

accountability, and service delivery. The main purpose of these reforms is to enhance the efficiency, transparency, and effectiveness of government operations, ensuring that public resources are used properly to serve citizens' needs. In Africa, Uganda and Kenya have implemented significant reforms to improve the performance of their public sectors. While both countries face challenges like corruption and resource constraints, they have pursued different paths to achieve their reform goals.

Uganda’s public sector reforms aim to improve efficiency, transparency, and service delivery in sectors like health, education, and infrastructure. Central to these reforms is the Public Sector Reform Strategy (PSRS), which focuses on enhancing government institutions by improving management practices, reducing corruption, and increasing service delivery. One key element of this strategy is decentralization, introduced in the 1990s, to bring services closer to the people. However, decentralization has faced challenges, especially in rural areas where resources and capacity are limited.

Another major component of Uganda’s reforms is capacity building, with the government investing in training programs for civil servants to enhance leadership, management, and public administration skills. However, challenges such as political interference and insufficient funding persist. Uganda has also introduced initiatives like the National Integrity Survey and the Anti-Corruption Court to reduce corruption, but it remains an ongoing issue.

E-Government reforms like the Electronic Procurement System (EPS) and eHealth programs aim to improve transparency in public procurement and healthcare delivery. However, challenges in rural areas, such as limited access to technology, hinder full implementation. Additionally, the Performance Monitoring and Evaluation (PME) system helps identify inefficiencies, though inconsistent monitoring and insufficient resources have limited its impact.

Kenya has undertaken similar reforms focused on improving governance and reducing corruption. A key reform is the Anti-Corruption and Economic Crimes Act (ACECA), which provides a legal framework for investigating and prosecuting corruption. However, corruption remains a challenge in Kenya, limiting the effectiveness of these reforms.

Devolution, introduced in the 2010 Constitution, transferred significant administrative and financial powers to 47 counties to improve local service delivery. However, corruption, resource imbalances, and capacity issues have hindered its success.

Kenya has also focused on professionalizing its civil service through the Public Service Transformation Policy, which emphasizes merit-based recruitment and promotions. Despite this, political interference continues to impact civil service appointments. In the area of e-Government, Kenya has developed a national e-Government Strategy, including the e-Citizen portal, which improves service delivery by providing citizens with online access to government services. The Public Financial Management Act (PFM Act) has improved financial accountability, while public procurement reforms aim to increase transparency and reduce corruption.

Sectoral reforms in education and health, such as the Free Primary Education (FPE) policy and the National Health Insurance Fund (NHIF), have focused on expanding access to services and improving their quality.

A close scrutiny of public sector reforms in both Uganda and Kenya reveals some similarities and differences for example, both countries have focused on decentralization, anti-corruption efforts, and e-Government reforms. However, Uganda places more emphasis on decentralization and e-Government, while Kenya prioritizes devolution, professionalizing the civil service, and improving public financial management. Both countries face similar challenges, including corruption, political interference, human resource issues, and implementation difficulties.

Thus Public sector reforms in Uganda and Kenya have made significant strides toward improving governance and service delivery. Despite these efforts, both countries continue to face challenges in achieving full success. A context-specific approach, which considers the unique circumstances of each country, is crucial for overcoming obstacles and improving public administration. By sharing best practices and learning from each other, Uganda and Kenya can enhance their public sector reforms, leading to better governance, greater accountability, and improved service delivery for their citizens.

Having read the above case study, Please answer the Questions

bellow

1. What is the main purpose of public sector reforms in Uganda and Kenya (10marks)
2. What are the key reforms introduced by Kenya to improve governance at the local level (10marks)
3. What are the similarities and differences in Uganda’s and Kenya’s approaches to professionalizing their civil services (10marks)
4. Highlight the challenges facing the public sector in both countries (10marks)

SECTION B

This section contains 6 questions, answer any Three questions of your choice. Note that each question carries 20 marks

Question 1:

1. Compare the system of public administration in developed countries in relation to the system of administration in developing countries (20marks).

Question 2:

1. Highlight the major constraints facing comparative public administration studies (20marks)

Question 3:

1. Elucidate on the notion that comparative public administration has contributed immensely to the growth of public administration systems in African countries (20marks)

Question 4:

1. Discuss the factors that influenced the Development/evolution of Comparative Public Administration (20marks)

Question 5:

1. Discuss the main elements of development administration

Question 6:

State the contributions of the ecological model to the field of comparative public administration

Question 7:

Differentiate between the behavioral approach and bureaucratic approach

Question 8:

Explain the usefulness of using models in comparative public administration studies

Question 9:

with use of examples, describe the levels of comparison in comparative public administration

Question 10:

examine the "what", "how" and "why" of comparative public administration

Question 11:

Discuss the main reasons for public sector reforms in Africa

Question 12:

The core of comparative public administration lies in comparativeness