INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

# FACULTY OF BUSINESS MANAGEMENT

## END OF SEMESTER EXAMINATIONS - APRIL 2025

**PROGRAMME: BPA**
**YEAR/SEM: YEAR 2/SEMESTER 1**
**COURSE CODE: GMT 2104**
**NAME: DEVELOPMENT ADMINISTRATION**

**DATE:**
**TIME:**

**INSTRUCTIONS TO CANDIDATES:**

## SECTION A

*SECTION A IS COMPULSORY-(40MARKS), CHOOSE AND ATTEMPT ONE CASE STUDY ONLY*

**Question 1:**

Case Study: The Role of Sustainable Development Goals (SDGs) in Development Administration in Africa

Development administration in Africa has been significantly influenced by the Sustainable Development Goals (SDGs), which were adopted by the United Nations in 2015 as a global agenda for sustainable development. The 17 SDGs provide a framework for African governments, development partners, and civil society to enhance governance, policy-making, and service delivery. This case study examines how the SDGs have contributed to development administration in Africa, with real examples from various countries.

2. Contributions of SDGs to Development Administration in Africa

2.1 Strengthening Governance and Public Sector Reforms (SDG 16: Peace, Justice, and Strong Institutions)

SDG 16 aims to promote effective, accountable, and inclusive institutions, which are essential for development administration.

Example: Rwanda's Good Governance and Digital Transformation

Rwanda has integrated SDG 16 into its Vision 2050 development plan. Through initiatives like the "Rwanda Governance Scorecard" and the digitization of public services via the Irembo platform, the government has improved service delivery and reduced corruption. The

World Bank ranks Rwanda among the best-performing African countries in governance and ease of doing business.

2.2 Enhancing Education for Public Sector Capacity Building (SDG 4: Quality Education)

Education is a critical factor in improving the efficiency of public administration. SDG 4 promotes inclusive and equitable quality education, which helps build human capital for effective governance.

Example: Ghana’s Free Senior High School Policy

In line with SDG 4, Ghana introduced the Free Senior High School (SHS) policy in 2017. This policy has increased enrollment, ensuring a more educated workforce that feeds into public administration. With a more skilled labor force, Ghana has improved its bureaucratic efficiency and policy implementation.

2.3 Promoting Economic Development through Innovation (SDG 9: Industry, Innovation, and Infrastructure)

SDG 9 encourages innovation, infrastructure development, and industrialization, which are crucial for development administration.

Example: Kenya’s M-Pesa and E-Government Services

Kenya has leveraged digital technology to improve governance. The adoption of mobile money services like M-Pesa has facilitated financial inclusion, enabling efficient tax collection and social service payments. Additionally, Kenya's Huduma Centers provide one-stop e-government services, reducing bureaucratic inefficiencies and improving service delivery.

2.4 Advancing Gender Equality in Public Administration (SDG 5: Gender Equality)

Gender equality is a fundamental aspect of good governance. SDG 5 advocates for equal opportunities in leadership and decision-making.

Example: South Africa's Women in Leadership Initiatives

South Africa has implemented policies to increase female representation in governance. As a result, women hold nearly 50% of ministerial positions. This has contributed to more inclusive policy-making and better service delivery, particularly in education, health, and social services.

2.5 Improving Public Health Administration (SDG 3: Good Health and Well-being)

Public health is a crucial component of development administration. SDG 3 focuses on ensuring healthy lives and promoting well-being.

Example: Uganda's Universal Health Coverage Strategy

Uganda has implemented the National Health Insurance Scheme to provide affordable healthcare services. This initiative has strengthened public health administration by improving healthcare accessibility and reducing mortality

rates, particularly among vulnerable populations.

3. Challenges in Implementing SDGs in Africa

While SDGs have contributed significantly to development administration, several challenges remain:

Limited Funding: Many African countries struggle with inadequate budgets for implementing SDG-related programs.

Corruption and Governance Issues: Weak institutions hinder the efficient allocation of resources.

Slow Policy Implementation: Bureaucratic inefficiencies delay the adoption of sustainable policies.

Climate Change and Environmental Concerns: The impact of climate change affects progress on SDG goals, particularly food security and infrastructure.

Conclusion

The SDGs have played a crucial role in shaping development administration in Africa. From governance reforms in Rwanda to digital transformation in Kenya and gender inclusion in South Africa, African countries are making significant progress. However, continued efforts are required to address implementation challenges and ensure that SDG-driven policies achieve long-term impact.

Questions.

1. Discuss how SDG 16 (Peace, Justice, and Strong

Institutions) has influenced development administration in Africa, using a case study from an African country. **(10marks)**

2. Explain how digital transformation in public administration has been enhanced by the SDGs, with reference to Kenya’s M-Pesa and Huduma Centers. **(10marks)**

3. Analyze the impact of gender equality (SDG 5) on governance and decision-making in Africa, with examples from South Africa. **(10marks)**

4. What are the major challenges facing the implementation of SDGs in African public administration, and what strategies can be adopted to overcome them? **(10marks)**

**Question 2:**

CASE STUDY; The contribution of international and non-government organizations to development administration

Development administration focuses on managing resources, implementing policies, and improving public services to achieve social and economic development in countries facing challenges. In Uganda, international organizations, such as the United Nations (UN), World Bank, and International Monetary Fund (IMF), along with various NGOs, have been instrumental in supporting these efforts

through financial support, technical assistance, policy guidance, and capacity building.

Examples of International Organizations and NGOs in Development Administration:

1. Financial Support from the World Bank and IMF

Uganda has received substantial funding from the World Bank and IMF to improve healthcare, infrastructure, and education. For instance, the World Bank’s recent loan to improve Uganda’s healthcare infrastructure during the COVID-19 pandemic enabled the country to build and equip hospitals, especially in rural areas where healthcare access is limited. This financial support helped the government address immediate health challenges while also creating a lasting impact on its healthcare system.

2. Technical Assistance and Capacity Building by the UN

The United Nations Development Programme (UNDP) has been involved in training Ugandan public sector officials on efficient policy planning and implementation. In particular, the UNDP’s support in establishing Uganda’s digitalized public service systems has helped improve government transparency and accountability. This technical assistance has streamlined the public service delivery system, reduced corruption, and made it easier for citizens to access services.

3. NGO Support in Education and Social Welfare

Numerous NGOs, such as Save the Children and BRAC, have played essential roles in Uganda's educational and social welfare sectors. For example, Save the Children has helped

set up learning centers and provide educational materials in underserved communities, especially in refugee-hosting areas. This initiative has helped children in these regions access quality education despite challenging circumstances. Additionally, NGOs often collaborate with the Ugandan government to provide social services and advocate for vulnerable groups, helping to fill gaps in state capacity.

4. Environmental Protection Initiatives by NGOs

Environmental conservation NGOs like WWF (World Wide Fund for Nature) have been instrumental in preserving Uganda's natural resources. WWF works with local communities and the government to promote sustainable agriculture and protect natural habitats, particularly around Lake Victoria. These environmental programs not only protect biodiversity but also provide sustainable livelihood options for communities, aligning with Uganda's broader development goals.

Through these initiatives, international organizations and NGOs have become crucial partners in Uganda's development administration, enabling the country to overcome resource constraints and work toward its Sustainable Development Goals (SDGs).

Questions

a) Explain how financial support from organizations like the World Bank and IMF helps strengthen development administration in Uganda. Provide specific examples. **(10marks)**

b) Describe the role of the United Nations in building Uganda's public service capacity and give an example of how technical assistance has improved public sector performance. **(10marks)**

c) Discuss the impact of NGOs on Uganda's educational and social welfare sectors, with an example of an initiative that supports vulnerable communities. **(10marks)**

d) How do NGOs contribute to environmental sustainability in Uganda? Explain with an example of an environmental initiative. **(10marks)**

## SECTION B

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

**Question 1:**

**a)** Discuss the role of institutions in development administration. **(10marks)**

b) What is the difference between development administration and traditional public administration? **(10marks)**

**Question 2:**

a) Describe the importance of capacity building in development administration **(10marks)**

**b)** Identify key approaches to capacity building in public administration and their impact on development. **(10marks)**

**Question 3:**

Analyze the impact of politics on development administration. How can administrators balance political pressures with professional responsibilities **(20marks)**

**Question 4:**

Discuss the role of civil society organizations in promoting participatory development administration. Provide examples from developing countries. **(20marks)**

**Question 5:**

Examine the challenges of implementing development projects in fragile states. What strategies can development

administrators employ to overcome these challenges **(20marks)**

**Question 6:**

Compare and contrast different models of development administration (e.g., top-down, bottom-up, participatory). Which model is most effective in achieving sustainable development? **(20marks)**

**Question 7:**

**a)** Discuss how globalization affects public administration and service delivery in developing countries. **(10marks)**

**b)** Assess the advantages and challenges of government-NGO partnerships in development**. (10marks)**

**Question 8:**

a) Assess how development administrators can balance human rights considerations with development goals. (10marks)

b) With the use of relevant examples, examine the causes and the effects of poverty on the socio-economic and political development of Uganda or any other country your familiar with? (10marks)

**Question 9:**

Explain the significance of the principles of good governance in promoting development administration (20marks)

**Question 10:**

**a)** Define corruption, state its forms and show how it affects development administration in your country **(10marks)**

b) Give recommendations to combat the vice **(10marks)**

**Question 11:**

Choose a successful or failed development program in a developing country and briefly analyze its outcomes. **(20marks)**

**Question 12:**

Examine the Ethical Dilemmas Faced by Development Administrators in Balancing National Development Goals with Social Equity. **(20marks)**