INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

FACULTY OF BUSINESS MANAGEMENT

END OF SEMESTER EXAMINATIONS - AUGUST 2025

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

DATE:
TIME:

INSTRUCTIONS TO CANDIDATES:

SECTION A

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

Question 1:

CASE STUDY ONE

Public Sector Reform in Rwanda vs. Uganda

Over the past two decades, Rwanda and Uganda have both embarked on major public sector reforms aimed at improving efficiency, transparency, and service delivery. Rwanda adopted a results-based management (RBM) system and performance contracts known as Imihigo, which hold public officials accountable for specific targets. The country has also invested heavily in digital governance through e-government platforms.

Uganda, meanwhile, implemented reforms through the Public Sector Reform Programme (PSRP) and introduced instruments like the Uganda Service Delivery Survey and the Results-Oriented Management (ROM) framework. However, Uganda has faced challenges such as political interference, weak institutional capacity, and corruption, which have slowed progress.

Both countries have received donor support but have taken different trajectories in implementing reforms. Rwanda has been praised for strong leadership and accountability mechanisms, while Uganda struggles with consistent policy implementation and citizen trust.

Exam Questions:

1. Compare and contrast the public sector reform strategies used in Rwanda and Uganda, highlighting key differences in implementation and outcomes. (10marks)

2. Discuss how political will and institutional culture influence the success or failure of public administration reforms in developing countries. (10marks)

3. Examine the role of international donors in shaping public sector reforms in African countries, using Rwanda and Uganda as examples. (10marks)

4. Evaluate the effectiveness of performance-based management systems in improving service delivery in the public sector. (10marks)

Question 2:

CASE STUDY 2

The Israel–Palestine Conflict: Historical Roots, Contemporary Crisis, and Global Implications

Background and Historical Context

The Israel–Palestine conflict is one of the longest-running and most complex geopolitical conflicts in the world. Its

roots can be traced back to the late 19th and early 20th centuries when nationalist movements among Jews and Arabs began to take shape. The Jews, facing increasing anti-Semitism in Europe, started to migrate to the land of Palestine—then part of the Ottoman Empire and later a British mandate after World War I—aspiring to establish a homeland in what they considered their ancestral territory. This clashed with the aspirations of the indigenous Arab population, who also sought national self-determination in the same land.

In 1947, the United Nations proposed a Partition Plan to divide Palestine into separate Jewish and Arab states, with Jerusalem under international administration. While the Jewish leaders accepted the plan, the Arab side rejected it, leading to the 1948 Arab-Israeli War. After Israel declared independence in 1948, surrounding Arab countries invaded. Israel survived the war and expanded its territory, but over 700,000 Palestinians became refugees—a trauma Palestinians refer to as the Nakba ("catastrophe").

Modern Developments and Recurring Tensions:

The conflict has since evolved through multiple wars, uprisings (intifadas), and failed peace efforts. Key turning points include:

1967 Six-Day War: Israel captured the West Bank, East Jerusalem, Gaza Strip, Golan Heights, and Sinai Peninsula (later returned to Egypt). The occupation of Palestinian territories remains a core issue.

Oslo Accords (1993-1995): These aimed to create a framework for peace and the eventual establishment of a

Palestinian state but failed due to mutual distrust, political assassinations, and continued settlement expansions.

Hamas vs. Fatah Split: In 2006, the Islamist group Hamas won elections in Gaza and later seized full control from Fatah. Since then, the West Bank has been administered by the Palestinian Authority, while Gaza has been governed by Hamas under an Israeli and Egyptian blockade.

The 2023–2024 Escalation

The most significant and deadly escalation in recent history began on October 7, 2023, when Hamas launched an unprecedented surprise attack on southern Israel, killing over 1,200 people and taking hundreds of hostages. This triggered a massive Israeli military response targeting Hamas infrastructure in Gaza.

Key features of the recent conflict include:

High Civilian Casualties: Israeli airstrikes have killed tens of thousands of Palestinians, many of them women and children, and displaced over a million people.

Humanitarian Crisis: The siege of Gaza has led to shortages of food, water, fuel, and medical supplies. Hospitals have collapsed, and international agencies have declared Gaza a humanitarian disaster zone.

Global Reactions: The war has polarized global opinion. Western countries like the U.S., UK, and Germany initially supported Israel’s right to defend itself, while others, including much of the Global South, called for an immediate

ceasefire and condemned the civilian toll.

Accusations of War Crimes: Both sides have been accused of violating international law. Israel has been criticized for disproportionate use of force, while Hamas has been condemned for targeting civilians and using human shields.

The Geopolitical and Diplomatic Implications;

This renewed war has not only deepened Israeli-Palestinian enmity but also destabilized the broader Middle East. Key developments include:

Regional Tensions: Hezbollah in Lebanon has engaged in cross-border skirmishes, and Houthi rebels in Yemen have attacked ships in the Red Sea, disrupting global trade.

Shifting Alliances: The war has affected normalization efforts between Israel and Arab states (e.g., Saudi Arabia), which had been gaining momentum under the Abraham Accords framework.

International Mediation: Efforts by Egypt, Qatar, the U.S., and the UN to mediate ceasefires have had limited success. Political divisions within Israel and Palestine have made durable peace increasingly elusive.

Conclusion

The Israel–Palestine conflict remains a symbol of broader global tensions between security and human rights, nationalism and coexistence, and occupation and resistance. Despite numerous peace initiatives, a resolution seems distant, particularly given rising extremism, mutual distrust, and growing humanitarian concerns. Lasting peace will require not only political compromise but also justice,

recognition, and accountability on all sides.

Questions

1. Critically analyze the root causes of the Israel–Palestine conflict and explain how historical grievances continue to influence current hostilities. **(10marks)**

2. Discuss the impact of the 2023–2024 war between Israel and Hamas on regional security and international diplomacy in the Middle East. **(10marks)**

3. Evaluate the role of international organizations and world powers in resolving the Israel–Palestine conflict. Have their interventions helped or hindered peace efforts? **(10marks)**

4. Using conflict resolution theory, propose a multi-level approach that could guide future peace negotiations between Israel and Palestine. **(10marks)**

SECTION B

CHOOSE AND DO THREE QUESTIONS ONLY-(20MARKS@)

Question 1:

Analyze the challenges of fiscal decentralization and capacity-building in ensuring effective service delivery at the local level. (20marks)

Question 2:

Compare and contrast the traditional and modern approaches to comparative public administration. **(20marks)**

Question 3:

Analyze how administrative accountability varies across different governance systems. **(20marks)**

Question 4:

Compare Weberian bureaucracy with contemporary models of public administration. **(20marks)**

Question 5:

Evaluate the impact of colonial legacies on public administration in Africa and South Asia. **(20marks)**

Question 6:

a) Discuss how the New Public Management (NPM) model has been adopted and adapted across various regions. **(10marks)**

b) Analyze the role of e-governance in transforming public administration in developing and developed countries.

(10marks)

Question 7:

Compare the policy-making processes in liberal democracies and authoritarian regimes. **(20marks)**

Question 8:

Examine the role of non-state actors in public administration in a comparative context. **(20marks)**

Question 9:

Discuss how comparative public administration can inform better governance in post-conflict or fragile states. **(20marks)**

Question 10:

Evaluate the success and limitations of decentralization reforms in comparative perspective. **(20marks)**

Question 11:

Discuss how globalization is shaping administrative reforms in the 21st century. **(20marks)**

Question 12:

a) Analyze the role of public-private partnerships in promoting infrastructure development in Africa and other continents. **(10marks)**

b) Following the recent incidences of corruption in Uganda and the past years, state how this has led to under-development and political instability of the nation, show what anti-corruption agencies in that country are doing to

combat the vice **(10marks)**