INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

FACULTY OF BUSINESS MANAGEMENT

END OF SEMESTER EXAMINATIONS - DECEMBER 2025

PROGRAMME: BPA
YEAR/SEM: YEAR 2/SEMESTER 2
COURSE CODE: PAD 2202
NAME: PUBLIC POLICY FORMULATION & MANAGEMENT

DATE:
TIME:

INSTRUCTIONS TO CANDIDATES:

SECTION A

This section is compulsory and consists of four structured case study questions, each carrying 10 marks, for a total of 40 marks. Read each scenario carefully and respond comprehensively to all the accompanying questions. Your answers should demonstrate a clear understanding of key political theories, concepts, and their application to real-world governance contexts. Where appropriate, support your arguments with relevant examples, scholarly references, and critical analysis to show depth of understanding and originality of thought.

Question 1:

SCENARIO A: POLICY FORMULATION CHALLENGES IN A UGANDAN LOCAL GOVERNMENT

A local government in Uganda is grappling with significant challenges in managing its public policy processes. The district has been criticized for slow and inconsistent policy responses to pressing issues such as waste management, public health, and rural infrastructure. The policy formulation process has become increasingly fragmented due to unclear objectives, overlapping responsibilities among departments, and weak coordination mechanisms. Political interference has also become rampant, with local leaders often prioritizing political loyalty over technical expertise in decision-making. This has led to frequent policy reversals and the neglect of data-driven approaches.

Moreover, the local government's limited engagement with stakeholders—such as civil society organizations, private sector actors, and community groups—has resulted in policies that fail to reflect the needs and priorities of the population. Public participation forums are irregular and poorly attended due to low awareness and mistrust between citizens and authorities. Consequently, most policies are implemented without community buy-in, resulting in low compliance and limited impact.

As a policy advisor newly appointed to the local government, your task is to recommend practical strategies for strengthening the policy formulation and management framework. This includes creating clear procedures, building technical capacity, promoting inclusive participation, and instituting accountability mechanisms that reduce political interference. Your recommendations must ensure that future public policies are evidence-based, transparent, and responsive to local needs.

Questions (40 Marks Total)

1. Discuss the key stages in the policy formulation process and explain how each contributes to effective policy outcomes. (15 Marks)
2. Examine how political interference undermines policy effectiveness and propose ways to minimize its influence. (5 Marks)
3. Suggest three approaches to improve stakeholder participation in policy design and decision-making. (5 Marks)
4. Explain how efficient policy management contributes to enhanced service delivery and community trust. (15 Marks)

Question 2:

SCENARIO B: STRENGTHENING POLICY IMPLEMENTATION IN KENYA'S COUNTY GOVERNMENTS

In one of Kenya's county governments, public policy management has become increasingly problematic, particularly in the areas of health care delivery, youth empowerment, and environmental protection. While the county government has made progress in developing progressive policy frameworks, the implementation process remains weak and fragmented. Many policies are passed without sufficient data analysis, and there is a lack of monitoring and evaluation systems to track performance. Bureaucratic inefficiencies, corruption, and poor coordination among county departments have further compounded these issues.

Political interference from the county assembly and executive often distorts policy priorities. Projects that promise short-term political gains receive funding, while long-term development initiatives are sidelined. Additionally, citizens and community-based organizations are rarely consulted during policy planning, resulting in low ownership and resistance during implementation. Civil servants complain of limited resources, poor communication, and inconsistent directives, all of which slow down progress and lead to duplication of efforts.

As a policy analyst in the County Department of Planning and Development, you are tasked with diagnosing the key weaknesses in the current policy management system and proposing reforms to enhance efficiency and accountability. You are expected to advise on strengthening the link between formulation, implementation, and evaluation phases while promoting transparency and citizen engagement to improve service delivery outcomes.

Questions (40 Marks Total)

1. Outline the major challenges that hinder effective policy implementation in local governments and how they can be addressed. (10 Marks)
2. Discuss how monitoring and evaluation (M&E) frameworks can improve the effectiveness of county-level policies. (10 Marks)
3. Propose measures to enhance transparency and accountability in local policy management. (15 Marks)
4. Explain how stakeholder collaboration and interdepartmental coordination contribute to sustainable policy outcomes. (5 Marks)

Question 3:

Public policies often face resistance from different stakeholders. The media, civil society groups, and even political parties may oppose new policies, particularly if they perceive them as being against their interests. Analyze the role of public relations and communication strategies in managing policy resistance and ensuring successful policy implementation. Provide examples of communication strategies that have been effective in past policy implementations. [20 Marks]

SECTION B

Answer any three (3) questions from the twelve (12) provided. Each question carries 20 marks. Support your answers with relevant examples, theoretical frameworks, and critical analysis drawn from the case studies and wider political theory. Clear, well-structured arguments and evidence-based reasoning will be rewarded.

Question 1:

In the context of public policy formulation, policymakers must balance multiple objectives, such as social equity, economic efficiency, and political feasibility. As a policymaker, you are tasked with designing a new policy to address urban housing shortages in a rapidly growing city. The policy will need to align with national development goals, meet the needs of citizens, and encourage private sector investment. Discuss the challenges in balancing these objectives and the role of political considerations in shaping policy outcomes. (20 Marks)

Question 2:

You have been appointed to assess the policy formulation process within a local government agency. The agency is facing challenges related to inefficiency, lack of transparency, and weak accountability mechanisms. Propose a set of reforms to improve the policy formulation process, addressing issues of transparency, accountability, and efficiency. Provide examples of best practices from other countries or regions. (20 Marks)

Question 3:

a) What are the key characteristics of the policy-making process in your country, and what strengths and weaknesses can be identified within this framework?

[10 Marks]

b) How do various actors and factors influence policy decisions in your country? Provide examples to support your analysis.

[10 Marks]

[Total Marks 20]

Question 4:

a) In what ways are the decision-making mechanisms employed by policymakers effective, and how could they be improved?

[10 Marks]

b) What challenges and opportunities arise during the implementation of policies in your country, and how do they impact overall effectiveness?

[10 Marks]

[20 Marks]

Question 5:

1) How has the policy-making process in your home country evolved since independence, and what factors have driven these changes? discuss in detail the process [20 Marks]

Question 6:

1) Analyse the challenges of implementing evidence-based policy-making in your home country ?. What strategies could be employed to overcome these challenges?

[20 MARKS]

Question 7:

Policy evaluation is a critical part of the policy management cycle. As a policy analyst, you are tasked with evaluating the outcomes of a new environmental policy that was implemented in the last fiscal year. The policy aimed to reduce industrial pollution and improve air quality. Explain the key steps involved in evaluating this policy, including the types of data you would collect and the indicators you would use to measure success. [20 MARKS]

Question 8:

Discuss the key stages in the policy formulation process and the role each stage plays in ensuring effective public policies. [10 Marks]

2) Evaluate the impact of political interference on the policy formulation process. How can this be mitigated? [10 Marks)

Question 9:

What strategies can be implemented to enhance stakeholder participation in the policymaking process? [10 Marks]

Analyse how effective policy management can lead to improved service delivery and public satisfaction. [10 Marks]

Question 10:

A local government in Somalia, South Sudan is currently facing numerous challenges in managing its public policies. The policy formulation process has been hindered by a lack of clarity, political interference, and inadequate stakeholder involvement. The current policy management system is also plagued by inefficiencies, leading to ineffective service delivery and public dissatisfaction. As a policy advisor in this government agency, you are tasked with assisting in improving the public policy formulation and management processes. what steps are you going to take? Describe the process with the help of diagrams/sketches

Question 11:

Discuss the role of public relations and communication strategies in managing policy resistance and ensuring successful policy implementation. Provide examples of communication strategies that have been effective in past policy implementations [20 Marks]

Question 12:

As a policy analyst, you are tasked with evaluating the outcomes of a new environmental policy that was implemented in the last fiscal year. The policy aimed to reduce industrial pollution and improve air quality. Explain the key steps involved in evaluating this policy, including the types of data you would collect and the indicators you would use to measure success.[20 Marks]