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 1
COURSE CODE: GMT 2104
NAME: DEVELOPMENT ADMINISTRATION

DATE:
TIME:

INSTRUCTIONS TO CANDIDATES:

SECTION A

Section A is a case study and it is Compulsory (40 marks)

Question 1:

Case Study 1:

"The Vision 2040 Development Mission in Uganda"

Uganda is a low-income country in East Africa that launched the Vision 2040 Development Mission in 2013 with the goal of transforming the country from a mainly farming economy into a modern, prosperous middle-income nation. The plan focused on improving rural development, building better infrastructure, reforming education, promoting industrial growth, and strengthening good governance. To make this vision successful, the government created the Ministry of Development Administration and National Planning (MDANP) to coordinate projects across different sectors, work with development partners, and ensure that development programs were inclusive, transparent, and citizen-centered. The mission was built on the values of accountability, participation, and innovation, but over the years, progress has been uneven. Despite investments in roads, electricity, and education, Uganda still faces challenges such as high youth unemployment, rising inequality, and limited industrialization.

A review by the Office of the Auditor General and civil society organizations revealed a wide gap between policy goals and actual results. The main problems include a centralized bureaucracy that limits local government autonomy, weak administrative capacity among project staff, and political patronage that leads to corruption and misuse of resources. Coordination among ministries is poor, with overlapping roles that reduce efficiency. Heavy dependence on donor funding, weak monitoring and evaluation systems, and low community participation have also slowed progress. As a result, many projects fail to meet local needs or achieve sustainable impact. In 2025, the new Minister of Development Administration, Hon. Sarah Nakato, acknowledged that Uganda's system was built for routine governance rather than transformational development. She pledged to reform the ministry

by promoting transparency, strengthening local capacity, and ensuring that development administration becomes more inclusive, efficient, and accountable to the people of Uganda.

1. Identify and discuss three key features of Development Administration that are missing in Uganda's case, and explain how their absence has contributed to poor outcomes (10marks)
2. Analyze the challenges of Development Administration in Uganda as reflected in the case. Propose three strategies that could strengthen administrative capacity and improve implementation (10marks)
3. Evaluate the reasons for the underperformance of Development Administration in Uganda. In your opinion, what institutional and leadership reforms are necessary to make development efforts more effective and sustainable? (10marks)
4. Explain the goals and importance of Development Administration in the context of a developing country like Uganda. How do these goals differ from traditional public administration (10marks)

Question 2:

Case Study 2:

Development Administration in Action The Story of National Progress in Kenya

After many years of independence, the government of Kenya realized that its people were not enjoying the level of development they deserved. Although Kenya had good laws and national development policies, the results were not as expected. Many communities still lacked clean water, good schools, hospitals, and employment opportunities. Experts discovered that one of the main reasons for this problem was weak public administration. The administrative system was often slow, bureaucratic, and still influenced by colonial-era structures. Many civil servants lacked modern training, and decision-making processes were delayed by red tape and poor coordination.

To address these challenges, the Kenyan government decided to reform its administrative system through Development Administration—a new approach to public management focused on achieving national growth and improving people's quality of life. Development Administration in Kenya aimed to do two main things:

first, to administer development programmes such as expanding infrastructure, supporting agriculture, improving education and health services, and promoting industrialization; and second, to develop administrative capacity by training public servants, modernizing offices with technology, and encouraging innovation and accountability in government institutions.

To make these reforms effective, the government launched several initiatives under administrative development, including decentralization through devolution of power to county governments, professional training for public officers, and the use of digital systems to improve service delivery. The government also promoted public participation, encouraging citizens to be part of decision-making and to take ownership of community-based projects. Officials were expected to be transparent, accountable, and responsive to the needs of ordinary citizens.

However, the reforms faced significant challenges. Some public officials resisted change due to a preference for traditional practices. Issues such as corruption, limited financial resources, and cultural barriers also slowed down progress. Despite these challenges, the Kenyan government remained committed to building a more efficient and people-centered administrative system. The experience showed that no nation can achieve sustainable development without an effective, transparent, and responsive public administration.

1. In your own words, explain what *Development Administration* means and describe two main goals of Development Administration as shown in the Kenya case study (10marks)

2. Discuss three major challenges that Kenya faced while implementing Development Administration reforms. Suggest one practical solution for each challenge (10marks)

3. Describe how the Kenyan government tried to improve public administration through administrative development. Give at least three examples from the case study(10marks)

4. Explain the importance of public participation in Development Administration, using examples from the Kenya case. Why is it necessary for citizens to be involved in the development process

(10marks)

SECTION B

Answer any Three Question

Question 1:

1. Define the concept of development and discuss the scope and significance of development administration, highlighting the key elements and Goals of administration and their relevance to the development process." (20 marks)

Question 2:

1. Distinguish between growth and development. Analyze indicators of economic growth vs. human development and analyze the causes of underdevelopment. (20 marks)

Question 3:

Explain modernization theory. Analyze its impact on developing nations (20 marks)

Question 4:

1. Analyze the role of the state in development administration and Explain the state failures (20 marks)

Question 5:

1. Assess the implications of dependency theory on African economies. Suggest mechanisms of promoting participatory development. (20 marks)

Question 6:

1. Discuss the political, social, cultural and economic environment of development administration in your country. Suggest strategies of improving. (20 marks)

Question 7:

1. Identify challenges affecting rural development in your country. Propose effective administrative solutions. (20 marks)

Question 8:

1. Examine the past administrative reforms in your country. Identify barriers to proper implementation of administrative reforms. Design appropriate solutions (20 marks)

Question 9:

1. Analyze the role of privatization's in the development of your country and examine the disadvantages of privatization. (20 marks)

Question 10:

Discuss the challenges affecting development administration in your country. Recommend strategies for improvement. (20 marks)

Question 11:

1. What are the future prospects of development administration in your country. Propose sustainable administrative reforms. (20 marks)

Question 12:

1. Describe the history of your country's development plans. highlight the development changes brought by those plans. (20 marks