



## **PUBLIC SERVICE COMMISSION**

### **MODEL QUESTION PAPERS BASED ON THE ADMINISTRATIVE OFFICERS REGULATIONS AND EXAMINATION SYLLABUS REVISED 2019**

**JANUARY, 2021**

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## **PUBLIC SERVICE COMMISSION**

### **ADMINISTRATIVE OFFICERS' EXAMINATION**

**PAPER CODE: 101 - LAW**

**SERIES: SAMPLE QUESTION PAPER**

**TIME: (3 HOURS)**

#### **INSTRUCTIONS TO CANDIDATES**

1. This paper consists of two Sections A and B.
2. Section A consists of **one compulsory** question carrying 40marks.
3. Section B consists of **four** questions. Answer any **three** questions.
4. Answer all questions in the answer booklet provided.

#### **SECTION A: COMPULSORY (40 MARKS)**

1. Read the case study below and answer the questions that follow.

#### **JAMES DRINKS HIMSELF INTO AN ADMINISTRATIVE QUAGMIRE**

Maendeleo Administrative post is the sub- county headquarters for Maendeleo within Bomoa County. It is located in a fairly small but fast growing town. The Office has a well-defined administrative structure with you as the Administrative Officer (AO) in charge. The workers include all cadres such as drivers and clerical officers. The Office provides day-to-day administrative support to the community in the area, while at the same time coordinating security and related issues in the division as a whole. It has a functional Structure because it places people with similar positions, skill sets and tasks into various groups. A common functional structure is a customer service call center. Each person performs the same task, using the same equipment and has a common goal of attending to customer issues.

There is an administrative committee for coordinating policy and strategy issues for the division. You are the secretary to the committee. The composition of the committee is broad-based. All

heads of National Government agencies within the sub-county are members of the committee. It has a broad mandate, ranging from review of disciplinary issues to crisis management and implementation and articulation of Government policy.

James and Mary are both employees at the office but in different sections and different capacities. James works in the transport section as a driver and Mary is a clerical officer. The two are great friends and are used to having a good time together after work. One Friday evening, they had gone out for dinner using the Government saloon car allocated to the Assistant County Commissioner for official duties. While out there, James took a lot of alcohol until he was totally drunk. This was despite the fact that the management had put up many notices at all strategic points, reminding patrons that “DO NOT DRINK AND DRIVE”.

At 10.00 pm, James left the restaurant hurriedly and proceeded to his car without notifying Mary. He sat at the driver’s seat and as he was about to start the car and leave, Mary came running and begging him not to leave her behind as she had no other means and it was already late. James advised her to take a taxi because he was drunk but Mary insisted that she wanted to use the car as it was the office car and she was entitled to be carried in it as well. Eventually, James relented and they left together. Unfortunately, after about twenty minutes, James lost control of the car and it crashed into a deep gully by the side of the road that was full of drainage water. Both of them were seriously injured. They were rushed to hospital by good Samaritans who happened to witness the accident. On learning of the accident, Mary’s parents and her husband came to your office for consultations on the way forward. You explained to them that there was nothing that you could do for them in both your official and private capacity. They then gave you notice of their intention to institute proceedings against the Government and James.

As the secretary to the administrative committee, you issued a notice for an emergency meeting which was circulated to all members. When the committee eventually met it deliberated on the issue at length. It was decided that James be, dismissed with immediate effect because the committee did not want to waste time by giving James an opportunity to defend his actions because they felt he was obviously wrong. James appealed, arguing that the Administrative Committee had acted unlawfully (*ultra vires*) in terminating his appointment following the allegations against him. James argues that the committee had violated the doctrine of natural justice in administrative decision.

However, when James informed some of his close friends about the developing situation, some advised him to re-think his approach. They told him that it might be too expensive and time consuming to go to court, as the courts were part of the Government and would thus protect their own. Instead, they advised him to think of convincing you as his supervisor to look for a neutral third party who would find an amicable way of settling the issue. James has not yet made a decision, but he is seriously thinking about the suggestion.

**Required:**

- a) Explain **Six** ways in which the principle of reasonableness may have been violated in the case above. **(12 marks)**
- b) Explain **Six** merits of the method proposed by the friends of James to use an alternative method other than courts in handling the case. **(12 marks)**
- c) Assess **Four** remedies that are available to Mary as a result of her experience in the case study above. **(8 marks)**
- d) Analyze **Four** ways in which the rights of James may have been violated in accordance with the provisions of the Constitution of Kenya 2010. **(8 marks)**

**SECTION B: ANSWER ANY THREE QUESTIONS**

2. a) As an Assistant Secretary in the Ministry of Interior and Coordination of National Government, you are scheduled to give a presentation to newly recruited Administrative Officers on the rationale of promulgating the Constitution of Kenya, 2010. Explain **Five** points you will include in your presentation. **(10 marks)**

b) As an Administrative Officer, you have noticed increased cases of violence within families in your area of Jurisdiction. Assess **Five** measures that could be taken to minimize such incidences of violence. **(10 marks)**

3. (a) As an Administrative Officer, you are expected to sensitize people about their human rights as enshrined in the Constitution. Analyze **Four** aspects of the right to privacy as espoused in Article 31 of the Constitution. **(8 marks)**

b) There has been an increase in the number of marriage break-ups in your Administrative Unit. Assess **Six** likely adverse effects of the break ups on the members of the family involved. **(12 marks)**

4. a) You have been posted to the Ministry of Interior and Coordination of National Government as the Administrative Officer in Charge of vetting Citizen Status for applicants of Huduma Numbers. Explain **Five** ways in which an applicant could have acquired Citizenship. **(10 marks)**

b) One of the prominent business persons in your area of jurisdiction is worried that he might become bankrupt as a result of COVID 19 Pandemic. Explain to him **Five** adverse implications that he may suffer if he is declared bankrupt. **(10 marks)**

5. a) You have been requested by one of the entrepreneurs in your administrative area to guide her on how to develop Articles of Association for a business which is in the process of registration. Describe **Five** contents which should be included in the Articles of Association. **(10 marks)**

b) In your endeavor to promote good relationship between business people and their agents in your area of Jurisdiction, you have planned to give a lecture to the business community on good business practices. Explain **Five** points you will talk about when discussing how a business may create an agency relationship. **(10 marks)**



## **PUBLIC SERVICE COMMISSION**

### **ADMINISTRATIVE OFFICERS' EXAMINATION**

**PAPER CODE: 102- GOVERNMENT ORGANIZATION AND MANAGEMENT PRACTICE**

**SERIES: SAMPLE QUESTION PAPER**

**TIME: (3 HOURS)**

#### **INSTRUCTIONS TO CANDIDATES**

1. This paper consists of two sections, A and B.
2. Section A consists of **One** Compulsory question carrying 40 marks.
3. Section B consists of **Four** questions of 20 marks each. Answer any **Three** questions.
4. Answer the questions in the answer booklet provided.

#### **SECTION A: COMPULSORY (40 MARKS)**

1. Read the following Case Study and answer the questions that follow.

#### **NO THROUGH WAY FOR THE WILDEBEEST**

The Annual Wildebeest Migration from the Serengeti in Tanzania to Masai Mara in Kenya is one of the greatest natural spectacles in the world. The annual movement of massive herds of wildebeest continues year-round in Tanzania's Serengeti National Park and Kenya's Masai Mara National Reserve.

The annual Great Migration of wildebeest is a breathtaking sight that usually draws tourists to Kenya's Maasai Mara National Reserve from around the world. It is considered as one of the most treasured experiences for enthusiasts of nature and wildlife. Every year, around 1.5 million wildebeest shadowed in separate groups by hundreds of thousands of gazelles and zebras move in search of food and water.

The Maasai mara Game Reserve is currently experiencing mushrooming of hotels and Camps. There has been an increase in human activities such as cattle grazing thus causing depletion of the natural green cover. This has caused the Wildebeests which usually travel in groups to divert their course of movement. This proliferation of lodges in Kenya's Masai Mara has necessitated the need for drastic and urgent steps to be made in order to save this beautiful game reserve from becoming an environmental disaster.

The problem has been compounded by the uncontrolled licensing of camps by the County Government. One such camp is Mara Ngeche camp which is located directly across the wildebeest migratory route. The uncontrolled licensing of camps has raised an outcry from the conservancy agencies. The local community have also complained that they are no longer being involved in decisions regarding conservation and management of the park being key stakeholders. The outcry has attracted the attention of the National Government which led to intervention of National Environmental Management Authority (NEMA) in the matter. As one of its mandate, NEMA has the responsibility of overseeing the responsible utilization off natural resources including game reserves.

As such, NEMA has a policy which proposes a broad range of measures and actions for responding to the wildlife conservation challenges. It seeks to balance the needs of the people of Kenya with opportunities for sustainable wildlife conservation and management countrywide.

In the case of Mara Ngeche camp there was a glaring incidence of human -wildlife conflict during the recent migration from the Serengeti to the Mara reserves. The Wildebeests sought to move into their habitat in the Mara but staff alleged to be from the camp had gone as far as driving away a herd. This came to public notice after a viral video showed persons believed to be workers of the camp driving away a herd of wildebeest that was about to cross the Mara river through the tented compound.

According to the NEMA representative, the Mara Ngenche Camp should be closed indefinitely pending an environmental impact assessment. Government officials on a tour of the Mara also found other four tents within the camp that had flouted NEMA rules. NEMA will be seeking to solve the curious puzzle of whether the hotel is operating legally upon which recommendations of a possible relocation will be issued.

The issue has caught the attention of the Cabinet secretary in charge of tourism and wildlife who in fury asserts, "I have discussed with the County Governor about the camp built beside the Mara River, blocking the Wildebeest crossing. It's very disturbing and we expect the Governor to take action and have the camp removed! I have also insisted that we need a Maasai Mara National Reserve Management Plan, that will not only enhance biodiversity, but also protect our wildlife migratory corridors, from greed!"

On the other hand, the County government in charge of the area faced with a revenue shortfall and growing expenditure list, has started looking for ways to seal the revenue deficit. One way has been to claim a share of revenue generated by resources generated by the reserve. This is presenting an interesting battle for control, especially so given the vacuum that has been created by the Transition Authority's failure to give proper guidelines on how resources are to be shared between the two levels of governance.

**Required:**

- a) As an Administration Officer, explain **Five** ways in which stakeholder involvement could have enhanced the quality of the decisions made in the case above. **(10 marks)**
- b) As an Administration Officer, explain **Five** reasons that may account for the challenges encountered in the management of the game reserve in the above case. **(10 marks)**
- c) The National and County governments are expected to collaborate to enhance service delivery to the citizens. Assess **Five** ways in which such collaboration could have been achieved in the case above. **(10 marks)**
- d) As an Administrative Officer, assess **Five** ways in which environmental impact assessment would have been utilized to resolve the issues in the above case. **(10 marks)**

**SECTION B: ANSWER ANY THREE QUESTIONS**

- 2.a) As an Administrative Officer, you are expected to work with chiefs, village elders, parents and other stakeholders to resolve community and family problems which have arisen as a result of COVID 19 pandemic. Evaluate **Five** benefits of working as a team to resolve the problems. **(10 marks)**
- b) The Government of Kenya has prioritized affordable housing as one of its Big 4 Agenda items. As an Administrative Officer deployed in the Ministry in charge of Housing, analyze five roles that the Government plays in facilitating achievement of this agenda item. **(10 marks)**
- 3.a) One of the components of the bicameral parliament in Kenya is the National Assembly. Explain **Five** roles of this component. **(10 marks)**
- b) In your work as an Administrative Officer, you are expected to make important decisions on a regular basis. Explain **Five** factors that may limit the effectiveness of decisions that you may make. **(10 marks)**

4. a) In the recent past, floods have ravaged various parts of Kenya thus threatening the livelihoods of the people. Explain **Six** roles that the County Government would be expected to play in resolving this crisis. **(12 marks)**
- b) The residents of Mamboleo Sub County have been agitating for the removal of their chief whose alcoholism has been interfering with his delivery of services. As the Assistant County Commissioner incharge, explain four steps that you would follow in disciplining the chief before handing the case over to the Deputy County commissioner. **(8 marks)**
- 5.a) One of your roles as an Administrative Officer is to safeguard Government property and assets. Analyze **Five** reasons that makes it necessary for you to execute this role. **(10 marks)**
- b) You were recently recruited as an Administrative Officer. Assess **five** roles that you would be expected to play in Government policy formulation. **(10 marks)**



## **PUBLIC SERVICE COMMISSION**

### **ADMINISTRATIVE OFFICERS' EXAMINATION**

**PAPER CODE: 103- VALUES AND PRINCIPLES IN PUBLIC SERVICE**

**SERIES: SAMPLE QUESTION PAPER**

**TIME: (3 HOURS)**

#### **INSTRUCTIONS TO CANDIDATES**

1. This paper consists of two sections, A and B.
2. Section A consists of **One** Compulsory question carrying 40 marks.
3. Section B consists of **Four** Questions each carrying 20 marks. Answer any **Three** questions.
4. Answer the questions in the answer booklet provided.

#### **SECTION A: COMPULSORY (40 MARKS)**

1. Read the case study below and answer the questions that follow.

#### **INSECURITY IN PANDASHUKA DIVISION**

Pandashuka Division in Milele Sub County is located in a rural area in Kenya. It has an estimated population of approximately 345,000. This is a remote region and scores below the national average on all key indicators. The prevalence of child and maternal mortality is high and only 16% of mothers deliver with the assistance of a skilled birth attendant. Approximately 25% of the population have access to an improved water source leading to women and girls spending a lot of time collecting water whereas 11.8% of the population have access to electricity. There are four-day primary schools and three secondary schools in the division. The area has experienced challenges in the transition rate from primary to secondary school resulting in high dropout rates.

The division has continued to enjoy tranquility over the past few months. However, there has been reported cases of insecurity and several robberies in two secondary schools in the division. A recent

one being a robbery incident that occurred at Mawe Ngumu School in which a security guard was fatally shot, boarding students harmed and valuables stolen. This is despite the fact that the school is less than a kilometer from Government security installations i.e. a Police Post, the division headquarters offices and the area Assistant County Commissioner's official residence.

Following the series of robbery incidences reported in the division, the relevant security and intelligence committee met to deliberate on the matter. From the deliberations, security guidelines were developed and issued for implementation to enable schools to beef up their security. The institutions were also expected to submit progress reports on the measures taken and challenges encountered. This information was to reach the Assistant County Commissioner's office through the education office bi weekly. Further, the area Officer Commanding Police Station was tasked to ensure five rounds of foot patrols at the gates of all the three secondary schools in the division every day.

Following the reported robbery incident at Mawe Ngumu school, preliminary investigations were carried out by the criminal investigation officer which established that:

- i. The school has not laid adequate security measures as per the Ministry of Education directives such as employment of qualified security guards and installation of closed-circuit television (CCTV) cameras.
- ii. The school principal could not produce his office's gift register to qualify part of the alleged stolen inventory from the office. Moreover, there were no proper stock inventories kept by the school. Further, most of the public property in the school was not well taken care of.
- iii. Some of the teachers in the school are not registered with the Teachers Service Commission (TSC) while others who are perceived to be unruly are relatives to the school principal.
- iv. The school administration was not willing to participate in the investigations.
- v. That the robbery might have been both as a result of collusion between some of the school's staff and the perpetrators of the acts. The school's staff was summoned by Directorate of Criminal Investigations in order to assist in the investigations.
- vi. The school administration has continued to employ non trained security guards that are from the same ethnic background as the school principal. This is also the case with the non-skilled staff employed in the school.
- vii. Although the Assistant County Commissioner and the school's Principal are siblings, business partners and native to the division, none of the two has declared this to their respective supervisors.

**Required:**

- a) Examine **Five** provisions of the Public Service Code of Conduct and Ethics with regard to professionalism which the principal of Mawe Ngumu School may have violated. **(10 marks)**
- b) Describe **Five** guiding principles that the principal of Mawe Ngumu School should have adhered to ensure good leadership with integrity within the division. **(10 marks)**

- c) Explain **Five** elements of accountability that the school administration failed to demonstrate. **(10 marks)**
- d) Assess **five** elements of positive organizational values that should have been inculcated among the workers at Mawe Ngumu School. **(10 marks)**

**SECTION B: ANSWER ANY THREE QUESTIONS**

- 2. a) As an Administrative Officer, you are expected to adhere to the national and public service values and principles as stipulated in different legislations and policies. Analyze **Four** provisions of the Fair Administrative Action Act, 2015 that should guide you in this respect. **(8 marks)**
- b) Juma, an Administrative Officer who was recently posted to Makavu division is expected to promote values and principles in his new area of jurisdiction. Explain **Six** challenges he is likely to face in executing this role. **(12 marks)**
- 3. a) Analyze **Six** ways in which you as a public officer is expected to maintain high standards of professional ethics under the Public Service (Values and Principles) Act, 2015. **(12 marks)**
- b) As an Administrative Officer, you are expected to enforce compliance with the Code of Conduct and Ethics among your subordinates. Analyze **Four** challenges that you may encounter while carrying out this role. **(8 marks)**
- 4.a) Explain **Six** ways in which you as an Administrative Officer may exercise patriotism in the performance of your duties. **(12 marks)**
- b) As an Administrative Officer, you are expected to uphold values and principles of public service. Explain **Four** basis on which these values and principles are founded. **(8 marks)**
- 5.a) Pendo, an Assistant County Commissioner in Kazi Mzuri division is expected to enhance equity in service delivery. Explain **Four** measures she may take to achieve this objective. **(8 marks)**
- b) As an Administrative Officer, examine **six** strategies that you may adopt to enhance adherence to the Code of Conduct and Ethics for public officers. **(12 marks)**



## **PUBLIC SERVICE COMMISSION**

### **ADMINISTRATIVE OFFICERS' EXAMINATION**

**PAPER CODE: 104 - PUBLIC FINANCE MANAGEMENT**

**SERIES: SAMPLE QUESTION PAPER**

**TIME: (3 HOURS)**

#### **INSTRUCTIONS TO CANDIDATES**

1. This paper consists of **Six** questions.
2. Answer any **Five** questions.
3. Answer all questions in the answer booklet provided.
4. All questions carry equal marks

- 1 a) As an Administrative Officer, you are expected to sensitize citizens on the need to pay taxes. Analyze **Five** types of indirect taxes collected by Kenya Revenue Authority. **(10 marks)**
- b) As an Administrative Officer, you have received reports on cases of corruption in the procurement section. You have convened a meeting with the officers concerned to discuss the issue. Examine **Five** ethical principles in the procurement process you would advise the officers to observe in carrying out their duty. **(10 marks)**
- 2 a) Explain **Five** roles of the National Treasury in the control of public finances in the devolved units **(10 marks)**
- b) As an Administrative Officer, you are expected to coordinate Government interventions in the distribution of income in favour of marginalized groups in your area of jurisdiction. Analyze **Five** types of such interventions. **(10 marks)**
- 3 a) As an Administration officer you are expected to support the Commission on Revenue Allocation in carrying out its mandate. Assess **Five** roles of this Commission in relation to the budgeting process. **(10 marks)**

- b) One of the principles that you are expected to observe as an Administrative Officer when handling financial matters is accountability. Analyze **Five** measures you will take to ensure that this principle is observed. **(10 marks)**
- 4 a) As an Administrative Officer, you may be issued with imprest in the course of your duties. Assess **five** ways in which you would ensure that the imprest is used prudently. **(10 marks)**
- b) When handling public finances as an Administrative Officer, you will be exposed to various financial risks. Analyze **Five** risk mitigation measures you would take to minimize the risks. **(10 marks)**
- 5 a) As an Administrative Officer, examine **Five** measures you would take to ensure that disadvantaged groups in your area of jurisdiction are accorded an opportunity to participate in public procurement. **(10 marks)**
- b) As an Administrative Officer, you have been selected to facilitate in the induction of new employees on public finance management. Explain **Five** components of public finance management cycle in Kenya you would discuss in your presentation. **(10 marks)**
- 6 a) As an Administrative Officer, you will be required to prepare a budget for your section. Examine **Five** measures that you may take to ensure effective budgeting. **(10 marks)**
- b) The Government intends to buy land in your area of jurisdiction through the reverse auction method of procurement. Assess **Five** benefits that may accrue to the Government from adopting this method. **(10 marks)**



## PUBLIC SERVICE COMMISSION

### ADMINISTRATIVE OFFICERS' EXAMINATION

**PAPER CODE: 105 - SOCIO-ECONOMIC AND ENTREPRENEURSHIP DEVELOPMENT**

**SERIES: SAMPLE QUESTION PAPER**

**TIME: (3 HOURS)**

#### **INSTRUCTIONS TO CANDIDATES**

1. This paper consists of two sections, A and B.
2. Section A consists of **One** compulsory question carrying 40 marks
3. Section B consists of **Four** questions each carrying 20 marks. Answer any three questions.
4. Answer the questions in the answer booklet provided.

#### **SECTION A: COMPULSORY (40 MARKS)**

1. Read the case study below and answer the questions that follow.

#### **GREENLANDS IN THE DRYLANDS**

Pemba Division is classified as an Arid and Semi-Arid Land (ASAL) within Kogo County in the Republic of Madaba. The dominant production system is pastoralism. This is the extensive production of livestock in rangeland environments, with its features being livestock mobility and the communal management of natural resources. These are regulated by sophisticated governance systems within the societies. It has also been described as a dynamic and transformative livelihood linked to the diverse ecosystems, cultures, identities, traditional knowledge and historical experience of coexisting with nature.

For decades, the pastoralists maintained a sustainable and mobile life travelling between designated pastures. They depended on their livestock for food in the form of meat and milk which they supplemented with wild fruits. However, Kogo has been experiencing changes in its weather patterns. This includes changes in temperatures and rain fall patterns particularly the shifts in the timing and length of rainy seasons. This has led to more incidences of droughts

and flooding. These changes have increased the vulnerability of pastoralists' households whose livelihoods depend on livestock. Under the increased climate variability, the pastoralists had to take their herds to longer distances in search of water and pasture and to engage in practices that greatly undermined the sustainability of the environment. Many households had been left without access to a daily meal leading to overreliance on relief food. Consequently, their need for an alternative source of income became ever more important to enable them survive.

The residents of Kogo are now embracing crop farming through dry land irrigation as one of the main strategy of dealing with the effects of climate change on their livelihood. This was a shift from their traditional livelihood activity of pastoralism necessitating some cultural adjustments in the way things were done. In line with the Government's agenda on food security, the Assistant County Commissioner of Pembe Division rallied the residents to adapt the new practice. Sifa Self Help Group in Pembe Division was formed in the back drop of these changes. The members of this group have focused on planting vegetables such as kale and spinach. However, growing food is not easy with the high temperatures and recurring dry spells in the area.

The group has been using plastic containers to draw water from boreholes to sprinkle on their crops and mosquito nets to act as shade nets to guard against the high levels of evaporation from the high temperatures. This has made this exercise very tedious. Even so, the shift to crop farming seems to be paying dividends. The households of the members consume the output and over time, the group has tried to expand its operations thus enabling an increase in their output to the extent of generating surpluses. However, due to other existing challenges, they are still grappling with issues of spoilage of the crops. This is because the crops are not sold off in time in the local market centers and also due to pests and disease infestations.

More than 70% of Madaba's wildlife are found outside protected areas on land occupied by pastoralists in Kogo. Previously, when pastoralism was their primary economic activity there were low incidences of human wildlife conflict. However, Sifa Self-help group has been experiencing frequent crop raiding by elephants which cause massive destruction of their crop. There have also been reports of injuries and death of members arising from this conflict. The traditional strategies for resolving such conflicts that had existed in the community have gradually been abandoned. The residents have now resulted into taking matters into their own hands by confronting the animals to the extent of killing some of them.

Mugao Fund, is a non-governmental organization that promotes agricultural activities in the dry lands. The organization has expressed interest in partnering with Sifa group in their ventures. However, the group has not been receptive to their proposal. The group is weary of being taken advantage of by the organization and ultimately losing out on their ventures.

**Required:**

- a) Assess **Five** benefits that the people of Kogo may derive from the change in their livelihood activities. **(10 marks)**
- b) Assess **Five** cultural adjustments that the residents of Kogo County may have had to make to facilitate the change in their livelihood activity. **(10 marks)**
- c) Examine **Five** ways in which the change in lifestyle of residents in Pembe Division may have aggravated human-wildlife conflict in the area. **(10 marks)**
- d) As the Administrative Officer in charge of Pembe Division, Sifa self-help group has shared with you their reservations on the proposal by Mugao Fund. Explain to the group **Five** benefits that they will accrue from agreeing to the proposal. **(10 marks)**

### **SECTION B: ANSWER ANY THREE QUESTIONS**

- 2. a) As the Assistant County Commissioner in charge of Mulongo Division, you have noticed an increase in the number of teenage pregnancies in the area. Examine **Five** measures that may be put in place to curb the problem. **(10 marks)**
  - b) Good customer service is one of the strategies of enhancing the competitiveness of a business enterprise. Analyze **Five** benefits that a business enterprise would derive from providing such good customer service. **(10 marks)**
- 3 a) As an Assistant County Commissioner in charge of a division in an agricultural area, the livelihoods of residents in the area have been adversely affected by the effects of climate change. Analyze **Five** ways in which their lives may have been negatively affected. **(10 marks)**
  - b) A youth group in your area of jurisdiction has presented to you a proposal of establishing a banana processing plant in the area. Explain to them **Five** factors that they should consider before establishing the plant. **(10 marks)**
- 4 a) As an Administrative Officer posted in the coastal region, you are expected to promote the growth of the blue economy in the area. Examine **Four** ways in which the growth of this economy will contribute to the economic development of the area. **(8 marks)**
  - b) As the Assistant County Commissioner of Makande Division, you have noticed a significant increase in the number of boda-boda operators in the area. Assess **Six** ways in which these businesses may contribute to the socioeconomic development of the area. **(12 marks)**
- 5 a) As the Assistant County Commissioner in charge of Abudu Division, you intend to ensure community participation in an upcoming project. Assess **Six** benefits that the community may derive from such participation. **(12 marks)**
  - b) As an Administrative Officer, you have noticed an increase in plastic waste in your area of jurisdiction. Examine **four** strategies that can be used to address this challenge. **(8 marks)**



## PUBLIC SERVICE COMMISSION

### ADMINISTRATIVE OFFICERS' EXAMINATION

**PAPER CODE: 106- REGIONAL AND INTERNATIONAL CO-OPERATION**

**SERIES: SAMPLE QUESTION PAPER**

**TIME: (3 HOURS)**

#### **INSTRUCTIONS TO CANDIDATES**

1. This paper consists of two sections, A and B.
2. Section A consists of **One** compulsory question carrying 40 marks.
3. Section B consist of **Four** questions each carry 20 marks. Answer any three (3) questions.
4. Answer all questions in the answer booklet provided.

#### **SECTION A: COMPULSORY (40 Marks)**

1. Read the case study below and answer the questions that follow.

#### **JUPITER FISH CREATES A TERRITORIAL STORM**

In pursuit of national interest, each country endeavors to assure itself of its survival by maximizing on the resources available to it in its region. However, each country recognizes that its development and survival is equally tied to that of other countries and more so those that are in its immediate neighborhood. As such every country seeks to maintain good relations with its neighbours in order to fully harness and benefit from their neighbours and especially in respect of cross border resources. The exploitation of cross-border resources can at times lead to the souring of relations between neighbouring countries. This is the situation that prevails in the Kiwanja region which straddles the borders of Mabatini and Golini countries.

The Kiwanja region is endowed with many shared resources such as water bodies and wildlife. The exploitation of some of these resources has recently generated tensions between these two countries. This is especially so in relation to the ownership of Jupiter Island on lake Matian. The lake spills across the borders of the two countries. The situation here has led to the involvement of Mabatini Head of State and his counterpart from the Republic of Golini in the local issues.

Jupiter island is a fish landing ground that attracts fishermen from across Mabatini and Golini. It is located in the shallow waters where conditions are ideal for the breeding of fish. This happens on the Mabatini side of the waters of the lake. However, as the fish mature and become ready for harvesting, they move into the deep waters located in Golini territory. Historically, Jupiter island has been known to be a territory of the republic of Mabatini. The dispute arises when fishermen from Golini come to Jupiter island in preparation for their fishing expeditions in the deep waters in Golini's territory. When they do so, they are arrested by Mabatini's security agents. In retaliation, Golini's security agents arrest fishermen from Mabatini as they go out fishing even in their own waters, citing a breach of territorial integrity.

The fishermen from Mabatini argue that all fish in the lake are born and bred in Mabatini's shallow waters and migrate when they mature into the deep waters in the territory of Golini. They further claim to have a right to pursue their Mabatini-born fish into the deep waters in Golini's territory. The Golini authorities counter this claim by citing international law which holds that a state has the absolute control and ownership of resources within her territory. As such they maintain that the fish in Golini's territorial water belongs to them irrespective of where they were born or bred. Moreover, the fishermen from Mabatini are aggrieved by the fact that it is only in their country that there is enforcement of the closure season of fishing activities during the fish breeding period.

In desperation, the fishermen from Mabatini recently sent a delegation to discuss the issues with the Assistant County Commissioner in charge of Mikebe Division whose jurisdiction Jupiter Island lies. Feeling that the issue had international diplomatic implications, the Assistant Commissioner County through the relevant channels informed the President of Mabatani about the gravity of the situation. The president, who has been spearheading regional integration in Kiwanja region, in turn contacted his counterpart in Golini about the issue. Eventually, the two Heads of State appointed a team to look into the matter with a view to resolving it so as to not sour the prevailing good relations. The team from Mabatini is led by the Assistant County Commissioner in charge of Mikebe Division. The two countries recognize the importance of each partner to the other and expresses publicly the view that such a matter should not undermine other areas of cooperation including trade, security, and infrastructure development.

**Required:**

- a) As the Assistant County Commissioner in charge of Mikebe Division, explain **Five** measures you would take to promote cross-border resource sharing within Kiwanja Region. **(10 marks)**
- b) Explain **Five** benefits the team appointed by the two heads of state would derive from using diplomacy to resolve the misunderstanding between the two countries. **(10 marks)**
- c) One of the determinants of a state's Foreign Policy is geo-political considerations. Examine **Five** features of Jupiter Island's location that are likely to influence Mabatini's foreign policy. **(10 marks)**

- d) Assess **Five** ways in which aspirations of the President of Mabatini for the Kiwanja Region would facilitate Mabatini's socio-economic development. **(10 marks)**

**SECTION B: ANSWER ANY THREE QUESTIONS**

2. a) As an Assistant Secretary in the Ministry of Foreign Affairs, you have been asked to give a presentation to newly recruited Administrative Officers on the factors that may have influenced Kenya's Foreign Policy from 2013 to 2018. Analyze **Five** such factors. **(10 marks)**
- b) Mr. Bolingo the Assistant County Commissioner in charge of Matopeni Division which is a slum area, has approached the UN-HABITAT for assistance in ameliorating the lives of the people in the area. Evaluate **Five** ways in which the organization could provide such assistance. **(10 marks)**
3. a) As an Assistant Secretary in the Ministry of Foreign Affairs posted in Mapengo country, you recently offered asylum protection to an activist in Mapengo who claimed that his life was under threat. Assess **Five** qualities of a diplomat that would enable you handle the situation without affecting diplomatic relations between your country and Mapengo. **(10 marks)**
- b) You are the Assistant County Commissioner in charge of Boda Division bordering Fujo country which has been experiencing recurrent episodes of violent cross-border cattle rustling, thus heightening cross-border conflict. Assess **Five** mitigation measures that you would institute to discourage the practice so as to restore cordial relations in the area. **(10 marks)**
4. a) As the Assistant Secretary in the Ministry of East African Community, you have been invited to give a keynote address to newly recruited officers in the Ministry on the importance of East African Community to Regional development. Analyze **Five** points that you would discuss in the address. **(10 marks)**
- b) As the Assistant County Commissioner in charge of Maendeleo Division, you plan to sensitize the residents who during the COVID-19 pandemic period have shown hostile inclinations to the World Health Organization (WHO) staff operating in the area. Examine **Five** points you would advance in your submissions on the benefits Kenya derives from the organization. **(10 marks)**
5. a) As the Assistant County Commissioner in charge of the Huruma Refugee Camp bordering Kafu country, you have received security intelligence of plans by some refugees at the camp to launch attacks across the border on Kafu. Examine **five** measures you would take to prevent a diplomatic fallout between your country and Kafu. **(10 marks)**
- b) The Officer Commanding Mahusiano Bora Police Station (OCS) has come to you, as the Chairperson of the Divisional Security and Intelligence Committee, seeking advice on how

to go about a case in which a diplomat is seeking the release of a member of his mission who was arrested on allegations of cyber bullying. Analyze **five** privileges and immunities available for diplomatic staff that you would consider in giving your advice to the OCS.

**(10 marks)**



## PUBLIC SERVICE COMMISSION

### ADMINISTRATIVE OFFICERS' EXAMINATION

**PAPER CODE: 107- EFFECTIVE COMMUNICATION**

**SERIES: SAMPLE QUESTION PAPER**

**TIME: (3 HOURS)**

#### **INSTRUCTIONS TO CANDIDATES**

1. This paper consists of two Sections A and B.
2. Section A consists of **Two** compulsory questions.
3. Section B consists of **Four** questions. Answer any **Three** questions.
4. Answer all questions on the answer booklet provided.
5. All questions carry equal marks.

#### **SECTION A: COMPULSORY (40 MARKS)**

1. As an Administrative Officer, you intend to hold a public *baraza* to sensitize the public on the issue of drug abuse as highlighted by the media in the recent past. Write the speech you would deliver during the *Baraza*. **(20 marks)**
2. The Deputy County Commissioner of Tumaini Sub-County where you are deployed as an Administrative Officer, has convened a stakeholders' committee meeting to plan an HIV/AIDS sensitization program in the Sub-County. The agenda of the meeting is as follows:
  - a. Resource mobilization
  - b. Program of events
  - c. Task allocation

You have been requested to take the minutes. Write the minutes. **(20 marks)**

#### **SECTION B: ANSWER ANY THREE QUESTIONS**

3. a) As an Administrative Officer, you intend to address community leaders on peace building initiatives due to recent land disputes in your area of jurisdiction. Illustrate **Five** ways in which you would use body language to communicate effectively during the meeting. **(10 marks)**
- b) As an Administrative Officer in-charge of Pambo Division, you are expected to maintain good working relations with other members of staff. Assess **Five** measures that you

would take to achieve this objective. **(10 marks)**

4. a) One of the roles of Government Communication Office is to gather feedback on Government communication. Evaluate **Five** techniques that may be employed to gather such feedback. **(10 marks)**
- b) As an Administrative Officer, you chair the Divisional Security and Intelligence Committee meetings. Evaluate **Five** roles you are expected to perform during such meetings. **(10 marks)**
5. a) As an Administrative Officer, you are expected to uphold the principle of objectivity when writing field reports. Analyze **Five** ways in which you may demonstrate compliance to such expectations. **(10 marks)**
- b) COVID-19 has necessitated the use of virtual meetings when coordinating Government activities. As an Administrative Officer, examine **Five** ways in which you would demonstrate appropriate communication etiquette during such meetings. **(10 marks)**
6. a) Social media has become an increasingly popular tool of communication. Assess **Four** benefits that an Administrative Officer would derive from using this tool in communicating Government information. **(8 marks)**
- b) As an Administrative Officer posted in an area with residents of diverse cultural backgrounds, you plan to address the residents on important Government issues. Examine **Six** measures you should take in order to enhance effectiveness of your communication to the audience. **(12 marks)**



## PUBLIC SERVICE COMMISSION

### ADMINISTRATIVE OFFICERS' EXAMINATION

**PAPER CODE: 108 - PEACE, SAFETY AND SECURITY MANAGEMENT**

**SERIES: SAMPLE QUESTION PAPER**

**TIME: (3 HOURS)**

### INSTRUCTIONS TO CANDIDATES

1. This paper consists of two sections, A and B.
2. Section A consists of **One** compulsory question carrying 40 marks.
3. Section B consists of **Four** questions each carrying 20 marks. Answer any **Three** questions.
4. Answer all the questions in the answer booklet provided.

### **SECTION A: COMPULSORY (40 MARKS)**

1. Read the case study below and answer the questions that follow.

#### **ETHNIC IDENTITY AND CONFLICTS TRAJECTORY IN MAPATO DIVISION**

You have been recently posted to Mapato Division within the Republic of Karafa. The Division experiences frequent violent conflicts associated with loss of life, destruction of property and displacement of persons. It is located within Tema desert belt with three locations namely Timore, Hause and Wepule. Within the three locations, only Timore has few oases endowed with underground water and patches of fertile land suitable for farming and rearing livestock. Timore is also well endowed with a perennial river that has constant supply of water throughout the year. Timore also shares a border with a neighboring state known as Republic of Hugo. The Republic is viewed as a failed state due to lack of a central Government and constant fighting among various warlords, ethnic militia groups for power and resources.

Mapato Division is home to two major ethnic groups namely Rube and Beru with kinship ties that run into the neighboring Republic of Hugo. Majority of Rube are found in Hause while Beru in Wepule. Both clans share Timore location with competing claims on wet areas. Economically, both Rube and Beru are pastoralists. Given the pastoralist nature, there exists an oral agreement on how to share water resources in Timore location between them.

Recently, Mapato has experienced waves of violence with 70 persons feared to have lost life and another 3,000 displaced from their homes. Violence erupted when two clansmen clashed at one of the watering points with reports indicating that Rube clan had invaded Beru's watering point. Notably, Rube elders argued that some of the watering points allocated to them had dried up too quickly. They suspect foul play during distribution of the wells by the Assistant County Commissioner's office in conjunction with a famous non-governmental organization (NGO) operating in the area. Rube clansmen think that their community was intentionally allocated more shallow wells compared to those of Beru.

It is further alleged that the local NGO involved in digging and distribution of the wells have members originating from the Beru clan hence the possibility of them being favored. Thus, tension exists over Beru clan 'taking over' and benefiting from the NGO resources and opportunities leaving many Rube families vulnerable. In addition, a recent report from Hydro-geologist of Mapato Division indicates that the recent climatic conditions and increased human activities are affecting the quality and quantity of underground water.

Tensions and animosity among the two communities have further been escalated by devolution where majority of political seats in the county assembly were won by the Beru clan. Members of the Rube community fear that they may be disadvantaged in terms of imbalance in employment, tender awards and development projects being skewed towards Beru clan. The border line with Republic of Hugo is equally porous due to the pastoral nature and cross country clan relationships. Further, security intelligence reports indicate that clan conflicts from Republic of Hugo often spill over to Mapato Division. More importantly, Rube clan in the neighboring country has been accused of sponsoring militias to reinforce and fight with their relatives in Mapato Division.

Mapato is also perceived to be a marginalized region that experiences limited Government services such as access to credit facilities and court systems. Further, the presence of law enforcers in the Division is minimal. In response, local clans have developed strategies to manage security, business and other modes of production based on their norms and customs. However, the area Assistant County Commissioner has attempted to enhance Government presence through Government-civic negotiations and the use of Division Security and Intelligence Committee in conflict management. The Division has developed local peace committees and peace declarations to manage peace and security initiatives. However, the Rube community alleges that the office of the Assistant County Commissioner is pro-Beru community creating tensions and legitimacy issues.

*(Adopted from Safeworld, 2015)*

**Required:**

- a) As the Assistant County Commissioner of Mapato, examine **Five** security threats associated with the prevailing conditions in the Division. **(10 marks)**

- b) As the Assistant County Commissioner of Mapato, devise **Six** strategies that you may adopt to minimize animosity between Rube and Beru communities in line with the principle of cooperation in peacebuilding. **(12 marks)**
- c) As the Assistant County Commissioner of Mapato, devise **Five** strategies that you may use to address regional security challenges posed by the transnational nature of both Rube and Beru ethnic communities. **(10 marks)**
- d) The Assistant County Commissioner in charge of Mapato Division has adopted the use of a certain committee in conflict management. Assess **four** benefits of using this committee. **(8 marks)**

### **SECTION B: ANSWER ANY THREE QUESTIONS**

2. a) Madoido is an urban center where incidences of thefts within ‘Mpesa’ shops have been reported. As the Administrative Officer in charge of the area, examine **Five** measures that you will advise the business community to institute in order to mitigate this threat. **(10 marks)**
- b) As an Assistant County Commissioner in charge of Maweni Division, one of your roles is to coordinate security intelligence gathering and sharing among security agencies within the area. Assess **Five** ways in which you may perform this role. **(10 marks)**
3. a) One major goal of the National Security Council is to provide strategic direction in matters of national security. As an Assistant Secretary in the Ministry of Interior and Coordination of National Government, you have been scheduled to make a presentation in an induction forum of newly recruited Administrative Officers on how the role is operationalized. Explain **Five** points you will include in your presentation. **(10 marks)**
- b) You have been posted as an Assistant County Commissioner in Ulimi Division, a post-conflict area that has witnessed prolonged intra-communal conflicts. Devise **Five** strategies you may employ to enhance reconciliation among victims and perpetrators of the violence. **(10 marks)**
4. a) You are the Assistant County Commissioner of Kiwi Division where formal courts are not accessible and the residents prefer to use traditional methods of conflict resolution. Examine **Five** ways in which the effectiveness of such traditional systems may be enhanced. **(10 marks)**
- b) River Vuma is shared across three countries and is a critical resource of their economies. Examine **Five** likely causes of conflicts that may be associated with the use of the resource. **(10 marks)**

5. a) As the chairman of the Divisional Security and Intelligence committee, you have been tasked by the Sub-County Intelligence and Security Committee to prepare a report on how rapid population growth may evolve into a significant security threat in the Division. Analyze **Five** factors you will include in your report. **(10 marks)**
- b) You are the Assistant County Commissioner in charge of Kula Division which borders a neighboring country with a notorious route for smuggling illegal small arms and light weapons. The Sub-County Security and Intelligence Committee has tasked you to advice on appropriate mitigation strategies to address the above security threat. Examine **Five** such strategies. **(10 marks)**