



PUBLIC SERVICE COMMISSION

ADMINISTRATIVE OFFICERS' EXAMINATION

APRIL, 2023

PAPER CODE: 102

GOVERNMENT ORGANIZATION, MANAGEMENT AND PRACTICE

DATE: TUESDAY 18TH APRIL, 2023

TIME: 2.00P.M. -5.00 P.M. (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 (40MARKS)

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

THE DAM TWIST

The planned construction of a multibillion shilling dam in Mutungi Division, Nyilima County in the Republic of Kenya where you are deployed as the Assistant County Commissioner, remains in limbo after residents rejected it saying it was not viable and would affect their agricultural operations. They have also complained of what they claim as lack of adequate consultation by the Government and low compensation for persons to be displaced by the project. The proposed 50 metres high Uzima Dam, a Ksh.15 billion Government project is one of the mega dams to be constructed to mitigate effects of recurrent droughts on food production and water supply. It will be constructed at Ganja, Khudu, Nyota, Siani and Mbuko villages. However, the project is facing resistance from some residents and leaders with land owners vowing not to cede their parcels for the construction of the dam which they claim will have adverse effects on the environment and the health of the population.

Located less than 5km from the Ksh. 28 billion Metameta Dam, the proposed dam will lead to more than 400 land owners being moved. The land owners claim that the Government is planning to relocate them to semi-arid land in Baridijoto County, which they say is not suitable for agricultural production. Mutungi farmers produce pineapples, avocado, tea, and coffee among other crops owing to favourable weather conditions. The residents have accused the Government of ambushing them with the project, and invading their land without their participation and consent. Makamaka, a resident said, *“We understand they have already conducted their feasibility study, geotechnical survey and now they want us to leave our ancestral land for the project. Many elders in the affected villages have suffered high blood pressure since announcement of the project. They cannot cope with the cold that another dam might create considering we already have Metameta dam less than 5km from where they want to build Uzima Dam. The Government also wants to pay us about Ksh. 2million for an acre yet you cannot get such land at that price anywhere else. They want to impoverish us or make us refugees in our own land. Let them build the dam elsewhere!”*

The local Member of Parliament and Members of County Assembly have also rejected the proposal. They argued that the National Land Commission has not offered commensurate compensation for the land. Further, they suggested that the dam may be constructed at the nearby Kijeje forest, as the project would be cheaper since no compensation will be required. They also claim the Government has neglected the area on development with the constituency struggling with bad roads and low electricity connections. According to them, the nearby Metameta Dam does not benefit the local population as it only supplies water to major towns and city residents while the host community continues to suffer acute water shortages. They complained that despite residents greatly contributing to the national economy through production of cash crops

such as tea and coffee, the Government had not given the area its fair share of development projects. “If the Government is doing this in good faith, it should first complete the Birika-Kijiajia highway which stalled. Where is it getting billions to build a dam when it cannot find money to complete stalled roads and electrification projects? The dam should be built in the forest, we are not ready to host two dams here,” said one of the political leaders.

Required:

- a) As the Assistant County Commissioner in Mutungi Division charged with coordination of the construction of Uzima Dam, explain **five** actions you may take to facilitate successful implementation of the project. **(10 marks)**
- b) As the Assistant County Commissioner, you intend to call a meeting to resolve the concerns raised by residents of Mutungi. Explain **five** factors you may consider to determine who will be invited. **(10 marks)**
- c) As the Assistant County Commissioner in Mutungi Division, highlight **five** change management techniques you may use to convince the residents to embrace the changes associated with the implementation of the dam project. **(10 marks)**
- d) Outline **five** principles of land policy provided by the Constitution of Kenya (2010) that the National Land Commission may consider in addressing the concerns of Mutungi Division residents. **(10 marks)**

SECTION B: ANSWER ANY THREE QUESTIONS (60 MARKS)

2. a) Residents in your area of Jurisdiction have complained about the constant interruption in their daily activities after every election cycle in Kenya. You intend to hold a Baraza to sensitize them on the roles various actors play in the electoral process. Explain to them **five** ways in which political parties can contribute to a flawed election. **(10 marks)**
- b) The Presidency is a major source of policy in our country. The President has issued a decree that all production and consumption of illicit alcohol in the country must be stemmed out. As an Assistant County Commissioner, explain **five** immediate actions you may take to implement this directive in your area of jurisdiction. **(10 marks)**

3. a) As an Assistant Secretary in charge of the Public Complaints Committee in your department, you have received a complaint from a member of the public on the conduct of the front office staff. Describe the steps you would follow in addressing the situation.

(10 marks)

b) As an Assistant County Commissioner, explain **five** areas of potential conflict with County Government administration which you are likely to face in the execution of your duties and responsibilities.

(10 marks)

4. a) Explain **five** possible sources of revenue for running a County Government in Kenya.

(10 marks)

b) Highlight **five** factors that you would consider in recommending an employee in your jurisdiction for payment of extraneous allowance.

(10 marks)

5. a.) As an Assistant Secretary, you have been appointed as a member of a taskforce to oversee the re-organization of functions between two former ministries that have been merged into one. Explain **five** challenges the taskforce may face in coming up with a new structure for the ministry.

(10 marks)

b) Explain **five** ways of ensuring security of classified information stored in Government computers.

(10 marks)