



## PUBLIC SERVICE COMMISSION

### ADMINISTRATIVE OFFICERS' EXAMINATION

APRIL, 2023

PAPER CODE: 103

VALUES AND PRINCIPLES IN PUBLIC SERVICE

DATE: WEDNESDAY, 19<sup>TH</sup> APRIL, 2023

TIME: 9:00 A.M. – 12:00 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 (40 MARKS)**

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

### **INTIMATE PARTNER VIOLENCE IN KANUNGO DIVISION**

Kanungo Division in the Republic of Kenya is located within a large-sale sugarcane farming region with a small clique of foreign investors against a large population of unskilled sugarcane workers. The Division is renowned for infamous reputation as a stronghold of heinous intimate partner violence. In the Division, the sugarcane casual workers are accommodated in squalid structure owned by foreign investors. The division is largely made of Christian religious adherents and a few Hindu faithful's. In Kanungo, a couple of isolated secondary and primary schools serve the sparse population of sugarcane workers children, while foreign investors' children are educated in far-flung exclusive schools.

Kanungo Division is mainly a transient society, with the sugarcane workers adhering to African Community elders' dispute resolution institution alongside submission to modern governance structures. In the Division, numerous illicit liquor sales points and promiscuous sexual escapades' "brothels" are tucked in the sprawling sugarcane farms. The sugarcane growing belt region lacks socialization joints such a pubs; and instead of decent restaurants it has makeshift kiosks, and not any human parks or open spaces for children to play. Government installations such as police posts and stations and health facilitates are few and isolated, thus creating a jungle scene.

The soaring trend of violent confrontations between spouses has gripped the attention of the State and non-State authorities for the longest period. The violence meted on victims is exacted by machetes commonly used by sugarcane workers in the division. Cases abound of badly mutilated and horrible sight of human bodies found, after long-stressful searches in the expansive sugarcane farms or abandoned filthy houses of sugarcane casuals. Mostly, violent disputes pitting partners have resulted in countless fatal or near-fatal experiences in Kanungo Division.

The recently deployed Assistant County Commissioner (ACC) to Kanungo Division gathered disturbing pieces of information regarding prevalent intimate partner violence from social media sites, local radio stations, newspaper reports and handing over notes from his predecessor. The Commissioner deciphered from the sources of information that the incidences of brutal attacks have the tendency of eventuating on sugarcane workers' paydays. The ACC got information that perpetrators of the widespread violence tend to be momentarily arrested for their criminal acts, but mysteriously their cases get terminated at the police stations without adjudication in the courts.

In a bid to arrest the runaway toxic intimate partner violence, the ACC embarked on a fact-finding mission among the residents to unravel the genesis of the heinous incidences. He held separate meetings with foreign investors, sugarcane workers, Officer Commanding Police

Division (OCPD), religious leaders, community elders, locational chiefs and assistant chiefs. After analyzing the data gathered the ACC found that the following factors were leading to intimate partner violence among the locals in Kanungo Division:

- i) Investors paying low wages to sugarcane workers that aggravate frustration that spark violence due to unmet economic and social needs;
- ii) Due to low pay, most of the sugarcane workers do not take their children to school as they cannot afford to supplement Government subsidy on free-primary education leading to ignorance of the law and constant violations;
- iii) Failure of the OCPD to discipline Officer Commanding Police Stations(OCS), most of whom are his close knit family, relatives that get bribed to let convicts scot-free instead of arraignments in the courts;
- iv) Chiefs and their Assistants are unable to rein in illicit sale of liquor on account of inducements from residents engaged in the trade, and reliance on the illicit brewers' harambee donations towards constructions of private residences;
- v) The inability of the religious leaders to promote acceptable family behavior through integration of couples counseling sessions in their sermons, and lack of peace committees in religious organizations;
- vi) The inability of elders' to disapprove unacceptable sexual relationships and improper marital behavior among residents;
- vii) The OCPD influenced the deployment of OCSs in his jurisdiction;
- viii) The OCPD colluded with OCSs in releasing illicit brewers from police stations; and
- ix) The OCPD and illicit brewers are engaged in partnership businesses.

### **Required**

- a) As the Assistant County Commissioner of Kanungo Division you have noted cases of maladministration by foreign investors, police and chiefs. Outline **four** ways through which the Commission on Administrative Justice may address this vice. **(8 marks)**
- b) As an Assistant County Commissioner in Kanungo division, highlight **six** elements of religious values you may sensitize the residents on. **(12 marks)**
- c) Sugarcane casual workers in Kanungo Division are subjected to inhuman working conditions. Devise **four** ways the Assistant County Commissioner may use to promote social justice in the Division. **(8 marks)**
- d) Explain **six** aspects of conflict of interest as provided in the Public Officers Code of Conduct and Ethics, 2016 that has been violated by the police and chiefs in Kanungo division. **(12 marks)**

**SECTION B: ANSWER ANY THREE QUESTIONS (60 MARKS)**

2. a) The sessional paper No. 8 of 2013 on National Values and Principles of Governance is critical in the promotion of national values. Explain **five** reasons for enactment of the sessional paper. **(10 marks)**
- b) As an Assistant County Commissioner you are expected to ensure fair competition in recruitment of the youth under 'Kazi Mtaani'. Highlight **five** considerations during the recruitment process. **(10 marks)**
3. a) Sean, an Assistant County Commissioner in Katuu Division, is expected to promote sustainable development in his area of jurisdiction. Formulate **six** strategies that he may use to realize this. **(12 marks)**
- b) Describe **four** instances that may amount to sexual harassment according to the provisions of the Public Service Code of Conduct and Ethics, 2016. **(8 marks)**
4. a) As an Assistant Secretary in Mapato Ministry, explain **five** benefits that the Ministry may derive from implementing values and principles of public service in service delivery. **(10 marks)**
- b) The rights of marginalized groups need to be protected. As an Administrative Officer, highlight **five** ways you would ensure this. **(10 marks)**
5. a) As an Assistant Secretary in the State department for Ethics, Assess **five** approaches that you may use in enhancing adherence to the Public Service Code of Conduct and Ethics, 2016 in the Department. **(10 marks)**
- b) Sports are one of the change agents in promotion of national values and principles of governance. As an Assistant County Commissioner, explain **five** Values that may be promoted through sports in your area of Jurisdiction. **(10 marks)**