PAN AFRICA CHRISTIAN UNIVERSITY

SCHOOL OF HUMANITIES AND SOCIAL SCIENCES

END OF SEMESTER EXAMINATION FOR DIPLOMA IN COMMUNITY DEVELOPMENT AND SOCIAL WORK

JANUARY-APRIL 2026 TRIMESTER

CAMPUS: ROYSAMBU

DEPARTMENT: COMMUNITY DEVELOPMENT

COURSE CODE: DCS 111

COURSE TITLE: ORGANIZATION OF SOCIAL SERVICES DELIVERY ONLINE EXAM

EXAM DATE:

DURATION: 3 HOURS

TIME: 5:30PM-8:30PM

INSTRUCTIONS

- Read the instructions and questions carefully before you write the answers.
- Answer any THREE questions
- *ALL PAC University's examination rules and regulations apply*

QUESTION ONE (20 MARKS)

The Government of Kenya introduced a cash transfer programme targeting elderly persons in Turkana County. However, after one year, an evaluation revealed several problems. Some elderly persons were excluded despite being eligible. Payments were delayed frequently, and some beneficiaries reported being asked to pay unofficial "facilitation fees." Additionally, many beneficiaries did not understand the purpose of the programme or how it operated.

Questions

(a) Identify and explain FOUR (4) challenges affecting the effectiveness of the cash transfer programme in this case.
(8 marks)

(b) Discuss FOUR (4) ways in which the government can improve transparency and accountability in the programme.
(8 marks)

(c) Explain TWO (2) roles of social workers in improving the effectiveness of such programmes.
(4 marks)

QUESTION TWO (20 MARKS)

An NGO introduced a free maternal health programme in an informal settlement in Nairobi. Although the services were free, attendance remained low. A community assessment revealed that many women did not trust the NGO staff, some feared discrimination, and others were not involved in programme planning.

Questions

(a) Explain FOUR (4) factors that may have contributed to low utilization of the health services.
(8 marks)

(b) Discuss FOUR (4) strategies the NGO could use to improve community participation and trust.
(8 marks)

(c) Explain TWO (2) benefits of community participation in social service delivery.
(4 marks)

QUESTION THREE (20 MARKS)

In a rural county, different organizations provide social services independently. The county government provides food aid, an NGO provides education support, and another organization provides health services. However, there is no coordination among these organizations. As a result, some families receive multiple services while others receive none.

Questions

(a) Define the concept of fragmented service delivery.
(4 marks)

(b) Explain FOUR (4) negative effects of fragmented service delivery illustrated in the case study.
(8 marks)

(c) Discuss FOUR (4) ways coordination among service providers could improve social service delivery.
(8 marks)

QUESTION FOUR (20 MARKS)

Social workers in a county office are responsible for assisting vulnerable children. However, many social workers are demotivated due to low salaries, lack of transport, heavy workloads, and lack of recognition. As a result, service delivery has declined, and many vulnerable children are not receiving adequate support.

Questions

(a) Identify and explain FOUR (4) factors contributing to low motivation among social workers.
(8 marks)

(b) Discuss FOUR (4) effects of low staff motivation on social service delivery.
(8 marks)

(c) Propose TWO (2) measures that could improve staff motivation.
(4 marks)

QUESTION ONE (20 MARKS)

(a) FOUR challenges affecting programme effectiveness (8 Marks)

Award: 2 marks each × 4 = 8 marks

Expected answers:

1. Exclusion errors
    - Eligible elderly persons not enrolled due to poor targeting or weak registration systems.
2. Payment delays
    - Irregular payments reduce programme reliability and beneficiary trust.
3. Corruption and unofficial fees
    - Staff demanding bribes undermines programme integrity and access.
4. Lack of beneficiary awareness
    - Poor communication prevents beneficiaries from understanding programme benefits.
5. Weak monitoring systems
6. Poor administrative capacity

(Any relevant FOUR)

(b) FOUR ways to improve transparency and accountability (8 Marks)

Award: 2 marks each × 4 = 8 marks

Expected answers:

1. Establish grievance reporting mechanisms
2. Digitize payment systems (mobile money)
3. Conduct regular programme audits
4. Provide public awareness campaigns
5. Community monitoring committees
6. Clear eligibility criteria

(c) TWO roles of social workers (4 Marks)

Award: 2 marks each × 2 = 4 marks

Expected answers:

1. Educate beneficiaries about programme rights and procedures
2. Identify eligible beneficiaries
3. Monitor programme implementation
4. Advocate for vulnerable groups

QUESTION TWO (20 MARKS)

(a) FOUR factors contributing to low utilization (8 Marks)

Award: 2 marks each

Expected answers:

1. Lack of trust in service providers
2. Fear of discrimination
3. Lack of community participation
4. Cultural barriers
5. Lack of awareness
6. Poor communication

(b) FOUR strategies to improve participation and trust (8 Marks)

Award: 2 marks each

Expected answers:

1. Community engagement meetings
2. Hiring community health workers
3. Awareness campaigns
4. Inclusive programme design
5. Feedback mechanisms

(c) TWO benefits of community participation (4 Marks)**

Award: 2 marks each

Expected answers:

1. Improves programme ownership
2. Enhances programme sustainability
3. Improves service relevance
4. Builds trust

QUESTION THREE (20 MARKS)

(a) Definition of fragmented service delivery (4 Marks)**

Full marks answer must include:

Fragmented service delivery refers to a situation where different service providers operate independently without coordination, resulting in duplication, inefficiency, and unequal access.

- Full definition: 4 marks
- Partial definition: 2 marks

(b) FOUR negative effects (8 Marks)

2 marks each

Expected answers:

1. Duplication of services
2. Inefficient resource use
3. Unequal access
4. Exclusion of vulnerable groups
5. Poor service outcomes

(c) FOUR ways coordination improves delivery (8 Marks)**

2 marks each

Expected answers:

1. Improved efficiency

2. Better resource allocation
3. Improved service coverage
4. Reduced duplication
5. Improved planning

QUESTION FOUR (20 MARKS)

(a) FOUR causes of low motivation (8 Marks)**

2 marks each

Expected answers:

1. Low salaries
2. Heavy workloads
3. Lack of transport
4. Lack of recognition
5. Poor working conditions

(b) FOUR effects of low motivation (8 Marks)**

2 marks each

Expected answers:

1. Reduced service quality
2. Poor client outcomes
3. Staff absenteeism
4. Reduced productivity
5. Poor programme performance

(c) TWO measures to improve motivation (4 Marks)**

2 marks each

Expected answers:

1. Increase salaries

2. Provide transport
3. Provide training
4. Recognition and rewards