



**RIARA SCHOOL OF INTERNATIONAL RELATIONS & DIPLOMACY
NURTURING INNOVATORS**

JANUARY – APRIL 2026 TRIMESTER

**EXAMINATIONS FOR DIPLOMA OF ARTS IN INTERNATIONAL
RELATIONS & DIPLOMACY**

INSTRUCTOR: FRANKLIN M. MURIANKI

UNIT CODE:RDIR 6212:INTERNATIONAL ORGANISATIONS

DATE: APRIL 2026

TIME: 2 HOURS & 30 MINS

GENERAL INSTRUCTIONS:

Students are NOT permitted to write on the examination paper during reading time.

This is a closed book examination. Text book/Reference books/notes are not permitted.

SPECIAL INSTRUCTIONS:

- 1 Write your REGISTRATION NO. Clearly on the answer booklet(s).**
- 2 Answer all Questions in Section A and ANY other TWO questions in Section B.**
- 3 Questions in all sections should be answered in answer booklet(s).**
- 4 Marks allocated to each question are shown at the end of the question.**
- 5 PLEASE start the answer to EACH question on a NEW PAGE.**
- 6 For the questions, write the number of the question on the answer booklet(s) in the order you answered them.**
- 7 Write your answers in paragraph form unless stated otherwise.**
- 8 Keep your phone(s) SWITCHED OFF at the front of the examination room.**
- 9 Keep ALL bags and caps at the front of the examination room and do not refer to any unauthorized material before or during the course of the examination.**
- 10 You are only allowed to leave the examination room 30 minutes to the end of the Examination.**



SECTION A (COMPULSORY 20 MARKS)

QUESTION ONE

CASE STUDY:

Analysing One International Organization Comprehensively — Using Simon Sinek's Start With Why

CASE SCENARIO:

During class, your lecturer assigned a group exercise: each team was to comprehensively analyse ONE international organization of their choice, leveraging Simon Sinek's "Start With Why" publication to explain how and why the organization was founded. Teams were required to examine the organization's **WHY** (founding rationale and purpose), its **HOW** (operational approach and processes), and its **WHAT** (functional outputs and programmes). Teams were also required to address how international organizations are formally created and how they become legitimized under international law.

Consider the following statement from your lecturer: 'International organizations do not simply appear — they are political creations, born out of specific historical moments, negotiated by states with particular interests, and legitimized through international law. To understand what an IO does, you must first understand WHY it was created and by WHOM.'

(a) Select ONE international organization of your choice (other than the United Nations itself). Apply Simon Sinek's WHY – HOW – WHAT framework to explain the founding rationale, operational approach, and functional outputs of your chosen organization.

(6 marks)

(b) Explain the legal and political process through which international organizations are created and become legitimate under international law. Your answer must address the role of treaties, state consent, and legal personality, with specific reference to your chosen organization.

(7 marks)

(c) Critically assess whether your chosen organization has remained faithful to its original mandate, or whether it has evolved beyond what its founders intended. Support your assessment with specific examples.

(7 marks)

(20 Marks)



SECTION B: 40 MARKS (Choose any TWO questions)

QUESTION TWO

Controversies Surrounding WHO Operations During the COVID-19 Pandemic, 2020–2021

CASE SCENARIO:

The World Health Organization's mandate states that its objective is 'the attainment by all peoples of the highest possible level of health.' Yet during the COVID-19 pandemic, WHO faced unprecedented and numerous controversies.

Examine this case not simply as a health failure, but as a case study in how international organizations operate under political pressure — and what reforms might protect their independence and effectiveness. The question raised in class was: 'Discuss the controversies of WHO in their operations in 2020 on COVID-19.'

- (a) State the precise mandate of the World Health Organization and their global operations
(5 marks)
 - (b) Discuss comprehensively the controversies surrounding WHO during the COVID-19 pandemic (2020–2021). Your answer must address both the institutional shortcomings of WHO and the political pressures exerted by member states.
(10 marks)
 - (c) What specific reforms to WHO's governance structure, funding model, and enforcement powers would you recommend to prevent similar controversies in future global health emergencies?
(5 marks)
- (20 Marks)

Question THREE (20 Marks)

The World Bank and the International Monetary Fund were established at the Bretton Woods Conference in 1944..Zambian economist Dambisa Moyo addressed these institutions and their relationship with Africa in her book *Dead Aid*.

- (a) Briefly state the history, founding context, and respective mandates of the World Bank and the IMF.
(6 marks)
- (b) Drawing on Dambisa Moyo's publication, analyse the relationship between the Bretton Woods Institutions and African states with specific reference to the impact of Structural Adjustment Programmes.
(8 marks)
- (c) In your view, can the World Bank and IMF genuinely serve African development interests? Justify your position.
(6 marks)



QUESTION FOUR

CASE STUDY: The United States Withdraws from 66 International Organizations — Implications for the Future of Multilateralism

CASE SCENARIO:

On 20 January 2025, the administration of U.S. President Donald Trump announced the withdrawal of the United States from 66 international organizations and global bodies, including multiple United Nations agencies covering climate change, gender equality, peacebuilding, global health, and multilateral trade. The administration argued these institutions no longer served American national interests. Simultaneously, the U.S. announced the suspension of its financial contributions to the United Nations — a critical development, as the United States has historically been the largest single contributor to both the UN regular budget and peacekeeping operations.

Critics from across the diplomatic and scholarly community warned that this move could destabilize the multilateral system constructed over 80 years. Smaller states and regional organizations faced difficult questions about how to fill funding gaps and maintain institutional momentum without the world's most powerful economy.

- (a) Drawing on Realist, Liberal, and Constructivist international relations theory, analyse why the United States would make this decision and what it reveals about the limits of international organizations. (8 marks)
- (b) Assess the practical consequences of U.S. withdrawal and financial suspension for the United Nations system — including peace operations, humanitarian agencies, and the broader global governance architecture. (6 marks)
- (c) Give your personal take and prediction: "The Future of the United Nations." Be bold, be specific, and justify your position with arguments grounded in evidence and theory. After which you can also narrate what you would want to see -since you are the current leaders of today. (6 marks)

(20 Marks)



QUESTION FIVE

CASE STUDY:

The United Nations Department of Peace Operations (UN DPO) — Structure, Mandate, and Missions in Africa

CASE SCENARIO:

The United Nations Department of Peace Operations (UN DPO), formerly known as the Department of Peacekeeping Operations (DPKO), is the principal organ within the UN Secretariat responsible UN peace operations worldwide. As of 2025, the UN DPO oversees multiple active missions across Africa and beyond, including UNSOM — the United Nations Assistance Mission in Somalia — one of the most operationally complex missions on the continent.

- (a) Discuss in detail and Describe the United Nations as an organization, including the UN Charter, and the UN principal organs, and explain how the UN DPO fits within the broader UN system. (5 marks)
- (b) Explain what the United Nations Department of Peace Operations does. Include its precise mandate, core functions, and its relationship to the UN Security Council. (10 marks)
- (c) Name and briefly describe THREE active or recent UN DPO missions, including UNSOM. For each mission, identify: the country/conflict context, the mandate it operates under, and one key operational challenge. (5 marks)

(20 Marks)