

**The Role of Non-Governmental Organizations in Humanitarian Development in Africa:
A Case Study of Kenya Red Cross in Kenya**

UNIVERSITY OF NAIROBI

DEPARTMENT OF DIPLOMACY AND INTERNATIONAL STUDIES

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DECLARATION

This project is my original work and has not been submitted for the award of a degree in any university.

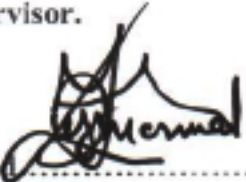
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DEDICATION

I dedicate this dissertation to my family who encouraged me to pursue this Master's degree.

Thanks to God for giving me the strength and wisdom to pursue these studies further.

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CHAPTER ONE

1.1 Introduction to the Study

This study examines the role of non-governmental organizations (NGOs) in humanitarian development in Africa with a specific case study of the Kenya Red Cross. The study also examines challenges affecting non-governmental organizations in humanitarian development. Finally, it seeks to analyse policy recommendations that will enhance the role of Kenya Red Cross in humanitarian development in Kenya.

1.2 Background

In most of sub-Saharan Africa, there was a spate of new NGOs around the time of independence.¹ Given the association of private voluntary organizations with the brutal colonial system, one question that begs an answer is how they survived in the same communities in which they previously falsified their motives. One view is that they quickly reconstructed themselves into community development organs with indigenous administrations.

Generally, African governments enjoyed reasonable economic growth from the 1950s through to the 1970s.² This was spumed by international financial support under modernization development models adopted for former colonies. Governments as recipients of massive financial aid became visible development actors through setting up public enterprises and providing social services at subsidized rates.

There was a visible absence of support to Community Based Organizations (CBOs) by international non-governmental organizations (INGOs). The exception was the case of

¹ Porter, Gina. "Living in a walking world: rural mobility and social equity issues in sub-Saharan Africa." *World development* 30, no. 2 (2002): 285-300.

² Bloom, David E., Jeffrey D. Sachs, Paul Collier, and Christopher Udry. "Geography, demography, and economic growth in Africa." *Brookings papers on economic activity* 1998, no. 2 (1998): 207-295.

NORDIC organizations whose presence was visible. NORDIC countries did not participate in the colonization of Africa and by extension did not have an interest in its resources. This trend has a telling effect of revealing that other than being developmental and humanitarian, NGOs operate in ideologically friendly environments. The converse can be true that their proliferation on liberal soil facilitates maximization of benefits accruing to their sponsors.

After 1991, NGOs concentrated on poverty alleviation in response to the negative impacts of Structural adjustment programs (SAPs).³ They received encouragement from the Social Dimensions of Adjustment Program adopted to minimize social costs of economic adjustment on disadvantaged groups. The thrust of the program was to involve NGOs in the poverty alleviation strategy. On their part, NGOs began to engage the government on policy changes determining the direction of economic development such as channelling assistance to the poor in society. Many international NGOs entered the field of community development.⁴ On the other hand, national NGOs experienced a sharp decline in their activities due to low levels of government financial support. The channelling of effort towards advocacy marked the ground-breaking thrust of INGOs to create a favourable environment for the free market system. The poor rural communities dominated by women continued to be the targets of development assistance. The failure by the government to render support for development was exposed and this could have important consequences on the perception of donors by the largely illiterate rural folk.

1.3 Problem Statement

³ Sverrisson, Alan. "The Politics and Governance of Poverty Alleviation Programmes: Is Sub-Saharan Africa Learning from Latin America?." In *A World without Famine?*, pp. 449-488. Palgrave Macmillan, London, 1998.

⁴ Thiessen, Chuck. "NGOs and post-violence community development: holistic, multi-track ventures in Afghanistan." *Development in Practice* 21, no. 7 (2011): 930-942.

When disasters such as famine, drought, fire, floods, and terror attacks among others occur they result in both direct and indirect consequences such as human fatalities damage to property, negatively affecting the social-economic pillar and in addition psychological consequences to victims. The operations around disaster response and management are complex due to the delicate and multifaceted nature of occurrence, for example, the manner in which operations are initiated when disaster strikes, cost and efficiency trade-offs are weighed against each other to ensure maximum results are met. Tackling large scale disasters in a short period of time is not only challenging but also poses an immediate risk to the responders.⁵ This study, however, will concentrate on the role of non-governmental organizations in humanitarian development in Africa through a case study of one of the major voluntary based humanitarian organizations.

This study seeks to explore the role played by a non-governmental organization in carrying out their humanitarian operation in Africa with a specific case study of analysing the factors affecting the operations of Kenya Red Cross. This case study will highlight the roles, challenges and opportunities for a non-governmental organization to enhance their operational mandate more effectively and efficiently. Kenya like any other African on the continent is prone to disaster at the most unexpected timings, government efforts alone are not able to adequately address all arising disasters in the country at once due to limited capacity in both human and financial resources. Thus the gap for non-governmental organizations presents itself to complement government efforts in alleviating poverty and human suffering. Kenya Red Cross plays a critical role in complex disasters through its elaborate disaster management team and volunteers step in. This research seeks to find the role non-governmental organizations play, challenges and suggest policy recommendations in humanitarian development in Africa.

⁵ Abdi, Leyla. "Institutional factors influencing performance of maternal health projects in Kenya a case of Linda mama project in Isiolo county, Kenya." PhD diss., UoN, 2020.

1.4. Research Questions

- i. What is the role of non-governmental organizations in humanitarian operations in Africa?
- ii. What are the policy measures used in enhancing Red Cross operation in Kenya?
- iii. What are the key challenges affecting humanitarian operations in Red Cross in Kenya?

1.4.2 General objective

The general objective is to investigate the role of non-governmental organizations in humanitarian development in Africa.

1.4.3 Specific objectives

- i. To explore the role of non-governmental organizations in humanitarian operations.
- ii. To the policy measures used in enhancing non-governmental organization a case study of Red Cross operations in Kinango sub-county in Kwale County
- iii. To examine key challenges affecting operations of Kenya Red Cross relief food distribution program in Kinango sub-county in Kwale County Kenya.

1.5 Literature review

This section reviews the literature on the role of non-governmental organizations in humanitarian development in Africa, challenges affecting non-governmental organizations in Humanitarian development and policy recommendations that will enhance the role of the Kenya Red Cross in humanitarian development in Kenya.

1.5.1 Theoretical Literature Review

Social Action Theory

Social Action Theory was developed by Max Weber and it had the responsibility to observe the way human behaviours relate to cause and effect in the social set-up. This theory considers the reaction and actions of people because of the assumption that human behaviour and actions differ based on the prevailing social conditions and the way different groups of people will be affected by the actions. Individuals/groups of people tend to modify actions to bring a desirable reaction when they find out that a potential reaction will be undesirable.⁶

The theory is essential for the study since it responds to the needs of communities to be connected with NGOs that respond to the desired needs and have a long-term sustainability aspect of humanity. The changes that NGOs bring should be in line with the needs of the affected people. They provide humanitarian support and they engage with the community in all processes so that they can modify their actions to bring the desired effect on the people. The theory also has a weakness of looking at sustainability from a thin approach of meeting the needs, humanitarian and sustainable development is a very wide concept and requires a broader view from many angles for it to be realized and not only meeting the needs of the affected community.

1.5.2 Empirical Literature Review

This section explains the literature around the three objectives being investigated.

1.5.2.1 The Role of Non-Governmental Organizations in Humanitarian Operations

The NGOs which existed before the 1990s, operated under very strict state control. There was a visible absence of support to CBOs by INGOs. The exception was the case of NORDIC organizations whose presence was visible. NORDIC countries did not participate in the

⁶ Weber, Max. *The theory of social and economic organization*. Simon and Schuster, 2009.

colonization of Africa and by extension did not have an interest in its resources. This trend has a telling effect of revealing that other than being developmental and humanitarian, NGOs operate in ideologically friendly environments. The converse can be true that their proliferation on liberal soil facilitates maximization of benefits accruing to their sponsors.

After 1991, NGOs concentrated on poverty alleviation in response to the negative impacts of SAP.⁷ They received encouragement from the Social Dimensions of Adjustment Program adopted to minimize social costs of economic adjustment on disadvantaged groups. The thrust of the program was to involve NGOs in the poverty alleviation strategy. On their part, NGOs began to engage the government on policy changes determining the direction of economic development such as channelling assistance to the poor in society. Many international NGOs entered the field of community development.⁸ On the other hand, national NGOs experienced a sharp decline in their activities due to low levels of government financial support. The channelling of effort towards advocacy marked the groundbreaking thrust of INGOs to create a favourable environment for the free market system. The poor rural communities dominated by women continued to be the targets of development assistance. The failure by the government to render support for development was exposed and this could have important consequences on the perception of donors by the largely illiterate rural folk.

1.5.2.3 Policy Measures Used in Enhancing Operations of NGOs

Democratization policies and strengthening the civil society ideals, non-governmental organizations are created so as to fill in gaps of specific needs that exist in the community with an objective to alleviate the suffering. The governance and management body is

⁷ Sverrisson, Alan. "The Politics and Governance of Poverty Alleviation Programmes: Is Sub-Saharan Africa Learning from Latin America?." In *A World without Famine?*, pp. 449-488. Palgrave Macmillan, London, 1998.

⁸ Thiessen, Chuck. "NGOs and post-violence community development: holistic, multi-track ventures in Afghanistan." *Development in Practice* 21, no. 7 (2011): 930-942.

entrusted to formulate policies and procedures that ensure effective and efficient operations of its activities and projects. Their operations and projects gravitate around planning policies, implementation policies, Monitoring and evaluating policies.

a) Planning Policies

For efficient operation running of NGOs, they must have proper policies on planning. Planning is one of the critical steps in a project life cycle and the operations of an NGO to actualize its objectives. Planning focuses on the parameters of cost, quality, and time of a project. During a project life, the focus is done on three key issues or parameters namely- quality, cost and time.

b) Timely Implementation of Activities Policies

A good plan is useless unless it is executed efficiently. This involves testing the best-chosen alternative, operationalising and continuous evaluation to achieve the desired results. A certain amount of rules and procedures is vital for the success of the food distribution program. This involves an appropriate feedback system, open communication channels and adjusting the program plan is key for implementing the distribution activities.

c) Monitoring Policies

Monitoring helps in the formulation, regular collection, analysis of data in assisting in timely decision making in ensuring accountability. Monitoring helps in keeping track of the progress or hiccups of the relief food program at the earliest possible time. This will help the Red Cross in assessing the degree of performance with respect to the set targets and standards.

Ndegwa has however argued that the lack of suitable monitoring and evaluation systems capable of coordinating the activities has impacted negatively on the level of community empowerment such as food assistance in development policies. Whereas Ndegwa's work is a

major contribution to the literature on relief and development, it found out that grassroots organizations and local non-governmental organizations (NGOs) have a particularly valuable role to play in the suitability of relief and development. Towards this earlier Koechen and Deutsch's (1980) contributions identified eight dimensions of evaluation participation, based on broad characteristics of pluralization of agents, dispersion in geographical space, functional specialization, feedback fitting and responsiveness, coordination in performance, participation in performance participation in structural design. The argument here is that participatory development planning through community participation or decentralization is an aspect of organization structure, just like orderliness, complexity and structural clarity, amongst others.

d) Evaluation Policies

Evaluation is very crucial in determining the project relevance, effectiveness and efficiency of a project. Such information could help aid agencies such as the Kenya Red Cross food distribution activities like in the case of Kwale County district why activities succeeded or failed.

The impact evaluation of District Focus for Rural Development has observed that the role of community participation in the DFRD is to improve the performance of an institution/organization. The performance of an organization is in turn dependent on its structural-functional qualities. In a planning framework, to functional properties of the planning machinery should enable the organization to identify the request and needs of clients and provide the necessary services, the level of accessibility and quality of the planning machinery.

1.5.2.2 Challenges Affecting Key Humanitarian Operations

NGOs have expressed difficulty in finding sufficient, appropriate and continuous funding for their work.⁹ They play an even greater role in Kenya where the government is faced with massive problems of poverty, illiteracy and unemployment.¹⁰ In assessing the challenges of NGOs in development, their capacity and efficiency are the basis for their failure or success. They face a number of constraints in their operations. It is noted from the study that a number of factors contribute to the failure by NGOs to develop effectively the communities with which they are involved.

a) Lack of Adequate funds

The source of funding has a major impact on the operational flexibility of NGOs as donors prescribe terms that favour their interests. It follows that NGOs should satisfy conditions set by donors if they are to benefit from sustained funding. Unfortunately, donor goals may not represent the development priorities of beneficiaries “project identification and selection.” This analogy applies to national governments in Africa which have been vigorously pursuing strategies to extricate themselves from restrictive measures which do not favour their development priorities.

b) Lack of Government Support and Appropriate Institutions

The success of NGO development initiatives depends to a large extent on the forging of a partnership with the government.¹¹ Such a relationship encourages the creation of a supportive environment reflected by the behaviour of public servants and policy. The essence of this approach is the implementation of a decentralized policy. The effectiveness of CBOs

⁹ Peachey, Jon Welty, Adam Cohen, Nari Shin, and Bruno Fusaro. "Challenges and strategies of building and sustaining inter-organizational partnerships in sport for development and peace." *Sport Management Review* 21, no. 2 (2018): 160-175.

¹⁰ Al'Abri, Khalaf. "The impact of globalization on education policy of developing countries: Oman as an example." *Literacy Information and Computer Education Journal* 2, no. 4 (2011): 491-502.

¹¹ Bratton, Michael. "The politics of government-NGO relations in Africa." *World Development* 17, no. 4 (1989): 569-587.

is enhanced by giving them more autonomy than assigning resource management to institutions imposed from above.

Rodrick Mupedziswa refers to the “ivory tower syndrome” characterized by a tendency to look down upon grassroots people as a hindrance to the effectiveness of NGOs. He argues that rural people are not viewed as rational.¹² This attitude by technocrats tends to kill any motivation for participation at the grassroots level. Although participation is included in-country plans, participatory structures are inadequate on the ground hence creating tension between technocrats and civil society.

c) Poor Infrastructure

Plateau Jean-Philippe argued that infrastructural problems are more serious in rural areas and need to be given more stress than the financial incentives. Rural areas need link roads connecting them to major highways and nearby small towns.¹³ The economic viability of several micro-enterprises depends on the existence of road linkages. Rural areas are not well connected by road networks leading to problems of access. This inhibits the logistics and mobility of non-government operations as they are unable to efficiently access areas where their assistance is needed most.

d) Interests of Donors

Alan Fowler argues that NGO organizational structures “seem to have emerged from their history rather than being appropriately designed for the purpose of micro-level development.”¹⁴ For example, conservation NGOs that are engaged in activities appealing to their donors such as saving the rhino are well funded, but rarely undertake activities

¹²Dumba, Ivan G. "The development agenda for non-governmental organizations-a case for Zimbabwe." PhD diss., University of Nairobi, 2005.

¹³ Platteau, Jean-Philippe, and Anita Abraham. "Participatory development in the presence of endogenous community imperfections." *Journal of Development Studies* 39, no. 2 (2002): 104-136.

¹⁴ FOWLER, ALAN. "Prioritizing Institutional Development." A new role for NGO centres for study and development. London: Sustainable Agriculture Programme, IIED (1992).

considered less fashionable such as reversing soil erosion or deforestation in communal areas. Donors' interest tends not to concur with the immediate needs directly affecting the needs community on the ground.

Deborah Eade holds a similar opinion, she states that failure to account for the needs and interests facing the community negatively impacts the operations of non-governmental organizations in areas or regions they are carrying out their mandate.¹⁵ She further states that the rights of beneficiary participation should be taken into account and that the local community should not be forced into top-down approaches they will feel left out.

e) Corruption and Lack of Accountability

Corruption and lack of accountability have been major setbacks to the operations of NGOs in the country. Increased greed as most of the communities struggle to emulate the developed ones has led to increases in corruption among and affecting NGOs. Such lack of transparency can also be attributed to demands for an increased presence of NGO intervention in economic activities, corruption in the public sector with officials demanding “cuts” before approving projects. The erosion in the moral fibre among NGO officials has led to the adoption of a “business as usual” attitude. The media has not been active in exposing corrupt practices among officials.

1.5.3 Gaps in the literature

From the above literature review, little research has been done to evaluate the contribution made by non-governmental organizations in humanitarian development in Africa despite the crucial undertakings they carry out to complement efforts made by state actors. Challenges hindering the execution of non-governmental organizations as they carry out their crucial roles in humanitarian activities across the continent. Challenges of political interference by

¹⁵ Eade, Deborah. Capacity-building: An approach to people-centred development. Oxfam, 1997.

state actors have been observed as bottlenecks faced by the non-governmental organization as they pursue humanitarian development in Africa.

The other gap which has not been much researched on is that despite numerous legal frameworks and policies non-governmental organizations are not autonomous from the state actors even though the state actors of the day are might be the contributors of humanitarian under-development for example nation-states engaged in civil wars. The approaches of resolving the challenges in these communities that require humanitarian development have not been put to the public on whether they exist and if so, are effective in both the long and short term.

This study, therefore, tries to pursue further gaps and also to identify the role of non-governmental organizations such as Red Cross is crucial in humanitarian development in Kenya.

1.6 Hypothesis

To address the main aim of this study, the role of non-governmental organizations in humanitarian development in Africa is answered by analysing the, following hypothesis:

H1: There is a relationship between the roles of non-governmental organizations in humanitarian development in Africa.

H0: There is no correlation between the roles of non-governmental organizations in humanitarian development in Africa.

1.7 Justification of the Study

1.7.1 Policy Justification

This study informs the existing policy and assists policymakers to come up with rules and regulations that address issues related to the role of non-governmental organizations in humanitarian development in Africa, analysing the challenges they face in undertaking their set out roles as well as coming up with better alternatives and approaches that will seek to enhance the dispensation of their roles a specific case study of Kenya Red Cross.

1.7.2 Academic justification

This study is important because it creates new literature in the area of increasing non-state actors in the field of humanitarian development not only in Africa but also at a global level in the field of humanities and social science. This is due to inadequate empirical literature foundation that has resulted from the small number of studies on this subject.

1.7.3 Justification to the General Public

This study helps the general population to understand the role of non-governmental organizations in humanitarian development in Africa, the challenges they face in undertaking their set out roles as well as better alternatives and approaches that will seek to enhance the dispensation of their roles a specific case study of Kenya Red Cross. The recommendations if well applied they can be utilized to assist the Public and African region especially Kenya country on how to understand the role of Kenya Red Cross and how they can acquire humanitarian development arising from it.

1.8 Theoretical Framework

Institutional Theory

The Institutional Theory was developed by Nelson Phillips who argued that the process of forming institutions is important for sustainable development. Institutions are societal

structures that entail normative, cultural cognitive and regulations that unify activities and resources to provide sustainable development in the society for human security. These institutions develop society and shape human engagements in daily life; they enable the accomplishment of certain tasks because they create room for desirable actions to be realized by continued repetition that gives rise to the formation of norms. Through the formation of norms, communities/people will no longer do things just because it is a rule but because it is a norm.¹⁶

Edward and Hulme argued that institution-building or development is an essential perspective that NGOs face in their mandate to pursue community sustainable development. The theory will complement the social action theory that only considers meeting community needs. Because institutional theory is multifaceted, it will be appropriate to be used to understand and get a wider view of NGOs responsibility in advancing humanitarian development.¹⁷

1.9 Methodology of the Study

This section focuses on the sources of data and data collection techniques, sampling procedures adopted and tools for data presentation and analysis.

1.9.1 Research design

This research applied a case study research design that adopts a pragmatic research paradigm that enables an up-close, in-depth, and detailed examination of a subject of study. The case study also enabled investigations to be carried out on every phenomenon of interest in this research within its real-life context. Harwell argues that research design is the methodology used in the study in terms of data collection and analysis so that the needed ideas are brought

¹⁶ Phillips, Nelson. "Discourse or institution? Institutional theory and the challenge of critical discourse analysis." *Debating organization: Point-counterpoint in organization studies* (2003): 220-231.

¹⁷ Edward, M., and D. Hulme. *Beyond the magic bullet: NGO performance & accountability in the cold war world*. Earth Scan, London. *European Governance Papers* 1996; No. C-60-01.

out and key features and information communicated, therefore, the case study approach enabled holistic investigation of the role of non-governmental organizations in Africa more specifically the role of Kenya Red Cross in humanitarian development.

1.9.2 Research Site

This study focuses on Kenya Red Cross, a non-governmental organization located in Kenya as the case study due to its longstanding consistent role in crises and catastrophes management.

1.9.3 Research Target Population

The target group in this research include those working with various NGOs involved with humanitarian aid in Kenya, the officials from the Ministry of Interior and Coordination of National Government and finally, the academicians. The academicians will be targeted so as to be able to get wider information concerning humanitarian assistance and development.

1.9.4 Sample size and sampling

A research sample is that fraction of the population which can give information on behalf of the entire population hence being representative. The standard deviation formula of a population less than 10,000 people was applied.

$$n = \frac{Z^2 P_q}{d^2}$$

Z = standard level of deviation measured in %

P = proportion of the population that has the characteristics/ estimated to have characteristics being measured in %. Since the researcher does not know, p is taken as 50% or 0.5

q = 1- p which is the remaining proportion

without measure d = level of statistical significance /confidence level that is measured in %

Z is 1.96

Table 1.1 Sample size and population

Code	Category	Respondents	Tools	Percentage
1.0	Heads of the households	8	Personal Interview	20%
2.0	Chief and Sub-chief	4	Personal Interview	10%
3.0	Relief committee members	6	Personal Interview	15%
4.0	Village elders	8	2 Focus Group Discussions	20%
5.0	Red Cross Relief workers	4	Personal Interview	10%
6.0	University students	10	2 Focus Group Discussions	25%
7.0	Total respondents	40		100%

Source: (Author 2021)

The procedure of selecting the subject is formulated and it includes the probability sampling that involves the simple random, stratified random while non-probability one includes the convenient and purposive technique.

1.9.5 Data collection method

This study adopted primary and secondary methods of data collection. The primary data collection method involved the use of questionnaires and focus group discussions while secondary data including the use of books, academic journals, the internet and any other literature that was relevant to the study.⁴⁹

The use of both open and close-ended questionnaires was utilized so that the researcher

gathers information from respondents who are literate simultaneously hence saving time during data collection. On the other hand, focus group discussions were used to get in-depth information from the respondents. The researcher interacted with the respondents during group discussions hence obtaining accurate information that will meet the specific objectives.

1.9.6 Data Analysis and Presentation

Data analysis is a process that comes after administering the research tools which can be field data or from the library. It involves the process of inspecting, cleaning, transforming and modelling data to come up with new useful information that explains the possible findings of the study hence more of content analysis method. Presentation is in form of pie-charts, graphs, frequencies tables and even narrations.⁵⁰

1.9.7 Piloting

This is an important aspect because through piloting the questionnaires, the researcher was in a position to refine and remove the unnecessary information. The tools, as a result, will be given to a small number of people working for a non-governmental organization specifically Kenya Red Cross.

1.9.8 Scope and limitation of the research

The study was academic and is focused on the role of non-governmental organizations in humanitarian development in Africa specifically Kenya and the Kenya Red Cross. The study considered the issues of time and limited resources available to come up with a comprehensive study. As a result, there is a limitation in collecting data due to the outbreak of the Coronavirus pandemic hence conducting physical interviews and movements across counties will be restricted due to social distancing and countrywide curfew and partial lockdowns.

1.9.9 Ethical considerations

Ethical considerations was observed by the researcher will undertaking the study. The researcher will be obligated to full disclosure so as to ensure that the respondent is given adequate information to enable him or her to give an informed consent and that the privacy of the respondent is protected while the information he gives is treated with utmost confidentiality.¹⁸ The other burdens include the right of the respondent to remain anonymous without disclosing his identity and the researcher being sensitive to human dignity and well-meaning in his or her intentions. Bearing these ethical considerations in mind, the researcher will strive to be guided by the highest form of restraint and utmost discipline towards the respondent in the course of the research.

1.9.10 Data Analysis and Presentation

This research will relied on both primary source of data and secondary sources of information in gathering and measuring information on targeted variables. Primary data was derived from structured interview that is typically formal and organized, unstructured interview and administration of structured questionnaire, unstructured questionnaire, open and closed ended questionnaire.¹⁹Secondary data will be sourced from a collection and review of books, journals, academic and research paper. The findings were presented through graphs charts and tables.

1.10 Chapter Outline

Chapter One: This chapter highlights the project proposal, entails the problem statement, hypothesis, literature review and methodology of the study.

¹⁸ Brodin, Jane, and Vaska Stancheva-Popkostadinova. "Ethical considerations in child research in light of the convention on the rights of the child." *Journal of Global Change and Governance* 2, no. 2 (2009): 1-16.

¹⁹ White, Michael A., Leanne Y. Atwater, And Deborah A. Mohr. *A Practical Methodology For Identifying Impediments To Productivity.*(Pp 112) Navy Personnel Research And Development Center San Diego Ca, 1981.

Chapter Two: Discusses the role of a nongovernmental organization in Humanitarian Development.

Chapter Three: Discusses the challenges affecting non-governmental organizations in humanitarian development in Africa.

Chapter Four: Analyses and examines the policy recommendations that will enhance the role of the Kenya Red Cross in humanitarian development in Kenya.

Chapter Five: Gives findings, conclusion and recommendations.

CHAPTER TWO

ROLE OF NON- GOVERNMENTAL ORGANISATIONS IN AFRICA

2.0 Introduction

Chapter two of the study looked into the role of non-governmental organizations in humanitarian operations from a global, regional and Kenyan perspective. The study looked into an in-depth analysis of the operations of the Kenya Red Cross in the relief food distribution program at Kinango sub-county, in Kwale County.

2.1 Demographic Characteristics of the Respondents

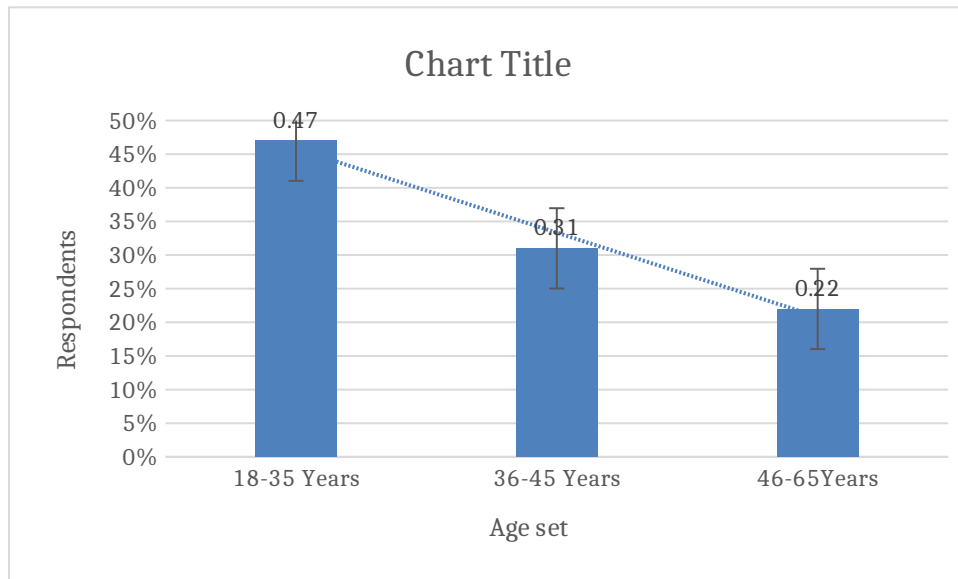
i. Age

The respondents to this study involved people of different ages and this can be outlined as follows.

a) 18-35 Years [47%]

b) 36-45 Years [31%]

c) 46-65Years [22%]



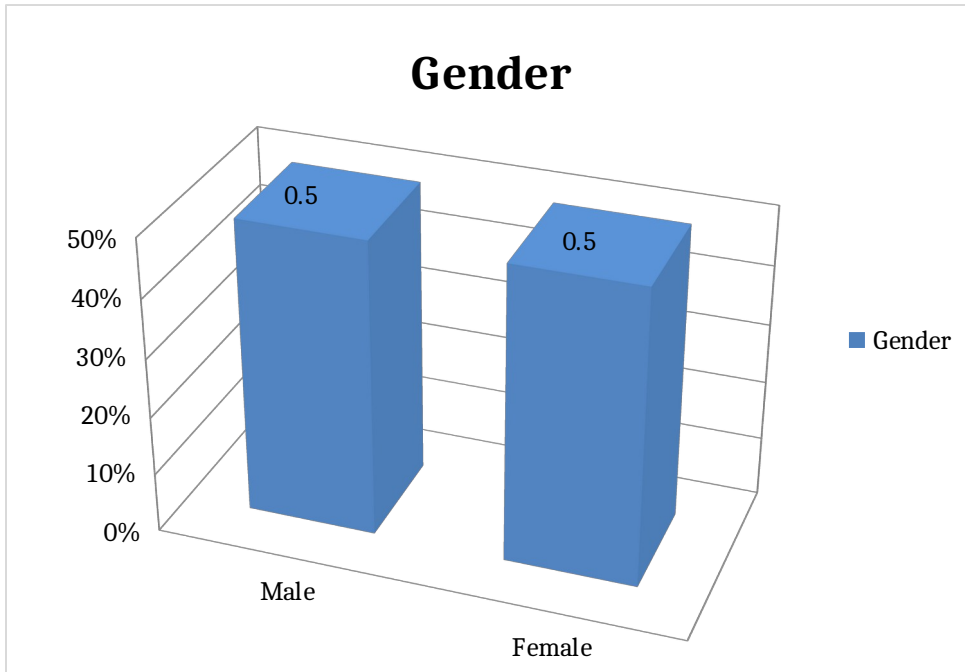
Source: Field Data, 2021

A majority of the respondents were between the age of 18 and 35 years. This is attributed to the fact they possessed credible and informative information regarding this research.

ii. Gender

Apart from age, gender was also another point of consideration as far as the demography of the respondents was concerned was gender.

- a) Male (50%)
- b) Female (50%).

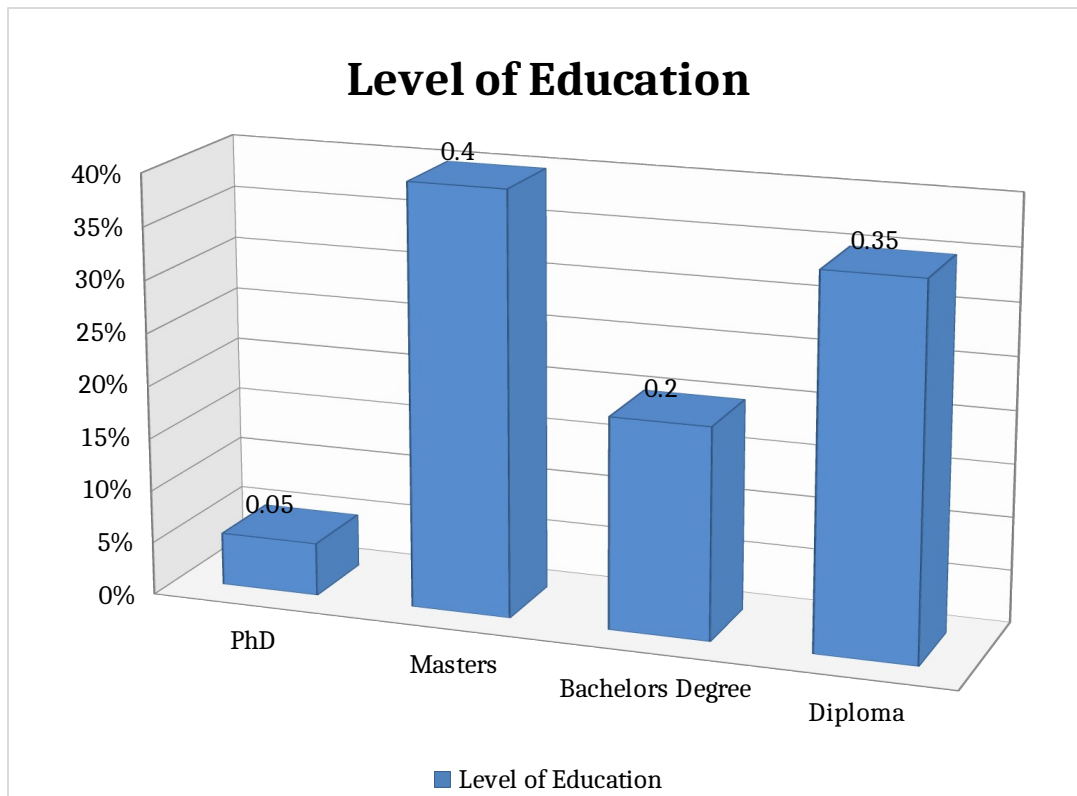


Source: Field Data, 2021

Gender aspect was considered important for this study since humanitarian operations carried out by non-governmental organization are carried out by both genders, both gender play a critical role as some societies in their native culture can only speak or be attended to by a specific gender. It was therefore important to get the perception and views of different groups. The reason as to why there was a selection of equal number of male and female is so as to avoid bias.

iii. Level of Education

The other important factor is the level of education. This study comprised people who hold various awards such as PhD (5%), Masters (40%), Bachelor's Degree (20%), and Diploma (35%).



Source: Field Data, 2021

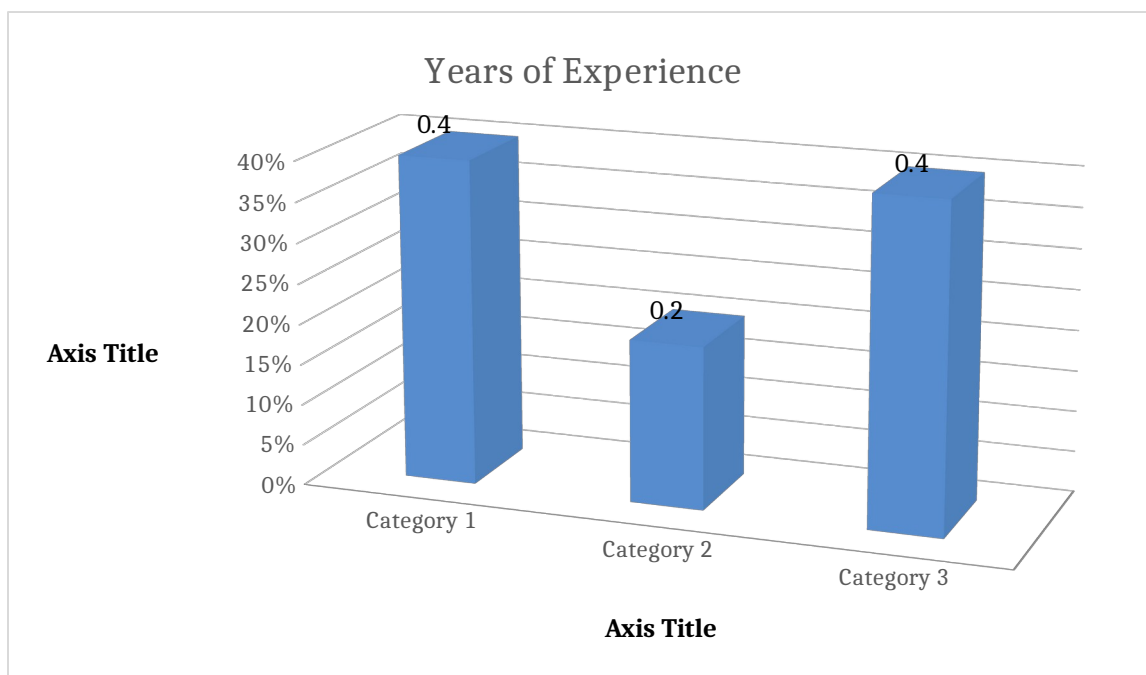
Most of the respondents to this study had a master's degree. The rationale for this choice was that such respondents possessed sufficient knowledge about our topic under research and because they were easily accessible.

iv. Years of experience

Finally, year of experience was the other factor that was put into consideration in this study.

This was outlined as follows.

- a) Category 1: 1-3 (40%)
- b) Category 2: 4-6 (20%)
- c) Category 3: 7-10 (40%)



Source: Field Data, 2021

A majority of the respondents to this study had between 7 to 10 years of experience majorly drawn from 32 to 45 and 46 to 60 age groups bracket. The reason for narrowing down to this was so as to come up with respondents with a wide array of information from their respective fields so as to enrich the quality of the research.

iv) Careers

The respondents included the beneficiaries and other stakeholders. These were identified on the strength and the roles they play in the relief food distribution system. The respondents were distributed across the clusters as shown in table 4.1 below. From the table, 20% of the respondents were heads of households; 10% were chiefs and sub-chiefs; 15% were relief committee members; 20% were village elders; 10% were Red Cross Relief workers and 25% consisted of primary school.

Code	Category	Respondents	Tools	Percentage
1	Heads of the households		Personal Interview	20%

2	Chief and Sub-chief Kinango location	4	Personal Interview	10%
3	Relief committee members	6	Personal Interview	15%
4	Village elders Kinango location	8	2 Focus Group	20%
			Discussions	
5	Red Cross Relief workers	4	Personal Interview	10%
6	Masters Student UON	10	2 Focus Group	25%
			Discussions	
	Total respondents	40		100%

Source: Field Data, 2021

A majority of the respondents to this study were drawn from the ministry of health, the main reason is that they are better informed in health practices, while the Ministry of Foreign Affairs, University of Nairobi academicians, and select embassy officials. The reason for narrowing down to this was to come up with more objective findings to the study.

2.2 Global Development of NGOs

NGO development activities are generally concentrated at the community level, especially in rural areas. They are in diverse fields such as agriculture, fisheries, environmental conservation, and development of infrastructure, forestry and wildlife management.²⁰ In a survey carried out by the Asian Development Bank in 1991 titled, *The Urban Poor and Basic Infrastructure Services in Asia and the Pacific*, among a variety of roles NGOs can play. NEPAD views NGOs as development partners and has acknowledged the inclusion in national structures of the African Peer Review Mechanism as an optional substructure with NGOs being given important roles in assessing development.²¹ The new initiative by the International Monetary Fund (IMF) replacing ESAP is the Poverty deduction Strategy Paper. With this new focus, the role of NGOs is perceived as being a point of contact for their governments and a bridge to the grassroots community.

²⁰ Aldashev, Gani, and Elena Vallino. "The dilemma of NGOs and participatory conservation." *World Development* 123 (2019): 104615.

²¹ Dumba, Ivan G. "The development agenda for non-governmental organizations-a case for Zimbabwe." PhD diss., University of Nairobi, 2005.

Most of Africa was colonized in the eighteenth and nineteenth centuries by mostly European nations. The process of colonization followed the vigorous pursuit of religious agendas by missionaries who considered Africa as a “dark continent.” Their mission was of spreading Christianity and civilization among the “barbaric” societies in Africa. It turned out, however, that these missionaries had the task of “softening the target” ahead of the imperialists who subsequently colonized the continent. The process of decolonization was a lengthy and bloody one with international organizations such as the United Nations (UN) playing a pivotal role. As Firoze Maji argues, “The initial spark for most people was provided by the desire to claim rights to food, shelter, water, land, education, healthcare, and other human rights. Such developments were informed at the grassroots level.”²²

Developments in Europe in the nineteenth century had a direct bearing on the stampede for colonies. Europe evolved from a feudal system of governance to what was to be described as liberal democracy in the late eighteenth to early nineteenth centuries. In the feudal system, politics and economics were dominated by feudal lords who derived their power from the ownership of large swathes of land.

Their capture and subsequent enslavement left a void that contributed to the reduced pace of African development. The practice of agriculture on a large scale basis in Europe yielded huge tradable surpluses for landlords. Proceeds from the disposal of such surpluses were used to start industries that processed products from agricultural enterprises and other activities such as mining. Landlords eventually moved to supervise and manage the thriving industrial concerns which emerged thereafter. The emergent capitalists then realized the need to secure cheaper sources of raw materials leading to the acquisition of colonies. A long relationship with Europe based on the exploitation of Africa’s labour and economic resources had begun.

²² Ibid

The modernization of Europe depended on maintaining a firm grip on and developing a long-term exploitative relationship with the colonies.

European settlers such as industries and commercial farms. Women and children left to take charge of affairs in the rural areas were involved in routine unproductive chores such as fuel gathering and subsistence farming. Rural areas, therefore, came to be associated with poverty, disease and hunger. Charitable organizations administered by missionary societies were set up to minimize the adverse impacts of colonial exploitation on rural and urban poor communities.

These organizations were the precursor of the non-governmental organizations (NGO) enterprise in post-independence Africa.²³ The link between the NGOs and missionary work is supported by many scholars including Firoze Manji who maintains that: “The role of NGOs in development represents a continuity of the work of their precursors, the missionaries and voluntary organizations that cooperated in Europe’s colonization and control of Africa. Today their work contributes marginally to the relief of poverty, but significantly to undermining the struggle of African people to emancipate themselves from economic, social and political oppression.” All the countries in sub-Saharan Africa won their independence and inherited economies crafted to serve the interests of their former colonial masters.²⁴

The task at hand was of establishing infrastructure in previously marginalized sectors of the community where the majority of Africans live. This task has not been easy as the former colonizers still strive to derive benefits from their former “milk cows.” To a large extent, the argument that Europe has a moral obligation to contribute towards Africa’s economic rehabilitation is valid. Activities of NGOs in the sub-region assumed greater vigour and

²³ Manji, Firoze, and Carl O’Coill. "The missionary position: NGOs and development in Africa." *International affairs* 78, no. 3 (2002): 567-584.

²⁴ Beraho, Enoch K. "Colonial history and its effects on Sub-Saharan economic development." *Cross Cultural Management: An International Journal* (2007).

vitality following the granting of independence. In the 1980s the African economic crisis resulted in the during the colonial period, indigenous communities which traditionally had depended on agriculture for a living were driven into unproductive land from which they produced food crops only sufficient for subsistence. The education system introduced had a bias in favour of the European settlers. To this extent, a bottleneck system was developed which restricted the number of Africans who could acquire levels of literacy appropriate for gainful employment and entrepreneurship. The impact of the disablement of the indigenous communities was the creation of a dependency on the economic institutions of prescription of Structural Adjustment Programs which created space for more NGO activities. The NGOs became active in areas where the governments had failed to provide services.

2.3 Evolution of NGOs in Africa

The evolution of NGOs in Africa is closely associated with changes in the social, economic and political conditions.²⁵ Before independence, the settlers evolved a political and economic strategy that marginalized the black population leading to a suppression of civil society. Where government social services were provided, these were to ensure the integrity of structures of colonial rule. Burial societies, women's clubs, church development arms and elite social clubs were the closest form of NGO activity in the black community. The few NGOs in existence were promoted and initiated by settlers through their governments to "civilize" the blacks as with the missionary tradition. As Firoze Manji argues, "For the vast majority of the rural population, it was left to a clutch of charities and missionary groups (what is today's jargon would be recognized as NGOs) to exchange their spiritual wares for material support in education, health, or other social services."²⁶ Such a scenario ideally justified intervention by the government and civil society to improve welfare. On the

²⁵ Hearn, Julie. "African NGOs: the new compradors?." *Development and change* 38, no. 6 (2007): 1095-1110.

²⁶ Manji, Firoze, and Carl O'Coill. "The missionary position: NGOs and development in Africa." *International affairs* 78, no. 3 (2002): 567-584.

contrary, communities were left to fend for themselves on a hand to mouth basis. There was no push by civil society to redress the lack of socio economic development amongst the poor rural communities. The advent of independence witnessed the proliferation of various types of NGOs. One may argue that this was made possible through the accommodation of the new government. Whilst this may be true, NGO intervention was visibly concentrated on relief services which did not have any impact on development. International NGOs became particularly active when SAPs were prescribed by the IMF around 1991. This can be attributed to the fact that NGOs complement the activities of the IMF.

2.4 The Pre-Independence Period

Services were sparse and hardly met the requirements of the sprawling rural communities. Gravel roads were constructed more to facilitate administrative access by the colonial government than to develop the communities. Agriculture remained being of a subsistence nature with cash crop cultivation prohibited. Hospitals and schools were few and far from intended beneficiaries. Community mobilization was suppressed as it was considered to provide a platform for political activism. Development that could improve welfare, therefore, remained a pipe dream for the black communities.

NORDIC countries stood out prominently in channelling aid through the International Red Cross Society and World Council of Churches.²⁷ Their assistance was in the form of medicine, clothing, food and teaching materials. The inaccessibility of rural areas due to the war and restrictions on movements imposed by the government made it difficult for beneficiaries to access the aid. One may observe that despite the international sanctions imposed on the regime, multinational companies had access to raw materials through the

²⁷ Simensen, Jarle. "Religious NGOs and the politics of international aid: the Norwegian experience." In *Forum for Development Studies*, vol. 33, no. 1, pp. 83-104. Taylor & Francis Group, 2006.

apartheid regime in South Africa which maintained close links with Rhodesia.²⁸ The scope to involve civil organizations on behalf of the multinational companies was not there. It is pertinent to derive an important lesson from the early participation of missionaries in voluntary work. This is the effectiveness of projects undertaken jointly by communities under the supervision of Silveira House

As in Zimbabwe, there were no visible development activities by NGOs in Kenya before independence. The few voluntary associations were missionary societies that concentrated on relief work. Missionaries had the infamous role of “collaborating” with the colonial government in suppressing resistance to colonial rule. This was the case in detention centres where they preached against violence. Voluntarism and the white settler agenda seemed to have a point of convergence in the case of Kenya. From the perspective of the theoretical framework chosen, the participatory abilities of the colonized were not developed. At independence, there was a deficiency of capacity in policy formulation and implementation on the part of the disenfranchised population. Rudo Gaidzanwa argues that: “The political and administrative structures provided very little room for policymakers outside the civil service to participate in meaningful policy-making and development.”²⁹

2.5 The Post-Independence Period

In most of sub-Saharan Africa, there was a spate of new NGOs around the time of Independence.³⁰ Given the association of private voluntary organizations with the brutal colonial system, one question that begs an answer is how they survived in the same communities in which they previously falsified their motives. One view is that they quickly

²⁸ Dumba, Ivan G. "The development agenda for non-governmental organizations-a case for Zimbabwe." PhD diss., University of Nairobi, 2005.

²⁹ Gaidzanwa, Rudo. "Gender, women and electoral politics in Zimbabwe." (2004).

³⁰ Porter, Gina. "Living in a walking world: rural mobility and social equity issues in sub-Saharan Africa." *World development* 30, no. 2 (2002): 285-300.

reconstructed themselves into community development organs with indigenous administrations. These organizations have continued to grow in the post-colonial era.

Generally, African governments had been enjoying reasonable economic growth in the 1950s through to the 1970s.³¹ This was spumed by international financial support under modernization development models adopted for former colonies. Governments as recipients of massive financial aid became visible development actors through setting up public enterprises and providing social services at subsidized rates. The impact of these interventions was reflected in dramatic changes in average life expectancy, infant and child mortality rates, literacy levels and educational enrolment and achievement.

This trend was soon reversed following the oil crisis of 1973 which contributed in part to a subsequent recession. The resultant shortage of aid funds and spiralling prices of commodities due to the increase in oil prices contributed to the economic crisis which emerged in sub-Saharan Africa from the 1980s. There was a paradigm shift in the attitudes of donors and development policy-makers, away from the state-centred development models towards the concept of a minimalist state. This marked the era of neo liberalism with its associated Structural Adjustment Programs (SAPs). According to liberal consensus, the function of economic policy was to safeguard the right of the minority to accumulate profits at the highest possible rate referred to as development.

Neo-liberal reforms under adjustment programs caused much of the growth in poverty and inequality in Africa.³² This was a direct result of the withdrawal of government support to welfare programs in the areas of education, health and income generation projects.

³¹ Bloom, David E., Jeffrey D. Sachs, Paul Collier, and Christopher Udry. "Geography, demography, and economic growth in Africa." *Brookings papers on economic activity* 1998, no. 2 (1998): 207-295.

³² Manji, Firoze, and Carl O'Coill. "The missionary position: NGOs and development in Africa." *International affairs* 78, no. 3 (2002): 567-584.

Withdrawal of government support for extension services, provision of agricultural inputs and marketing infrastructure affected peasant farmers adversely.

It can be argued that to present the same neo-liberal economic programs with a more human face, NGOs were co-opted as instruments of development assistance and good governance. Welfare initiatives that accompanied the good governance agenda were in the form of funds to provide “safety nets” for the vulnerable through the NGO sector. As a result, the role of NGOs in the development of third world nations grew precipitously. According to data available, the European Economic Community (EEC) does not intervene directly on the ground but rather channels the bulk of its assistance through NGOs. In 2001, 26% of EEC aid was implemented through NGOs. In 1994 Norway’s development aid of \$8billion surpassing the volume of the combined UN system of \$6billion was channelled through NGOs. The US currently transfers 40% of its aid program through NGOs.³³ It is fact that aid is a major instrument of foreign policy, hence its disbursement is closely related to the furtherance of a donor’s interests. Africa after the Cold War has traditionally interested the West as a source of strategic raw materials.

USAID’s declared strategy for 1998 was to assist Zimbabwe to achieve “sustained growth based on broadened ownership, strengthen community-based environmental and natural resources management, reduce fertility and increase the use of HIV/AIDS prevention methods. This strategy supports overall US interests in developing future markets for American goods and services.”

The NGOs which existed before the 1990s, operated under very strict state control. There was a visible absence of support to CBOs by INGOs. The exception was the case of NODIC

³³ Karajkov, Risto. "Foreign Aid to the Balkans 1990-2005: Who Gave Aid, to Whom, and Why? Disaggregation of Foreign Assistance Flows to the Region of the Balkans in the Period of Transition." (2009).

organizations whose presence was visible. NORDIC countries did not participate in the colonization of Africa and by extension did not have an interest in its resources. This trend has a telling effect of revealing that other than being developmental and humanitarian, NGOs operate in ideologically friendly environments. The converse can be true that their proliferation on liberal soil facilitates maximization of benefits accruing to their sponsors.

After 1991, NGOs concentrated on poverty alleviation in response to the negative impacts of SAP.³⁴ They received encouragement from the Social Dimensions of Adjustment Program adopted to minimize social costs of economic adjustment on disadvantaged groups. The thrust of the program was to involve NGOs in the poverty alleviation strategy. On their part, NGOs began to engage the government on policy changes determining the direction of economic development such as channelling assistance to the poor in society. Many international NGOs entered the field of community development.³⁵ On the other hand, national NGOs experienced a sharp decline in their activities due to low levels of government financial support. The channelling of effort towards advocacy marked the groundbreaking thrust of INGOs to create a favourable environment for the free market system. The poor rural communities dominated by women continued to be the targets of development assistance. The failure by the government to render support for development was exposed and this could have important consequences on the perception of donors by the largely illiterate rural folk.

Despite the positive contribution of NGOs in lieu of government, Julie Hearn describes their role as “NGO-isation” of society. She argues that: “NGO-isation is the clear outworking of western foreign policy aimed at redefining the central relationships between the states,

³⁴ Sverrisson, Alan. "The Politics and Governance of Poverty Alleviation Programmes: Is Sub-Saharan Africa Learning from Latin America?." In *A World without Famine?*, pp. 449-488. Palgrave Macmillan, London, 1998.

³⁵ Thiessen, Chuck. "NGOs and post-violence community development: holistic, multi-track ventures in Afghanistan." *Development in Practice* 21, no. 7 (2011): 930-942.

society and external actors.³⁶ This process should be understood as part of an attempt at societal engineering.” She cites the example of the Protestant Hospital in Kenya and argues that USAID created the hospital’s comparative advantage over the public sector.

CHAPTER THREE

POLICY MEASURES TO ENHANCE OPERATIONS OF NGOS

3.0 Introduction

This chapter analysed policy measures that enhance the operations of NGOs with a case study of Kenya Red Cross Food Relief operation in Kwale County, in carrying out their activities.

³⁶ Hearn, Julie. "The 'NGO-isation' of Kenyan society: USAID & the restructuring of health care." *Review of African Political Economy* 25, no. 75 (1998): 89-100.

In addition, the chapter will look into the efficiency of Kenya Red Cross operations in relief food distribution programs in Kinango Sub-county

3.1 General Policy Framework

Non-governmental organizations are created to fill in gaps of specific needs that exist in the community intending to alleviate the suffering.³⁷ The governance and management body is entrusted to formulate policies and procedures that ensure effective and efficient operations of its activities and projects. Their operations and projects gravitate around planning policies, implementation policies, Monitoring and evaluating policies.³⁸

3.1.1 Planning Policies

For efficient operation running of NGOs they must have proper policies on planning. Planning is one of the critical steps in a project life cycle and the operations of an NGO to actualize its objectives. Planning focuses on the parameters of cost, quality, and time of a project. Determine the indicators for evaluating the impact/outcome; Determine the mitigating factors/risks; Prepare the implementation plan; Establish the Information Management System; Establish the Financial Management System; Determine partners/collaborating associates; Provide sustainability plan; Establish the Logical framework (Log Frame) Provide a feasibility study or environment impact assessment or environmental audit or business plan.

3.1.3 Timely Implementation of Activities Policies

³⁷ Lewis, David, Nazneen Kanji, and Nuno S. Themudo. *Non-governmental organizations and development*. Routledge, 2020.

³⁸ Clark, Ann Marie. "Non-governmental organizations and their influence on international society." *Journal of international affairs* (1995): 507-525.

A good plan is useless unless it is executed efficiently. This involves testing the best-chosen alternative, operationalising and continuous evaluation to achieve the desired results. A certain amount of rules and procedures is vital for the success of the food distribution program. This involves an appropriate feedback system, open communication channels and adjusting the program plan is key for implementing the distribution activities.³⁹

3.1.4 Monitoring Policies

Monitoring helps in the formulation, regular collection, analysis of data in assisting in timely decision making in ensuring accountability. Monitoring helps in keeping track of the progress or hiccups of the relief food program at the earliest possible time. This will help the Red Cross in assessing the degree of performance concerning the set targets and standards.

The monitoring phase also involves a sequence of stages that typically includes: formulation, regular collection, analysis and reporting of data to assist timely decision making, ensure accountability and provide the basis for evaluation from the lessons learnt. Monitoring helps implementers, management and stakeholders keep track of the progress of the project/program as well as an early indication of achievement of objectives. Monitoring aims at assessing the degree of performance concerning the degree of the established targets and standards.⁴⁰ The process involves tracking, counting, observing, interviewing and following up. Monitoring assists to identify bottlenecks as the basis for corrective action, therefore effective monitoring enables one to know where corrective action is required. The monitoring process may be continuous or periodic.

³⁹ Henderson, Keith. "Alternative service delivery in developing countries: NGOs and other non-profits in urban areas." *Public Organization Review* 2, no. 2 (2002): 99-116.

⁴⁰ Harper, Gary W., Augusta Muthigani, Leah C. Neubauer, David Simiyu, Alexandra G. Murphy, Julius Ruto, Katie Suleta, and Paul Muthiani. "The development and evaluation of a national school-based HIV prevention intervention for primary school children in Kenya." *Journal of HIV and AIDS* 4, no. 1 (2018).

Ndegwa has however argued that the lack of suitable monitoring and evaluation systems capable of coordinating the activities has impacted negatively on the level of community empowerment such as food assistance in development policies.⁴¹ Whereas Ndegwa's work is a major contribution to the literature on relief and development, Newman found out that grassroots organizations and local Non-Governmental organizations have a particularly valuable role to play in the suitability of relief and development.⁴² Towards this earlier, Koechen and Deutsch identified eight dimensions of evaluation participation, based on broad characteristics of pluralization of agents, dispersion in geographical space, functional specialization, feedback fitting and responsiveness, coordination in performance, participation in performance participation in structural design.⁴³ The argument here is that participatory development planning through community participation or decentralization is an aspect of organization structure, just like orderliness, complexity and structural clarity, amongst others.

3.1.5 Evaluation Policies

Evaluation is very crucial in determining the project relevance, effectiveness and efficiency of a project. Midterm evaluations help invalidate the results of the initial assessments obtained from monitoring activities. Summative evaluations often carried out at the end of a project or a program provides an overall assessment of project performance, impact as well as the extent to which the project has succeeded in meeting the objectives and potential sustainability. Such information could help aid agencies such as the Kenya Red Cross food distribution activities like in the case of Kwale County why activities succeeded or failed.

⁴¹ Brass, Jennifer N. "Blurring boundaries: The integration of NGOs into governance in Kenya." *Governance* 25, no. 2 (2012): 209-235.

⁴² Ibid

⁴³ Juma, Peter. "The role of community participation in the district focus for rural development planning strategy: A case study of Busia district Kenya." PhD diss., 2005.

Akatch on the impact evaluation of District Focus for Rural Development has observed that the role of community participation in the DFRD is to improve the performance of an institution/organization. The performance of an organization is in turn dependent on its structural-functional qualities. In a planning framework, the functional properties of the planning machinery should enable the organization to identify the request and needs of clients and provide the necessary services, the level of accessibility and quality of the planning machinery. The client, in this case, is the community that should be seen not only as beneficiaries but also as active participants in their cause

3.2 Kenya Red Cross Operational Policies

Humanitarian organisations such as the Kenya Red Cross Society has the mandate to assist victims of hazards or disasters.⁴⁴ If there are no proper policies and framework within which it carries out its operations then it's bound to fail. Lack of policies to govern, mobilise volunteers or even run operations will not be practical and hence if the policies are not adequate or fail to address gaps within the operations of the NGO, then no meaningful impact on the lives of the victims affected by disasters will not be feasible.

3.2.1 Training of staff Policies

Kenya Red Cross has put in place a robust framework within which all staff undergo periodic training to ensure that they are well equipped.⁴⁵ Skilled staff are required in most humanitarian interventions such as the Kenya Red Cross Society. They include relief officers, logisticians, community mobilisers, first aiders, drivers, nutritionists, health workers etc. This skilled staff should be readily available during feasibility studies for effective implementation and success of the relief food distribution program. Skilled staff are assets to programs and

⁴⁴ Mwangi, Mary W. "Strategic management in the Kenya Red Cross Society." PhD diss., University of Nairobi, 2008.

⁴⁵ Gichuhi, Josephine K. "Involvement, opportunities and challenges facing disaster response organizations in Kenya a case study of the Kenya Red Cross Society." PhD diss., University of Nairobi, Kenya, 2010.

training should be a continuous program for the acquisition of new skills in line with the project goals. These policies are necessary as they ensure efficiency in the operations of the organization.

3.2.2 Security policies

Security policies are put into place to ensure that operations of the NGO in insecure regions are not hindered. The management should ensure the safety of project staff as well as resources. Food theft is a common practice that is a challenge to humanitarian agencies in most settings, hence the need to seal loopholes and liaise with security agents in ensuring the safety and security of staff and property is paramount. In certain circumstances planned food distribution programs may be cancelled or rescheduled due to potential danger to staff. Security policies are paramount in the day to day operations of the organization.

3.2.3 Community' Participation Policies

Community participation helps in harnessing local resources in solving local problems. Experience has shown that encouraging community participation leads to more durable solutions to local problems. This may apply to activities such as the food distribution program where beneficiaries have to be identified, schedules made and ration size agreed. Obudho on the evaluation of community participation the DFRD planning strategy has asserted that group action or grassroots management is important in pooling resources together for the full exploitation of the natural resources.⁴⁶

Resources such as financial credit, savings and labour are important in implementing a strategy aimed at improving production systems in rural areas.⁴⁷ This tends to provide a sound

⁴⁶ Wamboyi, Beatrice. "Community participation in tackling the Rural energy problem: a case study of Woodfuel in Ebutanyi sub-location, Vihiga District, Kenya." PhD diss., 1997.

⁴⁷ Ruben, Ruerd, and John Pender. "Rural diversity and heterogeneity in less-favoured areas: the quest for policy targeting." *Food policy* 29, no. 4 (2004): 303-320.

economic base for balanced growth in other sectors. Community involvement at all stages leads to rational utilization of resources geared towards improving standards of living. Likewise, Macoloo found out that programs or policies for the community that do not involve the recipient community in planning are like treating the symptoms but not the disease.⁴⁸ He argued that development policies must be designed to reduce structural factors to enable the community to participate effectively.

3.2.4 Management of Logistics Policies

The planning and mobilization of materials, non-materials and human resources are necessary to ensure that the target groups benefit from a humanitarian aid delivery.⁴⁹ If humanitarian aid organizations plan their logistics poorly or lack policies that guide the in which they carry out the operations more specifically in the management of logistics, then the result will be ineffective intervention and operations. Thus NGOs must put in place a robust logistic policy to ensure efficiency in the delivery of aid and transportation of employees and volunteers to areas where they are required that will be utilized in the movement of goods and employees in carrying out their duties.

3.3 Effectiveness of Kenya Red Cross Policies

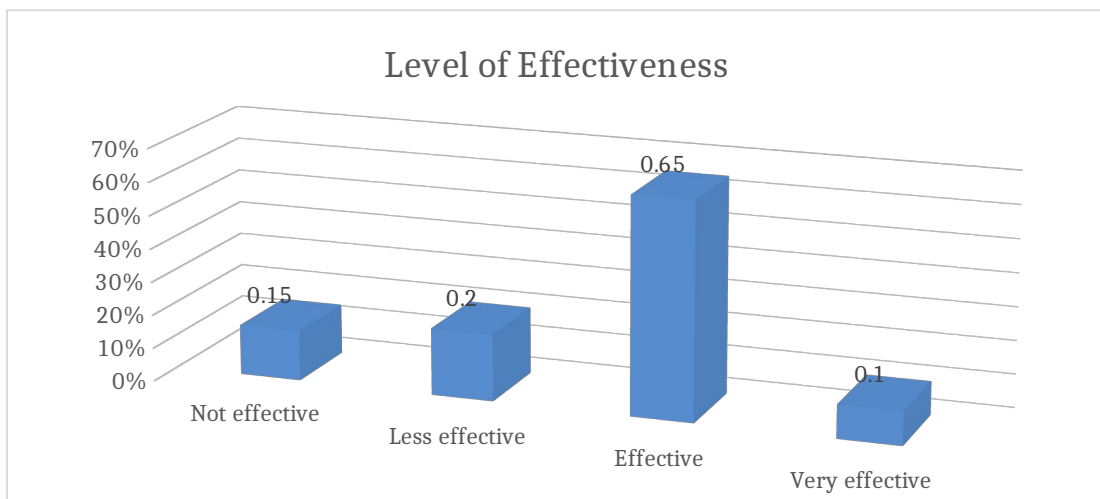
The respondents were asked about how they perceived the effectiveness of the relief food distribution program in Kwale County of Kinango Sub-county. 65% of the respondents stated that the Red Cross was generally effective in the food distribution program, 10% indicated that the Red Cross food distribution program was very effective, 20% said the program was

⁴⁸ Juma, Peter. "The role of community participation in the district focus for rural development planning strategy: A case study of Busia district Kenya." PhD diss., 2005.

⁴⁹ Tendon, Shadrack K. "Impact of the provision of humanitarian aid transit corridors on national security: the case of Kenya, 1989-2005." PhD diss., University of Nairobi, Kenya, 2012.

less effective and 15% of the respondents said the food distribution program was not effective at all as shown in the table below.

Table 3.1: The effectiveness of Kenya Red Cross food distribution program in Kinango Sub County



Source: Field Data, 2021

3.3.2 Relief Management Committees

The respondents were asked about the frequency of meetings of the Relief Management Committees. However, 16.7% said that they meet monthly, 16.7% said that they meet quarterly; 33.3% said that they meet biannually and 33.3% said that they meet annually as shown in table 4.3 below:

Table 3.3: The frequency of meetings of Relief Management committees

Frequency of meetings	Percentage
Annually	33.3%
Biannually	33.3%
Quarterly	16.7%
Monthly	16.7%

Source: Field Data, 2021

The table above indicates that consultative meetings between the relief committees were widely stretched, hence the decision-making process took a long to implement.

3.3.3 Community participation

The respondents were asked about the level of community participation in the food distribution program in Kinango district. 60% of the respondents said that the Red Cross food distribution was participatory while 40% stated that it was non-participatory as shown in the Table 4.4 below. The importance of community participation was evident in the research with 60% of the respondents being affirmative of the participatory approaches of the Kenya Red Cross Society. This was evidenced by the community mechanism of solving local problems such as irregular food distribution and inadequate ration size, hence understanding the gaps and capacity of the Red Cross.

Table 3.4 KRCS level of community involvement in Food Distribution program at Kinango Sub-County

Level of community participation	Percentage
Participatory	60%
Non-participatory	40%

Source: Field Data, 2021

3.3.4 Monitoring and Evaluation

The respondents were asked whether suggestions from stakeholders were acted upon or not by the Kenya Red Cross after food distributions and during consultative meetings. However, 25% said that their suggestions and feedback were acted upon while 75% said that their suggestions were not acted upon promptly as shown in the Table 4.5 below.

Table 3.5: Whether suggestions from stakeholders were acted upon or not

Feedback	Percentage
Acted upon	25%

Not acted upon	75%
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Source: Field Data, 2021

On the monitoring process, the study revealed that though there were Relief Management Committees in place most of these only met when there was food to be distributed. Since the food was not available frequently hence the consultative meetings were widely spread. Some of the committees, therefore, ended up being dormant due to a lack of activities. A good monitoring system in place could indicate the earliest instance of any shortcomings concerning the relief food distribution system. Periodic monitoring put in place allows program implementers to take stock and troubleshoot any problems affecting implementation.

On the evaluation process, the study indicated that the majority views of the stakeholders were not fully taken into account in improving the food distribution system in Kinango district and this impacted negatively on the relevance, effectiveness of the food distribution programme.

3.3.5 Focus Group Discussions

The FGDs showed that 65% of the beneficiaries were not satisfied with the Kenya Red Cross Society beneficiaries ratio size. They also said that the rationing was far below their expectations and that it took a very long time before they were given the next distribution. They also said that the relief food distribution has not affected school enrolment in any way although the primary school pupils benefit from the food distribution.

Red Cross volunteers as well as beneficiaries were enthusiastic about the Red Cross activities in general but pointed out the frequency of distribution and quantity should be improved to have a meaningful impact on the lives of the residents of Kinango Sub-county.

Table 3.5 Level of satisfaction with the KRCS ration size

Level of Satisfaction	Percentage
Satisfied	35 %
Not satisfied	65%

Source: Field Data, 2021

CHAPTER FOUR

CHALLENGES FACING HUMANITARIAN OPERATIONS IN KENYA

4.0 Introduction

The role of NGOs in development is acknowledged as crucial. They play an even greater role in Kenya where the government is faced with massive problems of poverty, illiteracy and unemployment.⁵⁰ In assessing the challenges of NGOs in development, their capacity and efficiency are the basis for their failure or success. They face several constraints in their operations. It is noted from the study that some factors contribute to the failure by NGOs to develop effectively the communities with which they are involved.

4.1 Financial Capacity

The majority of the respondents (84%) cited that financial capacity was among the biggest challenges facing the non-governmental organization. Ideally, the major source of NGO funding should be threefold being members' contributions, the government and foreign donors. In Africa, foreign donors constitute the biggest financiers with governments also competing to get their share. The source of funding has a major impact on the operational

⁵⁰ Al'Abri, Khalaf. "The impact of globalization on education policy of developing countries: Oman as an example." *Literacy Information and Computer Education Journal* 2, no. 4 (2011): 491-502.

flexibility of NGOs as donors prescribe terms that favour their interests. It follows that NGOs should satisfy conditions set by donors if they are to benefit from sustained funding. Unfortunately, donor goals may not represent the development priorities of beneficiaries. ‘project identification and selection.’ This analogy applies to national governments in Africa which have been vigorously pursuing strategies to extricate themselves from restrictive measures which do not favour their development priorities.

The provision of aid is indeed furtherance of the national interests of the donor countries. In the majority of cases, the objectives which donor countries seek to achieve through aid include the following: Ideological motives. Aid is only availed to organizations operating in an ideologically friendly environment. This goes further to the requirement that the beneficiary governments should be acceptable to the donors: Protection of the interests of citizens and investments of the donor country. This ties in well with the liberal prescription of free entry and exit into markets: Securing markets for exports and sources of raw materials: Extending influence mostly political, this may extend to securing operational bases in strategic regions.

NGOs do not know in advance the level of support they will receive from their partner NGOs and donors including the government. This restricts their level of commitment on a long-term basis. If they generated their funds, they would determine the level and direction of support and be in a position to contribute meaningfully to government development plans on a long-term basis. Organizations involved in agricultural research are not self-financing as they also have to rely on external assistance. Research however is long-term and demands continuous monitoring and documentation of results. Any break due to financial uncertainties or constraints will immediately jeopardize the program.

4.2 Government Support and Appropriate Institutions

The success of NGO development initiatives depends to a large extent on the forging of a partnership with the government.⁵¹ Such a relationship encourages the creation of a supportive environment reflected by the behaviour of public servants and policy. Christopher Gibbs, in a World Bank, commissioned study on the effectiveness of NGOs found out that: “NGO facilitation of government relations with herders’ associations in drought-prone areas of Kenya works in part because of leadership at the highest level of government, a policy of decentralization that requires NGO collaboration in district-level development plans, and district-level officials who take seriously the injunction to work with community-based organizations.” The essence of this approach is the implementation of a decentralized policy. It emerged from the study that smaller organizational units such as village associations are better equipped to manage their resources than large alternatives. The effectiveness of CBOs is enhanced by giving them more autonomy than assigning resource management to institutions imposed from above.

NGOs have not been successful in delivering fundable public relations causes or projects with economic value to attract funding from private companies.⁵² As a result, they have avoided productive activities such as irrigation, small-scale mining, local agro-processing and packaging. During the 1992 drought, local-based NGOs could not accept external offers of equipment since they lacked funds to pay customs duties.

Rodrick Mupedziswa refers to the “ivory tower syndrome” characterized by a tendency to look down upon grassroots people as a hindrance to the effectiveness of NGOs. He argues

⁵¹ Bratton, Michael. "The politics of government-NGO relations in Africa." *World Development* 17, no. 4 (1989): 569-587.

⁵² Delmon, Jeffrey. *Public-private partnership projects in infrastructure: an essential guide for policy makers*. Cambridge university press, 2017.

that rural people are not viewed as rational.⁵³ This attitude by technocrats tends to kill any motivation for participation at the grassroots level. Although participation is included in country plans, participatory structures are inadequate on the ground hence creating tension between technocrats and civil society.

4.3 Inadequate Infrastructure

The findings of this study indicate that a majority of the respondents (60%), confirmed that the lack of infrastructure hindered the operations of non-governmental organizations in the implementation of their duties. While 40% of the respondents held a contrary opinion on the subject matter.

This finding is in line with a study by Platteau et. al where they argued that infrastructural problems are more serious in rural areas and need to be given more stress than the financial incentives. Rural areas need link roads connecting them to major highways and nearby small towns.⁵⁴ The economic viability of several micro-enterprises depends on the existence of road linkages. Rural areas are not well connected by road networks leading to problems of access.

4.4 Interests of Donors

The findings of this study as revealed by a majority of the respondents, 58%, indicated that the interest of donors greatly impacted the operations of non-governmental organizations. This finding is in line with Alan Fowler who argues that NGO organizational structures “seem to have emerged from their history rather than being appropriately designed for micro-level development.”⁵⁵ For example, conservation NGOs that are engaged in activities

⁵³Dumba, Ivan G. "The development agenda for non-governmental organizations-a case for Zimbabwe." PhD diss., University of Nairobi, 2005.

⁵⁴ Platteau, Jean-Philippe, and Anita Abraham. "Participatory development in the presence of endogenous community imperfections." *Journal of Development Studies* 39, no. 2 (2002): 104-136.

⁵⁵ FOWLER, ALAN. "Prioritizing Institutional Development." A new role for NGO centres for study and development. London: Sustainable Agriculture Programme, IIED (1992).

appealing to their donors such as saving the rhino are well funded, but rarely undertake activities considered less fashionable such as reversing soil erosion or deforestation in communal areas. Donors interest tends not to concur with the immediate needs directly affecting the needs community on the ground.

Findings by Deborah Eade holds a similar opinion, she states that failure to account for the needs and interests of issues facing the community negatively impacts the operations of non-governmental organizations in areas or regions they are carrying out their mandate.⁵⁶ She further states that the rights of beneficiary participation should be taken into account and that the local community should not be forced into a top down approach they will feel left out.

4.6 Corruption and Lack of Accountability

On the issue of accountability, 85% of the respondents were in agreement with the statement that corruption and lack of accountability greatly impacted the operations of non-governmental organizations in their day-to-day activities and operations. Further, the respondents share a common view that the majority of the Non-government organization in their locality only existed to mobilize funds and aid around the globe.

Increased greed as most of the communities struggle to emulate the developed ones has led to increases in corruption among and affecting NGOs. Such lack of transparency can also be attributed to demands for an increased presence of NGO intervention in economic activities, corruption in the public sector with officials demanding “cuts” before approving projects. The erosion in the moral fibre among NGO officials has led to the adoption of a “business as usual” attitude. The media has not been active in exposing corrupt practices among officials.

In Kenya, it was revealed that the Non-Governmental Organizations Coordinating Board received complaints that some non-governmental organizations involved in the fight against

⁵⁶ Eade, Deborah. Capacity-building: An approach to people-centred development. Oxfam, 1997.

HIV/AIDS were unable to account for the funds they received from the National Aids Control Council, of the 400 NGOs, 20% failed to account for their activities.⁵⁷ This led to the suspicion that: “Some bogus NGOs may have pocketed up to one billion shillings paid to them by NACC.” In response to this scandal, it was proposed that the mandate of NACC be expanded to monitor and evaluate the activities of all NGOs operating in the country. Before this proposal, NACC only had a mandate to scrutinize the validity of documents presented to it by NGOs to facilitate registration.

4.7 Participation by Stakeholders

60% were in agreement that the effectiveness of NGOs had been severely hampered due to lack of participation by relevant stakeholders.⁵⁸ Formal efforts should be directed at involving communities in identified projects, especially in planning. Experience should be built through pilot actions, accompanied by training in participation by the project. The consent of village leaders is critical. To demonstrate the importance of participation Christopher Gibbs cited an example from Mali and maintained that: “Lack of parental participation during project design and implementation led to weak local ownership of community schools. As a result, classrooms (a community responsibility) have been built, but these are unlikely to be properly operated or maintained.”

4.8 Conclusion

This chapter sought to explore the challenge affecting the effective operations of a non-governmental organization. These challenges include lack of funds for NGOs to efficiently carry out their operations, lack of stakeholder and community participation in the planning and operations of NGOs negatively hampers community buy-in into the programs and

⁵⁷ Dumba, Ivan G. "The development agenda for non-governmental organizations-a case for Zimbabwe." PhD diss., University of Nairobi, 2005.

⁵⁸ de Waal, André A., and Diana Adongo Olale. "Analyzing the effectiveness of a Kenyan NGO with the HPO Framework." *Global Business and Organizational Excellence* 38, no. 2 (2019): 31-42.

projects. In addition lack of accountability and transparency was cited as a major impediment of NGOs, respondents strongly expressed the view that numerous organizations merely existed to solicit funds from donors across the globe. Lack of accountability was evident through numerous incomplete projects or substandard projects and programs thus failing to adequately meet the immediate needs of the community. Last but not least poor infrastructure such as poor or lack of roads hampered the logistical mobility of NGOs operations as witnessed in Kwale county aid distribution program as places proved to be inaccessible by road thus making it harder to reach out to the neediest and vulnerable. Finally, the interest of donors who are the major financier of NGOs hampers the operations of NGOs as they place conditionality on usage and purpose of the funds without a clear perspective of how things are at the local level.

CHAPTER FIVE
SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND
RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the findings of this study, discussions of those findings conclusions, recommendations and suggested areas for further research.

5.2 Summary of Findings

The purpose of the study was to identify factors influencing operations of non-governmental organizations in humanitarian aid with more specifically with a case study of Kenya Red Cross operations in Kwale County. Humanitarian aid is aimed at alleviating suffering and saving lives in communities affected by hazards. However, operations such as relief food distribution is a complex process where various inputs and players influence the impact of humanitarian intervention. The functional process of the various aggregate components and players including the operational environment finally generate perceptions that could be termed or labelled as achievements or challenges. In regards to planning, the study has revealed that planned sustainability and exit strategies were lacking in the food distribution programme, hence creating apathy, uncertainty and dependence as stated by some of the respondent beneficiaries in Kwale County.

On the aspect of the implementation of the programme, 75% of the respondents stated that the Kenya Red Cross Society was effective in the implementation of the food distribution activities which include transparency and accountability of the food intervention.

However, 65% of the beneficiary respondents were not satisfied with the ration size of the Red Cross food distribution. The rationing was far below their expectations and the intervals between phases of distributions were erratic and stretched. 60% of the respondents stated that the Red Cross food distribution was participatory. This included identification, selection and registration of the beneficiaries.

The study had also revealed that appropriate monitoring evaluation tools were not put in place to provide the basis for evaluation from lessons learnt, project relevance, effectiveness, in line with specified program objectives as well as impact and sustainability. This was evidenced by the sudden discontinuation of the relief food that created uncertainty and dependence syndrome as stated by some of the respondents.

In addition, there were great expectations from the residents of Samburu from the Kenya Red Cross society. However, they felt that the food distribution targeted few beneficiaries and was not constant. The study has also revealed that the relief food distribution program had little impact on the school enrolment rate.

On the monitoring process, the study also revealed that there were relief management committees in place, most of these only met when there was food to be distributed since the food was not available frequently, hence the consultative meeting was widely spread. Some of the committees, therefore, ended up being dormant due to a lack of activities. An appropriate monitoring system in place could have indicated the earliest instance of any shortcomings concerning the relief food distribution system.

5.3 Discussions

This study has indicated that the Kenya Red Cross Society's food distribution activities in Kwale fall far below the expectations of the beneficiaries and other stakeholders in the area.

It has also shown that there were shortcomings in the food distribution system as well as creating a high level of dependency among the beneficiaries.

These findings are in tandem with studies done by Polby Nelson, Sjoberg, Jurgen Harold on Food Assistance Program in Coast Region, Kenya who acknowledged that food assistance in Kenya is inadequate as a major part of donor funds goes to administrative and logistic costs, hence little reach the beneficiaries, making little impact on the lives of the people.⁵⁹ The lack of technical capacity by the recipients to enable them to access and fully participate in the food assistance program was identified as a challenge according to the findings.

The food assistance program tends to be a top-down approach and lacks participatory mechanisms, creating a dependency syndrome that later deepens the levels of poverty in the community. Studies on relief and development have attracted many scholars. Aker. (2000), Findings from Barret, Obudho, Clay, Eggleston have collectively advocated the centrality of planning. In addition, Mbithi on rural sociology has observed that community participation in society can be seen as empowerment that implies the transfer of power to the target group.⁶⁰ Chitete (1999) in his study of livestock program in Kakamega district. Kenya found out that establishing a partnership between development agencies and the community creates a sense of ownership. Juma (2005) in his studies of DFRD, observed that any program implemented must be within the institutional framework, people participatory and scientifically planned.

On the monitoring process the study also revealed that though there were Relief Management Committees, in place, most of these only met when there was food to be distributed. Since the food was not available frequently, hence the consultative meetings were widely spread. Some of the committees, therefore, ended up being dormant due to a lack of activities. A good

⁵⁹ Schilling, Janpeter, Moses Akuno, Jürgen Scheffran, and Thomas Weinzierl. "On raids and relations: Climate change, pastoral conflict and adaptation in northwestern Kenya." *Conflict-sensitive adaptation to climate change in Africa* 241 (2014).

⁶⁰ Ibid

monitoring system in place could indicate the earliest instance of any shortcomings concerning the relief distribution system. Periodic monitoring put in place allows program implementers to take stock and troubleshoot any problems affecting implementation.

The evaluation of field reports showed that the majority views of the stakeholders were not fully taken into account in improving the food distribution system in Kwale County and this impacted negatively on the relevance, effectiveness of the food distribution program. A good evaluation process measures the following in regards to programs/projects:

5.4 Conclusions

This study is on factors influencing the Relief Food Distribution System in Kenya, case of Red Cross operation in Kinango District, Coast Province. The study has determined three key factors that can influence the effectiveness of the relief food distribution system in Kinango.

Planning was determined as a key factor in influencing the effectiveness of the program. A successfully planned project is completed at the specified level of quality on or before the deadline and within the stipulated time and budget. Planning assists project proponents to design the cost of the project and determining the required time to accomplish it.

A good plan is useless unless implemented and executed effectively. This involves testing the best alternative and operationalising and continuous evaluation. Open communication channels and an appropriate feedback system was identified also as key component of progress to the distribution process.

Monitoring and evaluation system is crucial to measure relevance, effectiveness, efficiency and sustainability of the Red Cross relief food distribution operation in Kinango District. Community participation was seen as an important factor in the food distribution system in Kinango. The participatory approaches initiated by the Kenya Red Cross helped in

mobilizing local resources, local talents and creating a sense of ownership despite the challenges.

Dependency Syndrome has impacted negatively on the livelihoods of the communities of Kinango, increasing poverty levels. The study has identified the need for a sustainable food distribution system so that program benefits persist after the external assistance ends.

In conclusion, the researcher is of the view that many factors influenced the effectiveness of the relief food distribution process which cannot be underestimated.

5.5 Recommendations

The researcher has the following recommendations in regards to the KRCS relief food distribution program in Kinango Sub County. Planning policies; The Kenya Red Cross Society needs to plan a sustainable food distribution programme and strengthen its relief activities in Samburu and the larger Kinango Sub County. This can be achieved through establishing the project objectives, designing the cost of the project and determining the required time to accomplish the program/project. More resources should be channelled to this area to meet the needs and expectations of the people.

The Kenya Red Cross Society should execute planned activities on time. Erratic food distribution schedules create apathy, uncertainty and more expectations amongst the beneficiaries. The Kenya Red Cross Society may partner with other NGOs in the area to supplement their efforts where there are overstretched to meet the growing demand for relief food. The food ration size also needs to be increased to cater for new beneficiaries.

Monitoring and Evaluation: Monitoring helps implementers, management and stakeholders keep track of the progress of the project/program as well as an early indication of

achievement of the objectives. Monitoring involves tracking, counting, observing, interviewing and following up. A monitoring program that may be continuous or periodic should be put in place for the organisation to identify bottlenecks as the basis for corrective action.

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The Self-reliance theory is founded on the premise that self-reliance inspires people not to conform to social conventions but to rely on themselves.

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Questionnaire:

PART A: Demographic characteristics

Tick as appropriate

- i. Age**
 - (i) {18-31}
 - (ii) {32-45}
 - (iii) (46-60)
- ii. Gender**
 - (i) {Male}
 - (ii) {Female}
- iii. Level of Education**
 - (i) PhD
 - (ii) Master
 - (iii) Bachelor's Degree
 - (iv) Diploma
- iv. Years of Experience**
 - (i) 1-3

- (ii) 4-6 []
- (iii) 7-10 []

- iv. To explore the role of non-governmental organizations in humanitarian operations.
- v. To the policy measures used in enhancing Non-governemtal organization a case study of Red Cross operations in Kinango sub-county in Kwale County
- vi. To examine key challenges affecting operations of Kenya Red Cross relief food distribution program in Kinango sub-county in Kwale County kenya.

PART B: the role of non-governmental organizations in humanitarian operations

6. What are the major roles of NGOs in Africa?

.....

6) What are the major drivers for Non-governmental Organization

.....

7) Are you familiar with any non-governmental organization policies

Yes []

No []

If yes give three examples of non-governmental policies in Somalia

- a)
- b)
- c)

PART C: policy measures used in enhancing Non-governmental organization in Kenya

8) How effective is operations of Kenya Red Cross in Kenya?

.....

.....
.....
.....

9) Are there any non-governmental organization in Kwale County?

Yes

No

If yes name at least two

a).....

b).....

PART D: key institutional and policy challenges that hinder operations of Non-governmental organization in Kenya

10) What are the major challenge hindering non-governmental institution in Somalia?

- a)
- b)
- c)
- d)
- e)

11) How effective are the non-governmental organization in implementing and enforcing operational related policies

Adequate

Not sure

Inadequate

12) What are the recommendation measures to enhance operations of non-governmental organization through institutional and environmental policies?

.....
.....
.....
.....

13) What should be done to strengthen the role of Kenya Red Cross in Food distribution

.....
.....

.....

Thank You

Appendix II: Interview Schedule

- (i) What is the role of Non-governmental organizations in Kenya? Explain

- (ii) Who are the main actors in enhancing operations in the non-governmental organization?

- (iii) Do conflict hotspots areas exist? If yes why and name them.

- (iv) Which methods are used to address disasters in the country?

- (v) What are the challenges encountered or experienced by non-governmental institutions?

- (vi) What are the policy recommendation measures required to enhance operations of the

non-governmental organization?



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