

The **KENYA INSTITUTE** for **PUBLIC**  
**POLICY RESEARCH** and **ANALYSIS**

# Assessing the Contributions of NGOs in Promoting Development in Arid and Semi-Arid Lands in Kenya: Case of Garissa County

Mohamed Ali Hussein and Moses Thurania

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**THE KENYA INSTITUTE FOR PUBLIC POLICY  
RESEARCH AND ANALYSIS (KIPPRA)**

**YOUNG PROFESSIONALS (YPS) TRAINING  
PROGRAMME**

**Assessing the Contributions of NGOs  
in Promoting Development in Arid  
and Semi-Arid Lands in Kenya: Case  
of Garissa County**

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*Kenya Institute for Public Policy  
Research and Analysis*

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## **Abstract**

*Non-governmental organizations (NGOs) are non-profit entities that are not affiliated with any government or political party and therefore, distinct from both the state and private enterprises. The NGO sector in Kenya plays a key role in implementing development programs, sometimes partnering with the government and other times acting independently. The study analysed the contributions of NGOs in promoting development in Garissa County. Challenges NGOs face in implementing development programs in Arid and Semi-Arid regions include limited and unsustainable financing, operational challenges associated with working in conflict-prone areas, poor infrastructure, low human resource capacity and limited community engagement. Limited access to education and healthcare means that the local population may lack the necessary skills and knowledge to actively participate in and benefit from these programs. Retrogressive cultural norms, limited social cohesion, and low levels of community organization make it difficult for NGOs to involve the local population in programme implementation effectively. Furthermore, the study found that the weak of coordination among NGOs, county government, and national government leads to limited project ownership and overlapping of projects, causing delays and inefficient utilization of resources. The study also reveals that global political economy issues such as conflicts and pandemics can have a significant impact on NGOs' operations and funding. Addressing these challenges will require a multi-faceted approach that includes sustainable financing through diversifying funding sources, deepening resource mobilization, coordination and ensuring sustainable planning; strengthening coordination of NGO activities through promoting joint working plans, monitoring and reporting; ensuring effective community participation and investments in human capital; and addressing political economy factors in project implementation including through effective risk management and strengthening NGOs governance structures. Only by addressing these challenges can NGOs effectively implement development programs that lead to sustainable economic development in areas of operation.*

## **Abbreviations and Acronyms**

ASALs	Arid and Semi-Arid Lands
CIDP	County Integrated Development Plan
CSGs	County Steering Groups
EAC	East African Community
FCDC	Frontier Counties Development Council
FY	Financial year
MDAs	Ministries, Departments and Agencies
NGO	Non- governmental Organizations
SDGs	Sustainable Development Goals
SSGs	Subcounty Steering Groups

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## 1. Introduction

Non-governmental organizations (NGOs) are non-profit entities that are not affiliated with any government or political party and therefore, distinct from both the state and private enterprises. They are an important part of civil society, along with churches, trade unions, special interest associations and the media (MwMakumbe, 1998, p. 305). Furthermore, NGOs are often interpreted as non-profit organizations that are outside the public and private sectors and that tend to address the needs of disadvantaged citizens (Paul, 2000; Farrington and Lewis, 1993: 20). NGOs are defined as “private organizations that pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic social services, or undertake community development.

In the Kenyan context, NGOs are highly concentrated in Arid and Semi-Arid areas. Arid and Semi-Arid lands (ASALs) are categorized based on their aridity levels; the annual rainfall ranges between 150 mm to 550 mm for arid areas and between 550 mm to 850 mm for semi-arid areas per year. Temperatures in arid areas are high throughout the year, with high rates of evapotranspiration. The ASALs occupy over 80 per cent of the country’s landmass and are home to roughly 36 per cent of the population, 70 per cent of the national livestock herd and 90 per cent of wildlife. There are 29 Counties classified as ASALs as of 2023 in Kenya. These counties are Garissa, Wajir, Mandera, Marsabit, Turkana, Samburu, West Pokot, Elgeyo-Marakwet, Baringo, Isiolo, Laikipia, Nakuru, Lamu, Tana River, Taita-Taveta, Kilifi, Kwale, Embu, Kitui, Meru, Tharaka-Nithi, Nyeri, Machakos, Makueni, Kajiado, Narok, Kiambu, Migori and Homa Bay (Ministry of East African Community EAC, the ASALs and Regional Development, 2023).

Arid lands by their harsh climates and sparse populations have characteristic modes of production, strong social norms, and enduring traditional governance arrangements. Along with Semi-Arid lands, they cover nearly half of Africa’s landmass (McPeak, Little et al. 2011). Many arid lands are located at countries’ borders, where communications, infrastructure and services are thinly spread. (UNICEF 2015).

The ASAL regions are characterized by long droughts, famine, limited water and pasture, low levels of education, poor transport and communication infrastructure and inadequate governance from the national government. The livelihood in the ASAL is mainly pastoralism, which entails the movement of humans and animals in search of pasture for their livestock and water.

Further the overall incidence of poverty is highest in Turkana (77.7 per cent), Mandera (68.3 per cent), Tana River (67.8 per cent), Wajir (66.3 per cent), Samburu (66.2 per cent), Marsabit (65.9 per cent), West Pokot (61.4 per cent) and Garissa (45.2 per cent) (KNBS Poverty Report 2021).

A 2020 report on well-being in Kenya confirmed the persistence of wide disparities between urban and rural areas with 85 per cent of all poor people living in rural areas. The report also noted vast regional disparities with the largest proportion, 74 per cent of people living in the northern counties being poor with most of them living below the absolute poverty line; the poverty rate of people in those counties

makes them exceptionally vulnerable to weather, price shocks, inequalities, and marginalization (United Nations Development Programme, 2020).

In Chapter Four (4) of the Constitution 2010 of Kenya, the Bill of Rights provides Articles 27 and 43 that describe equality and freedom from discrimination and the right to economic and social rights respectively, in this regard, the government has an obligation to meet the needs of the people and address the challenges affecting communities particularly marginalised communities - the most vulnerable groups living in ASALs in the country. However, government institutions have managed to address only a handful of some of these challenges largely due to other competing priorities, limited resources and sometimes low political goodwill (Mazibuko, 2003). Recognizing the social-political and economic marginalization in the ASAL counties, the government launched the *Sessional Paper No. 8 of 2012* on the “*National Policy for the Sustainable Development of Northern Kenya and other Arid Lands*” which provides a harmonization and institutionalization of appropriate policy responses to the marginalization and underdevelopment of ASALs. This admission by the government that the region needs specific policy responses to address the challenges of ASALs recognized the significant role of NGOs as alternative public service providers, complementing the government’s role in promoting the development of ASALs. As a result, civil societies such as NGOs and private citizens have come in to offer relief to communities since the government may not be able to address all needs at the same time. To this end, some donor agencies have in the recent past, opted to channel development assistance through non-state actors – especially the NGOs. The experience demonstrates that the NGO sector has since the 1980s emerged as a significant player in the design and implementation of projects as well as the actual provider of basic needs and services to disadvantaged groups both in the rural and urban areas (Walter, 2004). In the last decade NGOs have been identified as effective and efficient in delivering services to disadvantaged communities, they are also praised for promoting community self-reliance and empowerment.

In Kenya, NGOs have taken a leading role in the development of the communities; the 2021/2022 annual NGOs report revealed that the NGOs had spent more than Ksh102 billion on projects in various parts of the country (NGO Coordination Board Annual Report 2021/2022). Several NGOs with both local and international funding have invested large amounts of resources in combating poverty, illiteracy, and diseases among vulnerable and marginalized groups in the country. Despite these efforts, the living standards of local people in ASAL areas remain low and continue to face a myriad of challenges. This study addresses this problem, by examining the contributions of NGOs in promoting development in Arid and Semi-Arid land in Kenya- with a focus on Garissa County.

The broad objective of the study was to assess the contributions of NGOs in promoting development in Arid and Semi-Arid Land in Kenya while the specific objectives were:

- i) To analyse the contributions of NGOs in promoting development in Garissa County.
- ii) To identify the challenges NGOs face in implementing development programs in Arid and Semi-Arid regions in Kenya and suggest solutions.

Through this study, the findings contribute to the body of knowledge on the role of NGOs in Kenya's economic development, as well as provide information to policymakers to identify areas of policy interventions. Similarly, the local community would also benefit from this study by learning the role of NGOs in relation to the development provided to make informed decisions in the future when an NGO approaches them in a bid to extend assistance and take ownership of the projects implemented by NGOs for sustainability and continuity of the outcome of the projects. Additionally, the data provided by the researchers could assist NGOs in improving their approach to assistance inform discourse for funding models in ASAL counties.

## 2. Situational Analysis of the NGO Sector in Kenya

This section focuses on the analysis of the NGO Sector and its contributions to the development of the Country.

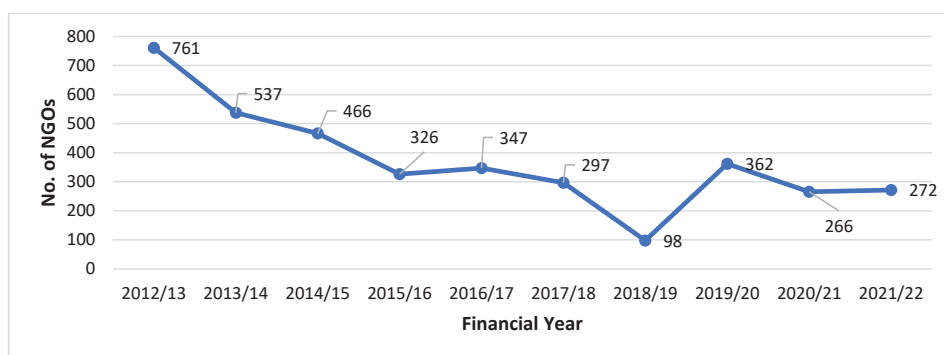
### 2.1 NGOs Coordination Board

The Non-Governmental Organizations Co-ordination Board is a State Corporation established by the Non-Governmental Organizations Co-ordination Act (Cap 19) of 1990. The Board has the responsibility of regulating and enabling the NGO sector in Kenya. It is a government agency responsible for registering, monitoring, and assessing NGOs' work in the country. The NGOs Coordination Board started its operations in 1992 and is currently under the Ministry of Interior and Administration of National Government.

### 2.2 Number of Registered NGOs per Year

Apart from the year 2020, the number of registered NGOs has been declining since 2012 with about a 64 percent drop from 761 in 2012 to 272 NGOs in 2022. In 2020, the number of registered NGOs increased almost four times due to the COVID-19 pandemic. The decline in the number of registered NGOs can be attributed to among other things the strict government regulations on licensing.

**Figure 1.1: Number of Registered NGOs per Year**



Source: NGO Board 2021/22

### 2.3 Summary of the NGO Register

The number of registered NGOs in Kenya is currently at 12,162 with only about 80 percent being operational. About 20 per cent of the total registered NGOs were de-registered by the NGO board for failure to meet the regulation requirements (NGO Board 2021/22).

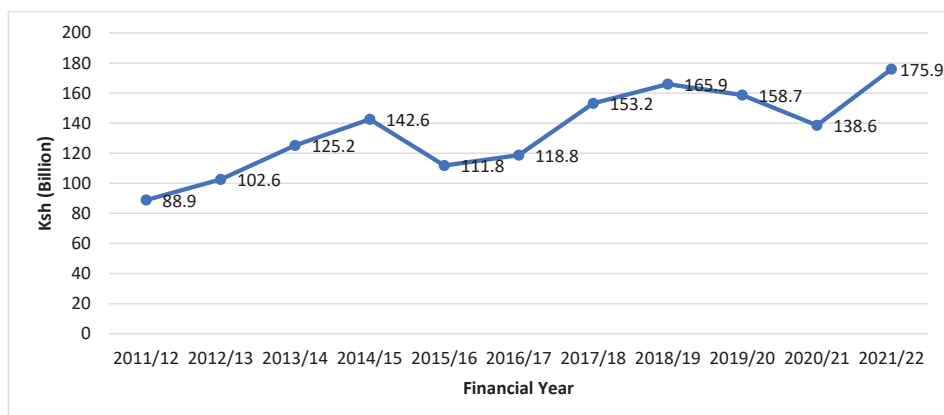
**Table 2.1: Summary of the NGO Register (2021/22)**

Status	Number
Number of registered NGOs	12,162
Number of De-registered NGOs	2,468
Re-instated NGOs	130
Dissolved NGOs	30
Active NGOs	9,794

Source: NGO Board 2021/22

## 2.4 NGO Funding in Kenya

Funds received by NGOs exhibit an upward trend since 2011 with the current figure standing at 175.9 billion (figure 1.2). An increase in funding is expected to commensurate growth and development in the NGO areas of operation.

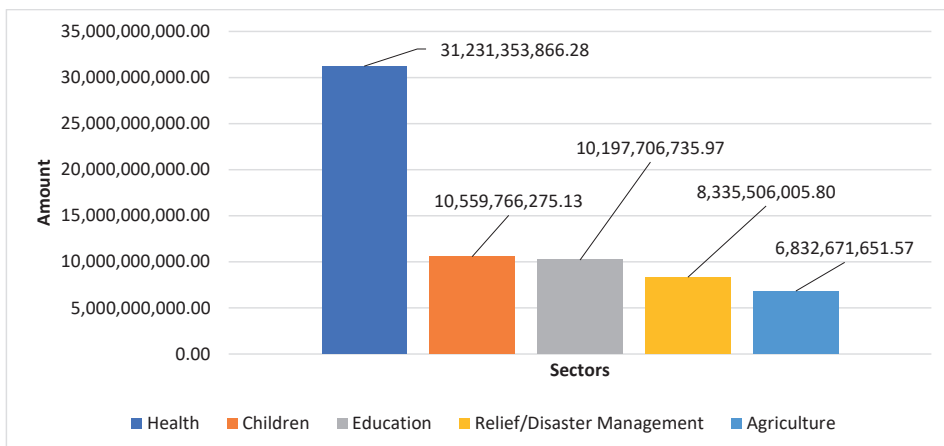
**Figure 1.2: Trends in NGO Funding (2011/12-2021/22) (Ksh. Billion)**

Source: NGO Board 2021/22

## 2.5 Utilization Sectors of NGO Funds in Kenya

Utilization of the funds is spread in various sectors depending on the NGOs' scope of operation. The top five projects attracting funding encompass health, education, relief/disaster management, agriculture and Children matters. The highest funding utilization among the top five sectors is the health sector whereas the lowest is in agriculture. (Figure 1.3).

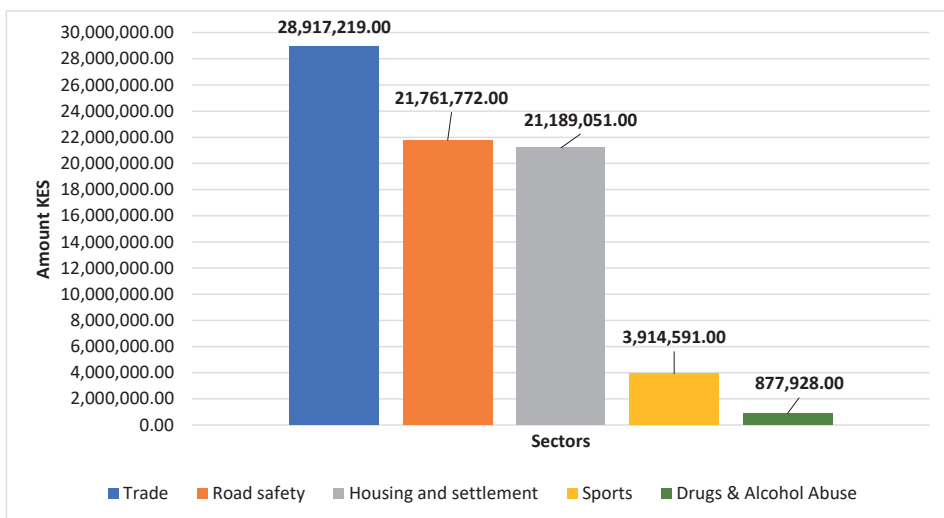
**Figure 1.3: Top Five Utilization of NGO Funds in Kenya per Sector (2021/22)**



Source: NGO Board 2021/22

The least attractive sectors in the utilization of NGO funds include trade, road safety, housing & settlement, and sports, drug, and alcohol abuse sectors. The best-attractive sector in the bottom five categories is trade whereas the least attractive sector is drug and alcohol abuse (Figure 1.4).

**Figure 1.4: Bottom Five Utilization of NGO Funds in Kenya per Sector**



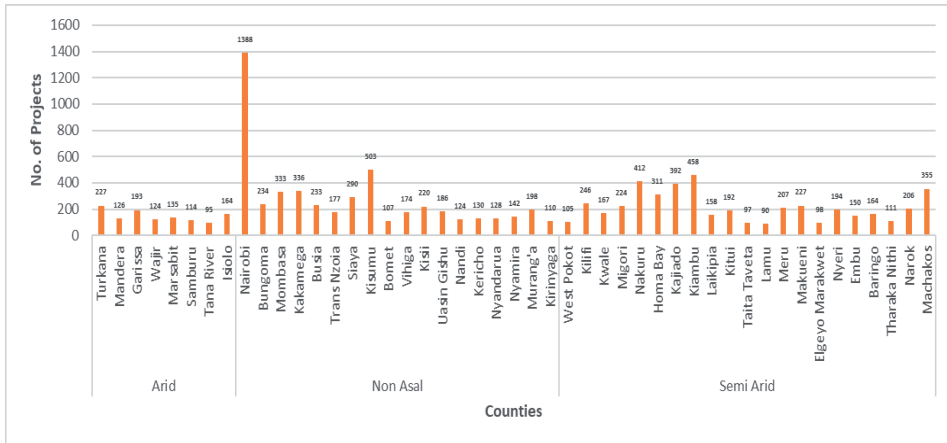
Source: NGO Board 2021/22

## 2.6 Project Implementation per County

Nairobi is the leading county in project implementation by NGOs. Among the Arid

counties, Garissa ranked second in overall project implementation performance by NGOs with 193 projects implemented (Figure 1.5).

**Figure 1.5: NGOs Project Implementation per County (2021/22)**



Source: NGO Board 2021/22



### **3. Study Context Focusing on Garissa County**

This section entails the study context covering the description of Garissa County, position, size, population, County Government structure and NGOs Coordination in Garissa County.

#### **3.1 Overview of Garissa County**

Garissa County is one of the 47 counties in Kenya. The County has seven sub-counties namely: Garissa Township, Ijara, Lagdera, Balambala, Fafi, Hulugho and Dadaab. The County headquarters' is at Garissa Township. The County is a member of the Frontier Counties Development Council (FCDC) bloc which has been established through mutual understanding between the various counties with historical, political, and economic similarities.

Garissa County is cosmopolitan with ethnic Somalis; Authaq, Awlyahan and Samawadal (Abdalla and Rer Mohamed) as the dominant clan; Maqabul, Mohamed Zubeir, Gare, Arabs, Borana and communities from the other parts of the country form the minority. The marginalized communities in the county are the Boni and Wailwana. The County also hosts hundreds of thousands of Somali refugees in its Five refugee camps namely IFO, IFO 2, Dagahaley, Kambios and Hagadera camp. The backbone of the county's economy is livestock production with over 90 per cent of the inhabitants directly or indirectly deriving their livelihood from livestock.

Nomadic Pastoralism is the most prominent in the county and defines the lifestyle of most of the county's inhabitants. The main livestock breeds are Cattle (boran), Goats (Galla), sheep (black-headed Persian) and Camel (dromedary one-humped). The main livestock products are meat, milk, hides and skins.

On agriculture, the counties practice rain-fed agriculture on a small scale and Irrigation on a large scale along the riverine. The main crops grown are watermelons, mangoes, vegetables, tomatoes, paw paws, bananas, cowpeas, sim-sim, maize, beans, and green grams for subsistence production. The County is endowed with a diverse natural resources base, such as water sources, pasture, forests, and wildlife among others. These natural resources support the livelihoods of the populations, who are mainly pastoralists.

The main water source is River Tana which marks the western boundary, is prone to flooding and has a rich potential of fish and very large-scale irrigation. The flood plain is an important resource for pasture during dry seasons and serves as a refuge during drought conditions for pastoralists. Garissa hosts three major national reserves namely, Boni, Rahole and Arawale game reserves and one conservancy called Ishaqbini-Hirola, a sanctuary established to conserve highly endangered Hirola Antelope. The national reserves and conservancies provide a haven for a wide diversity of wildlife and plant species.

### 3.2 Position and Size

Garissa County is one of the three counties in the Northeastern region of Kenya. It covers an area of 44,753 Km and lies between latitude 0.1112120 S and longitude 40.3142430 E. The county borders the Republic of Somalia to the East, Lamu County to the South, Tana River County to the West, Isiolo County to the Northwest and Wajir County to the North.

### 3.3 Population size by sub-county, Garissa County

Garissa County comprises of seven sub counties namely: Garissa Township, Balambala, Ijara, hulugho, Lagdera and Dadaab. Table 3.1 shows population size by sub-county (KNBS 2019).

**Table 3.1 Population size by sub-county, Garissa County**

<b>Sub-county</b>	<b>Population</b>
Balambala	32,257
Dadaab	185,252
Fafi	134,040
Garissa Township	163,914
Hulugho	133,984
Ijara	141,591
Lagdera	50,315
<b>Total Population</b>	<b>841,353</b>

Source:

### 3.4 County Structure and NGOs Coordination in Garissa County

Whereas the County has various NGOs implementing various developmental programmes, there is no specific office in the county that deals exclusively with the organisations. However, there is established framework on the coordination of government and NGOs initiatives. The NGOs and government also respond to emergencies jointly and offers platform to understand what each entity is doing in the county. The coordination framework includes the establishment of the County Steering Groups (CSGs) that also cascade to subcounty steering groups (SSGs). The County Commissioner is the chair of the CSG, and the committee is co-chaired by the county secretary. However, Garissa County has established two significant departments under the County Executive Committee Member (CECM) of Finance and Economic Planning, these are Department of Economic Planning and Donor Coordination and Partnerships.

### **3.4.1 Department of Economic Planning**

This is a department in the Finance and Economic Planning docket in the County. It consists of two distinct units, namely, Budget and Planning. The county government is in the process of setting up a third unit, the Monitoring and Evaluation Unit for improved performance and achieving results. The overriding monitoring and evaluation goal is to improve current and future management of outputs, outcomes, and impact. The main objective of the Department of Economic Planning is to strengthen the Planning function. The planning function includes participating in activities implemented by non-state actors in the county such as NGOs through the projects County Steering Groups (CSGs) and subcounty steering groups (SSGs). Some of the NGOs in the County are listed in Appendix 3.

#### **Budget Section**

Budgeting is a process informed by major planning components all geared towards reviewing and evaluating budgetary performance for prudent financial management and governance processes.

The annual budgets are derived from the strategic objectives and guidelines under Vision 2030 guided by the Counties' own Sectoral plans, CIDP, Annual Development Plans, County Budget Review and Outlook Paper and the County Fiscal Strategies. Having all these documents in place helps in coming up with realistic Budgets.

#### **Economic Planning Section**

This sub-sector is responsible for analysing, formulating, and overseeing the management of fiscal, monetary, and financial sector policies and other economic policies. It also undertakes the preparation and monitoring of the county budget, monitoring, and evaluation of development projects, as well as takes a leadership role in coordinating the preparation of key economic plans.

### **3.4.2 Department of Partnership and Donor Coordination, Garissa County**

The department is mandated to coordinate, supervise, and promote economic ties with development partners including but not limited to the Private Sector, National Government Ministries, Departments and Agencies (MDAs) and Non-State Actors.

It is also mandated to initiate and oversee the development of policies, procedures, regulations, guidelines, and strategies for external resource mobilization and partnership development. It is through the coordination and stewardship of this department that NGOs inject resources to implement county projects in line with the county plans and attend to urgent needs like drought mitigation programmes, and food insecurity occasioned by climate change.

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## **4. Theoretical and Literature Review**

### **4.1 Theoretical Review**

This study used five theories: theory of change, human capital theory, resource dependency theory, community-based development theory and policy advocacy theory to assess the contributions of NGOs in promoting the development of ASALs, the case of Garissa County.

#### ***4.1.1 The Theory of Change***

This theory posits to explain how a given intervention or set of interventions is expected to lead to specific development change, drawing on a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context. The Theory of Change approach was used to assess the contributions of NGOs in promoting development in ASALs, the case of Garissa County by defining the desired outcomes, identifying the steps required to achieve the outcomes, assessing the level of cooperation and partnership and gender inclusion, assessing the contributions of the interventions and their sustainability, identifying the gaps and challenges, developing recommendations, and assessing the utilization of resources by the NGOs.

#### ***4.1.2 Human Capital Theory***

Human capital theory suggests that education and skills development can increase productivity, and economic growth, and reduce poverty. This theory provides a framework for understanding the value of development in enhancing individual and community well-being. The human capital theory was used to evaluate the contributions of NGO development programs on the provision of quality education and skill development for enhanced income growth, poverty reduction and economic development in the ASALs, the case of Garissa County.

#### ***4.1.3 Resource Dependence Theory***

This theory suggests that NGOs are dependent on resources, such as funding and partnerships, to implement their interventions. The contributions of the NGOs in promoting development in ASALs, the case of Garissa County was assessed by analysing their resource utilization and the extent to which they have diversified their sources of funding and partnerships.

#### **4.1.4 Community-Based Development Theory**

This theory suggests that development interventions are most effective when they are community-driven and participatory. Therefore, the contributions of the NGOs in promoting development in the case of Garissa County were assessed by analysing the extent to which they have engaged with the local communities, and county officials and involved them in the design and implementation of the interventions which include assessing the level of participation of the target population in the interventions and the extent to which their feedback has been incorporated and considered into the interventions.

#### **4.1.5 Policy Advocacy Theory**

This theory suggests that NGOs can influence policy change by advocating for policies that promote development. The contributions of the NGOs in promoting development in ASALs, the case of Garissa County was assessed by analysing their advocacy efforts and the extent to which they have influenced policy change.

The theoretical framework has guided the data analysis and interpretation of the findings. The framework has helped to provide a comprehensive understanding of the contributions of NGOs in promoting development in ASALs, the case of Garissa County taking into consideration the broader social and economic context in which these interventions were implemented and enabling us to identify best practices and recommendations for future interventions.

## **4.2 Literature Review**

Sheraton (2004) asserts that non-governmental organizations are professionally staffed organizations that are aimed at contributing to the reduction of human suffering and the development of marginalized societies and poor communities. They do this in various ways including funding projects, capacity building, enhancing social inclusivity, engaging in service provision, and contributing to quality education, creating awareness, and promoting self-help of various groups. Desai (2005) found that NGOs play a fundamental role in supporting women and people with disabilities through empowerment programmes, counselling, support services, advocacy, legal aid and microfinance; programmes aimed at improving the welfare of the most vulnerable groups in the societies.

Jogannathan (2009) noted that NGOs are best associated with development projects and micro-level interventions in impoverished and poor communities, particularly in Africa and Asia. Mazibuko (2003) notes that NGOs have shown tremendous growth with strategic roles in support of education programs, healthcare, water supply, agriculture, employment, entrepreneurship, reduction of poverty and social transformation. In developing countries, NGOs have

provided financial support to poor and needy students to access basic education, tertiary education as well as university education. Hamnett and Hassan (2003) found that NGOs have implemented significant projects aimed at improving the quality of lives by ensuring there is access to affordable healthcare services for the most vulnerable members of societies. These efforts have played a significant role towards the realization of universal healthcare services particularly in informal settlements as well as the impoverished and marginalized groups in the society.

NGOs have funded many socioeconomic development activities among marginalized minorities hence promoting financial inclusion and social inclusivity in the development agenda of the society (Okul and Nyonje, 2020). In the same vein, Hugue (2020) noted that NGOs ensure balanced economic development and sustainability through the integration of a cross-section of people irrespective of gender, socioeconomic or financial status. The rural societies particularly the arid and semi-arid areas are predominantly patriarchal in which female participation in development activities is traditionally looked down upon. The excluded vulnerable groups of concern to rural development programs are indigenous groups, racial minorities, women and, in some cases, small farmers and/or landless persons. Various NGO-funded rural development programs try to include the participation of vulnerable groups in program activities and require that at least one of the community representatives in the micro-planning committees be a woman (Ali et al., 2020). This is part of efforts geared towards women's empowerment and increased participation in the community development agenda.

Kilonzo and George (2017) noted that NGOs have enhanced community participation in development projects through increased community meetings, information sharing, provision of financial and material support, mobilization of human resource capital as well as recruiting volunteers. Consequently, proper mobilization of community resources in project implementation by NGOs has promoted project sustainability, community development and social transformation (Istikomah and Wardiah (2020). Mwangi (2018) noted that NGOs have ensured the sustainability of development projects in marginalized communities through the process of developing and strengthening the skills, abilities and processes needed by communities to adapt and thrive in the face of a fast-changing world. Capacity building is a key approach used by NGOs to ensure the sustainability of development projects (Havugimana, 2018). Capacity building as an approach to community development builds independence and can be a 'means to an end' with the key goal being enabling the community to take over a project an 'end' with the key goal being to enable parties ranging from community members and the NGO to work together to solve common problems (Gibson, 2019). To achieve this, the NGO requires a deep analysis of existing capacity, identifying the capacity needed and designing appropriate measures to fill the capacity gap. This calls for knowledge of resources and opportunities, motivation of individuals and teams, skill development, development of relational abilities as well as trust within the project team and community, in general, to ensure sustainable development and benefits from the NGO-funded projects.

### **4.3 Empirical literature**

This presented relevant empirical literature that informed the study. Review past literature focusing on the role of NGOs in promoting development. The studies reviewed development dimensions concerning the reduction of poverty, provision of better healthcare services, and access to education, water supply, agriculture, employment, and entrepreneurship support.

While investigating the roles of NGOs, gender mainstreaming and poor communities in Mumbai, Desai (2005) noted that NGOs used microfinance support as a strategic development tool for poverty eradication and economic empowerment of poor communities in Mumbai. The strategy was fundamental in addressing material poverty, physical deprivation of goods and services and financial exclusion particularly where several households were not supported by the formal banking sector. As a development inclusion strategy, microfinance programs provided small loans and savings opportunities to those at the bottom of the pyramid and those who were traditionally excluded from commercial financial services (Sheraton, 2004). According to Desai (2005), the microfinance programs were also used strategically to enhance women's empowerment by putting capital in their hands and allowing them to earn an independent income hence contributing financially to their households and communities; this played a crucial role in poverty reduction, job creation and promote income generation (Desai, 2005).

The study conducted by Langran (2002) on NGO empowerment, the limit of change and health decentralization in the Philippines found that NGOs played a fundamental role in strengthening the development abilities of local communities through healthcare education, skills training and organizational support. The study noted that NGOs acted as capacity builders to help communities develop the resources, building awareness, and motivation to participate in projects and also improving the quality of the community's lives. The study by Hunter and Williamson (2000) on strategies to support children isolated by HIV/AIDs found that NGOs provided psychological, developmental, and material needs to vulnerable children particularly those from poor communities to protect them from discrimination and stigmatization. In addition, they supported their access to education, and basic health services and ensured protection of their inherent rights (USAID, 2001). The study by Mobbs (1998) on systems strategies for self-empowerment among rural communities found that NGOs were instrumental in providing water supply for consumption and irrigation to many rural communities in developing countries in Africa. These intervention efforts promoted farming through irrigation, increasing food and creating employment for many small-scale farmers (Lennie, 2005). In addition, NGOs promoted sustainable business engagement through training on entrepreneurial skills and development (Jogannathan, 2009).

The study conducted by Shanti (2000) on the role of non-governmental organizations in primary education focusing on six NGOs in India found that NGOs provided a large part of education services and helped reinforce government efforts in achieving universal access to education and increased enrolment of pupils from



poor communities and informal settlements in India. While investigating the policies on free primary and secondary education in Kenya, Oketch, Moses and Rolleston (2007) noted that the lack of full capacity and budgetary constraints by the education ministry in Kenya have opened up the education sector for NGOs involvement hence complementing the government efforts towards achievement of universal primary education objectives. The study noted that NGOs have provided services including payment of school fees for needy children, school infrastructure development, building classrooms, building the capacities of parents and teachers, provision of basic commodities and learning materials as well as advocated for increased budget allocation on schools.

World Bank (2007) explains that less developed countries have intensively attempted to improve access to education with most of them offering child education at a greater level than more developed countries. Overall, less developed countries continue to experience both low retention and high drop-out rates since they have failed to promptly widen child education opportunities (World Bank, 2007). A study by Adhiambo (2015) assessed the effectiveness of promoting development in arid and semi-arid lands (ASALs) in Kenya. The study found that there has been some progress in promoting development in ASALs, but that there is still much room for improvement. The study also found that several challenges need to be addressed to be more effective in promoting development in ASALs. Owour (2018) examined the role of non-governmental organizations (NGOs) in promoting development in arid and semi-arid lands (ASALs) in Kenya. The study found that NGOs have several positive impacts on development in ASALs, including providing access to education, health care, and water, as well as promoting economic development. However, the study also found that there are several challenges that NGOs face, such as limited funding, poor coordination, and corruption.



## **5. Methodology**

### **5.1 Study Design**

The study adopted a mixed-method exploratory research design that deals with exploring the phenomenon. Both secondary and primary data were collected to meet the objectives of the study. A semi-structured questionnaire/interview targeting staff from NGOs was considered to explore and analyse the number of NGOs undertaking developmental projects in Garissa County, which was further disaggregated into sub-county and ward levels undertaking developmental projects in Garissa. Through the KII, we further explored and analysed the challenges NGOs face when implementing developmental programmes in ASALs, particularly Garissa County and provided suggestive measures to enhance the performance of NGOs. Secondary data was also collected from the NGO Coordination Bureau Annual Reports of 2021/2022 to investigate the contributions of the NGO Sector to the development agenda of the country and a review of other secondary materials.

### **5.2 Target Population and Sampling Frame Design**

The study targeted representatives of the 48 NGOs carrying out development work in Garissa County. Purposive sampling was used to sample 28 county representatives of the said NGOs.

### **5.3 Data Collection Tools and Procedures**

The primary data was obtained through key informant interviews (KII) with the NGOs being guided by the semi-structured questionnaire. The data collection exercise was undertaken by 2 staff from KIPPRA and research assistants from Garissa for a period of 5 days. The interviews were carried out on a face-to-face and email correspondence basis. Secondary data from published literature was extensively used in the compilation of the study. Secondary data sources include reports, books and documents sourced from both non-published and electronic sources, government, and non-governmental institutions.

### **5.4 Data Analysis**

The researchers interviewed 28 representatives of NGOs operating in Garissa County.

Content analysis which is an organized research technique used in analysing and drawing inferences from a text or any other form of qualitative information (Secor, 2010), was undertaken to analyse the qualitative data emanating from the key informant interviews and focused group discussions. Content analysis was preferred in this study because of the complexity and diversity of data sources

involved, the need for systematic and objective analysis, and the potential for historical and comparative insights. It provided a structured framework for extracting valuable information from textual data thus enabling us to gain a comprehensive understanding of the contributions of NGOs in promoting development in ASALs.

The data collected in the format of interview transcripts or textual responses was organized and stored securely and used to substantiate the objectives of the study. A thorough review of the data was undertaken to understand its content, context or patterns that may emerge. A coding system in categories form was extracted from the data based on the research objectives. Microsoft Excel was used to manage, and code the data efficiently and do content analysis. The coded data was synthesized to identify key findings, patterns, and trends related to NGO contributions to promoting the development of ASALs in the case of Garissa County in relation to the number of beneficiaries, development indicators, challenges, and suggested measures for enhancing NGOs contributions. Lastly, the content analysis results were presented in a clear and organized manner and the implications of the findings in the context of the research objectives were discussed.

## **5.5 Ethical Considerations**

Various ethical issues were considered throughout this study. Informed consent of all the study participants was sought. Their participation in the study was voluntary and anyone wishing to withdraw from the study at any given phase was allowed to do so without facing any consequences. The information gathered was only used for the intended purpose and was not disseminated outside the study assignment. The confidentiality principle was adhered to protect the views of the participants during and after the interviews and their information was not divulged to any unauthorized persons. The anonymity principle was also observed. The interview sessions were conducted in a location that was conveniently accessed by the participants.

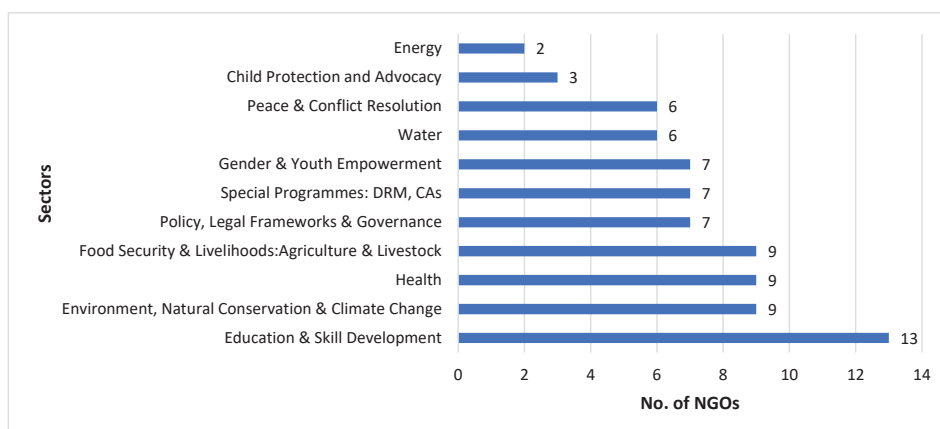
## 6. Contribution of NGOs to the Development of Garissa County

This section analyses the contributions of NGOs to the development of Garissa County, the sectors which the NGOs in Garissa are involved in, NGOs project implementations according to subcounty and ward levels and examining the rate at which these developmental projects undertaken by NGOs are aligned with County Integrated Development Plans (CIDP).

### 6.1 Sectors of Operation for NGOs in Garissa County

The study established that most projects implemented in Garissa County by NGOs fell into eleven broad categories (figure 6.1). The top five sectors of their operations include education, environment, health, agriculture, and governance. On the other hand, the bottom five sectors include energy, child protection, peace and conflict, water, gender, and youth empowerment.

**Figure 6.1: Number of NGOs involved per sector, Garissa County**



Source: Authors Computation

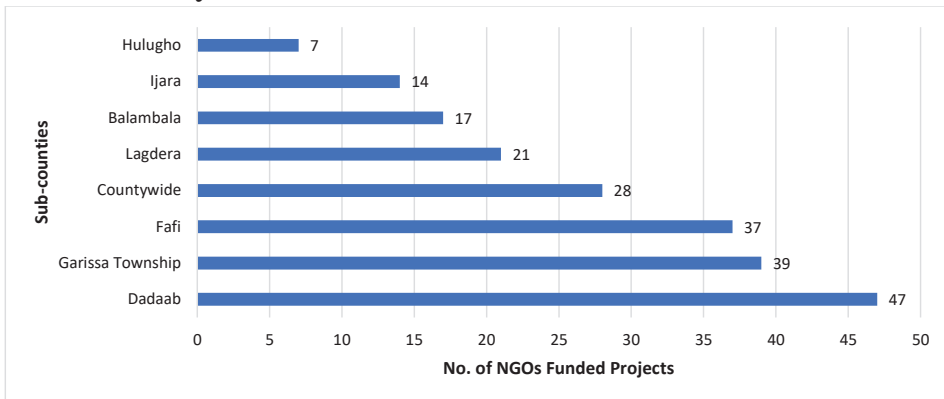
### 6.2 Project Implementation per sub-county and Ward-level, in Garissa County

The study revealed that NGOs' concentration in Garissa County is highest in Dadaab Sub County and least in Hulugho (Figure 6.2). The concentration of NGOs in Dadaab, Garissa Township and Fafi sub-counties can be attributed to the presence of refugee camps exclusively in Dadaab and Fafi sub-counties. Additionally, the integration of different communities in the three sub-counties seems to also play a role, unlike Ijara, Lagdera, Hulugho and Balambala sub-counties which are predominantly inhabited by one clan. Furthermore, the Garissa Township sub-county being the county headquarters of the county government, availability of

improved infrastructure and social amenities, population, and its proximity to the capital city of Kenya, Nairobi might also influence the high number of NGOs in the sub-county.

In contrast, Hulugho sub-county has the least number of NGOs presence which can be attributed to the subcounty being far from the county’s headquarters, limited of access roads, poor network coverage and the existence of terror groups on the borderline (Kenya-Somalia) that have frequently detonated IEDs on the major roads that connect the sub-county with other parts of the county.

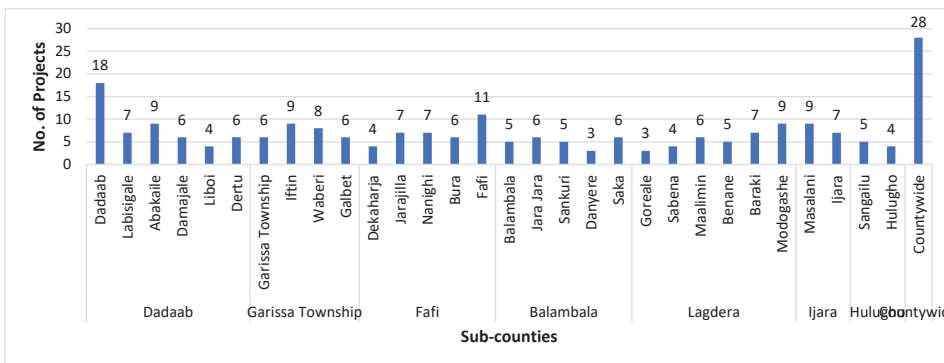
**Figure 6.2: NGOs Project implementation per sub-county and ward, Garissa County**



Source: Authors Computation

However, there are projects classified as countywide projects, across all the seven sub-counties in Garissa County, these include livestock vaccination exercises, policy advocacy, capacity building, immunization, civic education, community paralegals, sensitizations, public health awareness, and public participation programmes among others. Similarly, figure 4.3 revealed wards in Dadaab, Fafi and Garissa Township dominate projects implemented by NGOs in Garissa.

**Figure 4.3: NGOs Project implementation per ward-level, Garissa County**



Source: Authors Computation

### **6.3 Alignment with the CIDP**

The study revealed that only 40per cent of the projects implemented by NGOs in the county are aligned with the CIDP. Most of the NGOs cited that they often have their own specific missions and objectives which may not perfectly align with the priorities outlined in the CIDPs. Similarly, external donors and grants are regularly used to fund the operations of the NGOs, therefore, donor priorities may not necessarily align with those laid out in CIDPs, leading NGOs to focus on projects that are acceptable with their funding sources. Additionally, NGOs suggested that due to government bureaucracy, they prefer to avoid government plans such that they maintain independence and operational efficiency.

However, there are some NGOs that carry out general community needs assessment before submitting their proposal to the donors and upon funding approval, some NGOs refer to relevant departments to seek their input and implement projects identified by the county officials while others implement projects independent from the plans of the county.

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## **7. Emerging Issues Faced by NGOs in Promoting Development**

This section analyses key challenges faced by NGOs in the context of promoting development in ASALs, particularly in Garissa County; and measures to address challenges faced by NGOs in promoting development in Garissa County.

The key challenges include the following:

### **7.1 Unsustainable Funding**

NGOs in the County struggle to secure adequate resources, both financial and material, to implement their development programs. Limited funding, inadequate infrastructure, and difficulties in accessing resources hinders the implementation and sustainability of these programs. Sustained dependency on donors was reported among 99.9 per cent of the NGOs sampled. Difficulties in scaling up and ensuring the sustainability of projects/programmes was a challenge facing 88.9 per cent of these NGOs. Regarding this, it was noted that when most NGO programmes ended due to limited funds, many of their initiatives ended yet it was expected that the government at all levels would sustain these programmes after closeout. Therefore, the shrinking of access to sufficient, appropriate, and sustainable funds to adequately support the organizations' work and sustained dependency on donors affect the operations of NGOs. This impedes NGOs' ability to effectively carryout vital interventions to communities they serve.

### **7.2 Political Economy: Operational and Environmental challenges**

All the NGOs reached in this study encountered such challenges like working in dangerous and conflict-prone communities. It was for instance found that some areas that needed humanitarian aid from NGOs could not be accessed due to the presence of militia/terror groups. Similarly, dealing with change in unpredictable and harsh contexts (social and cultural aspects) was a challenge experienced by 88.8 per cent of the NGOs sampled. A case was reported where financial products meant to support youth and women-owned enterprises were limited by religion and culture and as a result, very little of these financial resources were accessed by the targeted youth and women.

In addition, exposure to political interference, weak governance structures among NGOs and external determination of local development agendas due to donor funding requirements, interests and priorities were experienced among 77.7 per cent of the NGOs. Political interference by local leaders was, for example, witnessed in various cases whereby the leaders wanted to influence the recruitment of NGO staff. In such scenarios, they pushed for the employment of incompetent persons who could not steer the organizations to achieve their programmes' objectives. Nepotism by local leaders during the identification of programmes' beneficiaries was also reported.

Furthermore, general NGO politics leading to suspicion and poor relationships among organizations was a challenge highlighted by 66.6 per cent of the NGOs. A similar number of these organizations decried tense and unstable relations between the organizations and the national and county governments. It was for instance argued that, in some cases, the county government failed to honour its resource commitments during the joint work planning. Also, changes in the political regimes accompanied by a change in government policies were also found to be a cause of the unstable relations between the NGOs and the national and county governments.

### **7.3 Structural and Governance issues**

The inability to address local structural causes of underdevelopment were leading challenges faced by NGOs in promoting development in Garissa County. A local structural cause of underdevelopment such as poor infrastructure hampered access to some regions. Similarly, inadequate coordination among NGOs, county government and national government resulting in duplications of development projects was a major challenge faced by several of the NGOs, this led to weak ownership of projects especially when the county government did not support activities initiated by NGOs. Due to the overlapping of some projects undertaken by different organizations and the county governments, some projects and programmes stalled. With reference to this, it was pointed out by one of the key informant interviews that the county government overbudgeted for some development projects like the ones already budgeted for by the NGOs thus creating conflicts between the contractors and the communities who opted for the projects with huge budgets. As a result, the implementation and completion of some projects were hindered and some NGOs which could fully implement the projects with the help of the local communities were locked out. This culminated in the loss of resources among communities in terms of crucial projects and programmes.

NGOs decried lack of updated and current official statistics from the government useful for proper programme planning. The county government's inability to prioritise community development needs also meant that NGOs had more responsibilities and for that reason, these organizations had to overstretch the little resources at their disposal to implement programmes.

It was also observed that in some cases, county and national government staff were not available in the locations where they had been posted, thus hampering the delivery of services or programmes in those areas.

### **7.4 Limited human resource and capacity**

Inadequate resource mobilization skills among the NGO staff were singled out by 55.5 per cent of the NGOs. Organizational learning from experience and past interventions was found to be lacking among 33.3 per cent of the NGOs.

Other related challenge faced by NGOs in the County included low human capital

due to limited access to quality education and healthcare. The population is also vulnerable to poverty and multiple deprivations of basic amenities such as water and electricity. This hinders the effectiveness of development programs as the local population may lack the necessary skills and knowledge to actively participate in and benefit from these programs.

### **7.5 Low community engagement and targeting**

Poor community mapping and execution of interventions/programs without due consideration of ongoing community initiatives as well as difficulties in tailoring interventions, programmes to local needs and realities and poor social networking with other organizations were found to be challenges hindering the work of 44.4 per cent of the sampled NGOs. In ability to resolve unlimited community needs was also a major challenge.

The other challenges faced by NGOs in promoting development in Garissa County included the outbreak of pandemics that were unforeseen and unplanned particularly COVID-19 was also found to have a significant impact on NGOs operating in this county. The pandemic was found to have disrupted the implementation of crucial projects/programmes which exposed the beneficiaries to more risks at that time. Global issues such as the war in Russia/Ukraine also affected the NGOs' operations as most donors diverted or channelled support to the immigrants of those countries.

More so, community engagement was limited despite the importance of local community ownership of projects, participation, and empowerment in development initiatives. In ASALs in Kenya, NGOs face challenges such as retrogressive cultural norms, limited social cohesion, and low levels of community organization that make it difficult to involve the local population in decision-making and program implementation effectively, hence affecting the sustainability of various initiatives.



**Table 7.1: Categorization of Challenges faced by NGOs in Promoting Development in Garissa County**

<b>Challenges</b>	<b>Specific Challenges</b>	<b>Percentage</b>
<b>Financial Challenges</b>	Shrinking access to sufficient, appropriate, and sustainable funds to adequately support the organization's work.	100.0
	Great and sustained dependency on donors.	99.9
<b>Political Economy: Operational and Environmental</b>	Working in dangerous and conflict-prone communities.	100.0
	Difficulties in scaling up and ensuring the sustainability of the organization's initiatives/projects/programs.	88.9
	Dealing with change in unpredictable and harsh contexts/ social and cultural aspects.	88.8
	Exposure to political interference.	77.7
	Lack of updated/current official statistics from the government useful for planning.	11.1
	The outbreak of pandemics that were unforeseen and unplanned e.g., COVID-19.	11.1
<b>Structural and Governance</b>	The inability of the NGO to address local structural causes of underdevelopment such as poor infrastructure.	100.0
	Poor governance structures in the county.	77.7
	External determination of local development agendas due to donor funding requirements, interests, and priorities.	77.7
	General NGO politics, for example, suspicion among organizations.	66.6
	Tense and unstable relations between the organization and the state/county government.	66.6
	County and national staff not being available in the locations where they are posted.	11.0
	Lack of coordination among NGOs, county government and national government resulting in duplications of development projects.	33.3
	County overdependence on NGOs.	33.3
<b>Human Resource and Capacity</b>	Lack of adequate resource mobilization skills among staff.	55.5
	Poor social networking with other organizations.	44.4
	Organizational learning from experience/past interventions or programs is lacking.	33.3

<b>Community Needs</b>	Poor community mapping and execution of interventions/ programs without due consideration of ongoing community initiatives.	55.5
	Difficulties in tailoring interventions or programs to local needs and realities.	44.4
	Unlimited community needs.	22.2

## **8. Conclusion and Recommendations**

### **8.1 Conclusion**

Based on the study findings, the NGO Sector in Kenya contributes immensely to the socio-economic development of the country's population. Moreover, they significantly contribute to the development of ASAL regions where successive governments ignored addressing the needs and development challenges in the region. Therefore, it is important to note that NGOs play an important role in narrowing the development gap between various regions in Kenya. Mainly, NGOs are engaged particularly in the provision of basic services such as health, livelihood, access to water and education in ASALs.

However, in pursuit of executing their duties, it is found that most of the NGOs face various challenges in these regions. These challenges are multi-faceted and intersect with various theories of change. Firstly, the low human capital in these regions was associated with limited access to quality education and healthcare. Therefore, due to inadequate personnel with necessary skills and knowledge, the local population are not able to actively participate in and benefit from these programs, ultimately impacting their long-term sustainability of the programs.

Secondly, NGOs strain in securing adequate funding and resources for their programs relate to resource dependence. Limited financial and material resources, coupled with the lack of infrastructure and difficulties in accessing resources, make it challenging for NGOs to implement and sustain their initiatives. Furthermore, limited community participation implies the NGOs in ASALs have limited local community participation in decision-making, program implementation and monitoring. In addition, the communities face retrogressive cultural norms and limited social cohesion. More so, low level of community organization skills and knowledge has hindered the successful involvement and empowerment of the local population, thus affecting the overall success of development initiatives.

Finally, NGOs in the region are faced with limited political support and limited policy advocacy manifested through limited awareness, and thorough understanding of priority development issues. In this regard, NGOs in these regions have faced challenges in advocating for policies that address the specific needs of the people living in the ASALs.

### **8.2 Recommendations**

The recommendations include:

#### ***Sustain NGOs Funding***

- i) Diversify funding sources:** NGOs to explore and diversify their funding sources beyond regular donors. Partnerships with local businesses,

fundraising campaigns, and the exploration of social enterprise models to create sustainable funding for their projects could all be part of this. Potential partnerships can include other NGOs, government agencies, academic institutions, and private sector organizations. By working together, these stakeholders can leverage their respective strengths and resources to address the challenges faced in promoting development in Garissa County.

- ii) **Resource mobilisation:** NGOs could engage in strategic fundraising efforts to secure adequate financial and material resources to implement their programs. This can be done through partnerships with donors, corporate entities, and other organizations.
- iii) **Sustainability planning:** There is a need for NGOs to incorporate sustainability planning into their programs from the start. This includes preparing the local communities through the respective county government institutions to take over and own projects whenever NGO investment ceases.

### ***Strengthen coordination of NGO activities in the County***

- i) **Improve coordination and promote joint working plan and agreement:** The county governments and national government agencies to coordinate development programs carried out by NGOs, and this can be accomplished through aligning priorities, pooling resources together, and reducing project duplication for better and more impactful benefits to local communities. In this regard, through the stewardship of the NGO Coordination Board, it is crucial to develop and implement a policy framework that discourages project duplication in the sector. International donors can adopt similar policies adopted by USAID, Partnership for Resilience and Growth (PREG), a coordination platform that unites multiple USAID implementing partners along with sub and national government actors, Kenyan institutions, and resiliency and development practitioners from other donors to leverage resources and generate a knowledge management platform.
- ii) **Establishment of county development monitoring frameworks:** County governments to support development programs carried out by NGOs. Counties in consultation with the NGOs Coordination Board through the county commissioners' office in every county need to promote community monitoring and verify that NGOs' operations are in line with both local and national developmental goals.
- iii) **Ensure annual documentation of Projects:** County Governments need to document annually all NGOs' complementary activities carried out within the county. This will go a long way in establishing the level of NGOs' contributions in ASAL counties.

### ***Ensure community participation in NGO projects***

- i) Strengthen community engagement:** NGOs could actively involve the local communities in project identification decision-making processes and program implementation. This can be achieved through community engagement, awareness campaigns, and capacity-building initiatives to empower the community to take ownership of development initiatives. This will also ensure interventions and projects implemented are consistent with local communities' developmental needs.
- ii) Building staff capacity:** In a bid to increase the capacity and efficiency in project implementation, NGOs could introduce regular training and knowledge transfer for NGO workers.

### ***Address political economy factors in project implementation***

- i) Addressing political interference:** A policy needs to be put in place to protect NGOs against any political interference. Additionally, to reduce political influence, recruitment practices for NGO workers to be merit-based and transparent.
- ii) Risk management and improved security:** There is a need for NGOs to embed risk management plans for their programs, particularly in places prone to insecurity or unforeseen problems. These plans could include measures for risk mitigation and project continuation. NGOs can use and empower local CBOs to reach out to communities in far-flung areas. Both county and national government institutions to endeavour to find lasting solutions to the insecurity in the region for enhanced NGOs' operations and presence in all the sub-counties in the county.
- iii) Enforcing compliance authority:** The degree of compliance regarding the submission of annual reports by NGOs remains low, thus the NGOs Coordination Board to exert their compliance and enforcement support to Counties. This will in turn aid in quantifying the NGO sector's contribution to both local and national development.
- iv) Enhancing governance structures:** To enhance openness, transparency, and accountability in the sector, NGOs operating in Kenya need to adopt the best globally accepted practices including ensuring strong and sustainable governance structures.

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## Appendices

### Appendix 1: Introduction Letter



#### Appendix 1

##### Introduction Letter

### **Assessing the Contributions of NGOs in Promoting Development of Asals in Kenya – a Case of Garissa County**

#### **Introduction**

Hello, we \_\_\_\_\_ from the Kenya Institute for Public Policy Research and Analysis (KIPPRA). KIPPRA is a government institution under the Ministry of National Treasury and Economic Planning. Our key mandate is to undertake policy research and analysis to advise the government of Kenya.

KIPPRA is currently working on a paper titled “**Assessing the Contributions of NGOs in Promoting the Development of Asals in Kenya, a case of Garissa County**”. The paper aims to provide information on the level of effectiveness of NGO-funded projects in the provision of quality services in line with the agenda of the county government and national government developmental plans: CIDPs, ADPs, Vision 2030, MTP IV & and BETA. It also aims to identify challenges NGOs face in relation to the implementation of developmental projects and recommend possible solutions. The information collected will be utilized exclusively in generating reports with recommendations on enhancing the effectiveness of NGOs' contributions in promoting the development of ASALs in Kenya. The interview process will last approximately 30 minutes. The responses from this interview will be treated with the utmost confidentiality.

#### **Instructions:**

Is the respondent willing to be interviewed? 1. Yes 2. No

**Date of Interview:**

**Start Time:**

**Stop Time:**

**Appendix 2: Interview Guide for NGOs' Staff**

**INTERVIEW GUIDE FOR NGOS' STAFF**

**A.** What is your organisation's name, the sectors involved, and details of the projects undertaken in FY 2022/2023 and in which location/Ward? (Fill in the table).

**Organization**

**Name:**

No.	Sectors	Projects	Location	Ward
1.				
2.				
3.				
4.				
5.				

**B.** To what extent does your organization align itself with the County Integrated Development Plans (CIDPs)? Tick the appropriate.

- i. 0% (No Alignment) (\_\_\_)
- ii. 25% (\_\_\_)
- iii. 40% (\_\_\_)
- iv. 75% (\_\_\_)
- v. 100% (Complete Alignment) (\_\_\_)

**C. Challenges faced by NGOs in Promoting Development in ASALs in**

**Kenya**

**I.** As an organization, to what extent have you encountered the following challenges while promoting or implementing development initiatives in Garissa County?

<b>Challenge</b>	<b>Not at All</b>	<b>Small Extent</b>	<b>Moderate Extent</b>	<b>Great Extent</b>	<b>Very Great Extent</b>
<b>a)</b> Lack of access to sufficient, appropriate, and sustainable funds to adequately support the organization's work.					
<b>b)</b> Working in, dangerous, and conflict-prone communities.					
<b>c)</b> Poor governance leads to mismanagement and loss of resources.					
<b>d)</b> Tense and unstable relations between the organization and the state/County government.					
<b>e)</b> Difficulties in tailoring interventions or programs to local needs and realities.					
<b>f)</b> Inability of the NGO to address local structural causes of underdevelopment.					
<b>g)</b> Poor networking with other organizations.					
<b>h)</b> Dealing with change in unpredictable and harsh contexts.					
<b>i)</b> Lack of adequate resource mobilization skills among staff.					

j) Difficulties in scaling up and ensuring the sustainability of the organization's initiatives/projects/programs					
k) Operating under predatory conditions e.g., exposure to political interference.					
l) Great and sustained dependency on donors.					
m) External determination of local development agendas due to donor funding requirements, interests, and priorities.					
n) General NGO politics, for example, suspicion among organizations					
o) organizational learning from experience/past interventions or programs is lacking.					
p) Poor community mapping and execution of interventions/programs without due consideration of ongoing community initiatives.					

**II.** Aside from the challenges listed above, what other challenges has your organization faced in carrying out or supporting development work in this county?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



### Appendix 3: List of NGOs in Garissa County

	Organization	Location	Contact
	ACDI VOCA		
	Action Aid International Kenya		
	Amnesty International		
	AMREF Health Africa		
	Care International		
	Danish Refugee Council		
	Direct Aid		
	Fafi Integrated Development Agency (FaIDA)		
	FINN CHURCH AID		
	Garissa Million Trees		
	Girl Kind Kenya		
	Global Nature Conservation		
	Haki na Sheria		
	HELP DADAAB CHARITY		
	ILO – KNCCI		
	INKOMOKO		
	International Rescue Committee (IRC)		
	Investing in Children and their Societies (ICS SP)		
	Islamic Relief of Kenya		
	Kenya Red Cross Society		
	The Lutheran World Federation (LWF)		
	Médecins Sans Frontières (MSF)		
	Mercy Corps		
	Mohamed Yussuf Haji Foundation		
	Muslim Human Rights (MUHURI)		
	NEYD		
	Norwegian Refugee Council (NRC)		
	Pastoralist Girls Initiative		
	PEACE WINDS JAPAN		
	Population Services Kenya (PSK)		
	Qatar Charity		
	Refugee Consortium of Kenya (Rck)		
	Relief, Reconstruction and Development Organization (RRDO)		
	ROADS INTERNATIONAL		
	Save the Children International, Kenya		
	Silver-lining		

	SIMAHO		
	Somali Life Organization (SOLO)		
	SUPKEM		
	Terre des Hommes (TDH)		
	Boma		
	The Kesho Alliance		
	Udgoon Foundation		
	UN AGENCIES: WFP, UNDP, UNFP, UNHCR, UNESCO, UNICEF		
	Windle trust		
	Woman Kind Kenya (WOKIKE)		
	Women Education and Health for Development (WOHED)		
	World Vision Kenya		







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