



PAN AFRICA CHRISTIAN UNIVERSITY

SCHOOL OF HUMANITIES AND SOCIAL SCIENCES

**END OF SEMESTER EXAMINATION FOR THE DEGREE OF
BACHELOR OF ARTS IN COMMUNITY DEVELOPMENT**

MAY-AUGUST 2025 TRIMESTER

CAMPUS: ROYSAMBU

DEPARTMENT: COMMUNITY DEVELOPMENT

COURSE CODE: CDC 314

**COURSE TITLE: NON-GOVERNMENTAL ORGANIZATIONS AND
COMMUNITY**

EXAM DATE:

DURATION: 3 HOURS

TIME:

INSTRUCTIONS

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

QUESTION 1: Case Study

Digital Horizons Initiative – Rural Turkana County, Kenya

The Digital Horizons Initiative is a Kenyan NGO established in 2024 to bridge the digital divide in rural northern Kenya, focusing on Turkana County. The region is characterized by high poverty rates, limited infrastructure, and low school completion rates, especially among girls. The COVID-19 pandemic highlighted deep inequalities in access to technology and digital education. In Turkana, 80% of public primary and secondary schools lack reliable internet access and digital devices. Teachers have minimal training in digital literacy, and most students have never used a computer. This digital exclusion limits educational opportunities, job prospects, and access to information, especially for girls and marginalized communities.

Current Situation

Schools: 60 rural schools with over 15,000 learners; only 10 have computer labs, most of which are outdated.

Teachers: 90% lack digital skills.

Community: Low awareness of the importance of digital literacy; some elders are suspicious of technology's impact on culture.

Government: The Ministry of Education has a Digital Literacy Programme, but implementation in remote areas is slow due to budget and logistical challenges.

Private Sector: Telecom companies are expanding networks but focus on urban centers.

Local NGOs: Active in education and girls' empowerment but lack digital expertise.

Key Stakeholders

Ministry of Education (national and county levels)

School heads, teachers, and Boards of Management

Students and parents (especially mothers)

Local chiefs and elders

Private sector (Safaricom, Kenya Power)

International donors and local NGOs

Recent Developments

A new government policy aims to digitize all schools by 2030, but resource allocation is uneven. Meanwhile, a local girls' rights group is pushing for more digital access for girls, citing the risk of further marginalization in the digital age.

Community Dynamics

Turkana communities are tightly knit, with elders and chiefs playing a major role in decision-making. Parents are increasingly concerned about their children's future but are wary of rapid cultural change.

QUESTIONS

- a) Design a detailed advocacy campaign for an NGO to address this issue, specifying your target audiences, key messages, and methods for measuring impact. **(12 marks)**
- b) Discuss 2 ethical dilemmas or unintended consequences that could emerge from your advocacy campaign. **(4Marks)**
- C) Suggest 2 strategies for mitigating the above dilemma's. **(4 marks)**

Question2:

- a) You have been hired to assess the effectiveness of the board of directors of a mid-sized NGO working in urban development. Describe any 4 criteria you would use to evaluate the board's performance and justify your choices. **(12 marks)**
- b) Discuss 4 characteristics of board members composition that influence an NGO's ability to achieve its mission. **(8 marks)**

Question3:

- a) Your NGO has been invited to partner with a faith-based organization and a private business to implement a community empowerment project. Identify and analyze three potential benefits and three potential challenges of such a partnership. **(12 marks)**
- b) Suggest four strategies for managing conflicts and ensuring accountability among the partners throughout the project lifecycle. **(8 marks)**