

The
Management
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UNDERGRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DEGREE OF BACHELOR OF ARTS IN DEVELOPMENT STUDIES

BDS 206: NGOS AND DEVELOPMENT

DATE: 7TH APRIL 2026

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. DO NOT write on this question paper.
3. This paper contains SIX (6) questions.
4. Question ONE is compulsory.
5. Answer any other THREE questions.
6. Question ONE carries 25 MARKS and the rest carry 15 MARKS each.
7. Write all your answers in the Examination answer booklet provided..

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

“THE NGOMA LAND CONFLICT AND THE DILEMMA OF DEVELOPMENT”

Ngoma Valley, located in a resource-rich part of Eastern Africa, has been at the center of a development debate following the discovery of rare earth minerals. The government granted extraction rights to a multinational mining corporation, Ecomet Ltd., promising rapid economic development, jobs, and infrastructure. However, within six months of operations, tensions erupted.

Several local communities were displaced without adequate compensation. Rivers became contaminated, destroying crops and livestock. Local youth, initially promised jobs, were left unemployed as skilled expatriates were brought in. Civil society organizations, led by the Ngoma Development Network (NDN), a local NGO, began mobilizing communities and documenting abuses. NDN also initiated dialogue with international NGOs, environmental activists, and the media, leading to global attention and donor interest.

The situation worsened when NDN accused the government of collusion and published a damning report. The government declared NDN a "foreign puppet" and froze its accounts, while Ecomet launched a parallel PR campaign, highlighting its “corporate social responsibility” programs.

International donors froze funding, demanding better NGO accountability. In response, NDN formed a regional coalition with extractive-focused NGOs and approached the African Union, hoping to leverage international law and external stakeholder engagement. Meanwhile, the affected communities remain divided—some favor continued mining for promised infrastructure, while others call for its suspension.

As a development strategist, you are hired by an independent regional body to analyze the situation and recommend a way forward.

Required:

- a) Analyze the key development and NGO accountability issues emerging from the Ngoma conflict. **(8 marks)**
- b) Propose a multi-stakeholder engagement strategy that includes civil society, government, international organizations, and the extractive sector on how can NGOs contribute effectively to sustainable peace and development in this context? **(10 marks)**
- c) Explain how NDN's actions both align with and contradict development theory in a conflict-prone region. **(7 marks)**

QUESTION TWO

- a) Using a case study, discuss the strengths and limitations of international NGOs as peace-building actors in post-conflict regions. **(8 marks)**
- b) Explain how multi-stakeholder governance structures can enhance NGO legitimacy and impact in development work. **(7 marks)**

QUESTION THREE

- a) Evaluate the risks and ethical dilemmas NGOs may face when engaging with authoritarian regimes or politically volatile regions. **(8 marks)**
- b) Drawing from your understanding of NGO-business cooperation, describe three innovative strategies NGOs can use to influence sustainable business practices without compromising their independence. **(7 marks)**

QUESTION FOUR

- a) While providing examples, differentiate between NGOs based on level of orientation and level of operation. **(8 marks)**
- b) Explore why businesses should care about NGO roles, and how can they create shared value while avoiding "greenwashing"? **(7 marks)**

QUESTION FIVE

- a) Examine the challenges NGOs face in donor-dependent environments. Suggest mechanisms for financial and operational sustainability. **(8 marks)**
- b) With reference to specific frameworks, evaluate how NGOs can build strategic accountability systems that are responsive to both donors and beneficiaries. **(7 marks)**

QUESTION SIX

- a) Critically analyze how NGOs can balance confrontation and collaboration when operating in resource-rich regions? **(8 marks)**
- b) Discuss how devolved government funding and emerging funding mechanisms are reshaping NGO operations at the grassroots level in developing countries. **(7 marks)**