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Original Article

The Role of the Private Sector in the Implementation of Humanitarian Projects: A Case of Kakuma Refugee Camp, Turkana West Sub County, Kenya

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Abstract: *The private sector has been engaged in humanitarian activities, yet its influence is not easily quantifiable and has not been recognized much. Of late, this has been changing, with many players appreciating the roles played by the private sector in humanitarian services. This study examined the role of the private sector in humanitarian activities and its influence on their implementation. The study objectives were to examine the influence of resource mobilization and to explore the influence of technology on the involvement of the private sector in the implementation of humanitarian projects in the Kakuma refugee camp. A convergent parallel design was adopted for the study. Simple random sampling, census, and stratified random sampling methods were used to select samples for the study. The study sampling frame was 280, whereas the actual sample size computed was 170 (61% of the sampling frame). The participants that responded to the study were 136, translating to 80% % of the sample. A key informant interview schedule was used to collect data from private sector organizations and UN employees, and a semi-structured questionnaire was used to collect data from service beneficiaries. Quantitative data was analyzed using the SPSS computer program, while thematic analysis, content analysis, triangulation, and discussion were used to analyze qualitative data. The study found that, indeed, the private sector has been involved in the implementation of humanitarian projects, a factor that has led to the improvement of humanitarian services delivery. The private sector has efficient resource mobilization strategies that it employs during the implementation of humanitarian projects. The study concluded that the involvement of the private sector in humanitarian services delivery has had a great influence on their implementation. The study recommends that humanitarian organizations should always incorporate private sector players to help them implement humanitarian projects since they bring a wide range of expertise and resources to the delivery of projects.*

Keywords: *Humanitarian Projects, Project Implementation, Resource Mobilization, Technology, Private Sector.*

I. INTRODUCTION

A) Background of the Study

The private sector comprises the largest part of the economy in many countries (Frey and Sabbatino 2018). It is critical for tax and capital income, as well as a great source of technological innovation. As the benefits accrued from the private sector to society emanate from knowledge, technology, financial resources, and expertise, project implementation mechanisms are critical in carrying out various activities within a project to achieve its objectives. Musau and Kirui (2018) posit that developed countries have been more effective in project implementation than developing countries, which tend to have a myriad of challenges. Responding to humanitarian needs has proven the usefulness of technology. Bailey (2014) reported that the application of data from mobile phones in Haiti helped to trail population displacements in the country by identifying where the displaced people had congregated and thereby improved response time. Cuijten (2021) reports the use of mobile technology by International Business Machines (IBM) to track missing persons during the 2004 tsunami incident. The use of drones, or unmanned aerial vehicles (UAV), for various purposes is one way in which technology has been useful in humanitarian services.

African Women Development Fund (AWDF, 2021) asserts that an organization with a workforce of the right knowledge, talents, skills, and attitudes enhances the availability of proper financial management systems for the efficiency of its operations. All members of an organization play specific roles in the sustainability of organizational projects. It is, therefore, important that all human resources be integrated to mobilize the resources required for an organization to minimize expenditure on resources outside the organization.

Kenya has faced a number of both natural and human conflict disasters, including food insecurity, floods, internal conflicts, disease outbreaks, inter-community conflicts as well as terror attacks in the recent past (Kwena, 2020). Some of the most serious humanitarian disasters that Kenya has faced in recent times include the 2007/08 post-election violence, the Westgate terror attack in Nairobi in 2013, the Garissa University attack in 2015, and the Dusit 2 attack in Nairobi in 2019 (Nyambura,

2019).

Since 1992, Kenya has generously hosted refugees and asylum seekers from neighbouring countries. To test novel approaches to the refugee situation, the United Nations High Commissioner for Refugees (UNHCR) and the government of Kenya decided to launch a pilot project in 2015. The project involved developing a settlement in and around the Kakuma refugee camp that would encourage self-reliance for the refugees and the host community. The project aimed to enhance livelihood opportunities and provide a more inclusive service. In effect, the UNHCR, the government, and other partners commenced a comprehensive initiative involving many stakeholders and sectors that would run for 15 years.

B) Problem Statement

Several tragedies have been afflicting people all over the world in various forms, including disease outbreaks, landslides, earthquakes, droughts, floods, terror attacks, multiple accidents, and displacement of people for various reasons, among others. The occurrence of such tragedies calls for humanitarian aid. While humanitarian aid aims at saving endangered lives following a calamity, alleviating suffering, and ensuring that the people in distress are handled with dignity, the high number of people affected has implemented humanitarian aid projects more complex in terms of transportation, financial requirements, logistical expertise, and technology, among others. Despite significant efforts to provide suitable environments for refugees and other distressed individuals, the overwhelming number of refugees and associated logistical issues impede these efforts, leading to persistent challenges in displacement settings management.

While the private sector has participated in such activities to fill this gap, their efforts have not been recognized much, and their efforts are not acknowledged much since the activities are ascribed to the UN-affiliated humanitarian bodies. As such, the research problem addressed by this study is that the role of the private sector in the implementation of humanitarian projects has not been recognized much, and there is a need to ascertain their role in the implementation of humanitarian projects. The private sector players can resolve many of the challenges associated with humanitarian project implementation. Therefore, comprehending the role of private sector expertise in disaster response is crucial, as these capacities can significantly impact the implementation of humanitarian projects.

C) The Purpose of the Study

To assess the role of the private sector in the implementation of humanitarian projects, with specific reference to the Kakuma refugee camp in Turkana West Sub County in Kenya.

D) Specific Objectives of the Study

i. To examine the influence of resource mobilization on private sector involvement in the implementation of humanitarian projects in the Kakuma refugee camp.
ii. To explore the influence of technology on private sector involvement in the implementation of humanitarian projects in the Kakuma refugee camp.

II. LITERATURE REVIEW

A) Theoretical Framework

This study was anchored on the two theories as described below.

a) Theory of Change

The Theory of Change was developed in 1950 by Kirk Patrick. It was popularized by Weiss in the 1990s during program evaluation. It explains long-term objectives and then maps backwards to identify necessary conditions. This theory explains the relationship between a project and the expected change following its completion. The recognized variations are represented as the return's pathway, showing each outcome in a logical relationship to all the others, as well as chronological flow and feedback loops. The connection between results is explained by the foundations of why one product is thought to be a requirement for the other. The difference between required and real outcomes is what distinguishes the Theory of Change as innovative.

The theory of change was used in this study to determine how the involvement of the private sector in humanitarian project implementation affects the outcome of the project and, hence, the change the project brings to the people in distress. The theory of change seeks to determine the prevailing situation of a project, establish the expected outcome, the factors expected to be influenced, and the program expected to influence the specific factors. By responding to these matters, the theory helps in achieving the objectives of a project. In essence, the study appropriates the elements of 'change' that the project's implementation brings to the people it serves after its completion.

The study considers that the strategies used by humanitarian organizations are enhanced by the involvement of the private sector to achieve the project objectives. The theory of change, therefore, helped change the earlier strategies used by humanitarian organizations to those applied by the private sector to achieve project objectives to the maximum. The change

envisaged here is that of a change of strategy from those of the humanitarian organizations to the engagement of the private sector that comes with a few resources not initially available for use by the humanitarian organizations.

b) Resource Mobilization Theory

According to the Resource Mobilization Theory, which was invented by John McCarthy and Mayer Zald in 1977, social movement organizations (SMOs) are described as organizations that vouch for similar causes. SMOs aim to empower people to support the movement's goals and donate funds and other resources as needed. They also distinguished between people who directly benefit from the movement and those who support it because they believe it is right. According to the resource mobilization theory, there are several ways through which social movement organizations can obtain the necessary resources. These may be through the production of the resources by the organizations themselves, acquiring resources from their members, or seeking resources externally. As such, the capacity to utilize resources effectively determines the success of the movement. The theory identifies several types of resources, including material resources, human resources, social-organizational resources, cultural resources, and moral resources. This theory was used to gauge the success of the resource mobilization variable in the study.

B) Empirical Review

According to Nabulime (2021), resource mobilization is the process applied in assembling resources and activities involved in acquiring additional new resources for an organization. Michael, Kinyua, and Mwamba (2021) agree with this definition and view resource mobilization as a set of actions performed to acquire extra resources for an organization. Mohsin (2022) adds that resource mobilization involves the procedures followed to amass more funds for development in an organization. From these definitions, it can be inferred that resource mobilization implies the efforts made by organizations to acquire resource sustainability by coming up with techniques for improving their resource status. For an organization to achieve its long-term goals, it must have the required resources at its disposal. The first of the resources that must be deployed are the physical resources to support the implementation of the main of the main activities of an organization. Some of the necessary physical resources include communication systems, information systems, adequate workspace, and consumable materials, among others.

The process of acquiring the necessary physical resources is the most expensive of all the resource needs of an organization. Therefore, organizational leaders must critically assess the physical resource requirements of an organization before any operations can start. Besides financial resources, human resources are crucial organizational resources as they control all the other resources in an organization. All members of an organization play specific roles in the sustainability of organizational projects. It is, therefore, important that all human resources be integrated to mobilize the resources required for an organization to minimize expenditure on resources outside the organization.

Through proper mapping of human resources, the organization can identify the best practices for the sustainability of organizational projects. By incorporating best practices and identifying optimal task completion methods, the completion of necessary project tasks consistently and efficiently is assured. Accordingly, the best role of human resources in achieving organizational objectives is through human resource planning. An example is evident in the deployment of financial resources for the sustainability of water projects in West Africa as well as Central Africa. The countries involved included Central African Republic, Ghana, Niger, Mali, and Sierra Leone. The study concluded that adequate financial resources and expenditure on priority are the most important resources in an organization. The financial resources impact other resources to improve the sustainability of the project.

Riziki et al. (2019) conducted a study on the role of NGOs in the growth of income-generating activities in Kakamega County, Kenya. The study concluded that it is important that an organization mobilizes locally available resources and coordinates the contributions from different sources. Besides, it is also necessary that organizations develop implementation plans, monitor ongoing projects, and evaluate the efforts put into the work. Karzner (2013) further asserts that the outcome of projects in Kenya heavily relies on the mobilization of financial resources from donor organizations and well-wishers to fund their operations. This calls for great amounts of accountability. As such, the procurement and supply chain operations, as well as their finance departments, must be frequently audited, and the audit outcomes must be presented to the financiers or donor organizations.

The use of technology in humanitarian response has significantly transformed the conduct of humanitarian activities. A report by Bailey (2014) stated that the use of mobile phone data provided by Digicel, a mobile phone operator in Haiti, helped to track population displacements in the country. The data helped identify where the displaced people had congregated, thereby improving response time. Cuijten (2021) reports on the use of mobile technology by International Business Machines (IBM) to track missing persons during the 2004 tsunami incident. Similar practices also apply to the use of the Geographical Information System (GIS). Another study by Wanjiku et al. (2020) found that humanitarian technology has contributed to a reconceptualization of humanitarian space and the relationship between the aid providers and the aid receivers.

Biometrics is one of the technologies that has been used to monitor humanitarian activities. According to Smit (2020), as much as the technology is contentious, it can be used to identify or lessen fraud, as well as to register and verify aid recipients. The method has been used in Afghanistan for several years (Smit, 2020). Biometrics involves the application of human metrics like facial recognition, eye scans, or fingerprints. However, Currion (2019) reports that the technique has been contentious since an individual's characteristics of identity are collected and kept, which has the risk of malicious use beyond humanitarian assistance.

According to Saing et al. (2023), the use of mobile phone technology can enable humanitarian staff to work with colleagues and experts located outside the project to provide specialized coaching and advice. This can be achieved through interacting with short message services (SMS) from mobile phones and social media platforms like Facebook. Using this method, a virtual professional community can be built across several areas that require humanitarian aid. Thus, an expert in one place can provide professional advice to people in remote places in the field and thereby enable the local health workers to strengthen their humanitarian service. Such services can also be extended to include remote medical consultations. Abouzeid et al. (2021) report that medical staff from Syria operating in other countries have been conducting medical consultations with civilians in Syria through telemedicine.

The use of technology can also be applied to monitor the provision of humanitarian aid in terms of the use of resources and program quality. Call centres have been established by some humanitarian organizations to control physical interaction between workers of humanitarian organizations and the receivers of aid. According to the Somalia Common Humanitarian Fund (CHF) (2022), the practice is greatly used in Somalia as a method of getting reports regarding whether the aid reached the intended people or not, how the aid was used, as well as the level of satisfaction of the recipients. According to Kuchai et al. (2020), technological appliances can be used to verify information on stocks in programs that are managed remotely. This is the case in Somalia, where digitized spreadsheets, mobile phones, and the internet are used by a certain organization to oversee medical stocks and validate field warehouse stock counts, international stock consignments, hospital ward-level consumptions, and patient prescriptions.

One of the key technological game changers in humanitarian response has been the emergence of cash transfers through mobile phones to individuals affected by disasters. According to Frennesson et al. (2022), cash transfers through mobile phone devices have made it possible for people in distress to purchase food on their own rather than depending on food purchased in other locations and transported to them, thereby saving on the cost of transport. However, Sbeih (2020) warns that as much as mobile phone technology is readily available and cost-effective for cash and voucher transfers, it does not enable direct contact between donor recipients and the donors themselves. Their use, therefore, creates the challenge of needs identification, conflict dynamics or understanding local communities, as well as the need to ensure equitable cash distribution to the deserving populace.

Through the cash transfer method, the Kenya Red Cross Society conducted a fundraiser in Kenya during the 2011 famine in which US $ 8.5 million was raised to assist the affected in the "Kenyans for Kenya" initiative (Drummond and Crawford, 2017). The specific technology was offered by Safaricom, a mobile phone service provider, which enabled fundraising using the mobile technology platform. A study by Kalkman (2018) established that the use of ICT has enabled the communities affected by tragedies to become the source of information as opposed to the previous periods. Such information can be provided through short messages and social media platforms like Facebook, WhatsApp, X, or other kinds of social media.

A combination of crisis mapping and crowdsourcing was used by the Ushahidi open-source mapping company for humanitarian purposes, which greatly improved access to people in distress in Kenya (Kuchai et al., 2020). However, it is advised that information gained from such sources needs to be triangulated by other sources to reduce the chances of errors or biases. It was found that the function of communications technology in disaster response resolves that if the people who make decisions in humanitarian duties make use of crowdsourcing, they should decide how to treat the information flows from more sources than how the existing system can handle them.

C) Conceptual Framework

The study conceptual framework includes independent variables, i.e., resource mobilization, technology adoption, and monitoring and evaluation systems. Implementation of humanitarian services was the ultimate dependent variable, and principles of humanitarian services provision and cross-cutting policy frameworks were the moderating variables. The diagram below shows the details of the study's conceptual framework.

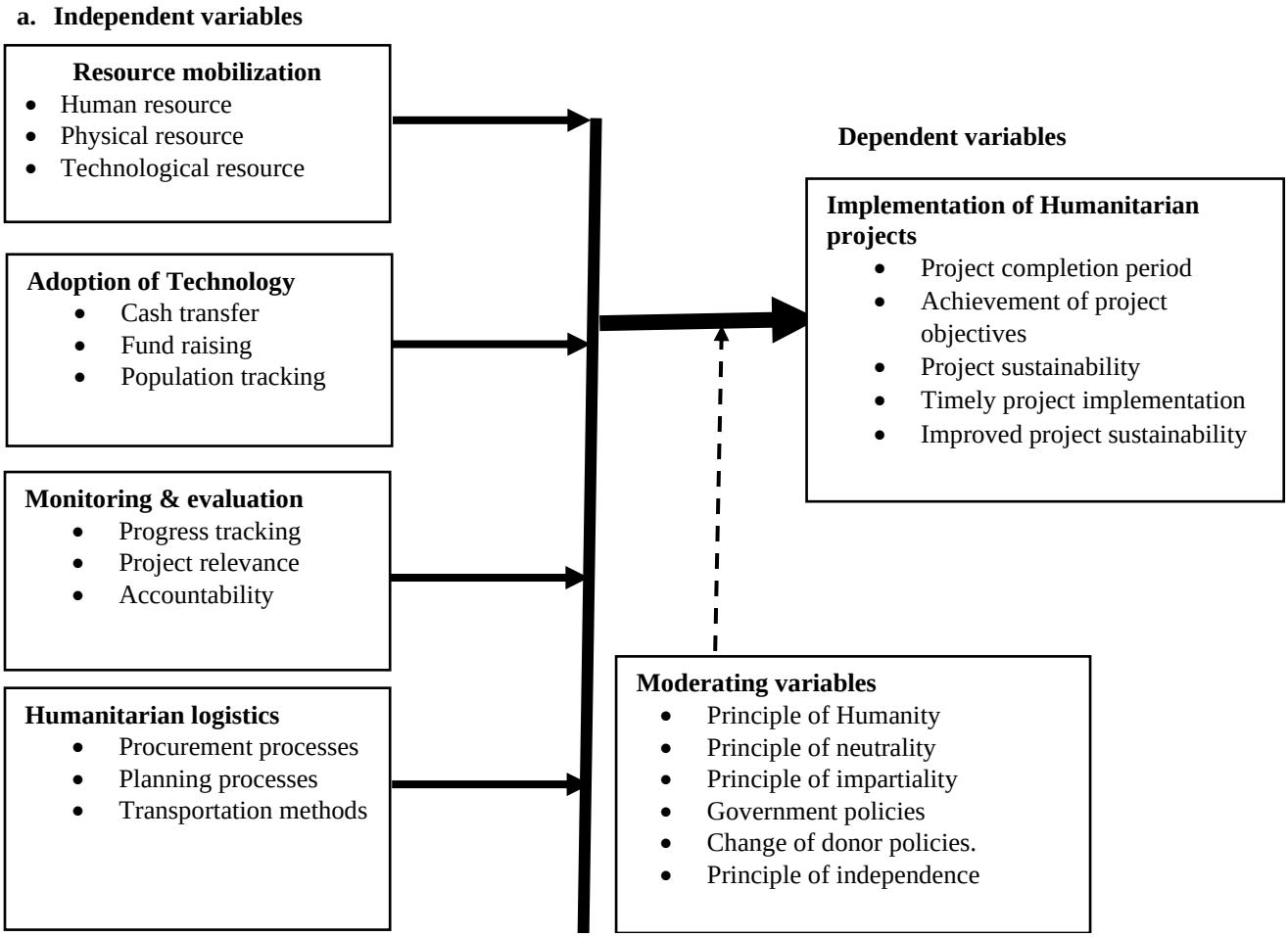

Figure 1: Study Conceptual Framework

III. RESEARCH METHODOLOGY

A) Research Design

A convergent parallel design was adopted for the study. The design requires that the researcher simultaneously consider quantitative and qualitative elements in the same phase of the research process, evaluate the methods equally, analyze the two components independently, and interpret the results together. For corroboration and validation, the study incorporated triangulation by comparing quantitative and qualitative statistical results.

B) The Target Population

According to Maistry (2019), the target population refers to a group of entities or units that the researcher is interested in studying and drawing conclusions. Aprianto (2020) views the target population as a group of people or units of study from whom data will be collected in a study. The target population for this study constituted members of private organizations involved in humanitarian projects at the time of the study, employees of the UN and partner agencies, leaders of the refugee population, and leaders of the host (local) community.

C) Sampling Techniques

The sample size is defined as the element of a study that represents the actual population or the elements to be examined within a study from which the inference was made to the entire population (Babbie, 2020). The sampling technique, on the other hand, is the method that a researcher employs to pick a sample size from the entire population (Cooper, 2018). In this study, simple random sampling, census, and stratified sampling techniques were used to select samples for the study. The resulting sample from a sampling frame of 280 was 170 participants. During the actual study, the participant's response rate was 136, translating to 81 percent of the sample.

D) Research Instruments

Research instruments are the devices used to collect data from the subjects, like computer-assisted interview systems, verbal interview schedules, paper questionnaires, observation schedules, and focused group discussion guides (Sekaran and

Bougie, 2017). A questionnaire was used for collecting data from the UN, partner organizations, and private organizations, while a key informant interview (KII) was used for collecting data from the leaders of the refugees and the host community (separately), who are the project consumers.

E) Validity and Reliability of the Research Instruments

Mugenda and Mugenda (2019) define instrument validity as the degree of accuracy derived from a set of questions, while Mamani et al. (2019) define instrument reliability as a measure of the degree to which a research instrument generates consistent data after repeated experiments in similar conditions. Professionals were used to determine the validity of the instruments used in this study. The study instruments were submitted to the study supervisors, who ascertained their suitability for collecting the required data for the study. Nugroho et al. (2019) explain that Cronbach's alpha can be used to measure the reliability of an instrument. As such, the questionnaire used in this study was tested for reliability by computing Cronbach's alpha scores using SPSS Version 26. A reliability score of 0.82 was found, which was considered suitable for this study.

Table 1: Cronbach's Alpha Reliability Determination Table

Item-Total Statistics				
Questions	**Scale Mean if Item Deleted**	**Scale Variance if Item Deleted**	**Corrected Item-Total Correlation**	**Cronbach's Alpha if Item Deleted**
Identify the main activities of your organization.	116.2000	230.282	-.059	0.807
Does your organization incorporate the private sector organizations in its activities?	115.8571	217.303	0.379	0.786
Why do you involve the private sector in your organization's activities?	115.6857	222.281	0.200	0.792
What is the advantage of involving the private sector in humanitarian activities?	115.9143	211.610	0.347	0.786
How does the involvement of the private sector affect the project implementation schedule?	115.8286	210.793	0.391	0.784
How does the private sector mobilize resources during the implementation of humanitarian aid?	115.4857	214.904	0.387	0.785
What can you say about the technological capacity of the private sector?	116.3143	228.281	-0.009	0.802
During project implementation by the private sector, do they conduct monitoring and evaluation?	115.8857	207.634	0.389	0.784
What is the effect of monitoring and evaluation on project implementation?	115.8000	218.635	0.231	0.791

F) Data Processing and Analysis

Quantitative data was entered into the Statistical Package for Social Sciences (SPSS) data analysis program. The quantitative data was then analyzed using descriptive statistics that included the computations of measures of central tendency, the mean, median, and percentages as appropriate. Categorical variables were tabulated in frequency distribution tables. Qualitative data was analyzed using thematic analysis, content analysis, triangulation, and discussion.

IV. RESULTS AND DISCUSSION

A) Study Participants' Response Rate

The study sampled 170 participants, which is 61% of the sampling frame. The response rate was 136 respondents, which is 80% of the total sample. The retribution of the respondents' categories is presented in Table 2 below.

Table 2: participants response rate

Sample category	Population size	Sample size taken	Respondent size	Response rate (%)
UN and partner agencies	30	30	24	80
Private sector organizations	50	40	36	90
Leaders of project consumers (refugees)	100	50	36	72
Leaders of project consumers (host)	100	50	40	80
Total	**280**	**170**	**136**	**81**

B) Participants' period of involvement in humanitarian services

The period of involvement in humanitarian work for the respondents involved in the study is computed in Table 3 below.

Table 3: Participants period in humanitarian services

Period of Involvement	Frequency	Percentage
1.5 years	6	10
4	14	23.3
5	14	23.3
7	14	23.3
10 years or more	6	10
Not specified	6	10
Total	**60**	**100**

C) Private sector involvement in humanitarian activities

The study sought to find out the views of the respondents regarding whether the private sector was involved in humanitarian activities and the effects of such involvement. From the data obtained, all the respondents clearly stated that the private sector has been involved in the implementation of humanitarian activities. However, not all respondents agreed about the effect of the private sector's involvement in humanitarian activities.

It is observed that the majority (89%) of the respondents agreed that the involvement of the private sector in humanitarian activities has improved the implementation of the projects, while 11% were of the view that the involvement of the private sector has not changed how the projects were implemented as presented in Figure 2 below. This, therefore, implies that the involvement of the private sector in the implementation of humanitarian projects has a great positive influence on the project completion schedule.

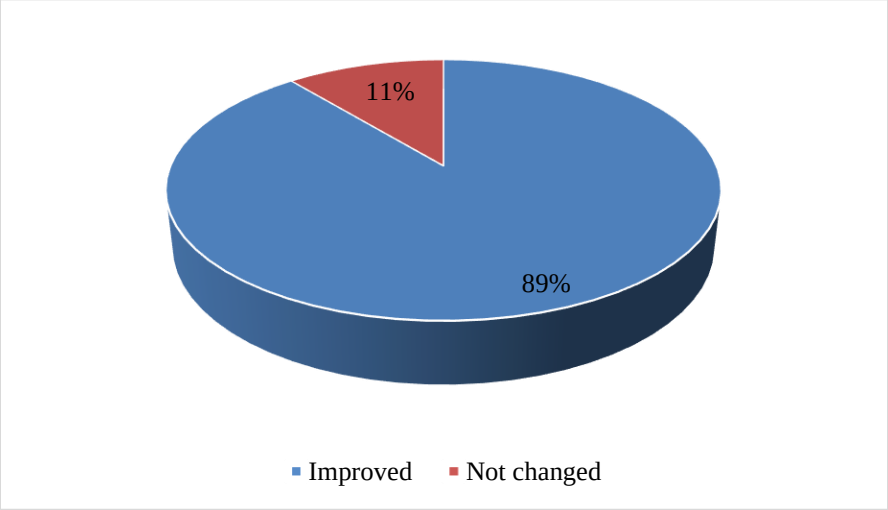

Figure 2: Private sector involvement in humanitarian work

D) Resource mobilization influence on private sector investments and services

The first research question was: what is the influence of resource mobilization on private sector involvement in the implementation of humanitarian projects in the Kakuma refugee camp? Study respondents were presented with a series of statements, and they were required to express their level of agreement or disagreement with them using a 5-point Likert rating scale. Their responses on this aspect are presented in Table 4.

Table 4: Resource mobilization by private sector

	1	2	3	4	5	Mean	SD
Statement	**Proportion of respondents (%)**						
The private sector has efficient resource mobilization strategies when implementing humanitarian aid	62.5	25	12.5	0	0	3.82	0.941
The private sector does NOT have resource mobilization strategies for implementing humanitarian aid	0	0	0	37.5	62.5	3.52	0.92
The resource mobilization strategies ensure that there is adequate funding for projects during implementation.	62.5	25	0	0	0	3.84	0.951

Resource mobilization strategies DO NOT affect project funding.	12.5	0	0	25	62.5	3.49	0.91
As a result of the robust resource mobilization strategies, most humanitarian projects are implemented on schedule	50	12.5	12.5	25	0	3.80	0.940
Resource mobilization strategies DO NOT affect the project implementation schedule	12.5	0	12.5	25	37.5	3.51	0.926
Some private sector players are involved in other income-generating activities as a means of mobilizing resources	37.5	25	12.5	12.5	12.5	3.80	0.939
Most private sector organizations DO NOT venture into more than one activity	0	12.5	12.5	37.5	37.5	3.61	0.927
Donation is one of the resource mobilization techniques considered during the project implementation process	75	25	0	0	0	3.89	0.945
Lack of resources DO NOT lead to stalling of project implementation	0	0	12.5	37.5	50	3.61	0.923
Fundraising has been used as a resource mobilization strategy by private-sector players implementing humanitarian projects.	87.5	12.5	0	0	0	3.90	0.950
Composite mean and standard deviation						**3.74**	**0.937**

From Table 4, it is observed that 62.5% of the respondents strongly agreed with the statement to the effect that the private sector has efficient resource mobilization strategies when implementing humanitarian aid, while a further 26% agreed with it. Only 12.5% of the respondents were not sure of the situation, but there was no opposition to the statement. The statement has a mean of 3.82 and a standard deviation of 0.941. These values are higher than the composite mean of 3.74 and a standard deviation of 0.937. This indicates that the private sector employs efficient resource mobilization strategies during the implementation of humanitarian projects in which they are involved. A statement contrary to this one was vehemently opposed by the respondents, with 62.5% strongly disagreeing with it while a further 37.5 disagreeing with it, hence 100% disagreement.

The contrary statement has a mean of 3.52 and a standard deviation of 0.52. These values are lower than the composite mean of 3.74 and a standard deviation of 0.937. It, therefore, implies that the private sector players have concrete resource mobilization strategies that assist them in implementing humanitarian projects efficiently. Besides, virtually all respondents agreed that the resource mobilization strategies ensure that there is adequate funding for projects during implementation. This sentiment was expressed by 62.5% of the respondents, who strongly agreed with the statement and a further 25% who agreed with it. However, 12.5% of the respondents did not state their views in this regard. The mean and standard deviation values are higher than the composite values, therefore indicating agreement with the statement. A statement contrary to this, that resource mobilization strategies do not affect project funding, was strongly opposed by 62.5% of the respondents, while a further 25% did not agree with it. Only 12.5% agreed with the statement. It, therefore, follows that the resource mobilization strategies employed by the private sector play a major role in ensuring that humanitarian projects are implemented according to the requirements.

Due to the robust resource mobilization strategies by the private sector, most humanitarian projects are implemented on schedule. This statement was strongly agreed with by 50% of the respondents, while a further 12.5% simply agreed with it, hence a combined agreement of 62.5%. However, 25% of the respondents disagreed with it, while 12.5% were not sure. From this analysis, the robust resource mobilization capacity of the private sector ensures that most humanitarian projects are implemented on schedule. A statement contrary to this view, that resource mobilization strategies employed by the private sector do not affect project implementation schedule, was strongly disagreed with by 37.5% of respondents while a further 25% disagreed with it, hence a combined disagreement ratio of 62.5%. However, 12.5% agreed with this contrary opinion, while another 12.5% were not sure of the position. It is, therefore, clear that most of the respondents did not agree with the contrary opinion to the effect that the resource mobilization strategies employed by the private sector do not have any effect on humanitarian project implementation, thereby giving further credence to the fact that the resource mobilization capacity of the private sector ensures that the projects are completed on schedule.

From Table 4, it is also observed that some private sector players are involved in other income-generating activities as a means of mobilizing resources. This view was expressed by 37.5% of the respondents who strongly agreed with the statement and 25% of the respondents, who agreed with it. This gives a combined agreement proportion of 62.5%. However, 12.5% of the respondents strongly disagreed with the statement, while a similar proportion disagreed. The combined proportion that disagreed with the statement was, therefore, 25%, while 12.5% were not sure of the situation. However, a contrary opinion to the effect that most of the private sector organizations DO NOT venture into more than one activity was strongly disagreed with by 37.5%

and disagreed with by a similar proportion (37.5%). In effect, 75% of the respondents were opposed to the contrary opinion, 12.55 were neutral, while only 12.55 agreed with it. This, therefore, strengthens the opinion that some private sector players are involved in other income-generating activities as a means of mobilizing resources.

According to Table 4, donation is one of the resource mobilization techniques considered during the project implementation process. This view was expressed by 75% of the respondents, who strongly agreed with it, while a further 25% agreed with the view. It therefore follows that all respondents identified donation as one of the resource mobilization strategies. It is further observed that lack of resources leads to stalling of projects given that a statement to the contrary that lack of resources DO NOT lead to stalling of project implementation was strongly disagreed with by 50% of the respondents. In comparison, a further 37.5% disagreed with it. However, 12.5% of the respondents were not sure of the situation and remained neutral. Finally, fundraising has been used as a resource mobilization strategy by private sector players implementing humanitarian projects, as expressed by 87.5% of the respondents who strongly agreed with it, while 12.5% agreed with the statement.

From the entire analysis, the private sector has efficient resource mobilization strategies that help them raise adequate funds for implementing humanitarian projects in which they are involved, and the resources generated ensure that the projects are implemented on schedule. Further, donations and fundraising are part of the resource mobilization techniques used by the private sector to ensure that the projects they are involved in acquire adequate resources for implementing the projects according to the project schedule.

a. Regression Analysis results

A regression analysis was conducted between humanitarian project implementation and resource mobilization. The regression model for the influence of resource mobilization on the implementation of humanitarian projects is provided in the following Table 5.

Table 5: Regression analysis summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.943[a]	.889	.869	.158

From Table 5, it is observed that the results of linear regression between humanitarian project implementation and resource mobilization show that R = 0.943 while R2 = 0.889. This indicates a strong relationship between project implementation and the various variables of resource mobilization, which include efficient resource mobilization strategies, involvement in other income-generating activities, donations, and fundraising. From these results, resource mobilization has a major influence on the implementation of humanitarian projects.

E) Influence of technology on the implementation of humanitarian projects

The second research question was: What is the influence of technology on private sector involvement in the implementation of humanitarian projects in the Kakuma refugee camp? This question was posed to the respondents from the UN and partner organizations, the private sector players, and the project consumers who constitute both refugees and the host community. The UN organizations and the private sector players were subjected to a series of statements, and they were required to express their level of agreement or disagreement with them on a 5-point Likert rating scale. The findings on this aspect are displayed in Table 6.

Table 6: Technology and project implementation

	1	2	3	4	5	Mean	SD
Statement	**Proportion of respondents (%)**						
Innovation by the private sector has improved humanitarian project implementation.	100	0	0	0	0	5.0	0.00
The use of mobile phones has NOT improved humanitarian project implementation.	12.5	0	0	37.5	50	4.46	0.81
The use of mobile phones has greatly improved communication during disasters.	75	25	0	0	0	4.86	0.90
The use of GPS systems has NO effect on the location of distressed people.	12.5	0	0	37.5	50	4.49	0.82
Humanitarian financing has greatly improved through digital fund mobilization.	62.5	37.5	0	0	0	4.78	0.92
Digital fund mobilization has NOT affected humanitarian financing	12.5	12.5	0	12.5	62.5	4.42	0.78
Mobile phone funds transfer has greatly improved access to relief aid.	87.5	12.5	0	0	0	4.68	0.93
Mobile phone funds transfer has NO effect on access to	0	0	0	12.5	75		

relief aid.						4.36	0.80
The use of biometrics has greatly improved identification during humanitarian assistance.	25	37.5	25	0	0	4.59	0.91
The use of technology has enabled wide and fast geographical coverage of disaster areas.	87.5	12.5	0	0	0	4.68	0.94
The use of technology has NO effect on the geographical coverage of disaster areas.	0	0	0	12.5	87.5	4.40	0.76
Composite mean and standard deviation						**4.56**	**0.84**

According to Table 6, all respondents agreed that innovation by the private sector has improved humanitarian project implementation. All respondents strongly agreed with this view, and therefore, there was 100% agreement with the statement. The statement had a mean of 5 and a standard deviation of 0.00. These values were higher than the composite mean of 4.56, with no standard deviation, implying total agreement. It therefore follows that innovation that has been brought into the implementation of humanitarian activities has greatly improved the implementation of humanitarian projects. Accordingly, one of the methods of innovation was the use of mobile phones in the implementation of humanitarian projects. From Table 6, the majority of respondents agreed that the use of mobile phones has greatly improved communication during disasters. This view was strongly agreed with by 75% of the respondents, while all the remaining 25% agreed with it. The statement has a mean of 4.86 and a standard deviation of 0.90. These values are higher than the composite mean and standard deviation of 4.56 and 0.84, therefore indicating strong agreement with the statement.

A statement contrary to this, that the use of mobile phones has NOT improved humanitarian project implementation, was strongly opposed by 50% of the respondents, while a further 37.5% disagreed with it. Only a paltry 12.5% strongly agreed with the statement. The disagreement with the contrary statement implies agreement with the original statement, hence an emphasis on the original position. This implies that the respondents are clear about the use of mobile phones during a disaster, whichever way the statement is framed. The contrary statement has a mean of 4.49 and a standard deviation of 0.82. These values are lower than the composite mean and standard deviation of 4.56 and 0.84, respectively, implying disagreement with the contrary statement. This, therefore, implies that the introduction of technology in the form of mobile phones has had a great positive influence on the implementation of humanitarian projects. Besides technology in the form of a mobile phone, the GPS system has also been used in humanitarian activities.

From Table 6, the use of GPS systems has greatly helped in locating distressed people, as expressed by 62.5% of the respondents who strongly agreed with the statement and a further 25% who agreed with it. However, 12.5% of the respondents were not sure of the situation and therefore remained neutral. A statement contrary to this view, to the effect that the use of GPS systems has had no effect on the location of distressed people, was strongly disagreed with by 50% of the respondents while a further 37% disagreed with it, hence a combined disagreement proportion of 87.5%. Only 12.5% of the respondents strongly agreed with the contrary opinion. It, therefore, follows that the introduction of the GPS in humanitarian activities has greatly assisted in the implementation of humanitarian projects as the system helps locate people in distress, who can then be assisted.

Technology has also been used to fund people in distress. According to Table 6, humanitarian funding has greatly improved through digital fund mobilization. This view was expressed by 62.5% who strongly agreed with the statement, while a further 37.5% agreed with it. In effect, all respondents agreed that the use of technology has greatly improved humanitarian financing through digital fund mobilization. Besides digital fund mobilization, mobile phone funds transfer has greatly improved access to relief aid. This view was expressed by 87.5% of the respondents who strongly agreed with the statement, together with a further 12.5% who agreed with it.

It, therefore, follows that all respondents agreed that funds transfer using a mobile phone has greatly improved access to humanitarian relief aid. A contrary statement to the effect that mobile phone funds transfer has had no effect on access to relief aid was strongly disagreed with by 75% while 12.5% disagreed with it, hence a combined disagreement proportion of 87.5%. However, another 12.5% of the respondents did not respond to the contrary statement. However, it is clear that 100% of the respondents agree with the statement, and another 87.5% disagree with the contrary opinion that the use of mobile phones for transferring funds to distressed people has greatly improved access to humanitarian aid.

One other technological aspect studied that had some bearing on humanitarian aid was the use of personal biometrics. A statement to the effect that the use of biometrics has greatly improved identification during humanitarian assistance was strongly agreed to by 25.5% of the respondents, while another 37.5% agreed with it. However, 25% of the respondents were not certain about its effects on humanitarian project implementation, while 25% of the respondents did not address this matter. However, the fact that 50% of the respondents agreed with the matter while 25% were not sure indicates that the majority of the respondents agreed with the view. Therefore, it can be safely inferred that the use of biometrics for the identification of people in distress has helped to improve humanitarian response.

The use of technology to cover a wide geographical area during disasters was also examined. In a statement to the effect that the use of technology has enabled wide and fast geographical coverage of disaster areas, 25% of the respondents agreed with it, while a further 37.5% agreed with it. However, 25% of the respondents were not sure of the situation and, therefore, remained neutral, while 12.5% of the subjects did not respond to this enquiry. However, since 62.5% agreed that technology has enabled the coverage of large areas during disasters, technology has had a positive effect on the implementation of humanitarian projects.

A contrary statement to the effect that the use of technology has had no effect on geographical coverage during the disaster was widely disagreed with by all respondents studied. The statement was strongly disagreed with by 87.5% of the respondents, while the remaining 12.5% simply disagreed with it. This, therefore, lends credence to the first statement that technology has enabled the coverage of a large geographical area during disaster response. From this analysis, the incorporation of technology in humanitarian projects has greatly enhanced the implementation of these projects. Thus, more technology applications should be encouraged in humanitarian projects.

a. Analysis of questionnaire results

The project consumers were asked to explain how the use of technology in the implementation of humanitarian projects has influenced the entire process. To start with, the respondents were asked to identify any technological equipment that helps them acquire services from humanitarian organizations. Several pieces of equipment were identified, as depicted in the following Figure 3.

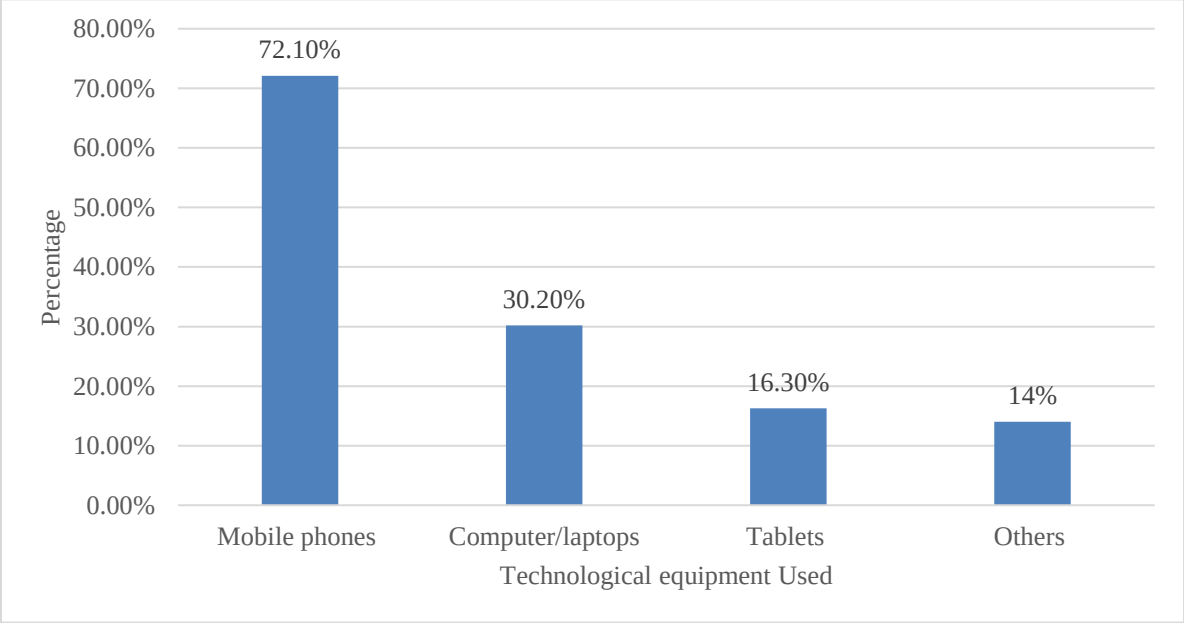

Figure 3: Technological equipment in use

From Figure 3, it is observed that the majority (72.1%) of the consumers used mobile phones as their main technological equipment. Those with computers or laptops were 30%, while those with tablets constituted 16.3%. A large proportion of respondents (14%) had other technological equipment other than the three mentioned. Among the "other" equipment specified were landline telephone, social media (though not a piece of equipment), Bluetooth speaker and manufacturing equipment. It is, therefore, clear that the consumers had technological equipment that the humanitarian relief bodies would make use of.

The project consumers were then asked to state how the technological equipment helped them, especially regarding the consumption of products provided by humanitarian organizations. Their responses are depicted in the following Figure 4.

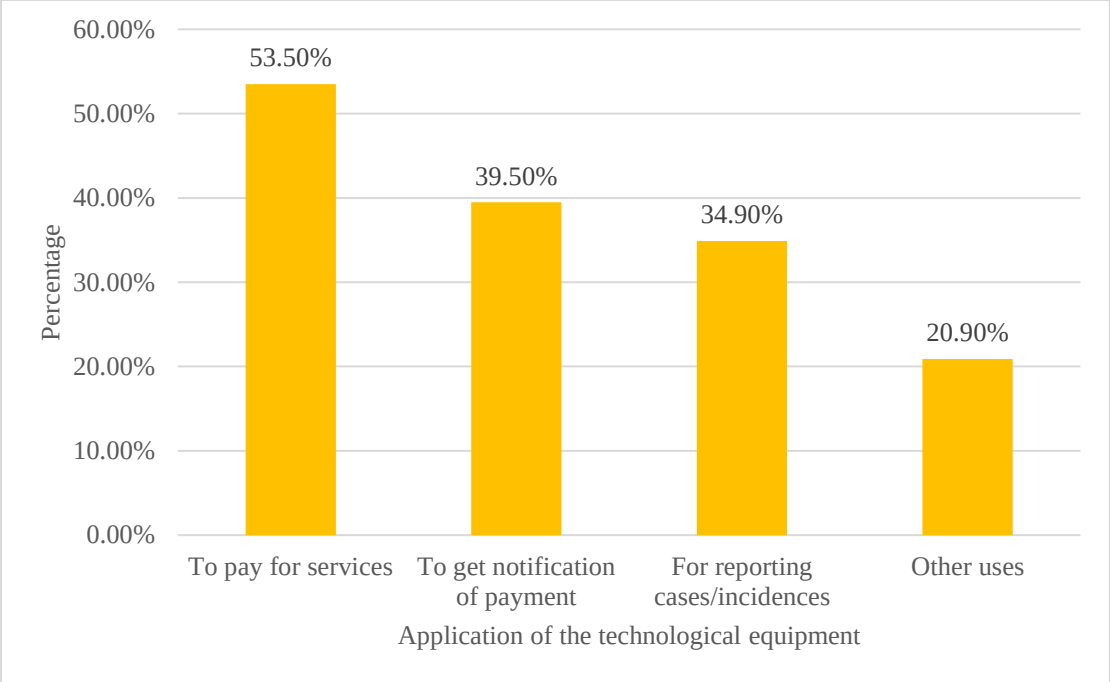

Figure 4: Technological equipment used by the project beneficiaries

From Figure 5, it is observed that the majority (53.5%) of the consumers used their technological gadgets for paying for services, most probably mobile phones; 39.5% used the gadgets to acquire notification of payment, while 34.9% used them for reporting cases or incidences. A further 20.9% used them for other matters. Some of the other matters were identified as communication, application for issues to do with humanitarian projects, doing work remotely, tracking business growth, networking and safety, and helping students to learn. Most of the uses of the technological equipment are related to humanitarian work. It is, therefore, clear that the technological equipment owned by the project consumers was used to aid in humanitarian relief matters. From these analyses, it can be safely concluded that, indeed, technology has greatly helped to improve the implementation of humanitarian projects since both the service providers and the service consumers agreed about the use of the technological equipment in various ways, many of which are related to humanitarian activities.

b. Regression Analysis results

The regression model for the influence of technology on the implementation of humanitarian projects is provided in the following Table 7.

Table 7: Regression analysis results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.997[a]	.993	.993	.038

According to Table 7, there is a close relationship between technology and humanitarian project implementation. The table shows that R = 0.997 while R2 = 0.993. The two values indicate that there is a high relationship between the technology variables studied, namely the use of mobile phones, the use of GPS systems, digital fund mobilization and the use of biometrics. These study findings concur with Smit (2020), who asserted that as much as the technology is contentious, it can be used to identify or lessen fraud, as well as to register and verify aid recipients. The use of various technological equipment and solutions by both humanitarian and private sector players positively influences the implementation of humanitarian projects.

V. CONCLUSION AND RECOMMENDATIONS

A) Conclusion

Based on the study findings and discussion submissions, the involvement of civil society and the private sector in humanitarian activities has had a significant influence on the implementation of humanitarian activities. Have had a great capacity to mobilize resources that are used to implement the projects, besides having experts who can perform the necessary activities. They also engage in multiple activities to ensure that funds for implementing various activities are available. Civil society and private sector players perform fundraising and seek donations from well-wishers to ensure that the running projects are continuously funded and are, therefore, implemented on schedule.

A lot of innovative mechanisms have been injected into the project implementation process that help in the timely implementation of the projects. Some of these innovative methods that have been injected into project implementation processes include the use of mobile phones in fundraising, making payments for some of the services, and transferring funds to the people being assisted. However, there are some policy conflicts between the policies of the private sector and those of the humanitarian organizations, which sometimes do not align with each other.

B) Policy Recommendations for The Study

Humanitarian organizations should always incorporate private sector players to help them implement humanitarian projects. The private sector players bring a wide range of advantages to the project's implementation process, which includes expertise, resources, and technological innovations that go a long way in aiding the timely completion of the projects. Organizations involved in humanitarian activities should embrace fundraising, donations, and involvement in other income-generating activities as a means of mobilizing resources for implementing the projects. These activities can help the organizations acquire their own resources as opposed to a situation where the bodies largely depend on funds from one donor whose change of strategy can have drastic effects on the projects being implemented by the organization.

Humanitarian organizations should adopt some of the innovative strategies applied by the private sector to implement humanitarian activities, like the use of mobile phones for transferring cash aid directly to people in need, tracking relief goods in transit and conducting monitoring and evaluation of projects regularly during project implementation. Cooperating parties among private sector organizations and humanitarian organizations should look for a middle ground at which some of their policies can be met. Organizations with conflicting policies may not coordinate well during the project implementation period. This factor may lead to delays in the completion of the projects in which the two are involved. Humanitarian organizations should include the provision of mobile phones to the people in need of services as this gadget was found to have many uses that can go a long way in improving the implementation of projects.

C) Recommendations for Further Study

This study was conducted in Kakuma refugee camp in Turkana County. However, there are other refugee camps in other parts of Kenya, including the expansive Dadaab refugee camp in Northeastern Kenya. It is therefore recommended that further study be conducted in other refugee camps to find out if the findings are similar or different. Similar recommendations can then be made for similar findings, but camp-specific recommendations can be made for findings that appear to be specific to the various camps. This would help generalize and expand the application of scientific knowledge and experiences to wider displacement settings to improve service delivery systems and products that refugees and host communities are entitled to. While refugee settings have multiple areas for scrutiny, research on employable skills can help empower innovations and access to incomes and improve the diversification of livelihoods for the socioeconomic transformation of populations in the displacements.

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