

**FACTORS INFLUENCING RELIEF FOOD DISTRIBUTION
SYSTEM IN KENYA:
A CASE OF RED CROSS OPERATIONS IN KINANGO
DISTRICT –
COAST PROVINCE, KENYA //**

BY
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**A RESERCH PROJECT REPORT SUBMITTED IN PARTIAL FULFILMENT
OF THE REQUIREMENTS FOR THE AWARD
OF THE DEGREE OF MASTER OF ARTS IN PROJECT PLANNING AND
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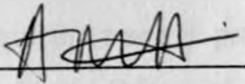


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DECLARATION

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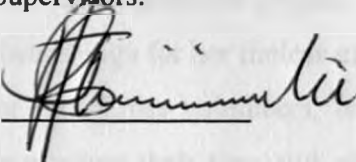
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DEDICATION

To my loving wife Esha Ahmed and to my dear children who have been a great source of inspiration and encouragement through out the study.

ABBREVIATIONS AND ACRONYMS

I.C.R.C	-	International Committee of the Red Cross
HIV	-	Human Immuno Virus
LDCS	-	Least Developing Countries
R&D	-	Relief and Development
GDP	-	Growth Domestic Product
KFSSG	-	Kenya Food Security Steering Group
FA	-	Food Assistance
UN	-	United Nations
NGOs	-	Non Governmental Organisations
IDPs	-	Internal Displaced Persons
VCT	-	Voluntary Counselling and Testing
PMTCT	-	Primary Mother To Child Transmission
OVC	-	Orphaned and Vulnerable Children
PLWHAS	-	People Living With HIV Aids
KRCS	-	Kenya Red Cross Society

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ABSTRACT

This study was on Factors Influencing Relief Food Distribution System in Kenya, Case of Red Cross Operation in Kinango District, Coast Province, Samburu Division. Kenya Food Security Steering Group assessments indicated that food security situation has declined substantially in some districts and an estimated 1.38 million people in rural areas were highly food insecure following poor long rains of 2008 in most arid and semi arid areas of the country such as Kinango.

The study involved extensive research on relief food distribution systems and influencing factors. This led to the use of various data collection techniques such as questionnaires, interviews and observation methods. Stratified sampling method proved advantageous because of the population size of the beneficiaries. A total of 40 respondents were selected from a population of 100. The data collected the was coded, analysed and presented informs of tables.

This study revealed that there were shortcomings in the Relief food distribution system in Samburu division of Kinango district. It has further revealed that there was lack of participatory role of the community in engaging more actively in decision making processes and implementation of the relief food distribution program. It was learnt that there was great expectations from the residents of Samburu from the Kenya Red Cross Society in regards to the food assistance..

The study also revealed that the lack of proper planning, implementation, monitoring and evaluation strategies in food distribution activities in Samburu and in the larger Kinango resulted in little impact on school enrolment and improvement of food security. This is evidenced by the poverty levels of Kinango district and level of relief dependence. Open dialogue and regular consultations was established as the key to effective relief food distribution system in the area.

Further research could be carried out to establish why aid agencies are continuing with relief food distribution even when they are aware of the dependence syndrome factor that comes as a result of relief food.

A research could also be undertaken to investigate why food insecurity cannot be addressed in a sustainable manner, yet Kinango district has vast natural resources such as rivers that can be used for modern irrigation to improve livelihood and reduce dependency.

The impact of appropriate Monitoring and Evaluation methods in food distribution system could also be researched further.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

The term Food Assistance (FA) has been tossed around by humanitarian actors in the face of hazard outbreaks without clear conception of the entire Relief and Development (R&D) phenomena. This Thesis presents weaknesses in entire food assistance evaluation system within the context of planning, implementation, monitoring and evaluation in the optimal globalized and complex nature of Relief and Development (World Bank 2010).

Relief food distribution is a humanitarian response to general food insecurity that is a result of an array of causes ranging from climatic hazards to general incompetence in food production, purchasing or gathering. In Kenya food insecurity is either a result of failed seasons mainly from low and erratic rainfall or on the other hand resulting from floods.

One of the critical basic issues confronting Less Developed Countries (LDCS) is the phenomena of poverty, inequality and general underdevelopment. These issues have become the focus of Relief and Development. (R&D) not only to national policy makers but also to International Development Partners. Indeed, Relief and Development is a complex phenomenon and there is no single typology for optimising its implementation. Further more, the geographical, political, cultural and economic peculiarities provide added challenges to the realization of R&D at global level, while at local settings in LDCS, the modes of intervention have been general food distributions and food-for assets depending on the levels of food insecurity (FAO, 2008).

Relief aid to victims affected by conflict or natural disasters is a growing industry. In 1990, international humanitarian assistance amounted to about 2 billion dollars; by 2000 the total of was up to nearly 5 billion dollars (OECD/DC) estimates, 2000). The huge humanitarian crises in Afghanistan and several other regions of Africa likely meant additional large increases in food assistance. For instance the conflict in Sudan led to the displacement of over 2.5 million in Dafur who are in dire need of food assistance plus an other half a million returnees from southern Sudan. This has a huge humanitarian impact and hence posing a challenge to humanitarian agencies, Wassenhove etal-(2005).

The challenges facing the effectiveness of delivering humanitarian relief aid has called for better preparedness not only for disaster relief in natural disasters, but also being prepared to mitigate the effects of man-made disasters. In addition to this, humanitarian organisations are under greater scrutiny to monitor the impact of aid, not just the input and output but making a difference in the lives of targeted persons. This means they must be result-oriented in their programs or projects with transparency and accountability being the core, Wassenhove (2006).

Humanitarian organisations such as the Kenya Red Cross Society has a mandate to assist victims/ communities affected by hazards such as droughts. The organisation is guided by fundamental principles of humanity, neutrality and impartiality in carrying out their operations such as relief food distribution programs.

Relief food distribution is part of a set of activities aimed at ensuring full respect for the rights of the individual in accordance with international humanitarian law, human rights law and refugee law (ICRC 2009). The aim is to preserve or restore acceptable living conditions for communities affected by hazards and conflicts. Assistance work centres on the domains of health and economic security, aid seeks to reduce illness and deaths among affected communities.

To avoid dependency, the longer term aim is to restore self sufficiency, thereby also protecting the dignity of the people affected by conflicts (ICRC 2009). The history of relief food assistance dates back to the 18th century. Relief assistance can be traced to the history of the International Committee of the Red Cross to 1863 and during the 1st, 2nd, 3rd world wars to modern times. The ICRC has received the Nobel peace prize three times most recently in 1963 together with the League of the Red Cross Societies. Growing from a one mans spontaneous gesture to help wounded soldiers to become an International organisation reaching out to millions of war victims around the world, ICRC has worked in most of the major crises of the past 150 years.

The International Federation of the Red Cross and Red Crescent Societies (IFRC), founded in 1919 also coordinates activities between 186 National Red Cross and Red Crescent societies within the movement.

On an international level, the Federation leads and organises in close cooperation with the National societies, relief assistance mission, responding to large scale emergencies. The International Federation secretariat is based in Geneva Switzerland.

National Red Cross and Red Crescent societies exist in nearly every country in the world e.g. Kenya Red Cross Society. Each entity work in its home country according to the guiding principles of International humanitarian law and the statutes of the International movement. Depending on the specific circumstances and capacities, National societies can take on additional humanitarian tasks that are not directly defined by International humanitarian law or the mandates of the International movement. In many countries National societies undertake activities such as relief food distribution within their capacity to communities affected by hazards e.g. droughts, (IFRC Encyclopaedia 2009). However, relief food distribution has faced great challenges mainly in least developing countries (LDCs) and conflict ridden countries such as Somalia, DRC, Afghanistan, Iraq. (WFP 2009).

A profile in Kenya, for example indicates the 67 percent of the total population of 39 million (Kenya, 2010) still reside in rural areas, and of this 67 percent are categorised as poor depending on less than 1 USD a day and 70 percent of this live in the rural areas. The population is predominated by youth with 44 percent below 15 years of age. Life expectancy is 54 years (urban areas) and fertility rates are 5 percent. Agriculture is the economic main stay contributing 26 percent of Gross Domestic Product (GDP). The GDP have been growing at 3 percent since 2004 (Kenya 2010). Real percentage income has consistently fluctuated. Increased incidence of poverty, HIV/AIDS, bad governance, political uncertainty and under development have eroded welfare gains made in the early stages of the Kenyan economy. (Kenya, 2009).

Report by Kenya Food Security Steering Group (KFSSG); comprising of stakeholders drawn from the Government, UN, Development Partners and key NGO's conducted a joint Government-led comprehensive food security assessments in July and August 2008. The assessments which covered 30 districts included the drought prone arid and semi-arid districts and some of the districts affected by post election violence.

The objective of the assessments was to establish the impacts of the long rains 2008 and other factors on household food security, and provide recommendations on necessary immediate interventions regarding food security related sectors such as Water and Sanitation, Agriculture and livestock, Health, Nutrition and Food aid.

The findings from the assessments indicated that food security situation has declined substantially in some districts following generally poor long rains of 2008 in most arid and semi-arid areas of the county. The most affected areas were Turkana, Mandera, Samburu, Baringo, Marsabit, Wajir, Moyale and Garissa districts. Equally affected were areas such as Isiolo, Laikipia, Ijara, Taita Taveta, Kitui, Mwingi, Makueni, Mbeere, Malindi, Kilifi, Kwale, Kinango, Tana River and Kajiado districts.

Consequently, these areas were experiencing several food security related problems including early livestock migration; weakening of livestock conditions and enhanced conflicts due to competition for grazing and water resources. Other problems were crop failure, severe depletion of pasture and browse, reduced water levels disrupted school attendance and increased school dropout rates especially in pastoral areas. The situation has been worsened by highly virulent *peste de petits ruminants* (PPR) livestock disease in some areas and heightened food and non-food prices.

In addition, food security had deteriorated to levels of concern among urban populations that depended almost entirely on food purchases. These populations has been affected mainly by rising food prices amidst relatively static incomes. Preliminary indications have revealed that the number of people that were highly food insecure in urban slums as a result of rising food prices, as of July 2008 may be in the range of 3.5 to million up from about 3 million persons in 2007.

Furthermore, expected maize production during the 2008 long rains had been affected by several factors including poor weather patterns in semi-arid areas, displacements after the post election violence and high agricultural input prices. Moreover, levels of maize stocks including the Strategic Grain Reserves were very low. It is estimated that about 1.38 million people in rural areas were highly food insecure with no purchasing power.

These people were not able to meet their minimum food requirements in the coming six months (September 2008 to February 2009) without external support.

This number included an estimated 300,000 people mainly internally displaced persons (IDPs) who still required assistance as they continue to resettle and leave transit camps.

In order to ensure that the affected areas and people were taken care of, the Government had planned to enhance ongoing short-term sectoral mitigation interventions. In this regard, the Government required about Kshs.3.8 billion to effectively intervene and target this vulnerable populations for a six months period. The Government was working in partnership with other stakeholders including the UN, NGO's and Development Partners through the existing collaboration structures such as the Kenya Food Security Meeting (KFSM) and the Kenya Food Security Steering Group (KFSSG).

Lastly the Government removed cognizant that medium to long term interventions needed to be pursued concurrently with these short term intervention in order to solve the underlying problems of food insecurity especially in the arid and semi arid areas of the country (KFSSG).

Kinango is one of the thirteen districts in the Coast province. It borders Taita district to the North West Kilifi to the North Kwale to the South East and Msambweni to the South. The district is located second to the South Eastern corner of Kenya lying between latitudes 3°3' and 4°45' south of longitudes 38°31' and 39°31' east. The district has a surface area of 4,008 km²

Kinango is one of the poorest districts in Kenya with absolute poverty levels of approximately 20% above the national average. According to the poverty reduction paper, Kinango district has over 32% of its population as food insecure and above 40% in the absolute poverty category (District Coordinating Unit 2009). Unreliable and erratic rainfall, poor farming practices and low livestock holding capacity have been identified as the underlying factors rendering households highly vulnerable to food insecurity. Crop yields particularly for the staple maize crop are generally low and often below one tone per hectare. The annual maize harvests last most of the households up to a maximum of three months after thereby rendering the households being dependent on other sources.

Established coping strategies to food insecurity include sale of productive assets such as livestock which are currently low in number, off- farm income in form of casual labour, charcoal burning(which has its known adverse environmental effects), reduced number of meals taken per day, skipping of meals for an entire day, consumption of wild fruits and provision of relief food from either the government or non- governmental organizations such as the Kenya Red Cross Society (Ityeng et al 2008).

Of the listed coping strategies, food distribution has been one of the most reliable outlets. Distribution efforts are complex but predominantly entail sourcing /provision of transport facilities, identification of impact distribution points, deciding on the quantities to be distributed , personnel, ration size , the beneficiaries and the actual distribution exercise. As a process, therefore, we realise that there are various inputs and players(people who happen to be facilitators, actors, beneficiaries) and a such there are possibilities of the presence of challenges and perceptions,(positive or negative).

Kinango district is divided into 4 administrative divisions namely Kinango, Samburu, Ndavaya and Kasemeni. It has 14 locations and 32 sub locations as shown in the below. Politically, the whole region constitutes one constituency called Kinango constituency. The district is currently within Kwale county council with 16 wards.

Table 1.1 Area and administrative units by divisions

Division	Area (Km ²)	No. of Locations	No. of Sub Locations	No. of wards
SAMBURU	1,811.8	5	10	5
KASEMENI	675.3	5	12	7
KINANGO	839.1	3	6	3
NDAVAYA	681.3	1	4	1
TOTAL	4,007.5	14	32	16

Source: District Commissioner's Office, Kinango 2008

Settlements patterns in the district are influenced by infrastructural network (roads, water and electricity), high agricultural potential zones dictated by nature of soils. The district is sparsely populated in all divisions. These areas are range lands and are less productive agriculturally but have potential for ranching and general livestock and wildlife husbandry. The larger towns in the district are Kinago, Samburu and Mazeras. Settlement along the Nairobi - Mombasa highway is higher due to economic activities taking place. Some towns along the highway include Samburu, Mackinnon Road, Taru and some part of Mariakani.

Kinango district has one major topographical feature, which is the Nyika plateau. There is small section that touches the Indian Ocean towards the East where fishing is the major activity. The Nyika plateau also referred to as the hinterland, rises gradually from 180m to 300m all over the district. The region is underlain by basement rock system. The main activity here is livestock rearing. The Nyika plateau is overlain by poor soils making it only suitable as range land for livestock keeping, which is characterized as low agricultural potential area. The main rivers and streams are Marere and Mwaluganje Rivers. Other rivers are seasonal. The rivers Marere and Malugange have been harnessed to provide domestic piped water.

There is lack of awareness of the importance of early childhood development, low enrolment of girl child in schools coupled by low completion rates especially for girls due to drop out caused by high poverty levels, unwanted pregnancies and early marriages. There is also lack of physical facilities in the youth polytechnics and untrained staff. In the vocational and other non-formal education there is poor community knowledge of its importance.

There is inadequate health facilities, lack of equipments and commodities for reproductive health. There is low immunization coverage and high mortality rate especially expectant mothers and children. There is inadequate VCT CCC and PMTCT services and there is minimal awareness of HIV/Aids programs., There is stigma harmful cultural practices, which all leads to increased OVCs and PLWHAs. There is poor nutrition and feeding practices amongst the under fives.

Most of the land is used for livestock development how ever, there is poor and inadequate pasture/fodder and high incidences of diseases and pests, poor livestock breeds coupled with inadequate technical staff. In crop development there is inaccessibility to farm inputs, fertilizer and certified seeds, which leads to low harvest. The infrastructures are also poor which hinders accessibility to markets. There are poor road standards and low investment in water and sanitation projects. There is poor network coverage in most parts of the district, which makes communication, and dissemination of information difficult. There is rural electrification project, which if well taken by various stakeholders can generally improve the living standards of the people.

The district fact sheet represents data on various important aspects of the district that form relevant background information for analysis of challenges facing the district and for setting strategies and appropriate programs including monitoring and evaluation indicators.

This data will also be useful to gauge how further the district have developed as the information provided below is of 2008 with population projection to 2012.

Table 1.2 District Fact Sheet

Area		4,008
Total area (sq.Km)		5.0
Water mass (Sq.Km)		18
Gazetted forest (Sq.Km)		50
National parks/reserves (Sq.Km)		3,686
Arable land (Sq.Km)		252
Non-Arable land (Sq.Km)		200
Total Urban areas (Sq.Km)		5
Total Length of the coastline (Km)		1
Altitude: Meters (Above sea level)		
	High	450
	Low	0
Temperature rang:		
	High	34
	Low	24
Temperature average:		29
Rainfall		
	High	800
	Low	500
Average relative humidity		60%
Wind speed (Km/hr)		4.8-10.9
Demographic profile		
Total population size (2008)		
	Female	116,097
	Male	102,241
	Total	218,338
Projected population:		
Mid plan period 2010		
	Female	122,417
	Male	107,807
	Total	230,224
End of plan period - 2012		
	Female	130,368
	Male	114,810
	Total	245,178
Infantile population(Male/Female)		7,834

1.2 Statement of the problem

The frequency and intensity of natural and man-made disasters are increasing mainly due to climate change, rapid population growth, unplanned urbanisation and environmental degradation. The present difficulty in relief food distribution system in Kenya partly stems from the absence of articulated implementation, monitoring and evaluation strategy on the various assistance and disaster response interventions.

In Kenya, it seems inevitable that an evaluation of food assistance must be inclusive, accountable and comprehensive so as to benefit the vulnerable segment-beneficiary in the whole system of relief and development.

There is greater disproportion in mitigation of food assistance in Kenya. This disparity is both vertical and horizontal i.e. between urban areas and rural areas, which are affected by hazards (Obudho, Juma et.al, 2005). Kinango, the area of study is one the poorest districts in Kenya with absolute poverty levels of approximately 20 percent above the national average. According to the Poverty Reduction Paper, Kinango has over 32 percent of its population as food insecure and above 40 percent in the absolute poverty category (District Coordinating Unit 2009).

The phenomenon of disparities creates special approach in determining the level of integration of R&D. Conceptually, food assistance (FA) is expected to meet universal and scientific standards in its implementation, but the vertical disparities negate the outcome. The implementation presents challenges that are critical and tend to be universal in plaguing almost the LDCs such as Kenya, Somalia, Sudan, Afghanistan, Chad and Haiti among others. Therefore, this study examined the factors influencing relief food distribution system in Kenya, with a special reference to Kinango district.

Focused and strengthen relief operations in Kinango district can be traced from the year 2003/4 short rains under the emergency operations (EMOP) interventions that followed the failed seasons and have continued albeit with varying scopes and geographical coverage. The modes of the interventions have been general food distribution and food for assets depending on the level of food insecurity.

1.3 The purpose of the study

The purpose of this study is to examine factors influencing relief food distribution System in Kenya the Case of Red Cross operation in Kinango District

1.4 Objectives of the study

The objectives of this study were three fold:

1. To examine the relationship between planning and effective food distribution system in Kenya, the case of Red Cross operation in Kinango district
2. To identify the relationship between effective implementation of plans, policies and relief food distribution system in Kinango, Kenya.
3. To determine the extent to which proper monitoring/evaluation influences relief food distribution system in Kinango, Kenya. .

1.5 Research Questions

The study attempted to answer the following three research questions;

1. To what extent does planning influence effective food distribution process?
2. What is the relationship between resources availability and effective implementation of relief food policies and plans?
3. To what extent does monitoring and evaluation impact on relief food distribution system?

1.6 Significance of the study

The significance of this study lay in identifying the Food Assistance System Model. The study identified critical challenges in relief food assistance (FA) system and therefore be a basis for planning strategies in the implementation and evaluation of relief distribution programs.

Mundane parameters of time, quality, cost, logistics and risk factors were critical models of this study. The study will therefore be useful in identifying effective approaches to be adopted by aid agencies and governments in their relief food intervention programs. The findings of this research will assist NGOs to evaluate themselves and re-examine their strategies to offer efficient and sustainable services to communities affected by hazards. study findings will also provide an operational blue print (manual) for FA intervention in LDCs.

1.7 Basic assumptions of the study.

This study was based on two important assumptions: Any evaluation of relief food assistance which is a component of R&D has to be planned, implemented monitored and evaluated within the context of time, quality, cost and risk overridden by socio-economic and political factors. Secondly, the study also assumed that the information given by the respondents will assist the researcher in investigating the factors influencing relief food distribution system in Samburu, Kinango district.

1.8 Limitations of the study.

Pressure of work, limited field presence, tough terrain and transport costs due to long distances has been the main limitations of the study.

1.9 Delimitations of the Study

The study focussed on factors influencing relief food distribution systems in Kenya, the case of Red Cross operation in Kinango district. The study interviewed beneficiaries, local authorities, relief committees, pupils, village elders, heads of house holds and Red Cross volunteers in Kinango district. The study area was easily accessible by road and respondents gave up to date information that can be relied upon to make informed decisions that can also be useful for aid organisations or even researchers. The data collected was centred mainly on time, cost, quality, logistics and other influencing factors in reference to planning, implementation policies, monitoring and evaluation. The study was carried out in 2010.

1.10 Definitions of significant terms used in the study

Community:- A Sociological and anthropological terminology that denotes any small unrealised political, economic and social audit whose members share values concern.

Development:- This is a complex multi sectoral phenomena encompassing such issues as values, goals and standards written which one can compare and assess the level pf progress in fair and space. In such cases its

Planning:- This is a decision making process of balancing conflicting issues to scarce resources and achieving compromise between conflicting interests. There are two types of planning:-

1. Bottom-up which places emphasis at the local community bases level
2. Top- down planning focusing on development proceeding from urban centres and spreading to the rest of the country or community.

Plan/Strategy:- An official guideline for any aspect of development. This guideline could be based on philosophy method or policy.

Relief:- Money, food, clothes etc given to people who are poor and hungry due to disasters.

Model/System:- A scientific description and analysis of an interrelated parts or ideas that follow a single principle.

Food:- Things that people and animals eat such as vegetables and meat.

Hazard:- Something that may be dangerous or may cause accidents or problems e.g. polluted water, strong winds, wild fires etc.

Disaster:- A sudden event such as floods, storm, or accidents which course a great damage of suffering both man made and natural disasters.

Distribution:- The art of sharing resources to a large population in a planned way.

1.11 Organization of the Study

The study was organised around five chapters, excluding the front matter which contains the title, declaration, dedication, abstract, acknowledgement, table of contents, list of tables, abbreviations and acrynoms and at the back matters containing the bibliography, letter of introduction and appendices.

Chapter one lays out the introduction which contains the background of the study and traces the historical development of the International Committee of the Red Cross (ICRC) and

International Federation of Red Cross and Red Crescent Societies (IFRC) in global, regional and local perspective. The chapter also includes statement of research problem, objectives of the study, assumptions of the study, limitations and delimitations and definition of significant terms used in the study. Chapter one also contains a profile of the study area in the context of its local setting, land use, demographic character and socio economic dynamics of Kinango district.

Chapter two has literature review on both theoretical and empirical literature on factors influencing relief food distribution system and the conceptual framework.

Chapter three contains the research design, target population, sampling procedures and sample size, methods of data collection, data validity and reliability, data analysis techniques, ethical considerations and operational definitions of variables.

Chapter four contains key findings which include details of respondents, tables of descriptive statistics of variables and analysis on factors influencing relief food distribution system.

Chapter five is on summary of findings, discussions, conclusions, recommendations and suggested areas for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section discusses selected works and contributions by various scholars on relief and development within the context of food assistance model and its impact on Kinango district. It is appreciative, non-exclusive and mutually non-exhaustive. It begins by reviewing global theories of development assistance in general and their links with food assistance problems. A greater portion is devoted to Kenyan approaches and contribution by scholars on planning and Evaluation models, showing the absence of such a study on the factors influencing relief food distribution system, the role of Kenya Red Cross operation in Kenya with particular focus on Kinango district. The evaluation emphasis was on both theoretical and empirical studies.

2.2 Theoretical Studies

Studies and policies on relief and development have attracted much sustained interest for many scholars. Aker. (2000), Barrent (2002) Obudho (1982), Juma (2005), Clay (1991), Eggleston (1987), Spiegel (1999) who have collectively advocated the centrality of planning in achieving FA within the LDCs. These scholars has spurned vast literature and for this study FA is based on the conceptual/theory of planning and development, Michael Todaro (1977), (Santos 1970) Seers(1969), have argued that much of the Gobal approach to Relief and Development is based on the neo-colonial dependence model as expounded by Karl Marx school of thought in which the premise is the general underdevelopment poverty and dependence in the LDCs. They have further argued that Developed countries give food assistance primarily because it is in their political, strategic and or economic self-interest to do so. Subsequently, this is the New Development Order that has shaped the Global response including hazard occurrence in LDCs including Kenya. This structural approach has been reinforced by globalization. Indeed the LDCs have remained mere spectators in the Relief and Development structure.

2.2.1 Planning process

During a project life, focus is done on three key issues or parameters namely- quality, cost and time. A successfully managed project is one that is completed at the specified level of quality on or before the deadline and within the budget.

Each of these parameters is specified in detail during the planning phase of the project. These specifications then form the basis for control during the Monitoring and Evaluation phase

The following are the critical steps in the Project Planning process:-

- a) Establish the project objectives
- b) Choose the basic strategy for achieving the objectives
- c) Break the project into sub-units
- d) Determine the performance standards for each unit
- e) Determine the required time to accomplish the project
- f) Determine the proper sequence of completing the sub units and the aggregate project
- g) Design the cost of the project
- h) Establish the required resources
- i) Assign duties/responsibilities i.e. management and administrative structure
- j) Develop the necessary policies and procedures
- k) Determine the indicators for evaluating the impact/outcome
- l) Determine the mitigating factors/risks
- m) Prepare the implementation plan
- n) Establish the Information Management System
- o) Establish the Financial Management System
- p) Determine partners/collaborating associates
- q) Provide sustainability plan
- r) Establish the Logical framework (Log Frame)
- s) Provide a feasibility study or environment impact assessment or environmental audit or business plan

2.2.2 Implementing process

A good plan is useless unless it's executed efficiently. This involves testing the best chosen alternative, operationalising and continuous evaluation.

Certain amount of documented rules and procedures is vital for the success of the project. It involves ongoing testing and evaluation of the program. Appropriate feedback system, open communication channels and adjusting project plan is key for commissioning of the project/program.

2.2.3 Monitoring process

The monitoring phase also involves a sequence of stages that typically includes: formulation, regular collection, analysis and reporting of data to assist timely decision making, ensure accountability and provide the basis for evaluation from the lessons learnt. Monitoring helps implementers, management and stake holders keep track of the progress of the project/program as well as early indication of achievement of objectives. Monitoring aims at assessing the degree of performance with respect to the degree of the established targets and standards, (Ruto Alex 2009). The process involves tracking, counting, observing, interviewing and follow up. Monitoring assists to identify bottlenecks as the basis for corrective action, therefore effective monitoring enables one to know where corrective action is required. The monitoring process may be continuous or periodic.

2.2.4 Personnel Training

The humanitarian aid sector faces a growing skills shortage, at a time when it aspires to expand the scale, quality, and impact of its response to humanitarian needs. Rapid staff turnover has been identified as one of the major constraints on both staff capacity building and organisational learning. A study undertaken for Oxfam GB supports previous findings that traditional human-resource practices in the humanitarian field, with many staff employed on short-term contracts, have inhibited skills development and constrained programme and organizational learning (Frances R. et al, June 2006).

Shortage of Logistics Experts in the field is a major challenge to humanitarian organizations. Humanitarian agencies were impacted by the scarcity of trained and experienced logisticians in the field. The Oxfam survey found that 88% of the organizations had to reallocate their most experienced logisticians from other assignments, such as Darfur, to staff the Tsunami relief efforts (Mohamed et al, July 2006).

The Tsunami and Darfur relief efforts illustrated the need to create a pool of trained and experienced logistics professionals at the international and national levels who can be deployed on short notice. Training, particularly at the field level, will help build competency and skills, and enable logisticians to create common processes, standardization and vocabulary across organizations promoting professionalism and collaboration (Fritz Institute, 2005).

Another challenge faced by humanitarian agencies is high staff turnover. As trained and highly skilled international and local staff move between agencies or leave the sector, invaluable expertise and experience is lost and programmes suffer. It has sometimes been presented as a reality that humanitarian agencies have to live with, but it has also been blamed for reducing the effectiveness of programmes as a result of discontinuity in staffing and loss of institutional memory. Yet, no one has attempted an in-depth study offering a detailed consideration of the causes and consequences of staff turnover in the humanitarian sector. A paper produced by the Overseas Development Institute (ODI) aims to fill this gap by providing guidance and ideas for further action at agency and sector level. It is based on research by People in Aid and the Emergency Capacity Building Project and on over 200 interviews with aid workers, humanitarian organisations, think-tanks and donor agencies (Source: Loquerico. D et al, June 2006).

The impact of turnover extends to the humanitarian sector as a whole. At the individual level, humanitarian professionals are forced to carry the burden of high turnover among colleagues. At program level, excessive management turnover creates considerable disruption, undermining quality, causing inefficiencies, weakening stakeholder relations and limiting organizational memory. Agencies can find themselves trapped in a perpetual cycle of hiring and deploying new staff, with the risk that avoidable mistakes are repeated and staff become disheartened or eventually quit. Agencies also suffer financial costs and loss of productivity each time an individual leaves a project and moves to a new one. For the sector as a whole, the current shortage of mid-level and senior field managers, which is to some extent related to excessive turnover, encourages unhealthy competition for international staff, even though the pool of local staff remains largely untapped for the development of senior managers. When staff turnover itself becomes one of the causes of turnover, then an investment to reverse the tide will have double value (Source: Loquerico. D et al, June 2006).

Also related to personnel training is competence. Staff competence is the most significant weak point in current humanitarian agencies. Although many humanitarian organizations have excellent and dedicated people within their staff, senior managers have not always committed the human and financial resources necessary for responsible disaster management. A systemic weakness in the humanitarian sector is its failure to recruit, train, and retain high quality managers. Field based managers, often do not have the competence to manage security reliably and well. Training is widely recognized to be one of the most effective means of improving staff competence, but the majority of field staff are not trained (European commission report, 2004).

2.2.5 Community participation

One of the most important paradigm innovations called for in the humanitarian aid sector is towards the aid recipient as an active consumer rather than a passive victim. While many agencies might support this in principle, the practice still appears to lag some way behind the accepted ideal. There is far more work in this field at the conceptual level than in practice. Recent publications on the Tsunami highlighted that it was not always easy to ensure community participation, especially as some agencies and organizations sometimes tended to approach the issue with only limited enthusiasm. Many, it appears, tacked on consultations as a programmatic afterthought, and did not approach it as a key component of the project's success. Indeed, several NGOs have acknowledged that mistakes could have been avoided if a more participatory approach had been used earlier on. Many have had to readjust along the way to respond to realities and needs on the ground" (UNDP, 2009, p. 12).

Promoting community participation in managing social services is a new orthodoxy among governments and international organizations. It has circumnavigated the globe, appearing in countries as varied as the United States and Malawi, Nicaragua and Bosnia-Herzegovina. It is a buzzword in international development work, edging out the "poverty alleviation" and "human capital" themes that came before it (Botchway, 2000; Cornwall, 2003; Ackerman; 2003). And it has emerged recently in programs that promote international humanitarian assistance for countries or regions at war or in conflict, thus establishing itself in the new relief paradigm (Dana Burde et al. 2004).

Although it is an essential ingredient of quality aid operations, participation is not simple. It requires:

1. Means, which are seldom available, especially during the early phases of diagnosis and programme design. Participation is priceless, but it comes at a cost. However, the cost of appropriate design is much lower than that of maintenance and redress after the failure of a programme designed and implemented with limited involvement of those it aims to serve.
2. Expertise in social sciences which is not often included in the technical package mobilized by NGOs and other actors. Donors should support agencies that carry out studies in social anthropology, as these improve understanding of social and power structures within affected populations and ensure that the right voices, and not always the voices of the most powerful, are heard.
3. A high level of openness from both donors and aid agencies: Participation implies listening to a population's needs and demands and therefore being ready to do things that neither the agency nor the donor was thinking of doing. Agencies and donors that engage in participatory policies and who adopt the values related to participation have to be ready to accept many challenges and change their processes and methods.
4. Commitment to gender-balanced participation: The importance of empowering women is widely recognised. Yet it requires courage, an appropriate cultural approach and, in certain contexts such as Afghanistan, a good communications strategy.
5. Serious commitment to transparency and downward accountability: If participation is to make sense, it has to be based on confidence which is difficult to build, and easy to damage. Transparency and being genuinely accountable to the affected population can contribute to establishing confidence in a sustainable way.
6. A more concerted approach to reporting by donors: Too often, aid workers spend more time in front of their computer screens responding to incoherent reporting requirements than in the field, engaging with the populations and improving diagnoses. Developing an orderly reporting system would probably go a long way to encouraging participatory approaches.

Some of these recommendations require commitment from aid agencies and adequate resources. By creating the conditions which would allow agencies to follow these recommendations, donors would make it possible for agencies to improve the way they engage with affected populations, their social structures and their institutions. Thus agencies would not only listen to disaster victims, but also give them some control over their fate and their future (François G. Véronique G., 2008).

Yet in international development and humanitarian assistance, the beauty of participation is often in the eye of the donor or facilitator, and less frequently in the eye of those who participate. This is not to say that participation should not be promoted, but rather, to note that it is a complex tool that can be manipulated in multiple ways to varying effect. Supporting community associations to deliver social services when a state remains weak can significantly revise the relationship of the state to its citizens. To the extent that it works to increase the efficiency and quality of social services, participation may provide a patchwork solution to systemic problems, veiling more profound and contentious issues of structural change and political representation (Dana Burde et al, 2004).

2.2.6 Mismanagement of funds

Corruption and bribery is a challenge, albeit unacknowledged, cause of ineffectiveness and inefficiency in humanitarian response. Of course, there are some genuine NGOs and faith-based organizations, and government policy and the operations manual have recognized the capacity of NGOs and the private sector to do a fair job. But some watchdog and security institutions become compromised and irrelevant in the face of corruption. In the Zambian disaster response, community and political leaders short-changed the people of what rightly belongs to them. Corruption in the humanitarian business takes place at all levels. The loser is the disaster victim, who cannot pay for eligibility, and very few genuine disaster victims can offer anything as a bribe. Thus, genuine disaster victims usually do not benefit as much as they deserve to from humanitarian assistance, which itself is becoming difficult to come by (HPN, Humanitarian practice network, July 2006).

The worst impact of corruption is the diversion of life-saving resources from the most vulnerable people, caught up in natural disasters and civil conflicts.

That this occurs is hardly surprising: many countries in which humanitarian emergencies occur suffer high levels of perceived corruption. According to a report by the Feinstein

International Centre and Tufts University, and the Humanitarian Policy Group at the UK's Overseas Development Institute in 2009, "there remains little knowledge about the extent or consequences of corruption in humanitarian assistance, little shared knowledge about preventing corruption under emergency circumstances beyond a few standard practices, and a degree of taboo about confronting it publicly," noted the report, which is based on research involving seven major international NGO's. The report explains that, contrary to widespread perception, corrupt practices extend well beyond financial misappropriation and include many forms of "abuse of power", such as cronyism, nepotism, sexual exploitation and coercion and intimidation of humanitarian staff or aid recipients for personal, social or political gain, manipulation of assessments, targeting and registration to favour particular groups and diversion of assistance to non-target groups.

Corruption damages staff morale and an agency's reputation. In short, it undermines the humanitarian mission that is the *raison d'être* of emergency relief operations (Transparency International, 2009).

2..2.7 Management of Logistics

The word 'logistics' comes literally from the medieval Latin 'logisticus' of calculation, from Greek 'logistikos', skilled in calculating, from 'logizesthai', to calculate, from 'logos', reckoning, reason. It means many things to many people. To the military, it is 'the science of planning and carrying out the movement and maintenance of forces i.e. those aspects of military operations that deal with the design and development, acquisition, storage, movement, distribution, maintenance, evacuation and disposition of material' (DoD, 2002). Logistics in this domain dates back to the Napoleonic era when the *mare'chal de logis*, the military officer, was responsible for organizing the camp facilities or troops at war (K leindorfer and Van Wassenhove, 2004). To business it is defined as a planning framework for the management of material, service, information, and capital flows and includes the increasingly complex information, material, communication and control systems required in today's business environment. To many humanitarians, the definition of logistics is open to loose interpretation.

Senior logistics representatives working together in an advisory committee for humanitarian logistics set up by the Fritz Institute recently define it as 'the process of planning, implementing and controlling the efficient, cost-effective flow of and storage of goods and materials as well as related information, from point of origin to point of consumption for the purpose of meeting the end beneficiary's requirements' (Thomas and Mizushima, 2005). Essentially for humanitarians, logistics is the processes and systems involved in mobilizing people, resources, skills and knowledge to help vulnerable people affected by disasters or hazards.

Inadequate and short-term financing, connected to the risk of diversion of donor agency investments in conflict areas, restricts agencies' ability to invest in adequate context analysis and to adapt their planning accordingly.

In terms of planning, inadequate needs assessment/targeting and a lack of co-ordination of priorities among different agencies may limit their positive impact on the effectiveness of humanitarian interventions.

During implementation, logistical problems such as delays, theft and sabotage as well as concerns for staff security, are often recurrent challenges that may be alleviated by continual analysis of the political, social and economic context of intervention. However, lack of co-ordination, mandate constraints and donors' distance from realities on the ground often reduce the positive impact of humanitarian response.

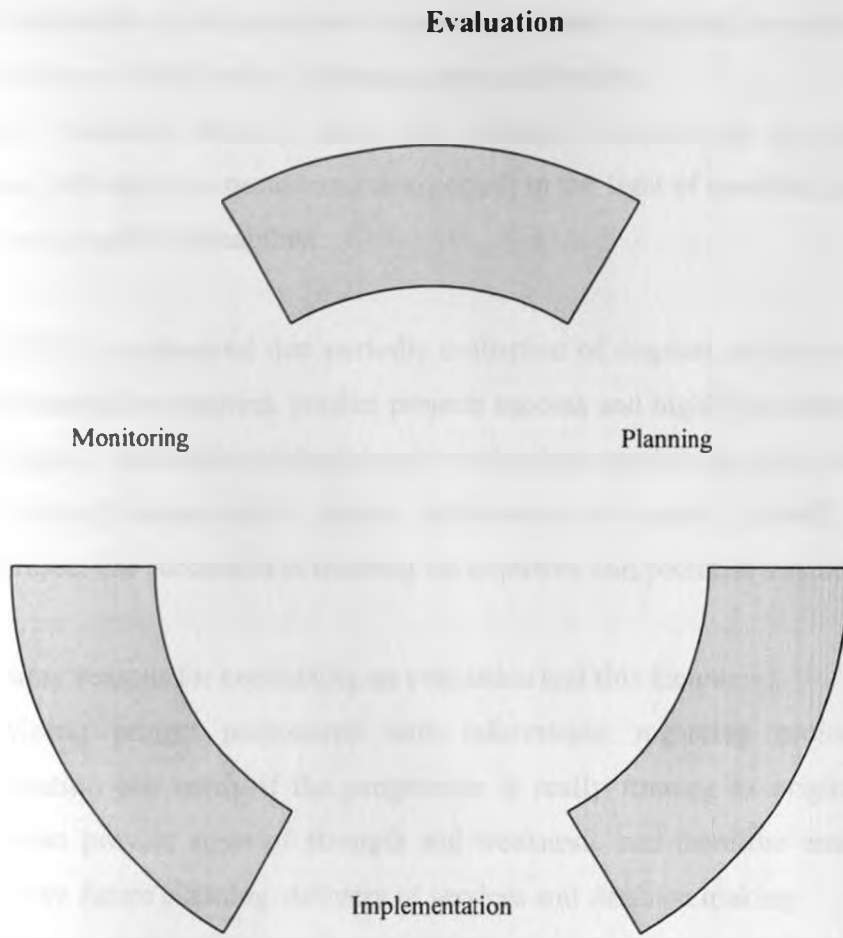


Fig 1. Schematic representation of the Impact Evaluation System adopted from A Guide to Planning Theory Management System by Friedman (1972) in American Journal of Planners

The figure 1 above holds that for any effective Program / Project Evaluation to be undertaken, the process is cyclical i.e. starting with planning of the parameters to be evaluated, implementing and monitoring the program process.

2.3 Empirical Literature

Empirical studies on sustainable FA in programmed evaluation circle is well documented in development literature in Kenya. Evaluation is the process where by long-term progress of program/project is assessed. It is also the process through impact/results of particular initiative measured.

Evaluation represents a systematic and objective assessment ongoing or completed projects or programs in terms of their design, implementation and results.

In addition, evaluation usually deal with strategic issues such as project relevance effectiveness, efficiency (expected and unexpected) in the light of specified objectives as well as project impact and sustainability.

Meredith (2002) has observed that periodic evaluation of ongoing projects are conducted to review implementation progress, predict projects success and highlight necessary adjustments in project design. Summative evaluations are evaluations carried out at the end of a project to provide an overall assessment of project performance an impact, as well as the extent to which the project has succeeded in meeting the objective and potential sustainability.

There are many reasons for conducting an evaluation and this include:-

- 1) Providing project proponents with information regarding project performance. Evaluation can verify if the programme is really running as originally planed. In addition provide signs of strength and weakness, and therefore enable managers to improve future planning, delivery of services and decision making
- 2) Assisting project proponents to determine in a systematic and objective manner the relevance effectiveness and efficiency of activities in light of specified objectives.
- 3) Mid-term evaluations may serve as means of validating the results of the initial assessment obtained from monitoring activities.
- 4) If conducted after the termination of a project, an evaluation determines the extent to which the interventions are successful in terms of their impact and sustainability of results.
- 5) Assisting managers to carry out a thorough review and re-thinking about their projects in terms of their goals and objectives and means to achieve them
- 6) Generating detailed information about project implementation process and results such information can be used for public relations, fundraising promotion of services in the community as well ad identifying possibilities for project replication
- 7) Improving the learning process. Evaluation often document and explain the cause as to why activities succeeded or failed. Such information can help in making future activities more relevant.

Juma.P (2008) has argued that the activities must be planned and monitored at all stages of project cycle: baseline data and appropriate indicators of performance and results must be established. Evaluation goals and objectives should be determined by project proponents.

Many organizations do not have the resources to carry out the ideal evaluation. An external evaluation consultant can be hired to lead the evaluations process. This increases the objectivity of the evaluation. The project strengths and weaknesses might not be interpreted objectively when data and results are analyzed by project staffs who are responsible for ensuring the programs success.

Ndegwa (1985) has however argued that the lack of suitable monitoring and evaluation systems capable of coordinating the activities has impacted negatively on the level of community empowerment such as food assistance in development policies. Whereas Ndegwa's work is a major contribution to the literature on relief and development, Newman (1988) found out that grassroots organizations and local Non-Governmental organizations (NGOs) have a particular valuable role to play in suitability of relief and development. Towards this earlier, Koechen and Deutsch (1980) identified eight dimensions of evaluation participation, based on broad characteristics of pluralization of agents, dispersion in geographical space, functional specialization, feed back fitting and responsiveness, coordinate in performance, participation in performance participation in structural design. The argument here is that participatory development planning through community participation or decentralization is an aspect of organization structure, just like orderliness, complexity and structural clarity, amongst others.

In addition Mbithi (1973) on rural sociology observed that community participation in impact evaluation has two levels at the basic economic level participation in society can be seen as empowerment in a profitable occupation, at another level it is an active involvement in the decision making process with regards to plans and priorities for the development resources and assets at the community and ultimately national level. It implies transfer of power to the target group.

While Chitete (1999) in his study of livestock program in Kakamega district Kenya, found out that impact evaluation in Relief and Development permits growth of local capacity, which develops out of the establishment of partnership between development agencies and the community. It embodies democratic principles of equity and social justice.

On other hand Bromley et. al (1980), on their study of Development Programmes in Kenya have observed that it is necessary to create the enabling environment for local people and the communities to take matters into their own hands.

Programmes and projects can only become concerned with the people using natural resources around which projects have traditionally been organized. Furthermore, an essential ingredient in either policy or programme and project formulation and implantation is the existence of incentives and sanctions of influencing the behaviour of those who live in the areas and who depend for their livelihoods and survival on the natural resources in question.

Likewise, Macoloo (1984) found out that programs or policies for the community that do not involve the recipient community in planning is like treating the symptoms but not the disease. He argued that development policies must be designed to reduce structural factors in order to enable the community participate effectively. While Awuondo (1989) on the studies of pastoral communities in Kenya has pointed out that resource management interventions must emphasize social arrangement among people as they interact with each other and with their natural resource base paying particular attention to incentives and sanctions for influencing individual behaviour. Every aspect of the interrelationship between society and nature plays a critical role and if one of them fails them the whole situation is likely to be severely affected.

Kueleen (1990) also on the study of pastoral communities argues that forest dwellers should be given responsibility to manage the forests where they live and they should be assured of purity or even exclusive rights to farm, gather and carry out artificial logging. In return, they should be entrusted with the obligation and requisite authority to protect their forests against farmers and encroaching on forest, poaching illegal logging and wood extraction.

If the state is less intrusive and local people are given greater responsibility, people will tend to take more care in conserving their environment.

Cleaver et al (1994) has argued that community participation in suitable relief and development is paramount, more responsibility should be given to cooperative and groups to market their own produce, own and manage their land. Tenurial to land security must be ensured. People will only cooperate in programme/policy effort if they have a stake in the resources and incentives to manage their affairs more prudently.

Akatch (1998) on the impact evaluation of District Focus for Rural Development has observed that the role of community participation in the DFRD is to improve performance of an institution/organization.

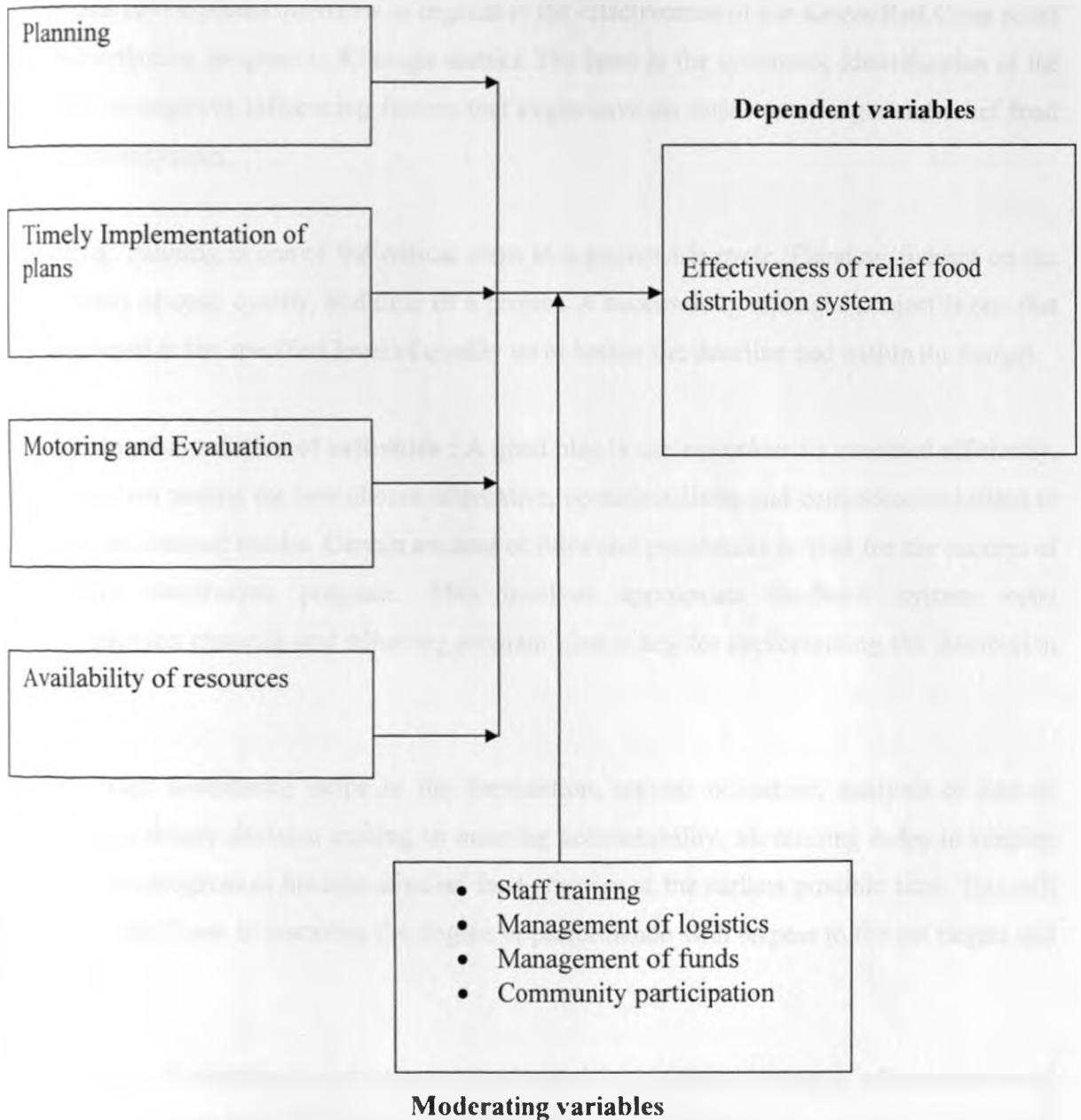
The performance of an organization is in turn dependent on its structural functional qualities. In a planning framework, the functional properties of the planning machinery should enable the organization to identify request and needs of clients and provide the necessary services, the level of accessibility and quality of the planning machinery. The client to this case is the community which should be seen not only as beneficiaries but also as active participants in their own cause.

Obudho (1999) on the evaluation of community participation the DFRD planning strategy has asserted that group action or grassroots management is important in pooling resources together for the full exploitation of the natural resources. Resources such as financial credit, savings and labour are important in implementing strategy aimed at improving production systems in the rural areas. This tends to provide a sound economic base for balanced growth in other sectors. Community involvement at all stages leads to rational utilization of resources geared towards improving standards of life.

Juma (2005) on his studies of DFRD, observed that any monitoring and evaluation of an on going policy or program must be within the institutional framework and people-participatory in order to capture the salient components of sustainability as well as ownership of the program but must be scientifically planned. Subsequently, from the foregoing both theoretical and empirical analysis. it's evident that for monitoring and evaluation of a food assistance programme to succeed it must be planned within a focus on the beneficiary/community.

2.4 Diagram 1: Conceptual Framework

Independent variables



Conceptual framework

The conceptual framework of this study was derived from the factors influencing relief food distribution system with specific reference to planning, implementation monitoring and evaluation.

There is differential pattern of relationship between the variables on planning, timely implementation of programs, availability of resources and monitoring and evaluation of the relief food distribution program. This variables provides answers to some of the most central relief and development questions in regards to the effectiveness of the Kenya Red Cross relief food distribution program in Kinango district. The latter is the systematic identification of the positive or negative influencing factors that might have an impact on the general relief food distribution system.

Panning: Panning is one of the critical steps in a project life cycle. Planning focuses on the parameters of cost, quality, and time of a project. A successfully managed project is one that is completed at the specified level of quality on or before the deadline and within the budget.

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

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

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

Availability of resources: Humanitarian organisations such as the Kenya Red Cross Society has the mandate to assist victims of hazards or disasters. If there are no funds prompt response to mobilise volunteers will not be practical and hence if the resources are not adequate, then no meaningful impact on the lives of the victims affected by disasters will not be feasible.

Training of staff: Skilled staff are required in most humanitarian interventions such as the Kenya Red Cross Society. They include relief officers, logisticians, community mobilisers, first aiders, drivers, nutritionists, health workers etc. This skilled staff should be readily availability during feasibility studies for effective implementation and success of the relief food distribution program. Skilled staff are assets to programs and training should be a continuous program for acquisition of new skills in line with the project goals.

Security: The management should ensure safety of project staff as well as resources. Food theft is a common practice that is a challenge to humanitarian agencies in most settings, hence the need to seal loopholes and liaise with security agents in ensuring safety and security of staff and property is paramount. In certain circumstances planned food distribution programs may be cancelled or rescheduled due to potential danger to staff.

Community participation: Community participation helps in harnessing local resources in solving local problems. Experience has shown that encouraging community participation leads to more durable solutions to local problems. This may apply to activities such as the food distribution program where beneficiaries have to be identified, schedules made and ration size agreed.

Management of logistics: The planning and mobilization of materials, non materials and human resources is necessary to ensure that the target groups benefit from a humanitarian aid delivery. If humanitarian aid organizations plans its logistics poorly, then the end result will be ineffective intervention.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter provides a brief description of the research design, the target population, the sampling size and sampling procedures, data collection instruments, validity and reliability of research instruments, methods of data analysis and operational definitions of variables

3.2 Research Design

The research design was cross-sectional survey in nature utilizing quantitative and qualitative data collection methods through desk research and field studies. The desk research included a review and synthesis of findings from studies pertaining to this topic conducted by other scholars, donors or humanitarian aid agencies. The findings from these sources were taken into account and verified in the field. Field research was conducted with the help of local research assistants, who conducted the survey with sample of people in the study area.

The geographical area of the study was Samburu division of Kinanago. The rationale for choosing Kinango district as the study area is because the Kenya Red Cross Society spearheaded an emergency food distribution program. (EMOP), due to the vulnerability of the affected communities in Kinango district.

For the purpose of this study, the design adopted a causal relationship. A causal study is a design that aims at establishing a definitive 'cause' 'effect' relationship among the dependent and independent variables (Cooper et al., 2003). The researcher pointed out Planning, timely implementations of interventions, monitoring and evaluation, availability of resources, staff training, community participation, management of funds and logistics as the main factors influencing the effectiveness of relief food distribution system. The research aimed at establishing whether the variation in these independent variables will significantly or insignificantly affect the effectiveness of the relief food distribution program.

3.3 Target Population

The area that was selected for this study is Samburu Division of the current Kinango District. Poverty levels are high in the area and the Kenya Red Cross Society has targeted beneficiaries for the relief food distribution program in alleviating hunger. The study targeted a population of 100 persons from different clusters of actors and stakeholders in the relief food distribution system in Samburu division. Samburu is not peculiar when compared with other divisions within Kinango district; hence the findings were representative of the entire Kinango District.

3.4 Sample size and sampling techniques

Out of a target population of 100, a sample of 40 respondents were drawn. Adoption of this sample size rested on the manageable cost implications and the ease with which the study was conducted within the stipulated time frame. This has been illustrated in table 3.1 below:

This study targeted to collect data from different clusters of actors and stakeholders in the livelihood sector within the Division. These included: the provisional administration (Chiefs and or Sub-Chiefs), relief food committees, Red Cross workers and the various beneficiaries such school pupils and heads of house holds. The targeted population was 100 as shown in the table 3.1 below.

Table 3.1 Composition of the study participants

Clusters of respondents	Target Population	Sample	Percentage
Heads of households	16	8	50%
Chiefs and Sub-chiefs	4	4	100%
Relief committee members	6	6	100 %
Village elders	16	8	50%
Red Cross Relief workers	8	4	50%
Primary school pupils	50	10	20 %
Total	100	40	40%

3.5 Methods of data collection

While the study clustered sampling to identify its target population, it further utilized purposive sampling in delimiting its target population from 100 to 40 respondents. Array of tools were employed and both primary and secondary data collection methods was used in the study.

Primary data collection, questionnaires, interviews and observational methods were used. Open and closed ended questions were used to get information. Questionnaires and interviews designed by the researcher contained various aspects of the relief food program. The researcher also used observational method in order to gather the information direct from the respondents.

Secondary data was obtained from the literature review such as books, journals, internet and publications on the study area. Based on gender equity, six respondent relief committees members were drawn from the community relief food representatives. Eight village elders were also drawn from the division. Other respondents included key informants such as the Provincial administration (Chiefs or Sub-Chiefs). Questionnaires, observation methods and interview were used. Each of the participants provided important information on the study area developed alongside the study objectives on the various aspects on the factors influencing Red Cross relief food intervention in Kinango District.

3.6 Validity and Reliability

The concepts of reliability and validity are core issues in determining the quality of the information to be obtained from this study.

The researcher implemented adequate survey administration procedures, and data verification and correction procedures, especially procedures for corroborating answers received in response to questionnaires or survey interviews. First level data quality checks was done at the data collection level while secondary level quality checks was done at the data entry level.

To achieve the required level of validity, the instruments of data collection to be used in this survey (the questionnaire and discussion guide) was formulated in a way that will provide answers to the objectives earlier stated

Further measures taken to ensure reliability was to pre-test the data collection instruments to ensure that questions were understood in the same way by all the respondents.

In addition systematic random sampling method was used to select respondents from the target area. This method accorded fair representation to all respondents to be selected, thus avoiding sampling error that usually arises through poor sampling procedures.

Table 3.2: Summary of the tools and the main respondents

Tool	Cluster of respondents	Sample	Venue
PIs	Heads of households	8	Kaza Moyo, Samburu
PIs	Chiefs and Sub-chiefs	4	Samburu Chiefs camp
KIIs	Relief committee members	6	Samburu
PIs	Village elders	8	Samburu Chiefs camp
PIs	Red Cross Relief workers	4	samburu
KIIs	Primary school pupils	10	Samburu Primary School

The Chiefs and sub chiefs are stakeholder in matters of relief and livelihoods within the area and were sampled out on the basis that this study involves relief food. House hold heads and village elders are opinion holders and beneficiaries within the community. Others sampled out were members of relief committees who are at the same time beneficiaries of relief food distribution and they shared their experiences.

3.7 Data analysis and presentation techniques

This involved collecting questionnaires from the field, checking and verifying their completeness. The data was analyzed both qualitatively and quantitatively.

Furthermore, qualitative data was derived from Personal interviews and in-depth Key informants was edited, coded, collated and analyzed by use of the Statistical Computer Package for Social Scientist (SPSS) in order to have accurate inferences and judgments. Further, the data was interpreted and a report of findings generated.

3.8 Ethical Considerations

All study participants were informed of the aims of the study and asked to give their informed consent for their participation voluntarily. The information gathered was confidential and was given out of informants own volition (consent). The entire research was legally sanctioned by the University of Nairobi which remains the owner of the research. The participants also remained anonymous throughout the study. Approval to conduct data collection was obtained from the District Commissioner's office. There were no risks involved in participating in the study.

3.9 Operational definition of Variables

The terms used are technical terms with in the framework of the research study on project planning, monitoring and evaluation.

Operational definitions of variables table 3.2

Variable	Indicator	Measure	Scale	Tools of analysis	Decision
Independent Variable Relief food distribution	Proper planning	Evidence of timely distribution of relief food	Nominal	Tables, percentages, Charts	
	Provision of adequate resources	Evidence of quality distribution of relief food/reduced malnutrition /increased School enrolment/ retention	Nominal	Tables, percentages, Charts	
	Existing road network/terrain	Evidence of reduced costs in the food distribution operations	Nominal	Tables, percentages, Charts	
	Setting of proper monitoring tools	Improved delivery of relief food	Nominal	Tables, percentages, Charts	
	Availability of relief food stocks	Evidence of inclusive beneficiary list	Nominal	Tables, percentages, Charts	
	Distribution of relief food	Evidence of timely implementation / plans of food distribution	Nominal	Tables, percentages, Charts	
	Training of staff	No. of seminars / workshops on relief food distribution	Nominal	Tables, percentages, Charts	

	Cooperation with other stakeholders, NGOs/GOK representatives	Evidence of consultations / coordinating meetings, visits at food distribution sites and offices.	Nominal	Tables, percentages, Charts	
Dependent variable	Timely distribution of relief food	No. beneficiaries provided with food	Nominal	Tables, percentages, Charts	
Effective food distribution system	Periodic review of beneficiary list	No. new beneficiaries	Nominal	Tables, percentages, Charts	
	No. of beneficiaries targeted in a specified time / scope of area	No. of beneficiaries who are food secure / nourished	Nominal	Tables, percentages, Charts	

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

In this chapter, the data collected on the factors influencing Kenya Red Cross relief food distribution program in Kinango District, Coast Province has been analysed and interpreted in the following themes in order to obtain answers to research questions.

4.2 Response rate

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

Table 4.1: Distribution of respondents

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

4.3 Demographic characteristic of the respondents

This section gave the responses gathered demographically aimed with an objective of all inclusive coverage. The analysis was done in both quantitative and qualitative techniques.

4.4 Analysis of results from the respondents

The total number of Key informants and personal interviewees were 14. The Key informants were 8 which included: - Chiefs, Sub-Chiefs and Red Cross Relief workers.

Personal interviews were administered through questionnaires to the following: - Heads of households, chiefs, sub chiefs and Relief Management Committee members. Guided questionnaires were used to administer FGDs to village elders and primary school pupils.

4.4.1 Effectiveness of Kenya Red Cross food distribution program in Samburu division, Kinango District.

The respondents were asked about how they perceived the effectiveness of the relief food distribution program in Samburu division of Kinango district. 65% of the respondents stated that the Red Cross was generally effective in the food distribution program, 10% indicated that the Red Cross food distribution program was very effective, 20% said the program was less effective and 15% of the respondents said the food distribution program was not effective at all as shown in the table below.

Table 4.1: The effectiveness of Kenya Red Cross food distribution program in Samburu division, Kinango District

Level of effectiveness	Percentage
Not effective	15%
Less effective	20%
Effective	65%
Very effective	10%

4.4.2 Relief Management Committees

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

Table 4.3: The frequency of meetings of Relief Management committees

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

From the table above indicate that consultative meetings between the relief committees were widely stretched, hence decision making process took long to implement.

4.4.3 Community participation

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

Table 4.4 KRCS level of community involvement in Food Distribution program at Samburu, Kinango

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

4.4.4 Monitoring and Evaluation

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

Table 4.5: Whether suggestions from stakeholders were acted upon or not

Feedback	Percentage
Acted upon	25%
Not acted upon	75%

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

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

4.4.5 Focus Group Discussions

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

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

Table 4.5 Level of satisfaction with the KRCS ration size

Level of Satisfaction	Percentage
Satisfied	35%
Not satisfied	65%

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

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

5.2 Summary of findings

The purpose of the study, was to identify factors influencing relief food distribution system in Kinango district. Humanitarian aid is aimed at alleviating suffering and saving lives to communities affected by hazards. However, relief food distribution is a complex process where various inputs and players influence the impact of a humanitarian intervention. The functional process of the various aggregate components and /or players including the operational environment finally generate perceptions that could be termed or labelled as achievements or challenges. In regards to planning, the study has revealed that planned sustainability and exit strategies were lacking in the food distribution programme, hence creating apathy, uncertainty and dependence as stated by some of the respondent beneficiaries in Samburu division of Kinango district.

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

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

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

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

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

5.3 Discussions

This study has indicated that the Kenya Red Cross Society's food distribution activities in Kinango fall far below the expectations of the beneficiaries and other stakeholders in the area. It has also shown that there were shortcomings in the food distribution system as well as creating high level of dependency among the beneficiaries.

These findings are in tandem with studies done by Polby Nelson (2003), Sjoberg (2007), Jurgen Harold (2003) on Food Assistance Program in Coast Province, Kenya who acknowledged that food assistance in Kenya is inadequate as major part of donor funds goes to administrative and logistic costs, hence little reach the beneficiaries, making little impact on the lives of the people. The lack of technical capacity by the recipients to enable them access and fully participate in the food assistance program was identified as a challenge according to the findings.

The food assistance program tends to be top down approach and lacks participatory mechanisms, creating a dependency syndrome that latter deepens the levels of poverty in the community. Studies on relief and development have attracted many scholars. Aker, (2000),

Barret (2002), Obudho (1982), Clay (1991), Eggleston (1987, Spiegel (1999) have collectively advocated the centrality of planning. In addition, Mbithi (1973) on rural sociology has observed that community participation in society can be seen as an empowerment that implies transfer of power to the target group. Chitete (1999) in his study of livestock program in Kakamega district, Kenya found out that establishing a partnership between development agencies and the community creates a sense of ownership.

Juma (2005) on his studies of DFRD, observed that any program implemented must be with in the institutional framework, people participatory and scientifically planned.

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

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

Efficiency-

This is a measure of how economically the inputs (funds, expertise and time) are in tandem with the outputs.

Effectiveness-

The extent to which the project has achieved, or expected to achieve its intended objectives given the resources, and the environment required in a sustainable way.

Impact-

The long term developmental changes as perceived by the beneficiaries and other stakeholders at the time of evaluation. The changes can be positive or negative, intended or unintended.

Sustainability-

The likelihood that the positive effects of the project (e.g assets, skills, facilities or improved services) will persist for an extended period of after the external assistance ends.

Relevance-

The extent to which the project objectives are consistent with the target group priorities, and donor policies.

5.4 Conclusions

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

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

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

Monitoring and evaluation system is crucial so as to measure relevance, effectiveness, efficiency and sustainability of the Red Cross relief food distribution operation in Kinango District.

Community participation was seen as an important factor in the food distribution system in Kinango. The participatory approaches initiated by the Kenya Red Cross helped in mobilizing local resources, local talents and creating a sense of ownership despite the challenges.

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

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

5.5 Recommendations.

The researcher has the following recommendations in regards to the KRCS relief food distribution program in Kinango district.

Planning: The Kenya Red Cross Society needs to plan a sustainable food distribution programme and strengthen its relief activities in Samburu and in the larger Kinango district. This can be achieved through establishing the project objectives, design the cost of the project and determine the required time to accomplish the program/project. More resources should be channeled to this area in order to meet the needs and expectations of the people.

Implementation

The Kenya Red Cross Society should execute planned activities on time. Erratic food distribution schedules creates apathy, uncertainty and more expectations amongst the beneficiaries

The Kenya Red Cross Society may partner with other NGOs in the area in order to supplement their efforts where there are over stretched so as to meet the growing demand for relief food.

The food ration size also needs to be increased to cater for new beneficiaries. More households and institutions such as Ndiyo Hivyo school for the mentally handicapped, HIV patients and orphans needs to be targeted since they are vulnerable members of the society.

Monitoring and Evaluation: Monitoring helps implementers, management and stake holders keep track of the progress of the project/program as well as early indication of achievement of the objectives. Monitoring involves tracking, counting, observing, interviewing and follow up. A monitoring program which may be continuous or periodic should be put in place for the organisation to identify bottlenecks as the basis for corrective action.

Evaluation: Periodic evaluation of ongoing projects/programs helps to review implementation progress, predict project success and highlight necessary adjustments in project/program design.

Summative evaluations are important to be carried out at the end of the program/project so as to assess impact and to the extent to which the project have succeeded in meeting the objectives and potential sustainability.

Personnel training: Technical skills are needed in most areas of humanitarian intervention such as first aid, rescue operation, tracing, and distribution of food and non-food items, conflict resolution and peace building. These skills should always be readily available and on standby even in the absence of disasters because most disasters are unpredictable. Training of personnel in various skills may present a challenge to most organizations and the organizations are almost always caught unaware during times of crisis.

Community Participation: The importance of community participation ingredient in the effectiveness of humanitarian aid delivery presents itself in the need to harness local resources to solve local problems. Experience shows that incorporation of local participation leads to more durable solutions to local problems.

Management of funds: Mismanagement of funds is directly related to availability of funds. Even if funds are available initially, it will be of no value to the intended recipients if it is diverted to unintended use or embezzled. Worse still is if the custodians of the funds are bribed to favour a section of less deserving beneficiaries leaving out the most vulnerable groups. Donor agencies have put strong conditionalities on donor money and implementing agencies should also put in place strict accounting and auditing systems so that the money is used for the intended purpose.(Humanitarian Practice Network, HPN).

Management of logistics: The Planning and mobilization of material, non-material and human resources is necessary to ensure that the target groups benefit from a humanitarian aid delivery. If a humanitarian aid organization plans and implements its activities poorly, the whole process becomes ineffective.

Personnel training: Training of personnel is as important as the availability of funds, and humanitarian aid agencies should not take it for granted any more. Over-reliance on volunteers who are often unskilled or ill- equipped to deal with complex operations such as emergency food distribution will compromise quality of delivery of services.

Refresher courses and staff exchange programs should be encouraged so as to improve productivity.

To minimize incidences of mismanagement of funds and enhance accountability among humanitarian aid agencies, humanitarian agencies such as the Kenya Red Cross should strengthen accounting and auditing system that will control the rampant manipulation of aid resources to benefit workers or selected beneficiaries. This will ensure that sufficient aid resources reach the most vulnerable individuals affected by disasters.

5.6 Suggestions for further research

Further research needs to be carried out to establish why aid agencies are continuing with relief food even when they are aware of the problem of dependency syndrome.

A research also needs to be carried out to investigate why the government and non governmental organizations cannot reverse the cycle of poverty in the area, yet there are resources to improve the situation.

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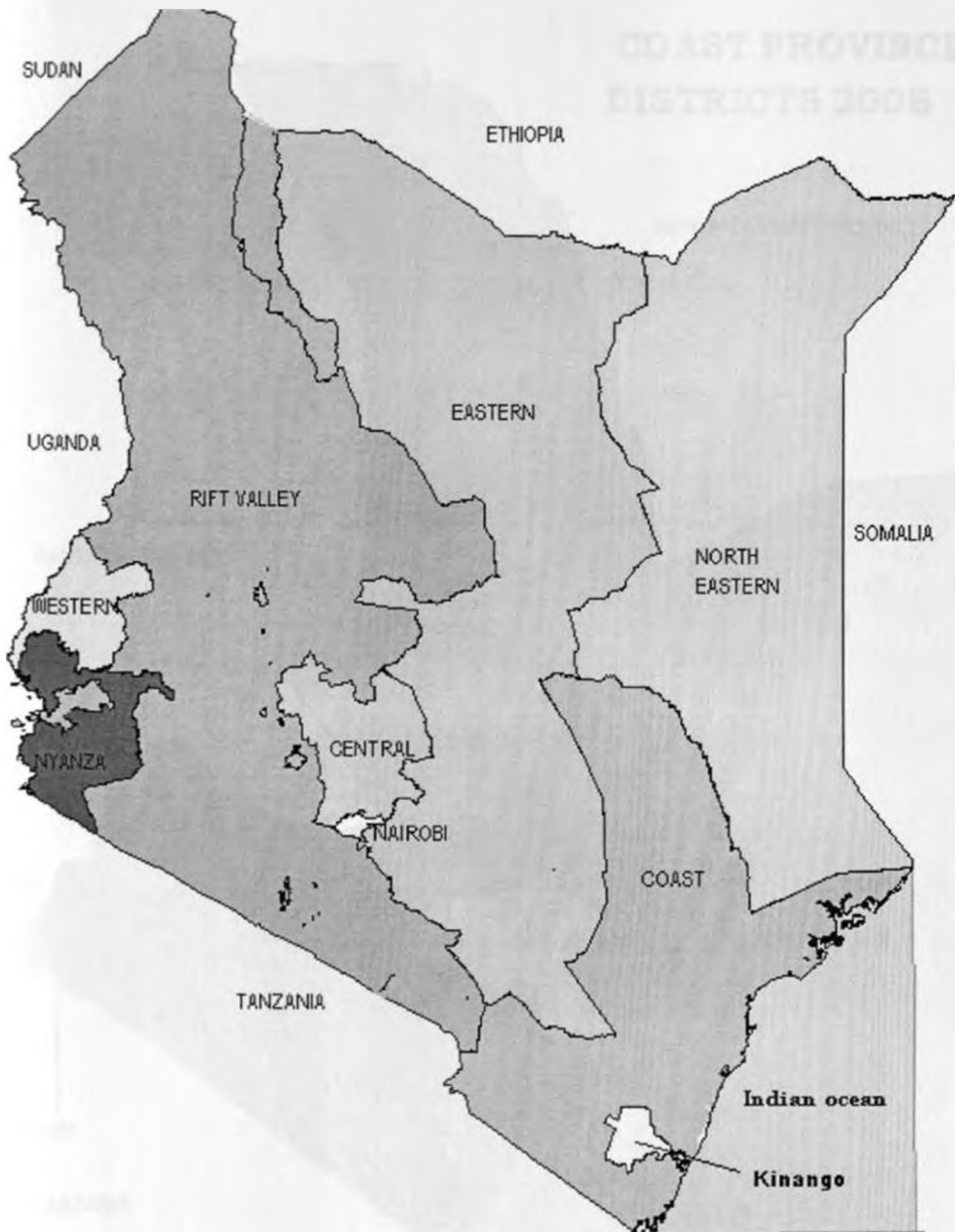
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APPENDIX I

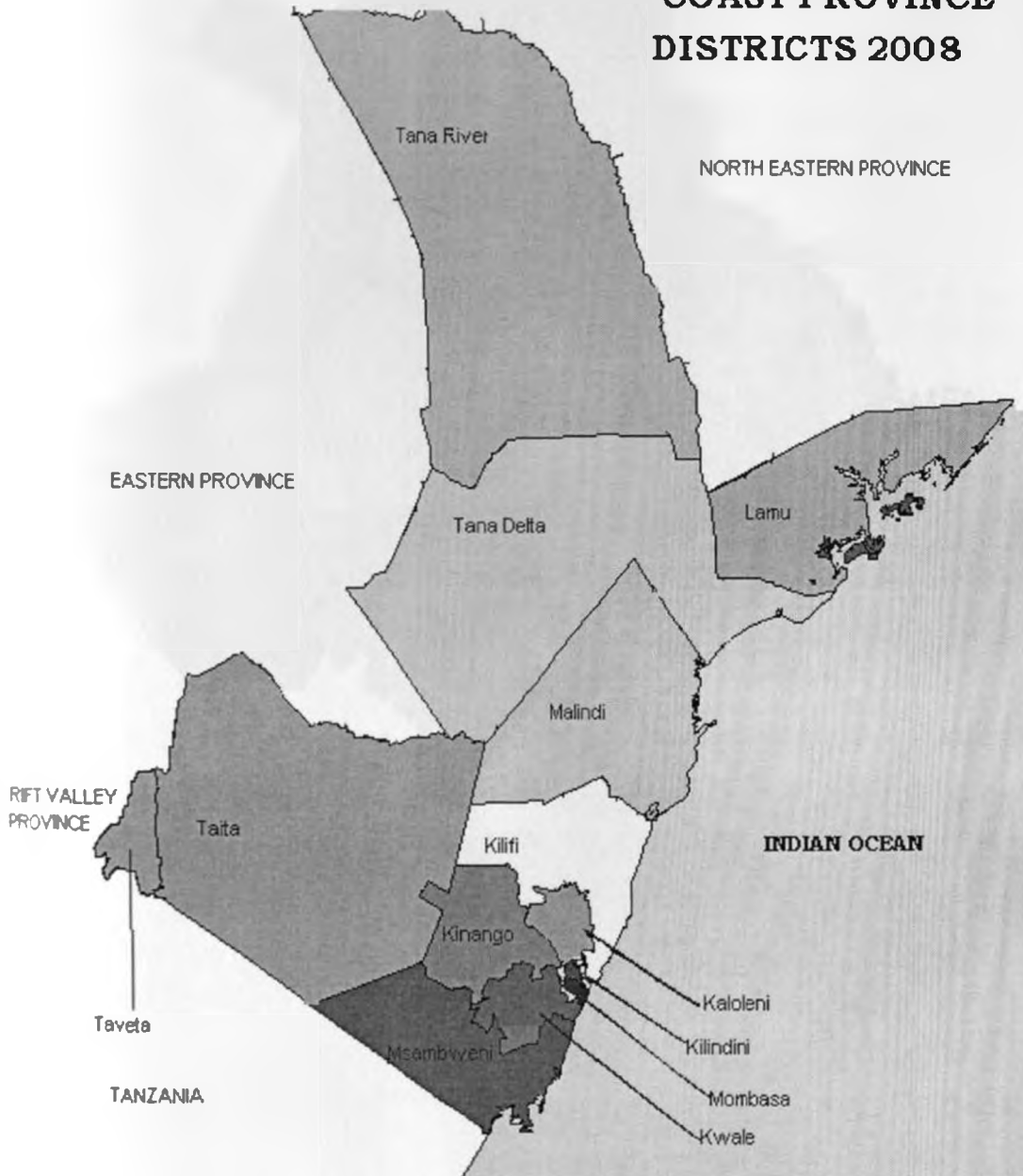
POSITION OF THE DISTRICT IN KENYA



APPENDIX II

MAP OF COAST PROVINCE

**COAST PROVINCE
DISTRICTS 2008**



APPENDIX III

MAP OF KINANGO DISTRICT



QUESTIONNAIRE FOR RED CROSS REPRESENTATIVES

All the information you give in this questionnaire will be treated with utmost confidentiality. It is given solely for academic purposes

1. Are you happy with the Red Cross relief food distribution system?

YES NO

2. Do you hold consultative meetings with the Red Cross in regards to the relief distribution in

Kinango district?

YES NO

3. In your opinion, is Red Cross relief distribution system making a positive impact on the beneficiaries of Kinango?

YES NO

4. Is Red Cross food distribution system to the desired expectations in line with quality of food and ration size?

YES NO

5. In line with the districts poverty reduction policies has relief food distribution changed the trends?

YES NO

6. In your opinion, will Red Cross relief food distribution bring about food dependence syndrome in Kinango District?

YES NO

7. Do the relief committees give feedback to your office?

YES NO

8. If yes, how often?

9. Does Red Cross act upon suggestions?

YES NO

10. How do you rate the effectiveness of the Red Cross food distribution activities?

Very Effective Effective Less Effective Not Effective

11. What challenges does Red Cross face in the location?

FGD QUESTIONNAIRE FOR SCHOOL PUPILS

All the information you give in this questionnaire will be treated with utmost confidentiality. It is given solely for academic purposes.

1. Does Red Cross distribute food in your school?

2. If yes, how often?

3. Is the food enough?

4. Has it helped to increase enrolment rate in the school?

5. Are there areas of improvement in regards to the food distribution?

If yes, which ones

- a.
- b.
- c.
- d.
- e.
- f.

FGD QUESTIONNAIRE FOR HOUSE HOLD HEADS

All the information you give in this questionnaire will be treated with utmost confidentiality. It is given solely for academic purposes

1. Is Kenya Red Cross known in the area?

2. List five relief food activities that are carried out by Kenya Red Cross in area

a

b

c

d

e

3. Does Kenya Red Cross involve the local people in its food distribution activities?

4. Does Red Cross have enough resources to deliver relief food supplies effectively in the area?

5. Has food distribution helped increase enrolment rates in schools?

6. Which areas need improvement in Red cross food distribution activities?

FGD QUESTIONNAIRE FOR VILLAGE ELDERS

All the information you give in this questionnaire will be treated with utmost confidentiality. It is given solely for academic purposes.

1. Are you involved in Red Cross food distribution activities?

2. Are the beneficiaries happy with the quality of food?

3. Des relief food benefit school children?

4. Has it helped to increase enrolment rate in the schools?

5. Are there areas of improvement in regards to the food distribution?

If yes, which ones

- a.
- b.
- c.
- d.
- e.

QUESTIONNAIRE FOR RELIEF COMMITTEE MEMBERS

*All the information you give in this questionnaire will be treated with utmost confidentiality.
The information given is solely for academic purposes.*

1. What is composition of Relief Management Committee in this location?

- a. Teachers b. Businessmen c. Religious leaders
d. Civil Servants e. CBOs and NGOs f. Youth & Women Groups
g. All the above

2. How often does the Relief Management Committee meet?

- a. Monthly b. Quarterly c. Biannually d. Annually

3. How does the relief Management Committee do its work? Through

- a. Consultative planning meetings b. Direct coercive orders
c. The media d. The Provincial Administration

4. Does the relief committee provide feedback to your office?

5. How is the selection of the committee done?

- a. Elected by the administration b. Elected by the beneficiaries
b. They appoint themselves d. Elected by the Red Cross

6. Does Red Cross act upon suggestions?

- YES NO

7. How do you rate the effectiveness of the Red Cross food distribution activities?

- Very Effective Effective Less Effective Not Effective

QUESTIONNAIRE FOR CHIEF / SUBCHIEF

All the information you give in this questionnaire will be treated with utmost confidentiality.

The information given is solely for academic purposes.

1 Sex: Male/Female.....Ageyears.

2. Position in community:

Children's Officer

Chief/Sub Chief

3. Do you have a Relief Management Committee (RMC) in this location?

YES

NO

4. If YES, what is its composition?

b. Teachers

b. Businessmen

c. Religious leaders

d. Civil Servants

e. CBOs and NGOs

f. Youth & Women Groups

g. All the above

5. How often does the Relief Management Committee meet?

a. Monthly

b. Fortnightly

c. Quarterly

d. Biannually

6. How does the relief Management Committee do its work? Through

a. Consultative planning meetings

b. Direct coercive orders

c. The media

d. The Provincial Administration

7. Does the relief committee provide feedback to your office?

YES

NO

8. How is the selection of the committee done?

a. Elected by the administration

b. Elected by the beneficiaries

c. They appoint themselves

d. Elected by the Red Cross

9. How do you rate the effectiveness of the Red Cross food distribution activities?

Very Effective

Effective

Less Effective

Not Effective



UNIVERSITY OF NAIROBI
COLLEGE OF EDUCATION AND EXTERNAL STUDIES
SCHOOL OF CONTINUING AND DISTANCE EDUCATION
DEPARTMENT OF EXTRA-MURAL STUDIES

Your Ref: UON/CEES/SCDE/DEMS/MEMC/623/VOL.1

Our Ref:

Telephone: Mombasa 020-2026100

Moi Avenue
Jubilee Insurance Building
P.O. Box 83732-80100
MOMBASA, KENYA

13TH MAY, 2010.

TO WHOM IT MAY CONCERN:

Dear Sir,

RE: DATA COLLECTION

This is to confirm that **ABDIRAHMAN MAALIM** Registration Number **150/71367/2009** is a student pursuing the Degree of **MASTERS OF ARTS IN PROJECT PLANNING AND MANAGEMENT COURSE** at the School of Continuing and Distance Education of the University of Nairobi.

As part of his course, he is required to go to the field for data collection and prepare a research project. He is therefore collecting data which is related to his research topic: **EVALUATION OF RELIEF FOOD DISTRIBUTION SYSTEM IN KENYA (THE CASE STUDY OF KINANGO DISTRICT, SAMBURU DIVISION).**

The information he is gathering is purely for academic purposes and will be treated with utmost confidentiality.

Any assistance extended to him will be highly appreciated.

Regards,

RESIDENT LECTURER
UNIVERSITY OF NAIROBI
Mombasa Extra-Mural Centre
P.O. Box 83732, MOMBASA
EXAMINATION OFFICER
DEPT OF EXTRA-MURAL STUDIES


JOHN BOSCO M. KISIMBII
RESIDENT LECTURER
M.C. MOMBASA & ITS ENVIRONS