

**FACTORS INFLUENCING THE EFFECTIVENESS OF
HUMANITARIAN PROGRAMMES IN A POST-VIOLENCE
ENVIRONMENT: THE CASE OF KENYA RED CROSS IN THE
NORTH RIFT REGION //**

BY

CAROLINE CHEPNGENO TIGOI

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REQUIREMENT OF THE AWARD OF THE DEGREE OF MASTER OF ARTS IN PROJECT
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DECLARATION

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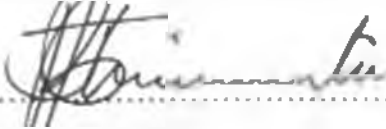
CAROLINE CHEPNGENO TIGOI

Registration number: 150/70662/2009

Department of Extra Mural Studies

University of Nairobi.

The research project report has been submitted with my approval as University supervisor.

Signature.......... Date..... 17/09/2010.....

JOHNBOSCO KISIMBI

Lecturer

Department of Extra Mural Studies

University of Nairobi.

DECLARATION

This research project report is my original work and has not been presented for award of degree in any other University.

Signature.....  Date 17/09/2010

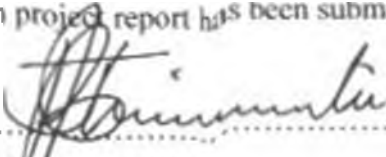
CAROLINE CHEPNGO TIGOI

Registration number: I.50/70662/2009

Department of Extra Mural Studies

University of Nairobi.

The research project report has been submitted with my approval as University supervisor.

Signature.....  Date 17/09/2010

JOHN BOSCO KTSIMBI

Lecturer

Department of Extra Mural Studies

University of Nairobi.

DEDICATION

To my beloved husband Joseph Tonui for his great support throughout my studies, my dad, mum and sons, Amon and Trevor for giving me the purpose for living and encouragement to complete my course in project planning and management

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LIST OF ABBREVIATIONS AND ACRONYMS

| | |
|--------------|---|
| AMREF | African Medical and Research Foundation |
| CSO | Civil Society Organisations |
| ECHO | European Commission Humanitarian Aid Office |
| FATA | Federally Administered Tribal Areas |
| ICRC | International Committee of the Red Cross |
| IDP | Internally Displaced Person |
| KRCS | Kenya Red Cross Society |
| NGO | Non- Governmental Organisation |
| OCHA | Office for Coordination of Humanitarian Action |
| OHCHR | Office of the UN High Commissioner for Human Rights |
| PEV | Post-Election Violence |
| TEC | Tsunami Evaluation Coalition |
| USAID | US Agency for International Development (USAID) |
| UN | United Nations |
| UNDP | United Nations Development Programmes |
| US\$ | United States of America Dollars |

ABSTRACT

Typically, humanitarian activities in a post-conflict environment should ideally pay close attention to delivery of quality service that effectively support the alleviation of people in distress or suffering upon being blighted by natural or man-made disasters. Many humanitarian aid organizations however face internal and external challenges that limit their effective operations. Increasingly, the conventional wisdom holds that an important element in establishing effective service delivery is to have an environment that guarantees basic security and free from political influence. The extents to which humanitarian agencies can fulfill their roles effectively and contribute meaningfully to the betterment of beneficiaries' lives depend on a wide variety of other factors investigated by this study. The main objective of this research was to identify these factors. Timely availability of funds, efficiency and effectiveness of logistics in place, mismanagement of funds, the training of aid personnel and the inclusion and participation of the local population in the aid delivery process were the independent variable factors to be subjected to validation through research. The dependent variable is 'the effectiveness of humanitarian aid delivery' and the moderating variable is the prevailing 'political environment'. Using cross-sectional survey study design, the researcher set out to validate these factors in the North Rift region of Kenya which was chosen on the basis of having been one of most affected areas in Kenya during the 2007-8 post-election violence. Quantitative and qualitative data was collected through desk research and field studies in Eldoret and its environs. It was assumed that the people to be interviewed had all received assistance from humanitarian aid agencies during or after the 2007-8 violence. Findings from the research reveal availability of funds as the key influencing factor ranked first by 95% of the respondents while 82% indicate personnel training as the second most important factor. Mismanagement of funds is the ranked the least by 5% of the respondents. In conclusion that availability of funds is a key challenge faced by humanitarian aid agencies, at least in the North Rift region during and after the 2007-8 conflict. It is therefore recommended that humanitarian aid agencies should devise ways of ensuring that they always have sufficient contingency funds even in times of calm in a crisis prone environment in order to maximize the impact of their response in the event of a crisis of any nature. This study is designed to inform effective transitioning from relief to recovery. The gap remains in establishing whether the ethnicity factor of the communities in conflict will substantially influence the delivery of humanitarian aid in a predictable manner. Further research is recommended to assess the effect of ethnic composition of target beneficiaries on the effort of humanitarian aid agencies to achieve better and more effective response to emerging complex situations such as the 2007-8 post-election violence in Kenya.

CHAPTER ONE INTRODUCTION

1.1 Background of the Study

The lives of tens of millions of people around the world are threatened by conflict, ethnic violence, drought and natural disaster. A large number of organizations - governmental, non-governmental, and United Nations - are devoted to providing humanitarian assistance to helping victims of humanitarian disasters survive Thompson (2003).

Humanitarian aid to persons impacted by conflict or natural disaster is a growing industry. In 1990, international humanitarian assistance amounted to about \$2 billion; by 2000 the total was up to nearly \$5 billion (OECD/DAC estimates, 2000). The huge humanitarian crises in Afghanistan and several regions of Africa likely meant additional large increases in humanitarian in 2002 and again in 2003. The conflict in Sudan, for example, led to the displacement of over 2.5 million people in Darfur who are in extreme need of assistance plus another half-a-million returnees from southern Sudan. This has a huge humanitarian impact and hence posing a challenge to humanitarian agencies Wassenhove et al., (2005).

States affected by active conflict or emerging from conflict are major recipients of humanitarian assistance receiving 73.8% (US\$7.9 billion) of humanitarian aid from governments and the European Commission in 2008. And despite a reduction in the overall number of active conflicts since the late 1990s, there has been significant growth in the total volume and overall share of humanitarian aid flowing to conflict-affected states OECD (2010).

The challenges facing the effectiveness of delivering humanitarian aid has called for better preparedness not only for disaster relief in natural disasters, but being better prepared can also mitigate the effects of man-made disasters. In addition to this, humanitarian organizations have also come under increasing pressure to prove to donors, pledging millions in aid and goods that they are reaching those in need. Since donors are becoming more aware when it comes to expenses, humanitarian organizations are under greater scrutiny to monitor the impact of aid, not just the input and output but the whole

operation. This means they must be more results-oriented as they become ever more accountable and therefore their operations must be more transparent, Wassenhove (2006).

Humanitarian organizations live by their principles of humanity, neutrality and impartiality. In other words, they will help everyone in need wherever found; will not influence the outcome of a conflict with their intervention; and will not favour one group of beneficiaries over another. Any compromise on the humanitarian principles, such as using aid to secure the victory of one side over another, would nullify the intent of the operation and take it out of the ethical context and mandate of the participating organizations. Humanitarian work cannot judge the conflict; it can only judge the extent to which the conflict is affecting civilians Tomasini et al., (2004).

Of course, there is always room for improvement but before things can be improved organizations need to know what ideal scenario they are aiming for, in other words what makes a successful response. A successful response to a disaster is not improvised. The better one is prepared the more effective the response Author (2010).

According to a publication by Transparency International, "Handbook on Preventing Corruption in Humanitarian (2008)" mismanagement of funds is resulting in the diversion of basic resources from the poor is one area that has long held as the most damaging to humanitarian assistance. Corruption in humanitarian aid is the most egregious form of this, as it deprives the most vulnerable among the poor (the victims of natural disasters and civil conflicts) of essential life-saving resources. Humanitarian assistance aims to save lives and alleviate the suffering of people in times of crisis. Yet these noble ambitions do not immunise emergency responses from corrupt abuse. There are numerous examples of corruption during the massive Asian tsunami humanitarian response, and examples of substantial diversion of aid resources have been reported recently in Afghanistan, Iraq, Liberia, Somalia, and in the aid response to the Darfur crisis Transparency International (2005).

Participation is also cited by some scholars as a critical factor influencing humanitarian aid programs. For a long time, humanitarian action continued to be seen as a form of

charity provided by organizations from the North to people in disaster torn countries, whereas the participation paradigm had already been adopted in the development sector. Humanitarian agencies finally took stock of their experience and began to recognize the role of local individuals in delivering aid and began to incorporate them into the aid agenda through participatory processes. The work of the Tsunami Evaluation Coalition (TEC), the evaluation of the response to the Pakistan Earthquake of 2005, specific Real Time Evaluations after different hurricanes in Asia, Latin America and the Caribbean islands showed how critical this is in natural disaster settings. Thousands survived due to the actions of the local pagodas, national Red Cross volunteers and all those who were prepared to help their neighbors, Veronique (2008).

An equally important factor that impacts on the effectiveness of humanitarian programs is logistics. In both man-made and natural disaster relief, humanitarian logistics operations have been hampered by a lack of coordination between actors, which directly affects performance in terms of reactivity and reliability. Adapted collective strategies could offer a solution to this problem Chandes and Paché, (2010).

For the purpose of this study, we focus on the factors that influence the aid operations of The Kenya Red Cross Society in post-conflict environments with specific reference to their operation in North Rift region of Kenya during the post-election violence in 2007-8. The violence took a high toll on urban cities like Nairobi, Eldoret, Kisumu and Nakuru, leading to displacement of almost 350,000 people (KIIRC, 2008).

Background of Kenya Red Cross Society

The Kenya Red Cross Society (KRCSS) was designated by the Government as the lead agency for humanitarian response, including camp management and camp coordination to assist the population with food delivery, warm meals, drinking water, non-food items, registration, counseling, tracing etc. In addition private citizens, local businessmen, churches and faith based organizations mobilized financial and human resources to address the most urgent needs, much of which was channeled through the Kenya Red Cross (Ministry of Special Programmes, 2008).

The Kenya Red Cross Society is a humanitarian relief organisation created through an Act of the Kenyan Parliament in 1965. Before its official launch as a Kenyan organization, it operated as a branch of the British Red Cross between 1939 and 1965. The International Committee of the Red Cross (ICRC) recognized the Kenya Red Cross in 1966. Apart from being a member of the ICRC, the organization has also been formally recognized by the International Federation of Red Cross and Red Crescent Societies since 1967. The Kenya Red Cross is an organization of volunteers and has about 69,000 members operating through a network of 62 national branches. To respond better to crisis at the grassroots level the organization has decentralized to West Kenya, Upper Eastern, Lower Eastern, Coast, North Rift, North Eastern, South Rift and Central. Membership is open to all with no discrimination based on race, sex, religion, class, political affiliation or nationality (www.kenyaredcross.org).

Kenya Red Cross has had a positive influence on the lives of millions of vulnerable people affected by diseases and natural and man-made disasters countrywide. The organization has divided its humanitarian mission into three core products that are reflected in its organizational structure: Disaster Preparedness and Response; Tracing Services and Logistics; Health and Social Services; and Organisational Development. During the post-conflict period in the 2007-8, the services which were much needed at the time and which KCRS offered were tracing and logistics, health and social services to the affected populations. The KCRS worked with Red Cross Movement partners, the Government, humanitarian agencies and various United Nations institutions. The Red Cross Movement partners across Kenya during this period include German Red Cross, Spain Red Cross, Finnish Red Cross, Swedish Red Cross, Danish Red Cross, Japanese Red Cross, Swiss Red Cross, ICRC, Canadian Red Cross, and Across. In its operations in the North Rift, KCRS partnered with Finnish Red Cross and Netherlands Red Cross.

In January 2008, KRC'S launched a project to reconstruct houses for internally displaced persons (IDPs) who had resettled in their farms. Thousands of people lost their houses during the post election violence. The exercise started with the launch of 10 houses in Matharu area, Katina village in Timboroa Division of Uasin Gishu District on June 2008.

The Kenya Red Cross does not use much of traditional communication methods such as advertising. Its greatest asset in keeping the brand on the national and international radar has been its superior public relations. Through highlighting its various humanitarian projects in the media, The Kenya Red Cross brand has maintained a high level of visibility in both national and international media (KRCS Annual Report, 2008).

1.2 Statement of the Problem

The frequency and intensity of natural disasters is increasing – mainly due to climate change, rapid population growth, unplanned urbanization and environmental degradation. Recent events such as the South Asia tsunami in December 2004, Hurricane Katrina, which hit the United States in September 2005, and the South Asia earthquake in October 2005 have heightened public awareness of their devastating impact. Disasters are a humanitarian *and* a development concern. There is a growing body of evidence that not only is countries of low human development disproportionately affected by the occurrence and impact of disasters but that people's vulnerability to hazards has increased. This calls for new understanding of the challenges that face humanitarian aid agencies. This paper, therefore, while providing an overview of the global context will seek to explain the challenges that stand in the way of humanitarian aid agencies in trying in their bid to discharge their services effectively and to set out a framework to help agencies make lives of communities better. It means that at the planning stage of humanitarian assistance, the agencies need to respond in an optimal way to ease the onset of crisis situations.

The study's starting point is recognition that there is a growing need for humanitarian aid in the world and that there are real operational challenges faced by humanitarian agencies working in conflict areas. There is increasing realization that existing agency approaches do not always adequately address these challenges on the ground. The paper aims to contribute to the formation of an understanding of practicable operational responses to such challenges.

The study therefore examines the factors that influence the effectiveness of humanitarian programmes in a post-violence environment with reference to the Kenya Red Cross Society during the post-election violence period of 2007-8 in the North Rift region of Kenya.

The study examines the effectiveness of humanitarian support in terms of outputs, outcomes and impact as well as its efficiency, notably in terms of logistical management.

management of funds, personnel training, availability of funds and community participation.

1.3 Purpose of the Study

The purpose of this study is to identify more innovative, efficient and effective ways in which humanitarian aid agencies can deliver effective services to their target beneficiaries in Kenya and in the North Rift region in particular.

1.4 Objectives of the study

The study was based on the following five objectives:

1. To establish the extent to which availability of funds affects effective delivery of humanitarian aid in the North Rift Region of Kenya
2. To determine to what extent the level and quality of personnel training affects the effectiveness of delivery of humanitarian aid assistance in the North Rift
3. To examine the relationship between community participation and the delivery of humanitarian aid in the North Rift
4. To establish how mismanagement of funds by humanitarian aid agencies affects the effectiveness of aid in the North Rift
5. To determine the relationship between the management of logistics and effective delivery of humanitarian aid agencies in the North Rift.

1.5 Research Questions

The study was based on the following five research questions:

1. Does availability of funding influence the effectiveness of aid delivery in the North Rift region of Kenya?
2. What is the contribution of personnel training to the effectiveness of aid delivery in the North Rift region of Kenya?
3. How does community participation influence the effectiveness of aid delivery in North Rift region of Kenya?

4. What is the role of mismanagement of funds in the effectiveness of humanitarian aid assistance in the North Rift region of Kenya?
5. Does management of logistics have an impact in the effectiveness of humanitarian aid agencies in the North Rift region of Kenya?

1.6 Significance of the Study

The research that is being undertaken on the subject augments studies done on the subject of the post-violence in Kenya by other researchers such as Wangeci Gutimu. In her vol. 7 no.2 (n.d) journal, Gutimu explores the underlying causes of post-election violence in Kenya and Africa in general and traces the causes to colonialism and imperialism. On the other hand The Kenya Human Rights Commission report on post-election violence report (2008-2009) analyses the role of the government in the alleviation of the suffering of the people Internally Displaced Persons and the constraints thereof. The two examples fall short of identifying factors that influence the intervention of humanitarian aid agencies in the aftermath of such crises.

This study will therefore provide a precedent in relation to identifying effective approaches to be adopted government and non-governmental organizations in a post election violence environment. The research will be helpful to the academicians who may wish to conduct further research in this field. The issues to be raised in this study, and the results thereof, will be valuable to researchers, humanitarian aid practitioners. The findings of the study will also be important to Ministry of Special Programmes and NGOs as they will use the findings of this research to evaluate themselves and re-examine their strategies to offer efficient services to persons affected by conflict in the future.

1.7 Delimitation of the Study

The study addressed contemporary issues affecting effectiveness of humanitarian aid programs in delivering humanitarian services in the backlash of the recent post-election violence in Kenya. The study interviewed beneficiaries of humanitarian Aid in North rift region during the post election violence in 2007-8. Since the violence occurred recently (2007-8), memories of the disaster are still fresh in the minds of those who were affected

and the Kenya Red Cross workers who were also interviewed in the study. In addition, the study area (North Rift region) is easily accessible by road. The fact that the data on the subject contributes to up to date and robust information that can be relied upon to make informed strategic decisions by the local actors in humanitarian aid, boosted the chances of success of the study.

1.8 Limitations of the Study

The study assumed that ethnic animosity might still exist in some of the study areas and that some target respondents, fearing reprisal could give false or distorted information.

The stated limitation, as anticipated was overcome through a carefully crafted approach involving the employment of research assistants from the targeted communities who were thoroughly briefed on the objectives of the research. The assumption was based on the belief that locals are perceived more favourably and have greater 'acceptance' among the host and beneficiary communities by virtue of their being 'of the place'. In addition, written permission to conduct the study was sought from the relevant local administration.

1.9 Basic Assumptions of the Study:

The study was based on four key assumptions:

1. That the information obtained from the people affected by the 2007-8 violence accurately verified to enhance credibility
2. That all victims of the violence from all the affected ethnic groups gave unbiased information.
3. That the target group of the study was affected by the violence and benefited from humanitarian assistance from the government or other non-governmental organizations.
4. That some victims of the violence would still be living in transit camps as Internally Displaced Persons.

1.10 Definition of Significant Terms used in the study

Aid: Also known as international aid, overseas aid, or foreign aid, especially in the United States it is a voluntary transfer of resources from one country to another, given at least partly with the objective of benefiting the recipient country. It may have other functions as well: it may be given as a signal of diplomatic approval, or to strengthen a military ally, to reward a government for behaviour desired by the donor, to extend the donor's cultural influence, to provide infrastructure needed by the donor for resource extraction from the recipient country, or to gain other kinds of commercial access. Humanitarianism and altruism are, nevertheless, significant motivations for the giving of aid. Aid may be given by individuals, private organizations or governments. <http://en.wikipedia.org/wiki/Aid> (2010).

Humanitarian aid: Humanitarian aid or emergency aid is rapid assistance given to people in immediate distress by individuals, organizations, or governments to relieve suffering, during and after man-made emergencies (like wars) and natural disasters. The term often carries an international connotation, but this is not always the case. It is often distinguished from development aid by being focused on relieving suffering caused by natural disaster or conflict, rather than removing the root causes of poverty or vulnerability.

The provision of humanitarian aid or humanitarian response consists of the provision of vital services (such as food aid to prevent starvation) by aid agencies, and the provision of funding or in-kind services (like logistics or transport), usually through aid agencies or the government of the affected country. Humanitarian aid is distinguished from humanitarian intervention, which involves armed forces protecting civilians from violent oppression or genocide by state-supported actors.

The Geneva Conventions give a mandate to the International Committee of the Red Cross and other impartial humanitarian organizations to provide assistance and protection of civilians during times of war. The ICRC has been given a special role by the Geneva Conventions with respect to the visiting and monitoring of prisoners of war.

Post-election Violence: The term “post-election violence” is not as easy to define as it sounds because hostilities do not normally end abruptly, after which there is complete peace. There may be an agreed “peace” but fighting often continues at a low level or sporadically and frequently resumes after every election. Kenya witnessed post-election violence in 1992, 1997 and 2007-08. Genuine attempts at reaching a lasting solution to peaceful coexistence by the different communities can frequently be derailed by “spoilers” – that often turn out to be politicians out to satisfy their egos.

Violent conflict disrupts lives and livelihoods, destroys societies and economies, and reduces people's access to basic services. This leads to increased inequality between the rich and the poor, between the privileged few and the many that are lacking basic needs and ultimately leads to increasing tensions and often to rising violence.

Internally Displaced Persons IDPs are people who have been forced, or obliged to flee, and leave their homes or places of habitual residence but who have not crossed an internationally recognized state border. This include two groups: first, those forced to flee as a result of, or in order to, avoid the effects of armed conflict, situations of generalized violence, violations of human rights or natural or human-made disasters. The second category of IDPs are those people who have been forced or obliged to leave their homes as a result of or in order to avoid the effects of large scale development projects. For the purpose of this study, we focus on the first category of IDPs.

1.11 Organization of the study

The study was structured under five chapters. Chapter one lays out the introduction which contains the background of the study, the purpose, objectives, research questions, study significance, delimitations, limitations, assumptions and definition of significant terms used in the study.

Chapter two outlines a review of the literature of factors that influence effectiveness of humanitarian aid agencies. The literature review leads to the generation of a conceptual framework that summarizes the contribution of the independent variables to the dependent variable with the intervening moderating variable.

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

Chapter four is a compilation of key findings which include details of respondents, tables of descriptive statistics of variables and analysis of factors influencing delivery of humanitarian aid.

Chapter five contains a summary of findings, discussion of the findings, conclusions, recommendations and suggested areas of further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction.

This chapter delves into past works of other scholars on the area of humanitarian aid in post-conflict environments. It delves into both the theoretical and empirical studies. It covers these works from a global perspective without losing their relevance to the humanitarian activities of Kenya Red Cross Society in the 2007-8 post-elections violence.

As internal conflicts have become more common and more deadly, the impact on civilians has multiplied. In 2001, it was estimated that 35 million people were affected in different ways by conflict worldwide (<http://www.beyondintractability.org>, February, 2004).

These disturbing developments have necessitated extensive humanitarian relief efforts and development assistance. Although only humanitarian aid is presented in this study, humanitarian aid and development assistance often overlap. The most important actor in the provision of humanitarian aid and development assistance is the United Nations (U.N.) and its various agencies, funded by member states. NGOs increasingly play a key role in providing humanitarian aid, both directly and as partners to U.N. agencies. They often have advantages over International Organisations or foreign governments. For example, they are less limited by political constraints and their diversity and independence allows them to work in very difficult places (Terms of Reference: An Evaluation of Dutch Humanitarian Assistance, 2000-2004).

The growing number of intrastate conflicts since the end of the Cold War has resulted in an increase in human suffering. The 'war on terror' following the September 11 attacks and the subsequent wars in Afghanistan and Iraq have created new challenges for the humanitarian aid agencies. In Africa, two decades of conflict in Northern Uganda between the government and the Lord's Resistance Army (LRA) has resulted in the displacement of approximately 1.7 million people, soaring mortality rates and the destruction of assets and traditional livelihoods. Humanitarian interventions in the region

has been criticised as insufficient given the massive displacement and high mortality rates in IDP camps (Sarah Bailey, 2008). Faced with unpredictable and inadequate assistance and restricted access to agriculture, many camp residents have developed alternative sources of income, such as borrowing or renting land for crops, doing casual labour, engaging in petty trading or selling charcoal (Petty and Savage, 2007). In Kenya, the year 2008 was the most challenging in the recent past for humanitarian aid agencies. Disaster after disaster was experienced across the country, for almost the entire year. The dawn of 2008 witnessed the post election violence that erupted in December 2007 following the disputed results of the Presidential election. The violence left at least 1,300 people dead and displaced over 600,000 others, with 350,000 IDPs living in temporary camps across the country. According to Kenya Human Rights Commission Report in 2009, the way the government handled the resettlement programme flouted the internationally and regionally accepted standards and principles that govern resettlement of IDPs (KHRC, 2009). In the same year, East Pokot District was placed under the Emergency Operation Programme (EMOP) implemented by KRCSS. This was followed by the Marakwet landslides and floods in other parts of the country; all calling for humanitarian intervention KRCSS Annual Report, (2008).

The greatest challenges for humanitarian aid assistance are efficiency, effectiveness, and the extremely complex political, economic, and social side effects associated with them. An effective and timely humanitarian relief operation has the capacity to save thousands of lives. It is also an extremely difficult undertaking. Availability of funds may hinder effective delivery of aid making it difficult to provide for all the needs of the recipients. As a result, help may reach only a few beneficiaries who are the most accessible or only those who are in extreme distress, with other potential beneficiaries being neglected. With the ever-increasing number of agencies on the ground and over-reliance on volunteers, workers tasked with the technical assistance of crisis victims are often ill equipped to deal with the situation because they lack the necessary training backgrounds. The unpredictability of humanitarian crises makes effective management and coordination extremely difficult. Solving this problem requires improved intelligence gathering and sharing, as well as tight management and coordination Branczik A. (2004).

2.2 Factors Influencing Effectiveness of Humanitarian Aid

There are several the factors that influence the effectiveness of humanitarian aid operations in a post-violence environment. Scholars in the humanitarian world have long been fascinated by this subject. In this section, a review of some of the available literature on these factors is presented.

2.3 Availability of Funding

Adequate resources are "absolutely fundamental" in order to provide adequate responses. According to existing literature, humanitarian funding requirements had increased by \$1.5 billion since the beginning of the year 2010, bringing the total target to \$9.5 billion. Donors' response to appeals for funding in 2009 was the best ever, at \$4.6 billion, constituting 49 per cent of requirements. Despite that positive response, unmet humanitarian requirements were also at their highest levels at around \$4.8 billion Economic and Social Council (2010).

Literature review from many sources provides worrying trends of reduced humanitarian aid. The inflow of resources for 2010 is only lagging slightly behind that of recent years, despite earlier fears that the global recession would sap resources earmarked for disasters. Dwindling contributions from the international community, who had so far pledged less than a third of the funds needed for the first half of 2010, are now forcing humanitarian organizations to close essential life-saving programs in Pakistan's Swat valley and surrounding areas, as well as in the Federally Administered Tribal Areas (FATA). For the people benefiting from these programs, this means less access to basic services such as water, sanitation and healthcare, according to the Pakistan Humanitarian Forum Oxfam, (2010).

Insufficient funds or lack of it has devastating impact on the lives of people affected by disasters. Launching the mid-year review of the appeals in July 2010, Under-Secretary-General for Humanitarian Affairs John Holmes asked donors to persist in their efforts to ensure that people struck by disaster or conflict receive the help they need for the rest of

the year to stay alive, avoid recoverable harm, and restore dignity and basic self-sufficiency United Nations (2010).

A severe reduction of humanitarian assistance would not only cause a grave humanitarian crisis affecting human rights to food, health and adequate shelter but there is also a serious risk that it would trigger instability in a still very fragile peace situation. Unavailability of funding is equally life threatening if people displaced by conflict are forced to return to their previous residence for lack of humanitarian assistance. In Pakistan, the cease fire between government and Houthis in February 2010 made it possible for humanitarian agencies to finally gain access to Sa'da. But the funding crisis reduced their abilities to deliver assistance to an estimated a quarter of a million of internally displaced people. A survey conducted by the UNHCR in February 2010 found that the main concerns of IDPs regarding their return home are the security conditions in areas of return, risks of renewed fighting, and the presence of mines Yemen Times (2010).

According to the Ministry of Special Programmes, the participating institutions charged with handling disasters in Kenya are faced with inadequate budgetary allocation and conditional donor support; such that the amount of money made available for the Disaster Management is far less than the realistic amount actually needed to manage successfully. In addition, there are other related problems, for example, the turn-around time for proposals to realise money in the non-food sub-sectors is excessive because of inadequate technical handling Ministry of Special Programmes (2008).

Five percent of the community development fund and development fund has been set aside in all the districts by the government for disaster management. The result of poor funding and reallocation of development funds during times of emergencies has meant that development priorities and Disaster Risk Reduction initiatives are undermined. Disaster occurrences have increased, resulting in available funds being too thinly spread out to be effective. This rising demand for funding has made Government of Kenya increasingly reliant on development partners to fund Disaster Management initiatives. With the on-going crisis involving international financial downturn and global recession, this is a precarious funding position to be in. Compounding this problem is the reduction

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of potential National earnings, owing to reduced exports, diminished tourist arrivals, incessant inflation and other complicating trade relations (Ministry of Special Programmes, February 2009).

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., (2006).

Shortage of Logistics Experts in the field is a major challenge of humanitarian organizations. Humanitarian organizations 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 effort 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 Loquerico, D et al., (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 programme level, excessive management turnover creates considerable disruption, undermining quality, causing inefficiencies, weakening stakeholder relations and limiting organisational 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 Loquerico, D et al., (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 is not trained European commission report, (2004).

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 Danu 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 Gi. and Véronique Gi, (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).

2.6 Mismanagement of funds

Corruption and bribery are a huge, albeit unacknowledged, cause of ineffectiveness and inefficiency in humanitarian response. Of course, there are some genuine NGOs and faith-based organisations, and government policy and the operations manual have recognised 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 Humanitarian practice network, (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 Center 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).

2.7 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 *maréchal de logis*, the military officer, was responsible for organizing the camp facilities or troops at war Leindorfer K. and Wassenhove V, (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 disaster

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 aid in post-conflict settings.

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 diminish the positive impact of humanitarian response

2.8 Conceptual Framework

The conceptual framework is premised on the fact that there are weaknesses in the approaches used by the humanitarian aid by government and non-governmental organizations that may affect the effectiveness of aid delivery by humanitarian agencies that may have negative impacts on the beneficiaries. Such factors include availability of funds; personnel training; community participation; mismanagement of funds and management of logistics. The conceptual framework also incorporates the moderating

variable, political influence. This is meant to capture the reality of the operating environment which influence the operations of humanitarian operations and which in most cases is beyond the control of humanitarian aid agencies. A simple one-on-one relationship between the independent and the dependent variable is therefore very rare. It is strongly believed that political influence has a significant, contributory or contingent effect on the original independent variable relationship.

Independent Variables

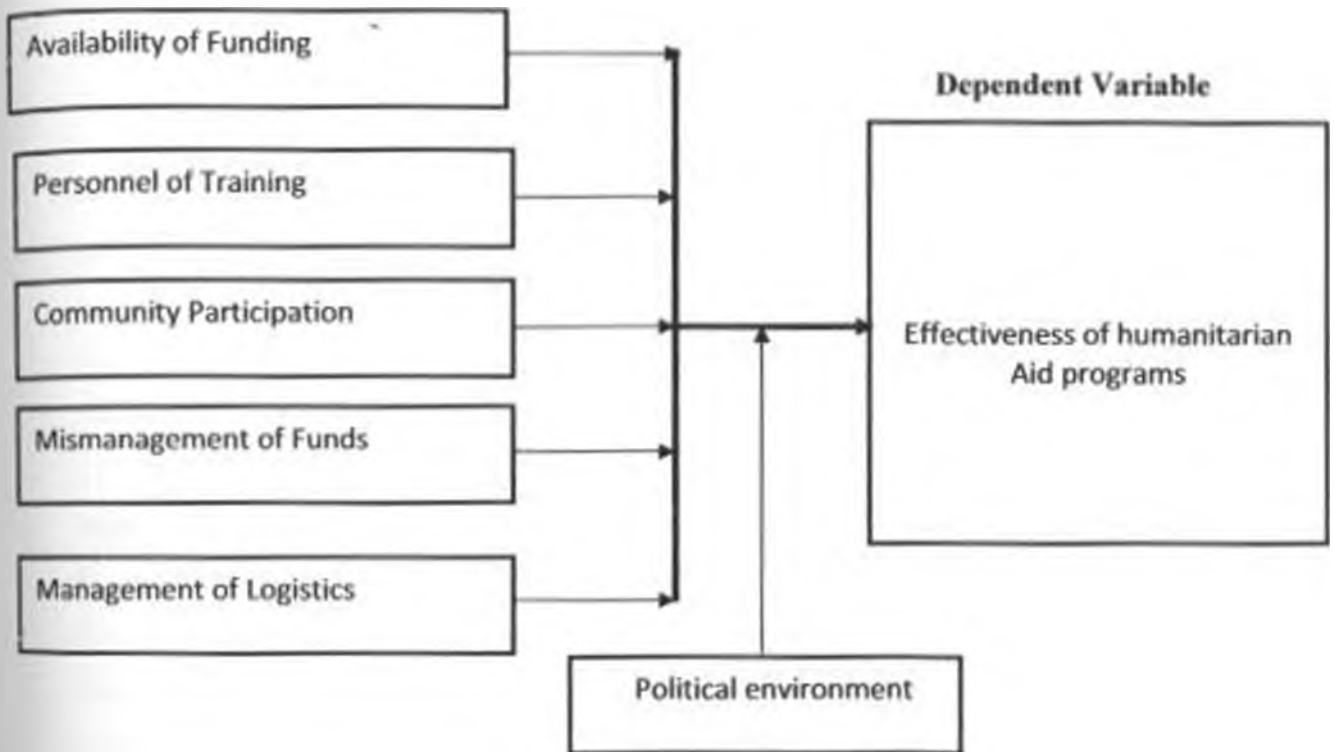


Figure 1: Conceptual Framework

In Figure 1 above, there is a differential pattern of relationship between the variables of availability of funds, personnel training, community participation, mismanagement of funds and management of logistics that is the result of political influence.

Availability of funds: When a disaster strikes, humanitarian aid agencies have to respond as fast as possible to save lives. If no funds are available, the initial response may not be practicable or at best, may not have any meaningful impact on the lives of the victims of

the disaster. Even organizations which rely on volunteers need some funds to mobilize and sustain the volunteer workers in operation.

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. This applies mainly to crisis related to post conflict situations.

Mismanagement 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.

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.

2.9 Summary of Literature

The provision of humanitarian aid or humanitarian response consists of the provision of vital services such as food aid to prevent starvation by aid agencies, and the provision of funding or in-kind services like logistics or transport usually through aid agencies or the governments affected by the disaster. Available literature is rich on the factors influencing effectiveness of humanitarian aid delivery. The central themes of the literature are efficiency and effectiveness of the delivery process. Some of the factors outlined by the various researchers that influence the effectiveness of humanitarian aid include corruption or mismanagement of funds, community participation, availability of experts or trained personnel, availability of funding and logistics planning in aid delivery. Some researchers further advocate for proper planning, adequate needs assessment and proper coordination of priorities among aid agencies as tools to enhance effective aid delivery.

CHAPTER THREE RESEARCH METHODOLOGY

3.1 Introduction

The chapter focus on the applied research techniques and methods used to validate the study objectives. It includes the research design, the target sample, sampling procedure and methods of data collection. In addition, the validity and reliability of the data collected and collection tools is articulated. Operationalization of all variables and a description of data analysis techniques are done towards the end of the chapter.

3.2 Research Design

The research design was cross-sectional survey in nature utilizing quantitative and qualitative data was collection 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 the North Rift and specifically Eldoret town and its environs. The rationale for choosing Eldoret as the study area is because the Kenya Red Cross Society spearheaded humanitarian aid activities in the area when it experienced humanitarian crisis sparked by the post-election violence in 2007-8.

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 delineated availability of funds, staff training, community participation, mismanagement of funds and logistics as the main factors influencing the effectiveness of humanitarian aid delivery. The research aimed at establishing whether the variation in these independent variables will significantly or insignificantly affect the effectiveness of humanitarian aid

3.3 Target Population

The criterion for selecting the target sample was areas in which the Kenya Red Cross Society provided humanitarian aid. In this study the researcher will focus on Eldoret and its environs because it has good roads and good transport means.

In the quantitative questionnaire survey, beneficiaries of humanitarian aid in 2007-8 were sampled from the study area and interviewed using a semi-structured questionnaire in order to establish their overall perception of the effectiveness of the humanitarian aid they received. It was necessary to carry out a survey on the beneficiaries because of lack of accurate data on their satisfaction of the activities of humanitarian aid. In the absence of accurate data on the population of interest, a preliminary survey was recommended for purposes of determining the accessible population Mugenda and Mugenda, (2003).

The researcher, using random sample selected sixty (60) households who benefited from the humanitarian aid support spearheaded by KRC'S in 2007-8. The researcher briefed them on the purpose of the study and the questions whose answers they provided during the data collection days.

Qualitative approach involved purposeful selection of two key officials of Kenya Red Cross Society who were directly involved in the delivery of humanitarian aid in 2007-8 in the study area. The key informant interviews enabled the researcher to probe for further information which was used to verify and validate the quantitative data collected from the beneficiaries.

3.4 Sampling Procedure and Sample size

To obtain the desired representation from the target population, systematic random sampling was used. In systematic random sampling, every K^{th} case in the population is selected for inclusion in the sample. To obtain a truly random sample using this method, the list of all members in the sampling frame must be randomized Mugenda and Mugenda, (2003). For this study the researcher first established the sampling frame from the number of households who benefited from humanitarian aid in 2007-8 in the study area using a list of 6,022 beneficiaries obtained from the District Commissioner's office.

From the list of beneficiary households arranged in numerical order, a sampling interval was derived by dividing the total number of beneficiary households (6,022) by the desired sample size of sixty (60). The interval scale value (K^{th} case) obtained was approximately 100. Thus every 100th beneficiary household was eligible for the interview.

Generally the sample size depends on factors such as the number of variables in the study, the type of research design, the method of data analysis and size of accessible population. Gay, 1983 suggests that for correlational research, 30 cases or more are required; for descriptive studies, 10% of the accessible population is enough and for experimental, at least 30 cases are required per group. For our purpose, the researcher fixed a total sample size of 60 households. A sample 60 respondents is big enough to cater for any non-responses and is above the threshold of 30 which is a minimum sample size required for data to yield statistically significant results.

3.5 Methods of Data Collection

Quantitative methods were applied in the collection of data from both primary and secondary sources. A primary source is a direct description of any occurrence by an individual who actually observed or witnessed the occurrence. Secondary sources include any publication by an author who was not a direct observer or participant in the events described Mugenda and Mugenda, (2003).

In gathering the data, the research instruments contained structured and unstructured questions that enhance depth and reliability. The sources of primary data were questionnaires and the sources of secondary data were the literature review.

The questionnaire consisted of questions on the measurement of the contribution of each factor and a kind Likert Scale Ratings where the respondents were supposed to give their opinions on the variables of study mainly for comparison purposes.

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.

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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) will be formulated in a way that will provide answers to the objectives stated in Section 1.2 of this proposal.

Further measure 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.

3.7 Data Analysis Techniques

Quantitative analyses were performed using Statistical Package of Social Sciences (SPSS) PC+ with both descriptive and statistical procedures being employed. The SPSS software is easy to use and is readily available to interested users in the market.

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 is confidential and is 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 will also remain anonymous throughout the study. Approval to conduct data collection was obtained from the District Commissioner's office. There are no risks involved in participation in the study

3.9 Operational Definition of Variables

| Objective | Variable | Indicators | Measurement | Scale | Type of Research | Data Collection | Type of Analysis |
|--|-------------------------|---|---|----------|---|---|------------------|
| i). To establish if availability of funds affects effective delivery of humanitarian aid. | Availability of Funding | Enough funds are available for humanitarian aid needs during emergencies | Amount of funds available to humanitarian agencies during emergencies | Interval | Desk Review and Key informant interview | Secondary data, questionnaires and Discussion Guides | Frequencies |
| ii). To determine to what extent the level and quality of personnel training affects the effectiveness of delivery of humanitarian aid | Personnel Training | Aid workers have a clear understanding of the basic skills and principles of humanitarian aid | Number of staff successfully trained on humanitarian aid skills | Ordinal | Desk Review and Key informant interview | Secondary data, questionnaires & key informant interviews | Ranking |
| iii). To examine the relationship between community | Community Participation | Community members take part in planning and distribution of aid | Number of community members aid committees | Interval | Desk Review, questionnaire & key Informants | Secondary data, questionnaires and Discussion Guides | Frequencies |

| | | | | | | | |
|---|------------------------|--|---|----------|---|---------------------------------------|-------------|
| participation and delivery of humanitarian aid | | | | | | | |
| iv).To establish how mismanagement of funds by humanitarian aid agencies affects the effectiveness of aid in the North Rift | Mismanagement of funds | Accountability and Transparency in the use of humanitarian aid funds | 1.Records of Audited accounts from the KRCS 2.Complains from beneficiaries | Interval | 1.Desk Review 2.Questionnaire survey | 1. Secondary data 2. Questionnaire | Frequencies |
| v).To determine the relationship between the management of logistics and effective delivery of humanitarian aid | Logistics Management | Average time taken to respond to emergency needs. | Number of days for response to reach affected population | Interval | Survey | Questionnaire and Interviews | Frequencies |

| | | | | | | | |
|---|------------------------|--|---|----------|---|---------------------------------------|-------------|
| participation and delivery of humanitarian aid | | | | | | | |
| iv).To establish how mismanagement of funds by humanitarian aid agencies affects the effectiveness of aid in the North Rift | Mismanagement of funds | Accountability and Transparency in the use of humanitarian aid funds | 1.Records of Audited accounts from the KRCS 2.Complains from beneficiaries | Interval | 1 Desk Review 2.Questionnaire survey | 1. Secondary data 2. Questionnaire | Frequencies |
| v).To determine the relationship between the management of logistics and effective delivery of humanitarian aid | Logistics Management | Average time taken to respond to emergency needs. | Number of days for response to reach affected population | Interval | Survey | Questionnaire and Interviews | Frequencies |

CHAPTER FOUR

DATA, ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

In this chapter, the empirical data collected during the study is analyzed and reported. The research was executed to achieve the objectives outlined in Chapter two. The first part of this chapter reports on findings about the respondent identity. An analysis of the data collected in relation to the objectives of the study follows, then the general observations about the independent variables and discussion of the findings.

4.2 Response rate

For a period of two weeks, data was collected by the researcher personally assisted by to research assistants. A total number of 60 respondents were interviewed in the survey. This represented a response rate of 100%.

4.3 Respondents Characteristics.

In the first part of the questionnaire, the respondents were requested to give details of their identity on the following: their ages, educational level, occupation and duration of residence in the area of interview. This was done to establish the identity of the respondents who took part in the study. All the 60 respondents recruited for the study responded to the questions positively.

4.3.1 Sex of Respondents

The researcher attempted as much as possible to mainstream by ensuring that at least one third of the respondents were women. A total of 38 males (63%) and 22 females (37%) were interviewed in this study as shown in Figure 1 below.

Table 4.1: Sex of Respondents

| | Frequency | Percent |
|--------|-----------|---------|
| Male | 38 | 63 |
| Female | 22 | 37 |
| Total | 60 | 100 |

Table 4.1 shows that more male respondents (63%) were interviewed than the females (37%).

4.3.2 Age of Respondents

Table 4.2 below details the distribution of a sample based on age. This data was categorized into five groups: 18 – 24, 25 – 29, 30 – 34, 35 – 39 and above 45.

Table 4.2: Age of Respondents

| | Frequency | Percent |
|-------|-----------|---------|
| 18-24 | 16 | 27 |
| 25-29 | 13 | 22 |
| 30-34 | 10 | 17 |
| 35-44 | 8 | 13 |
| 45+ | 13 | 22 |
| Total | 60 | 100 |

Apart from the 35-44 age group, the respondents were generally evenly spread across the age categories.

4.3.3 Education level of respondents

Table 4.3 indicate that 32% of the 60 respondents (n=19) have up to primary school level of education. Forty five percent 45% (n=27) have gone up to secondary school while only 23% (n=14) have tertiary and university education.

Most of the people in the study area have not gone beyond secondary school. Seventy seven percent (77%) of the interviewed residents lack post secondary education.

Table 4.3: Education level of Respondents

| Education level | Frequency | Percent |
|-----------------|-----------|---------|
| Primary | 19 | 32 |
| Secondary | 27 | 45 |
| Tertiary | 12 | 20 |
| University | 2 | 3 |
| Total | 60 | 100 |

4.3.4 Duration of residence in the area

Respondents in the study were required to state their duration of residence in the area. The respondents who had stayed in the area for less than two years did not qualify to be interviewed because the study focused on the beneficiaries of the KRC'S in 2007-8. The figure below shows the distribution of respondents according to their duration of residence in the area.

Table 4.4: Duration of Residence in the study area

| | Frequency | Percent |
|-----------------------|-----------|---------|
| Between 2 and 4 years | 16 | 27 |
| Between 4 and 6 years | 14 | 23 |
| Over 6 years | 28 | 47 |
| Cannot Remember | 2 | 3 |
| Total | 60 | 100 |

As shown in Table 4.4, the majority of respondents (47%) have lived in the study area for over 6 years. This implies that the majority of the respondents have lived in the area long enough to understand the dynamics of humanitarian aid delivery properly.

4.4.5 Occupation of Respondents

Table 4.5: Occupation of Respondents.

| | Frequency | Percent |
|--------------------------------|-----------|---------|
| Self employed/farmer/business | 33 | 55 |
| Student | 7 | 12 |
| Private/public sector employee | 3 | 5 |
| Other professional | 1 | 2 |
| Unemployed | 13 | 22 |
| Retired | 3 | 5 |
| Total | 60 | 100 |

From the Table 4.5 above, 55% of the respondents are basically self employed as farmers or businessmen and 22% being unemployed. This reflects that the area affected by the violence is rural and most people do not have formal employment. Their means of survival is marginal and any disaster can cause a great disruption in their lives.

4.4 Descriptive Statistics on variables.

In descriptive analysis, five measures that were used to do the analysis were mean, mode, median, variance and standard deviation. Mean, median and mode are used to measure the central tendency of the data by measuring the location of the distribution of the data. The standard deviation and variances are used to measure the dispersion of the data; it measures how the variation of data was being spread in the normal distribution.

4.4.1 Factors that Influence Effectiveness of Aid Delivery

As shown in Table 4.7 below, availability of funds is ranked as the factor that influence effectiveness of humanitarian aid agencies by 95% of the respondents followed by personnel training (82%).

Table 4.6: Factors affecting humanitarian aid delivery

| | Extent to which Availability of Funds influence effectiveness of humanitarian aid delivery | Extent to which Personnel Training influence effectiveness of humanitarian aid delivery | Extent to which Community Participation influence effectiveness of humanitarian aid delivery | Extent to which Mismanagement of Funds influence effectiveness of humanitarian aid delivery | Extent to which Management of Logistics influence effectiveness of humanitarian aid delivery |
|------------------------|--|---|--|---|--|
| To a larger extent (%) | 95 | 81.7 | 76.7 | 46.7 | 78.3 |
| To a lesser extent (%) | 3.3 | 16.7 | 20 | 51.7 | 20 |
| Mean | 1.03 | 1.17 | 1.21 | 1.53 | 1.20 |
| Median | 1 | 1 | 1 | 2 | 1 |
| Mode | 1 | 1 | 1 | 2 | 1 |
| Std. Deviation | 0.18 | 0.38 | 0.41 | 0.50 | 0.41 |
| Variance | 0.03 | 0.14 | 0.17 | 0.25 | 0.16 |
| No response | 1 | 1 | 2 | 1 | 1 |
| Total Responses | 59 | 59 | 58 | 59 | 59 |

Over 95% of the respondents interviewed believe that availability of funds influence effectiveness of humanitarian aid delivery with a mean of 1.03 which implies that once funds are available many could be assisted in one way or another. 46.7% of the respondents interviewed believe that funds are misappropriated with a highest mean of 1.53 which implies most respondents believe that funds are not used as required.

4.4.3 Effectiveness of Aid Delivery in North Rift Region

The respondents were asked about how they perceived the effectiveness of aid received in the North Rift region of Kenya in the aftermath of the 2007-8 conflict. The overall perception was that it was effective by 48.33% of the respondents and 33.33% saying that it was very effective. Overall, 81.66% of the respondents are satisfied with aid delivery.

Table 4.7: Perceived Effectiveness of Aid Delivery in 2007-8

| | Frequency | Percent |
|-----------------------------------|-----------|---------|
| Ineffective | 1 | 1.67 |
| Neither effective nor ineffective | 10 | 16.67 |
| Effective | 29 | 48.33 |
| Very effective | 20 | 33.33 |
| Total | 60 | 100 |

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction.

Based on the empirical results presented in chapter four, this final chapter summarizes the findings of the study hinged on the operational variables and other important findings. It also has recommendations to policy makers, planners, or any other concerned party. The final part of the chapter has suggestions for areas that need further study.

5.2 Summary of Findings.

The purpose of the study was to identify the factors that influence the effectiveness of humanitarian aid programs in a post-conflict environment. The activities of humanitarian programs cannot be over emphasized. It involves saving lives during emergency and crisis situations. Yet they are faced with challenges that need to be clearly understood in order to devise proper measures to remedy the situation. Some of the remedial measures identified in this study are to get the priorities right by delineating certain factors that are crucial in handling effective humanitarian aid delivery. Availability of funds is found to play a leading role in enhancing the quality of humanitarian aid delivery. This is followed by community participation and then management of logistics. However, other moderating factors such as the role of the government had to be taken into consideration.

The specific objectives of the study were; firstly to determine whether availability of funds significantly predicted effectiveness of humanitarian aid in the North Rift region. Other factors under investigation were personnel training, community participation, and mismanagement of funds and management of logistics.

Over seventy percent (70%) of the sample had lived in the area of study for more than 4 years and all were selected on the basis of having benefited from the humanitarian assistance from the Kenya Red Cross Society and other organizations after the 2007-8 post-election violence.

Other factors identified through key informant interviews with KCRS staff include: avoidance of uncoordinated response which may lead to duplication of aid delivery items/services or gaps; the need for new organizations to enhance their visibility on the ground before a crisis and the capacity to implement actual programs due to over-reliance on volunteers who may not have the required skills to implement projects.

It was established through this survey that KCRS has only 6 paid staff in the whole of North Rift region; an expansive area which stretches from Turkana district in the north, Mt. Elgon in the west, Eldama Ravine in the East, and Nandi in the South. The same geographical area is prone to disasters ranging from the post-election violence in 2007-8, landslides and floods. The organization relies mainly on volunteers to carry out their activities during crisis. The vetting of volunteers before employment is not very rigorous but rates the spirit of volunteership over other factors such as education. As the study established, the volunteers carry out the actual fieldwork like rescue operations while the paid staff concentrate on office administrative duties. This implies that most workers who are usually in actual contact with the victims of disasters are volunteers who may have little or no skills in humanitarian work

5.3 Discussion of Findings.

The issue of availability of funds is core to effective operation of humanitarian agencies by 95% of the respondents. Indeed, funds are necessary to mobilize the resources (manpower and material) needed in the activities of bring back to normal the lives of people affected by disasters. Donor's funding to humanitarian aid has tremendously improved the lives of the affected, either directly or indirectly. This supports the assertion in the literature review that adequate resources are absolutely fundamental in order to provide adequate response (Economic and Social Council, 2010).

Personnel's training is equally considered to contribute to effectiveness of aid delivery by about 82% of the interviewed beneficiaries partly because humanitarian work requires among others, skills in facilitation, conflict resolution and peace building. In addition,

emergency work requires that all staff is adequately trained at any time because an emergency cannot be foreseen in most cases. When a crisis strikes, every staff, skilled or unskilled responds. Indeed, Mohamed et al 2006, states shortage of experienced logisticians is a major challenge in the humanitarian world to an extent that 88% of experienced logisticians had to be reallocated from other assignments as in Darfur to staff the Tsunami relief efforts according to Oxfam survey in 2005.

Community participation is always an important factor in humanitarian aid delivery owing to the fact that the first part of the response should be to mobilize the local resources. The aid agencies build on what the community has already done to discourage over-dependence of the communities on aid agencies. This is in tandem with the findings from UNDP which acknowledges that several NGOs have realized the need for a more participatory approach in their programmes after making mistakes which could be avoided if they had initially taken the initiative to embrace community participation (UNDP, 2009, p.12)

Perhaps management of logistics is central because it sets up ground for all activities. Proper management of logistics ensures that the aid resources reach the intended recipients in planned quantities and in time to save lives. This fact is corroborated by 78% of the respondents in this study. This supports the literature review conducted earlier on in this document in which humanitarians view logistics 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).

Mismanagement of funds should also be guarded upon to ensure that the resources meant for the affected populations during and after disasters actually benefit them. Mismanagement of funds may occur when funds may be manipulated in such a way that may not reach the vulnerable and it defeats the purpose of humanitarian aid. Compared to

other factors, mismanagement of funds is seen as the least contributing factor, albeit by 47% of the surveyed beneficiaries.

Overall, all the factors under investigation contribute substantially to the effectiveness of aid delivery. From these findings, it may be improper to consider each factor in isolation as they appear to play complementary roles.

5.4 Conclusions

The research project was aimed at investigating effectiveness of humanitarian aid delivery as a function of five factors: availability of funds; personnel training; community participation; mismanagement of funds and management of logistics. The point of interest was to establish the independent variables which are significant predictors of the dependent variable given the moderating factor of political influence.

The findings indicate that all the factors proposed in the study play a concerted role in influencing the dependent variable. However, availability of funds is rated by the respondents as critical if effectiveness in aid delivery is to be achieved. This is followed closely by personnel training, management of logistics and community participation. Mismanagement of funds is not perceived as playing a very active role.

Over-reliance on volunteers to offer services during crisis even by leading agencies like KCRS is also noted as a salient feature among humanitarian aid agencies. Also worth noting is lack of coordination among different humanitarian actors during crisis leading to duplication of services and, worse still, leaving gaps in delivery of certain essential services.

In conclusion, the researcher is of the view that there are several factors that influence the quality of a humanitarian aid project. There should be no underestimation of other factors such as coordination by humanitarian actors, employment status of personnel, staffing levels and even political interference.

5.5 Recommendations of the Study

Although humanitarian organizations acknowledge the importance of availability of funds to enable them deal with emergencies effectively, it is not uncommon for organizations to wait until disaster strikes before they send out appeals for funds from local or international donors. Government departments in charge of emergencies are not an exception in this practice which has become almost a norm. The 'norm' pervades the lives of all citizens even in the management of their own household or personal disaster preparedness. It is important therefore that this practice changes for the better. Humanitarian agencies, including the government and individual citizens (especially those who live in disaster prone areas) should always stockpile their durable supplies and spare emergency funds at all times so that they are not caught unawares by disasters as has been the case in Kenya for many years.

Personnel's training 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 crisis operations such as rescue operations from landslides or floods, is tantamount to jeopardizing the lives of ordinary citizens.

To minimize incidences of mismanagement of funds and enhance accountability among humanitarian aid agencies, a leading organization like the UN or the Red Cross should develop a standardized accounting 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.

Humanitarian aid organizations should have coordinated activities when handling a crisis in the same area. Failure to coordinate often result in the organizations offering the same services while other essential services are completely lacking.

5.6 Suggested Area for Further Research

The researcher has identified that there is a gap in establishing whether the ethnicity factor of the communities in conflict will substantially influence the delivery of humanitarian aid in a predictable manner. Therefore, further research is recommended to assess the effect of ethnic composition of target beneficiaries on the effort of humanitarian aid agencies to achieve better and more effective response to emerging complex situations such as the 2007-8 post-election violence in Kenya.

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APPENDICES

APPENDIX 1: LETTER OF INTRODUCTION

Caroline Chepngeno Tigoi

I.50/70662/2009

P.O. Box 51297 – 00200

Nairobi.

July 22, 2010

Dear Respondent,

RE: REQUEST TO FOR YOUR PARTICIPATION IN MY ACADEMIC RESEARCH

I am currently a student in the University of Nairobi pursuing a course in Master of Arts in Project Management. It is a requirement to write a report as a partial fulfillment of the course. I am currently conducting a research with an aim of understanding the **factors that influence the effectiveness of humanitarian aid in a post-violence environment.**

You have been randomly selected to participate in the study. May I assure the information you will provide is for academic purpose only and your responses are going to be treated with utmost confidentiality. Your responses will be combined with those of other respondents used to write a general report on the research findings. We want to encourage you to participate in this survey in its entirety. It takes about 20 to 30 minutes of your time but your responses are critical to determining the success of the survey.

This information is meant to contribute to an important study whose results are aimed at providing insight on how humanitarian aid organizations can deliver better assistance in this area in case of any crisis.

I thank you for your cooperation and participation.

Yours faithfully

CAROLINE TIGOI

APPENDIX 2: DATA COLLECTION TOOL 1 - QUESTIONNAIRE

| | | |
|---|---|----------------------------|
| <i>Factors Influencing the Effectiveness of Humanitarian Aid Programmes</i> | Master of Arts in Project Management | SERIAL No. |
| JULY 2010 | | |
| Respondent's Full Name _____ | | |
| Telephone Number _____ | | Location _____ |
| Village/Town _____ | | |
| Time Interview Began _____ | | Ended _____ |
| Interview length _____ | | |
| Interviewers name and signature..... | | Checked by Supervisor..... |
| <p>INTRODUCTION: Good morning / afternoon / evening. My name isfrom the University of Nairobi. Am carrying out a study to find out about how people feel about the role of humanitarian aid assistance in times of crises. I would be grateful if you could assist me ins this research.</p> | | |

A. PROFILE

P1 RECORD SEX

- Male 1
- Female 2

P2 AGE OF RESPONDENT

- 18-24 1
- 25-29 2
- 30-34 3
- 35-44 4
- 45 + 5

P4. HIGHEST LEVEL OF EDUCATION

| | |
|-------------------|---|
| None | 1 |
| Primary education | 2 |
| Secondary school | 3 |
| Tertiary College | 4 |
| University | 5 |

SCREENER:

Whether he/she has ever received humanitarian assistance

- Yes 1
 - No 2
- (close?)

OCCUPATION

- Self employed/farmer/business 1
- Student 2
- Private/Public sector employee 3
- Other professional (doctor/lawyer, etc.)..... 4
- Unemployed 5
- Retired 6

DURATION OF RESIDENCE IN THE AREA OF STUDY

- Less than 2 years 1
- Between 2 and 4 years 2
- Between 4 and 6 years..... 3
- Over 6 years..... 4
- Can't remember/Don't Know 5

MAIN QUESTIONNAIRE

1. Focussing on the the period after the post-election violence in 2007-8 in particular what type of humanitarian aid assistance did you receive? **(READ OUT AND RECORD IN COLUMN Q1 BELOW)**
2. On a scale of 1 to 5, where 1, IS VERY DISSATISFIED and 5 IS VERY SATISFIED please tell me in your own opinion, how common satisfied you were with the following humanitarian assistance? **(RECORD IN COLUMN Q2, READ OUT ONLY THE ASSISTANCE THE PERSON HAS MENTIONED THEY HAS RECEIVED IN Q1, MORE THAN ONE RESPONSE ALLOWED)**

| | Q1. | Q2. |
|---------------------------|-----|-----|
| Food | 1 | |
| Shelter | 2 | |
| Clothing | 3 | |
| Medical / Health Services | 4 | |
| Counseling | 5 | |
| Cash/Cash Vouchers | 6 | |
| Water | 7 | |
| Land | 8 | |
| Others (specify) | | |

3. How would you describe the speed of response at which the humanitarian aid was delivered after the crisis? **(READ OUT OPTIONS, ONLY ONE RESPONSE ALLOWED)**

| | |
|-----------------------|---|
| Too slow | 1 |
| Slow | 2 |
| Neither fast nor slow | 3 |
| Slightly slow | 4 |
| Fast | |

4. Were the members of your community involved in aid delivery? A: Yes B: No
5. If they were involved (if YES above), in what ways were involved?

.....

6. Did you personally witness any form of mismanagement of funds during the period of humanitarian aid assistance? A: Yes B: No
7. If yes what form(s) or practice of corruption did you experience?

| | |
|--|---|
| Bribery demand | 1 |
| Favouritism | 2 |
| Misuse and misappropriation of resources | 3 |
| Tribalism/nepotism | 4 |

| | |
|----------------------|---|
| Extortion | 5 |
| None | 6 |
| Other (specify)..... | |

8. Apart from the services you received, what other services would you have liked to get from the humanitarian in order to satisfy your needs or community needs?

9. Have you ever heard of the Kenya Red Cross Society? A: Yes B: No

10. What, if anything, do you like about the Kenya Red Cross Society? _____

11. What, if anything, do you dislike about the Kenya Red Cross Society? _____

12. a) Thinking about the post-election violence in 2007-8, how would rate the effectiveness of the humanitarian assistance offered by the Kenya Red Cross in alleviating the suffering of the affected people?

| | | | | |
|------------------|-------------|-----------------------------------|-----------|----------------|
| Very Ineffective | Ineffective | Neither Effective nor ineffective | Effective | Very Effective |
|------------------|-------------|-----------------------------------|-----------|----------------|

b) Why do you say so?

.....

.....

13. In your opinion, what factors affect the effectiveness of humanitarian aid delivery

a) **Negative factors**.....

.....

.....

b) Positive factors.....

14. To what extent do you think the following factors influence the effectiveness of humanitarian aid in a post-conflict environment?

| | To a large extent | To a lesser extent |
|-------------------------|-------------------|--------------------|
| Availability of funds | 1 | 2 |
| Personnel training | 1 | 2 |
| Community participation | 1 | 2 |
| Mismanagement of funds | 1 | 2 |
| Management of logistics | 1 | 2 |
| Others(specify) | | |

15. Do you agree with the following statements about the kind of humanitarian assistance you received from the Kenya Red Cross Society after the 2007-8 post-election violence”?

| | Yes | No |
|---|-----|----|
| The aid workers were impartial | 1 | 2 |
| The aid workers were compassionate and humane | 1 | 2 |
| The aid workers lacked professionalism in their work | 1 | 2 |
| The methods used by the aid workers to target beneficiaries were very efficient and effective | 1 | 2 |
| The aid workers were corrupt and lacked accountability | 1 | 2 |
| Planning and implementation was good | 1 | 2 |
| Beneficiary participation was encouraged | 1 | 2 |

16. What suggestions would you recommend to the Kenya Red Cross Society and other humanitarian agencies to improve their services in order to enhance their effectiveness in their future humanitarian activities in a post-violence environment?

APPENDIX 3: DATA COLLECTION TOOL 2 – DISCUSSION GUIDE

DISCUSSION GUIDE

Master of Arts in Project Management; JULY 2010

Factors Influencing the Effectiveness of Humanitarian Aid Programmes

Respondent's Title/Designation _____

Telephone Number (Optional) _____

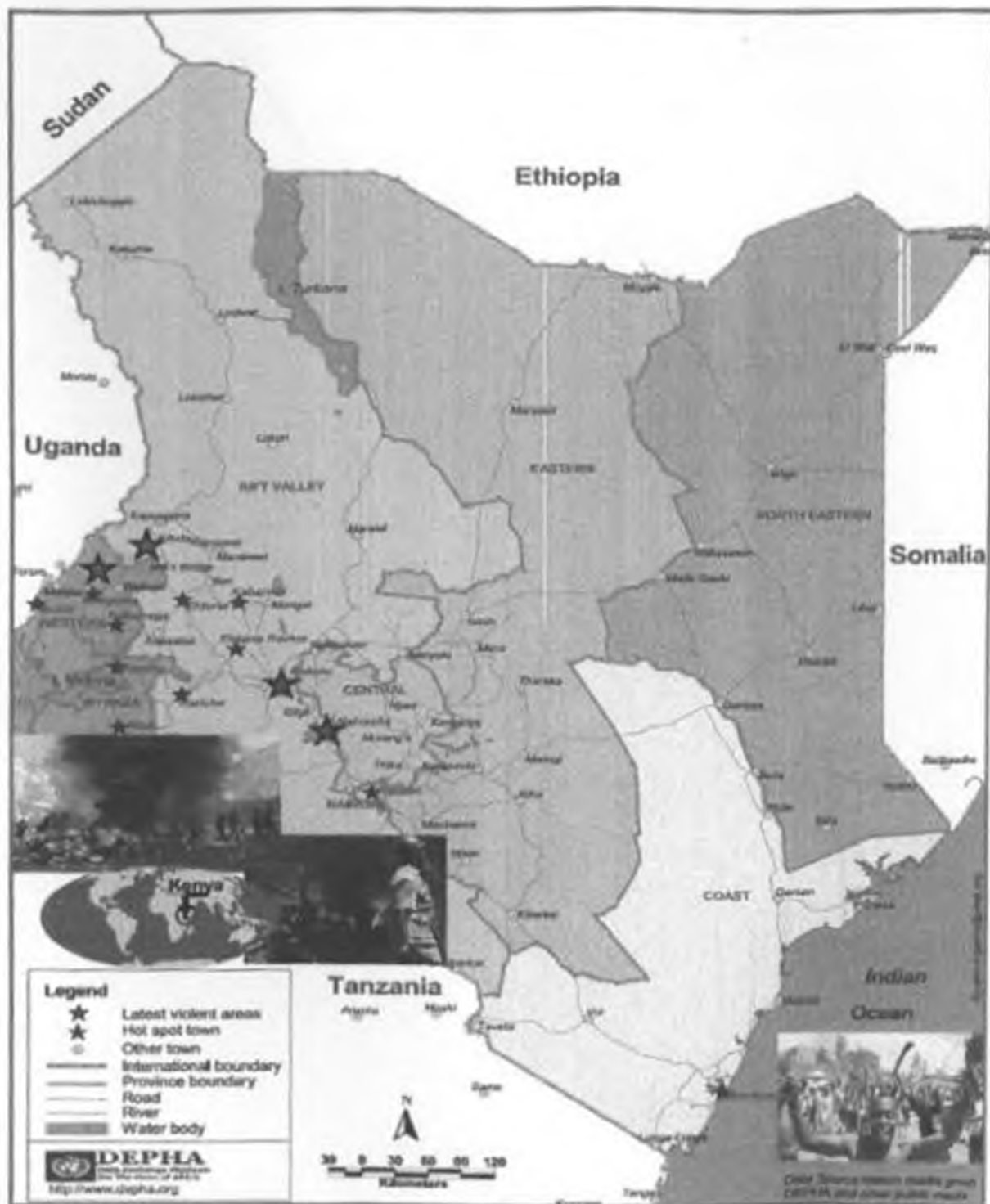
Organisation/Ministry _____

Location _____

INTRODUCTION: Good morning / afternoon / evening. My name isfrom the University of Nairobi. Am carrying out a study to find out the challenges you or your organisation encounter in the delivery of humanitarian aid especially after violence. I would be grateful if you could assist me ins this research. May I reassure you that this is a genuine piece of academic research; I am not trying to investigate anything and the information will be used for academic research purposes only.

1. Have you or your organization taken part in humanitarian aid delivery? Where and when did this happen?
2. Have you ever had any problems in availability of funding? If yes, what did your organization do? **Probe for the effect of shortage of funds on the target beneficiaries.**
3. What challenges did you face personally in the course of your duty?
4. What challenges did your organization face in offering effective assistance?
5. In your own opinion, what factors are important in facilitating effective delivery of humanitarian aid assistance in a post-conflict environment? Allow the respondent to give spontaneous responses before you probe further on how and to what extent the following factors affect the effectiveness of humanitarian programs: Availability of funds; Personnel Training; Community participation; Mismanagement of funds and Management of Logistics
6. What would you suggest to the humanitarian aid agencies working in this area to improve their effectiveness in the delivery of their service with an aim of having a meaningful impact on the lives of their target beneficiaries?

APPENDIX 4: MAP OF POST ELECTION VIOLENCE HOTSPOTS IN KENYA



The boundaries and names on this map do not imply any official endorsement or acceptance by the United Nations

The map was done and printed by the Data Exchange Platform for the Horn of Africa (DEPHA) located at the United Nations Compound, Light, 10th Floor, P. O. Box 20192, Addis Ababa