

**CHALLENGES FACING RELIEF AID WORKERS DURING RELIEF AID
DISTRIBUTION IN KENYA: A CASE OF KENYA RED CROSS SOCIETY- TANA
RIVER BRANCH.**

BY

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DECLARATION

This research project is my original work and has not been presented for a degree in any other university.

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DEDICATION

This project is dedicated to my husband Edwin and my daughter Nicole and parents for their financial support and Lecturers of the University Department of Extra Mural Studies. Also I dedicate this project to my classmates and colleagues for their emotional support during the draft of this project.

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ABBREVIATIONS AND ACRONYMS

IDPs	Internally Displaced Persons
WFP	World Food Programme
KRCS	Kenya Red Cross Society
NGOs	Non Governmental Organizations
FAO	Food and Agriculture Organization
UNICEF	United Nations Children's Fund

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ABSTRACT

Millions of people are affected by drought disasters each year. There is a considerable high increase in the number of natural and man-made disasters, resulting in loss of life, property and acute shortage of food. Thousands of people who are short rains dependent and practice marginal agriculture in the Coast region suffer the heightened food insecurity. Depleted household food stocks, above normal food prices and reduced farm labour opportunities have caused declines in house hold food security for the poor and the very poor. The complexity and magnitude of global emergency relief operations through humanitarian organizations alleviate the situation. Humanitarian operations are quite complex and so, are very difficult to manage. Human resource is the most important aspect of these operations which especially deal with relief aid distribution. Historically, communication, employee competence, relief supplies and employees motivation during work in humanitarian relief operations have been known to affect delivery of humanitarian aid and goods to those who need them most. Expounding on the challenges that affect relief aid workers in service delivery during relief aid distribution, were to ensure effectiveness, efficiency, consistent conformance to expectations and beneficiary satisfaction. The aim of this study was to identify the gaps faced by the relief/field workers during relief aid distribution and address them through this research analysis so as to improve efficiency of relief aid distribution process to the community beneficiaries by Kenya Red Cross Society in Tana River and other humanitarian agencies. The specific objectives of the study were be to identify to what extent communication affect relief aid distribution, to find out how relief supplies affected relief workers in relief aid distribution, to assess the relationship between relief aid workers competence and relief aid distribution and to identify the impact of staff motivation on relief aid distribution. A descriptive research design was used in this study. A stratified sampling technique was conducted on the sample comprised for 30 respondents which was also equivalent to the whole study population. Descriptive statistical data analysis was used to show the frequencies and percentages of various responses. Excel computer package was used to present the analysis in tables. Conclusions were made that effective communication, flow of relief supplies, staff competence and measures for staff motivation were key aspects in ensuring relief aid workers conduct a smooth relief aid distribution. To avoid further challenges the recommendations were enhancing decision making as an organization culture, staff motivation and government involvement through implementation of its policies.

CHAPTER ONE

INTRODUCTION

1.1 Background of the problem

Humanitarian relief aid involves supplying and delivering the right supplies to the right people, at the right place, at the right time, and in the right quantities (Cottam, Roe, & Challacombe, 2004; WFP, 2005). It includes supply chain activities such as planning, forecasting, procurement, transportation, warehousing, and delivery, mobilization and distribution to the final customer. The humanitarian relief aid workers ensure delivery and distribution of the relief aid to the final customers (Kenya Red Cross society 2007). They ensure that relief is delivered on time, to the right people, at the right place and in the right quantities. Humanitarian relief assistance aims to ensure the consumption of sufficient, safe and nutritious food as one of the relief aid in anticipation of, during, and in the aftermath of a humanitarian crisis, when food consumption would otherwise be insufficient or inadequate to avert excessive mortality, emergency rates of acute malnutrition, or detrimental coping mechanisms. This includes ensuring food availability (FAO), 19 June 2009, access to nutritious food (UNICEF) “State of the World’s Children”2005&2008, proper nutrition awareness, and appropriate feeding practices. Food assistance may involve the direct provision of food, but may utilize a wider range of tools, including the transfer or provision of relevant services, inputs or commodities, cash or vouchers, skills or knowledge.

Humanitarian relief supply can also be used to protect and strengthen the livelihoods of a crisis-affected population, to prevent or reverse negative coping mechanisms. Adequate food consumption may not *in itself* ensure adequate nutrition. Poor health may inhibit the digestion

and utilization of nutrients leading to malnutrition. Therefore, complementary interventions, including those that ensure safe food preparation (for example provision of cooking fuel), or access to potable water, hygiene and health services, may also be required, alongside direct food assistance and timely food provision to prevent or treat the situation. Relief aid is a type of humanitarian assistance that has, primarily, short-term goals. It has usually been directed not just at relieving immediate distress, but also towards rebuilding the infrastructure. While donors were often motivated by a desire to help the unfortunate people affected by a disaster, an operation's purpose was to benefit aid recipients by alleviating their immediate hardship. Thus, the objectives are transparently the same for both donor and recipients. Donors want to help and gain goodwill; recipients want help, and in most cases, remember the goodwill (Cassen, 1986). Natural disasters, including floods, famine, fires and other calamities triggered by natural forces, along with wars, disasters were, for centuries, the principle events by which people marked the transition from one era to another.

Threats from conflict and political violence have also been on the rise since the end of the Cold War. These conflicts compose a significant part of the humanitarian relief mission. The current conflicts in Afghanistan, Cote d'Ivoire, Darfur, Haiti, Iraq, Sudan, Somali, Sierra Leone and Kenya (Tana River) demonstrate the impact of "complex emergencies." The vast majority of those affected by emergencies and natural disasters live in developing countries. The poverty, crowded conditions, and environmental degradation experienced by these people make them the most vulnerable and least able to help themselves. This trickles down to Tana River County which experiences floods, famine, tribal clashes conflicts and wars demanding for relief aid to curb the immediate distress (Whybark 2007).

Whybark (2007) continues to explain that, to save lives and alleviate suffering, the response to emergencies must be timely, effective, appropriate, and well organized. This is where the relief aid workers play a key role in their agile response. Aid workers are central in relief aid as items cannot be distributed in their absence and control. The speed and efficacy of relief aid supply to the final beneficiary depends on the ability of the aid workers to assess the vulnerability, mobilize and sensitize, and distribute supplies to the site of relief response. An effectively structured and managed team and managed relief supplies make work easier and save lives.

The goal of humanitarian relief aid supply is to be able to respond to multiple interventions, as quickly as possible and within a short time frame (Wassenhove, 2006). However, there are several factors that contribute to quality service delivery. These include; effective communication strategies which enable the relief team in the different departments exchange and trickle information so as to help in effective and timely response to humanitarian crisis. Second is staff competence and skills in relief aid distribution which include technical competence, results oriented, diversity consciousness, interpersonal skills, problem solving, decision making, customer focus, team leadership, conflict management, influence skills are essential in relief aid handling. Third are relief supplies which include logistics and infrastructure. The vehicles used must be road worthy and mechanically fit to access the rough terrains involved in relief aid targeted areas. There is also a consideration of the infrastructure system which focuses on good roads to promote efficiency in relief delivery. Fourth is staff motivation which plays a major role in building the team spirit.

The Kenya Red Cross Society is a humanitarian relief organization that was created through an Act of the Kenyan Parliament CAP 256. It is an organization of volunteers and has about 69,000 members operating through a network of 64 national branches. 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 KRCS is constitutionally mandated with the responsibility of assisting the Kenyan government to carry out relief work in times of peace or conflict. Natural disasters such as drought, famine, flood, fire, major accidents and other national calamities affect many Kenyans daily.

The KRCS, with support from other members of the movement, responds with food, water and distributions of clothes, blankets, construction materials and seeds to affected families during clashes, floods, fires at schools and residential areas, accidents, entry of refugees in the country, drought, etc. However according to KRCS (2012) the response efficiency of the Red Cross in addressing the dynamic needs during humanitarian relief response are affected due to limited supply sources, inadequate infrastructure, inadequate personnel capacity in addition to centralized information communication resulting to information unavailability for decision making.

1.2 Statement of the Problem

The consequences of natural disasters in addition to manmade crisis are enormous, not only in the short term with injuries, loss of life, and damaged infrastructure, but also in the long term with changes in social and economic conditions. The challenges involve; Communication flow, relief aid workers competences, relief supplies and staff motivation. This has been viewed as a great challenge since the occurrence of disasters cannot be avoided, but the impact can be

reduced by different means including efficient humanitarian response. Relief operations are often high stakes life-and-death operations handled by relief aid workers in the stages of planning and distribution to the beneficiaries. These operations involve distribution of both food and non food items. The beneficiaries require timely delivery of the goods and services so as to alleviate the situation. Therefore, this study is aimed at investigating some of the major challenges affecting the relief aid workers during distribution of relief aid in Kenya with a case of Kenya Red Cross Society.

1.3. Purpose of the study

The purpose of this study was to identify challenges facing relief aid workers during relief aid distribution in Kenya, a case of KRCS.

1.4. Objectives of the Study

The research objectives were to:

- i. Establish the effect of communication on aid workers during relief aid distribution in Kenya.
- ii. Establish the effect of workers competence on relief aid distribution in Kenya.
- iii. Find out how flow of relief supplies affect aid workers activities during relief aid distribution in Kenya.
- iv. Evaluate the effect of staff motivation on relief aid workers during relief aid distribution in Kenya.

1.5 Research questions

The research questions were:

- i. How does effective communication affect aid workers in efficient relief aid distribution in Kenya?

- ii. To what extent does the aid workers competence affect relief aid distribution in Kenya?
- iii. To what extent do relief supplies affect aid workers activities in relief aid distribution in Kenya?
- iv. What is the effect of aid workers motivation in relief aid distribution in Kenya?

1.6 Significance of the study

Emergencies and natural disasters have consistently placed communities at risk of hunger, diseases, death, loss of property and IDPs. NGOs have been a primary source of relief aid to the affected communities. Relief aid in terms of food and non food items distribution is a major activity during these operations. The aid workers are key persons in disbursement of this aid to the communities. There has not been any tangible data regarding the challenges experienced by the aid workers during distribution activities. Hence the study is aimed at identifying these challenges and later help the humanitarian organizations offer improved and efficient services. This will contribute a great deal in reducing beneficiary complaints, and improving on their satisfaction and the relief aid workers dedication and satisfaction in their work. The study is also aimed at providing the gaps within the organization that require to be addressed and same translating to other humanitarian organizations that offer humanitarian relief supplies.

1.7 Scope of the Study

The case study covered the employees of Kenya Red Cross Society – Tana River Branch in Tana River county of Coast province of Kenya.

1.8 Delimitations of the study

The case study covered employees of Kenya Red Cross Society and not any other organization. This study was limited to one aspect of study, which is, proficient service delivery to the final customer in humanitarian organizations.

1.9 Limitations of the study

The majority employees were field monitors/workers and are widely dispersed in their operations hence it was difficult to have face to face interviews. To overcome this, the researcher used mailed questionnaires.

1.10 Assumptions

It is the researchers' assumption that the sample selected was appropriate and all respondents filled the questionnaires submitted to them. The information submitted was truthful and correct.

1.11 Organization of the study

The study comprised of two stages; the proposal and the project. The proposal entailed chapters one to three whereby chapter one was the Introduction, chapter two was the Literature review and chapter three was the research methodology. The project further comprised chapter four as the data analysis and chapter five which comprise the findings, discussions, conclusions and recommendations. Finally, the references and the attached appendices.

1.12 Definition of significant terms

Customers: Population at the affected area, as well as intermediate customers at local or global storage facilities.

Beneficiary: It is the recipient of relief or the individuals faced by a disaster or emergency situation.

Relief aid worker: One who ensures delivery and distribution of relief aid to the final

beneficiary.

Relief aid: Intervention in terms of food or non food items which is aimed at helping the one who is in need.

Relief aid distribution: This is the activity of giving food or non food items to the beneficiaries affected by an emergency situation.

Relief supplies: The provision or making available of the food or non food items required by a specific people to meet their needs in emergency or disaster response.

Logistics: Planning and organizing of the movement of staff, equipment or supplies to the designated point.

Employee competence: Employees having sufficient knowledge and ability to do something well and to the measured standards, especially the ability acquired through experience or training.

Staff motivation: A feeling of enthusiasm, interest or commitment that makes one want to do something more and better.

Field staff: Work done outside normal place for example an office. It involves direct contact with the customer with direct observation.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Chapter two of this proposal discusses literature related to challenges facing relief aid distribution in humanitarian world, conceptual framework, description of variables, opinions, findings and conclusions from past research work by various individuals and organizations.

2.2 Challenges facing relief aid workers during relief aid distribution

The challenges that face relief aid workers during their work of distributing relief aid are among them communication flow, employees competence, flow of relief supplies and staff motivation.

2.2.1 Communication flow

Effective communication is critical to drive material along the relief aid network within and among the field/aid workers. Research shows that two way communications with both internal and external parties is critical for successful output (Krause, 1999). Russell (2004), in his research thesis on the Humanitarian Relief Chain: Analysis of the 2004 South East Asia Earthquake and Tsunami concluded that, during a disaster, communication is as important as food and water.

A disaster can damage telecommunication infrastructure. If an event happens in a densely populated area, thousands of people can try to make calls at the same time overloading the system. NGOs recognize the importance of communication. Those with sufficient resources have developed internal communication solutions. For example, the American Red Cross, through its Disaster Services Technology Integration Project, has created mobile

communication trucks. The telecom trucks, once positioned, provide "48 phone lines, high-speed internet access, e-mail and satellite-enabled communication with national headquarters" (Larkin, 2001). The ability to have real time information on victims, volunteers, logistics, and financial information allows the American Red Cross to respond in an efficiently coordinated manner (Rudduck, 2002).

Stasser (1985) and Titus (1987) suggested that when more members of a small group have information, they are more likely to share the information. Consequently, there is greater access to information for decision making. Conversely, when information is available to only one or a few members of the group, it remains unshared and inaccessible. For example, if an aid worker knows that a certain population has more vulnerable members than it is already indicated and fails to share that information, the situation of the members continue to deteriorate since more food aid cannot be increased without basic information.

Maiers, Reynolds and Haselkorn (2005) suggested that in order for the sector to respond more effectively to humanitarian crises, it is critical that NGOs recognize the value added of a coordinated approach and implement information and communication policies that support increased coordination. This is because the state of the internal information and communication systems within an NGO is an integral component of how successfully the organization is able to respond to complex humanitarian emergencies that include food and non food aid response.

Although NGOs voice the desire and willingness to cooperate, the pressure of competition is enormous, presenting challenges to joint inter and intra communication and information.

Maiers et. al (2005) noted that there is a general reluctance of organizations to share information, especially information that is considered proprietary or of significant value to organizations typically competing for funding from the same sources and to employees.

According to Solomon, Richard and Brown (2004); Sheryl (2004) competition to receive valuable contracts creates secrecy and an atmosphere of seeking comparative advantage over competitors. Communication challenges are associated with under-use of primary resources, limited comprehension of job information, lack of adherence to professional advice, and less cost-effective use of communication media (Weiss et al. 2006). Research examining the impact of culture and ethnicity has tended to focus on differences attributed to cultural beliefs and practices, and not on the effect of systemic barriers to access (Bowen, 2001).

Furthermore, in Canada, the discussion concerning access to effective communication in a person's first language, particularly where that language is an Official Language of the state, tends to be framed as a "rights" issue. However, while there are rights aspects to the discussion, from a field/aid workers perspective the fundamental issue is beneficiary know how, safety and risk: there are inherent risks associated with the failure to address language barriers encountered during relief aid distributions.

Haselkorn and Mark, (2005) demonstrated the drastic repercussions of not having timely and accurate information to help plan by giving an example in which a particular NGO initiated a full-scale response for one area of Darfur, only to discover that the 25,000 people thought to be living in the area were no longer there. Much time, money, and resources were wasted. A shared humanitarian Geographic Information Systems (GIS) data center might well have prevented some of the waste of time and resources in Darfur.

Communication is very important and research indicates that communication challenges have a negative impact on access to services. There is compelling evidence that communication challenges have an adverse effect on initial access to relief aid services. These challenges are not limited to encounters with management and the relief aid workers, the beneficiaries

themselves face significant barriers during distributions and response. There is also evidence that they face significant barriers to first contact with a variety of providers (Bowen, 2001).

Another negative impact is on participation by both the aid workers and the community during distributions. Untimely communication will result in unpreparedness of the aid workers as well as the community thus decreasing participation during the distribution process. Communication challenges the quality of services provided. Case studies illustrate how communication has led to delayed response, mis understanding, and mis interpretation and in appropriate response. Failure to explain the required processes or recommendations, or failure to ensure trust, confidentiality or obtain informed consent has been documented. (Bowen & Kaufert, 2000; Haffner, 1992; Stevens, 1993; Flores et al., 2000). There is also preliminary evidence that such barriers are related to less adequate organizational management.

2.2.2 Effects of Employee's Competence

Gruban (2003) defines competencies as the ability to use knowledge and other capabilities, necessary for successful and efficient accomplishment of an appointed task, transaction of work, goal realization, or performance of a certain role in the business process. Competency has also been defined as the capability of applying or using knowledge, skills, abilities, behaviors, and personal characteristics to successfully perform critical work tasks, specific functions, or operate in a given role or position.

Personal characteristics may be mental/intellectual/cognitive, social/emotional/attitudinal, and physical/psychomotor attributes necessary to perform the job (Dubois, 1993; and Lucia & Lepsinger, 1999). Boyatzis (1982) and Fogg (1999) extend this definition to include both internal and external constraints, environments, and relationships related to the job or occupation. In summary, competencies are specific personal qualities that are “causally related

to effective and/or superior performance” (Boyatzis, 1982), are common across many settings and situations, and endure for some time (Delamare Le Deist & Winterton, 2005).

To avoid terminological confusion, Ellstrom (1997; cited in Virtanen, 2000) distinguishes a competence from a qualification. He considers competence as an attribute of an employee referring to “a kind of human capital or a human resource that can be transformed into productivity” while qualification is understood as “requirements of a certain class of work tasks (a job)”. Despite diverse definitions and different understanding, competencies can be understood as cognitive, functional and social abilities and skills, including all individual resources one can use for performing diverse tasks in various areas, gaining required knowledge and achieving good results. Every competency is based on a combination of mutually linked cognitive and practical skills, knowledge, motivation, orientation values, beliefs, emotions, and other social and behavioral components, applicable as a whole in an efficient activity (OECD, 2002; cited in Svetlik, 2005).

As discussed and assessed by McClelland in the early 1970s, competencies, or individual characteristics, were recognized as significant predictors of employee performance and success, equally as important as an individual’s academic aptitude and knowledge content as indicated by tests scores or results (Lucia & Lepsinger, 1999; McClelland, 1973). According to Thach (2007), there are a few employee competencies that have been proven time and again as mandatory for effective performance. These include the competency clusters of vision and goal-setting, interpersonal skills, self-knowledge and technical competence regarding the specifics of the work.

In addition, commonly referenced competencies include: integrity/honesty, communication, technical competence, diversity consciousness, developing others, results-orientation, change

management, interpersonal skills, problem-solving, decision making, political savvy, strategic/visionary thinking, customer focus, business skills, team leadership, influence skills, conflict management, more recently emotional intelligence, social and environmental responsibility, depending on the culture of the organization even humor and innovation (Thach, 2007; McKee and Boyatzis, 2002).

There appear to be minor differences in the not-for-profit and profit leadership competency models. Not-for-profit organizations tend to center around new competencies such as governance effectiveness, boardroom contribution, and service to community (Chait, Ryan and Taylor, 2004; cited in Thach et al., 2007). On the other hand, profit organizations tend to emphasize financial responsibility and accountability more than non-profit organizations. Public administration organizations tend to emphasize political savvy more, as well as physical health/endurance and building coalitions (Horey and Fallesen, 2003).

2.2.3 Effects of Relief Supplies

The type and quantity of humanitarian relief supplies are usually determined by two main factors: the type of disaster, since distinct events have different effects on the population; and the type and quantity of supplies available in national inventories prior to the occurrence of a disaster (Fritz Institute, 2005). Following the initial emergency phase, needed supplies will include sanitary engineering equipment, food, shelter, and construction material. There are always delays in the arrival of assistance from abroad. Immediate needs must be met primarily with locally available resources from the affected country and resources from provinces or departments adjacent to the area of impact.

Humanitarian relief supplies that must come from neighboring countries or from abroad should be strictly limited to those items that meet specific needs that cannot be supplied locally. The

first humanitarian assistance shipments will arrive at a country's main entry points (airports, seaports, or land border crossings) within 24 to 72 hours of the event, but unloading, sorting, storage, and distribution of supplies will take much longer. The main problem in all but the least economically developed countries is not the acquisition of large quantities of new supplies in the event of a disaster, but rather the taking advantage of locally available resources. Identification, sorting, classification, inventory, storage, transport, and distribution of items, especially of unsolicited donations, pose another major challenge.

2.2.4 The logistics of relief supplies

Logistics determines an aids workers timeliness and accuracy of distribution. This also affects the aid workers morale in their work. Van Wassenhove (2006) there are four principal components in managing humanitarian supplies:

- **Acquisition of supplies.** This requires determining what items are necessary, how to acquire them, and how to use them to meet identified needs.
- **Transport.** This entails an accurate assessment of readily available and alternative means of transportation to promptly and safely deliver supplies.
- **Storage.** An organized storage system safeguards supplies until they can be delivered to their final destination. The system also assists in anticipating amounts of supplies in reserve for later needs.
- **Distribution.** The ultimate objective of the logistic supply chain is to deliver assistance to the persons affected by the disaster or to the organizations in charge of their use. Balanced and controlled distribution must be ensured to avoid abuses, waste, or damage to the supplies. These components are linked and complementary, and require very careful coordination to ensure that there are no interruptions in the logistics chain.

The main objective of a humanitarian assistance management system is to strengthen national capacity so that supplies are effectively managed from the moment donors offer assistance and through their arrival and distribution in the affected area. As in other aspects of management, managing humanitarian assistance supplies cannot be improvised, a management team should be designated. The agencies most involved in this field, in addition to the health sector, include civil protection agencies, customs agencies, Red Cross societies, and other NGOs capable of mobilizing national and international assistance. Humanitarian relief supplies that arrive following a major disaster, whether natural or complex in origin, cause serious logistical and administration problems for national and international authorities. Pettit & Beresford (2009), humanitarian supply chains generally suffer due to poor planning which leads to increased costs or the inability to deliver goods, and poor collaboration, unroadworthy vehicles and bad roads and political influence. Coordination is often difficult because of the many groups involved (military, government, NGO's), and often inadequate infrastructure (informational and physical).

Logistics within the humanitarian realm differs from that in the private sector in the following ways: “unpredictable operating conditions”, “robust equipment requirements”, “politically volatile situations,” “pressure of time”, “high staff turnover”, “many stakeholders”, “greater donor accountability and transparency”, “unsolicited donations”, and “physical or geographic environments”. Humanitarian supply chains possess all the attributes of any other supply chain (i.e. material, information and financial flows), however they must follow principles of humanity, neutrality and impartiality in the course of their work. Van Wassenhove (2006) there are five parts to preparedness: human resources, knowledge management, operations and

process management, financial resources, and the community that are all linked and interact with one another.

In many humanitarian aid organizations, transportation is the second largest expense after personnel. The uncertainty in vehicle demand can originate from internally or externally-based sources. The factors that are externally based are analogous to firm operating conditions and can be modeled as such. Additionally, lack of coordination between sources of transportation and true need is a source of internally based demand uncertainty and inefficiency.

2.2.4 Effects of Staff Motivation

Human motivation has been studied extensively and a variety of theories have been derived. They are theories that focus on motivation being a function of employee needs, extrinsic factors or intrinsic factors. Maslow (1954) postulated a hierarchy of needs that progress from the lowest, subsistence level needs to the highest level of self awareness and actualization. Once each level has been met an individual is motivated and strive to progress to satisfy the next higher level of needs. They are several types of needs among them are physiological needs, safety needs, belonging needs, esteem needs and self actualization needs. Movement from one level to the next was termed as satisfaction progression (Maslow).

Alderfer (1972) suggested that individuals were motivated to move forward and back ward through the levels in terms of motivators. He added that a frustration regression principle which postulated that individuals would move in and out of the various levels, depending upon the extent to which their needs are being met. Herzberg (2003) consolidated the areas of needs that motivate employees, these are; hygiene, achievements, recognition, responsibility and growth or advancement. B.F.Skinner (1953) human behavior and proposed that individuals are motivated when their behaviors are reinforced. Reinforcement includes extrinsic factors that address

positive and negative behavior. Positive reinforcement includes rewards while negative reinforcement includes taking actions to reward undesirable or negative behavior, punishment or extinction.

Theories based on intrinsic or endogenous factors focus on internal thought processes and perceptions on motivation. Adams (1963) individuals are motivated when they perceive that they are treated equitably in comparison to others within the organization. Vroom (1964) the expectations of an individual and hypothesis that they are motivated by performance and the expected outcomes of their own behavior. Locke and Latham (1990) establishing goals, individuals are motivated to take action to achieve those goals. While each of this theories deal with a particular aspect of motivation it seems unrealistic to address to address them in isolation, since these factors often do come in to play in and are important to employee motivation at one time or another.

Other approaches of motivation are driven by aspects such as; productivity and human resources. Frederick Taylor (1963), people are motivated and able to continually work harder and more efficiently and that employee should be paid on basis of the amount and quality of work performed. Ouchi (1981), employee who are involved and committed to an organization will be motivated to increase productivity. The managers provide rewards such as long term employment, promotion from within and participatory management. Expectancy, goal setting, performance, feedback, equity, satisfaction, commitment are considered in the process of motivating employees.

Extrinsic rewards that managers may provide to motivate employees include, money(bonuses, Stock options, pay), benefits, flexible schedules, job responsibilities and duties, promotions, changes in status, supervision of others, praise and feedback, a good boss, strong leaders,

inspirational people and nurturing organizational culture. Intrinsic rewards (Manion 2005) are less tangible and highly subjective and represent how the individual perceives and feels about work and its value. These include healthy relationships, meaningful work, competence, choice and progress. Intrinsic coupled with extrinsic rewards lead to high personal satisfaction and serve as motivators for most employees. Motivation for employees has been found to be a tricky business and managers often fail to understand the concepts, principals, and myths, about motivation so as to put into practice. Managers can improve their success rates by providing extrinsic rewards that will help their employees to be intrinsically motivated to become top performers.

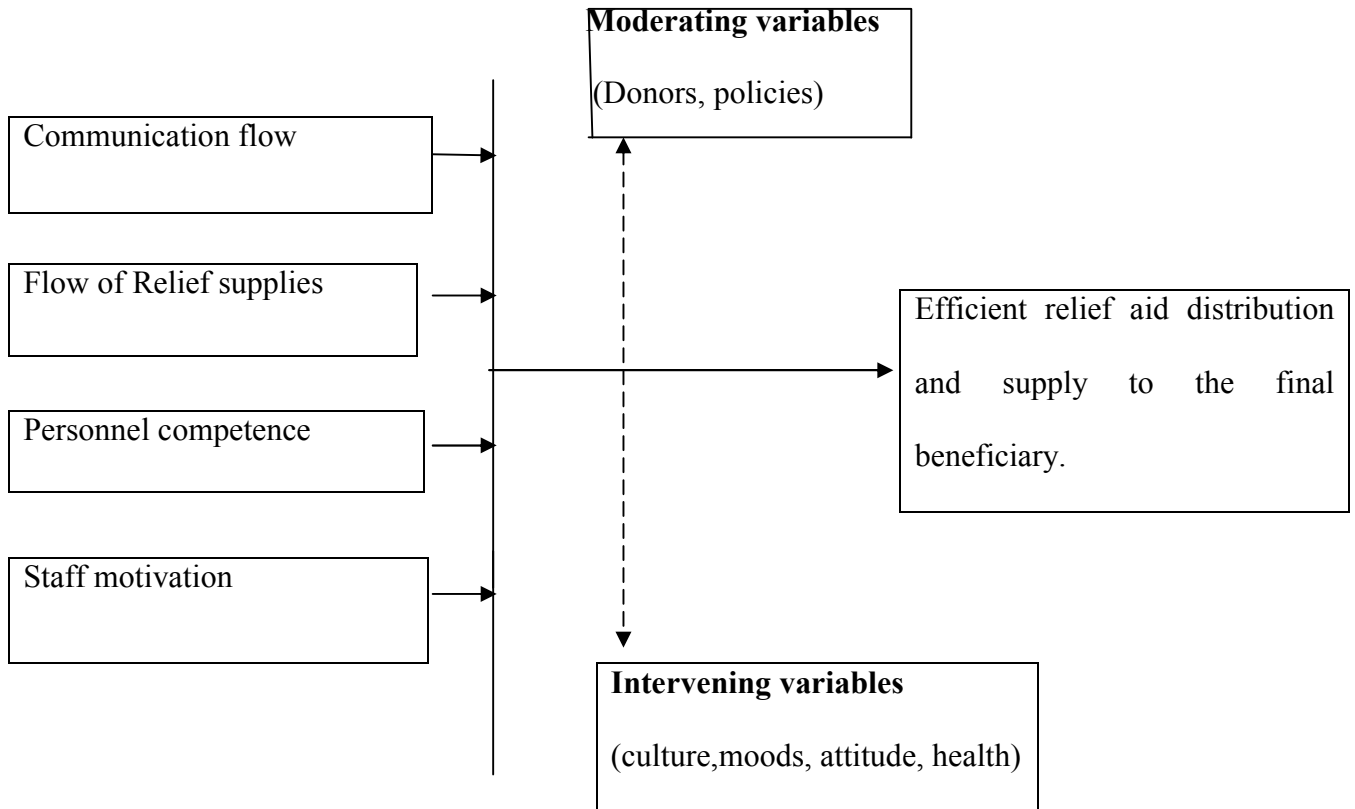
2.3 Conceptual Framework

Relief aid distribution is an important activity in humanitarian response. As other humanitarian organizations strive to for an efficient distribution, KRCS need to develop and improve their strategies in order to enhance its operational capability during relief aid distributions. The researcher conceptualized in the study that, the success or failure of effectively and efficient services is contributed by communication systems, personnel competence, relief supplies and staff motivation. Any improvements made on these fields will help in competent relief aid distribution. Effective communication is the key to improvement in relief aid distribution enabling, collaborative planning, sharing information, transport mode and distribution. Personnel competence integrates the complex interaction of people, skills and technologies that drives firm performance, improving efficiency in the distributions.

The conceptual frame work showing the relationship between the Dependent and the independent variables.

Independent variables

Dependent variable



Efficient relief aid distribution and supply to the final beneficiary depends on effective communication, adequate and timely relief supplies, relief personnel competence and the relief staff motivation. Consequently the distribution can be affected by other variables, moderating and intervening variables.

2.4 Summary

For efficient distribution of humanitarian supplies by relief aid workers, there are several factors that come into place as critical as from the above literature and interfere with work and customer satisfaction. First communication plays a vital role in flow of information, planning

and execution. It also enables real time data. Employees' competence has been pointed out to enhance coordination and successful execution of supply chain activities directly influencing efficiency and speed of relief programmes while relief supplies when planned and timely enhance flow of work and finally staff motivation improves commitment to an organization and work and greatly increases productivity.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter highlights the type of research design that will be applied for the study, specification of the population, sampling and sample size, data collection tools and procedures, data presentation and analysis.

3.2 Research Design

Descriptive research design was used in the study. Gay, (1981) defined descriptive design as a process of collecting data in order to test hypothesis or to answer questions concerning the current status of the subjects under study. The researcher infers information about a population based on responses of a sample drawn from the population (Gay 1992). According to Mugenda and Mugenda (1999) the advantage of this design is that apart from being a scientific method, it helps minimize bias judgments and opinions, and also have factual data since this design describes the phenomena as it is without manipulation.

3.3 Target Population

Research population is the aggregate of all that conforms to a given specification (Mugenda & Mugenda, 1999). The target population for the study was employees of Kenya Red Cross Society-Tana River Branch. The branch currently has a total of 30 employees. The population comprised of members from different departments. These constituted; 9 logistics staff, 15 relief staff and 6 support staff.

3.4 Sampling Procedure

The method of sampling was stratified random sampling. The goal of this method was to achieve desired representation from various sub-groups in the population (Mugenda & Mugenda, 1999). The criterion used for stratification was departmental. There were three strata namely logistics, relief and support office. The sample consisted of 9 members of logistics staff, 15 relief staff and 6 support staff who participated in the study as indicated in the table below. The sample size was determined using the rule of thumb that for populations of moderate size (up to 500 or so) sample size should be at least 30 of the population (Desmond, 1993). The total manageable sample will be 30 subjects.

Table: 1 sample size.

Cadres of staff	Target population	Sample
Logistics staff	9	9
Relief Staff	15	15
Support staff	6	6
Total	30	30

3.5 Instruments of Data Collection

For the purpose of these study questionnaires was used to collect the data. A questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents. The advantages of using questionnaires are that, they are inexpensive, self administering and can be made anonymous. The researcher sent via email

a personally administered questionnaire to each of the targeted respondent. Interviews were not conducted for this study because a great number of possible interviewees were geographically widespread. Additionally, humanitarian relief staffs at KRCS are to a great extent available via email necessitating that the best technique of collecting up to date data via electronic questionnaires. Thus the use of questionnaires allowed the researcher to reach the selected sample size so that the research results could be summed up and regarded as a largely accurate estimate of the current state of the wider population. It can also be argued that conducting personal interviews could influence the respondents' answers due to the interviewer's gender, social background or ethnicity (Bryman 2008). This issue of potential bias and influence was avoided by the use of a relatively anonymous questionnaire.

3.6 Validity and Reliability of the research instrument

Validity of research instrument was determined by the researcher through opinions of experts especially the researcher's supervisors and lecturers in the course from the University of Nairobi. This resulted to review and revisions to modify the instrument.

Reliability of the research instrument was enhanced through a pre-test that carried out on 5 staff members of KRCS so as to enable the researcher familiarize with the instrument and its administration as well as identify areas of modification. It was identified that the question on effective communication in the organization was a bit too broad hence it was modified and broken down into two aspects; level of communication among the employees and level of communication among the management.

3.7 Data Collection Procedure

The researcher collected authorization letter from the university to consent the research process. The researcher informed KRCS administrator about the research intention and request for permission to carry out the process, carefully citing the benefits of carrying out research study to the researcher and the society. The researcher produced relevant documentary evidence to show course for the study. With Permission approved the researcher served the staff, with questionnaires. The questionnaire together with a cover letter was emailed to all the selected respondents. Before subjects started answering the questions, confidentiality of their responses will be assured.

3.8 Data Analysis

After data collection, it was coded and thematic analysis was used (Orotho, 2009). Data was coded according to the various sub topics present in the employed questionnaire namely; communication, employee's competence, relief supplies and staff motivation. Coding helps to eliminate the crudeness of data into acceptable data for easy tabulation. Descriptive statistical analysis was used to show the frequencies and percentages of various responses. Excel computer package and SPSS was used to present the analysis in tables, pie charts and bar graphs; these gives meaning to data. Qualitative data was analyzed using qualitative analysis technique.

3.9 Research Ethics

All information given by the respondents were treated with high confidentiality. The information was collected from respondents without discrimination. Formal language was used during data collection to avoid biasness during and after data analysis. The objective of the

study was clearly spelt out to the respondents before data collection for the purpose of transparency.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRATATION

4.1 Introduction

This chapter presents the analysis of the data collected from the Respondent and discusses the research findings on Challenges facing relief Aid workers during relief aid distribution in Kenya: a case study of Kenya Red Cross Society- Tana river branch. The 30 completed questionnaires were edited for accuracy, uniformity, consistency and completeness. Summaries of data findings together with their possible interpretations have been presented by use of mean, percentages, frequencies and tables.

4.2 Gender of Respondents

The respondents were first asked to indicate their gender. The following were the findings.

Table 4.1 Gender of the Respondents

Gender	Frequency	Percentages
Male	15	50
Female	15	50
Total	30	100

As indicated in Table 4.1, 50% of the respondents interviewed were Male while 50% were female respondents. The implication of the findings is that the researcher gave equal opportunity to gender by selecting the respondents of the study thus getting neutral responses

from both the male and female. It also shows that the organization is has gender diversity

4.3 Period of working in humanitarian relief aid operation

The respondents were first asked to indicate their period of working in a humanitarian relief aid operation. The following were the findings.

Table 4.2 Period of Work.

Period of working	Frequency	Percentages
0-1 Year	11	37
1-5 years	13	43
6-10 years	6	20
10 and above	0	0
Total	30	100

As indicated in Table 4.2, 37% of the respondents interviewed have had worked in humanitarian relief aid operations for a period of 0-1 year. 43% of the respondents had worked in humanitarian relief aid operations for a period of 1-5 years. 20% of the respondents had worked in humanitarian relief aid operations for a period of 6-10 years while none of the respondents had worked in humanitarian relief aid operations for a period of over a period of 10years. The findings imply that most of the workers had worked in the field for quite a number of years and therefore they quite understand the challenges they face and also shows that little has been done to improve the situation.

4.4 Level of communication among employees in the organization

The respondents were first asked to indicate the level of communication among employees in the organization. The following were the findings.

Table 4.3 Level of communication among employees

Level of communication	Frequency	Percentages
Excellent	7	23
Good	19	63
Fair	4	14
Poor	0	0
Total	30	100

As indicated in Table 4.3, 50% of the respondents interviewed indicated that the level of communication in the organization within employees was good. 35% of them indicated that it was fair. 15% of them indicated that it was excellent and none of them said it was poor. It was an implication from the study that there was effective communication among employees thus efficient service delivery. It shows there is free interaction among employees. This agrees with Stasser (1985) and Titus (1987), that when members of a small group have information, they share and there is greater access to information for decision making.

4.5 Level of communication among the management, team leader and field workers

The respondents were first asked to indicate the level of communication among the management in the organization. The following were the findings.

Table 4.4 Level of communication among the management

Level of communication	Frequency	Percentages
Excellent	3	7
Good	15	50
Fair	4	8
Poor	8	35
Total	30	100

As indicated in Table 4.4, 50% of the respondents interviewed indicated that the level of communication in the organization within the management was good but not to employees. 7% of them indicated that it was excellent. 8% of them indicated that it was fair and 35% of them said it was poor. It was an implication from the study that there was only effective communication between top level managers only but poor trickle down of information to the lower level employees thus making work difficult due to lack of basic and timely information as indicated by Haselkorn and Mark, (2005) who portrays the drastic repercussions of not having timely and accurate information to help in planning.

4.6 Importance of communication in improving efficient food aid distribution

The respondents were first asked to show the Importance of communication in improving efficient food aid distribution. The following were the findings.

Table 4.5 Importance of communication

Importance of communication	Frequency	Percentages
Very Important	26	94
Important	2	3
Somewhat Important	2	3
Not Important at All	0	0
Total	30	100

As indicated in Table 4.5, 94% of the respondents indicated that communication was very important in the food aid distribution while 3% of them said that communication was important and Somewhat Important. None of the respondents indicated that communication was not important. It was an implication that communication was considered very crucial in planning and the logistics of relief materials.

4.7 The flow of relief supplies into the organizations warehouses

The respondents were first asked to show the flow of relief supplies into the organizations warehouses. The following were the findings.

Table 4.6 The flow of relief supplies into the organizations warehouses

Flow of relief supplies	Frequency	Percentages
Excellent	3	7
Good	4	8
Fair	15	50
Poor	8	35
Total	30	100

As indicated in Table 4.6, 50% of the respondents interviewed indicated that the flow of relief supplies into the organizations warehouses was fair since there were many challenges encountered during transportation of relief supplies like lack of communication and poor road net works. 35% of them indicated that the flow of relief supplies into the organizations warehouses was poor due to poor road and communication networks.8% of them said that the flow of relief supplies into the organizations warehouses good due to good management practices and 7% of them indicated that the flow of relief supplies into the organizations warehouses was excellent due to effective communication and planning. The findings implied that there were challenges encountered during the supply of relief materials to warehouse which included poor planning, poor communication and bad roads.

4.8 Reasons for poor flow of relief supplies

The respondents were first asked to show the reasons for poor flow of relief supplies. The following were the findings.

Table 4.7 Reasons for poor flow of relief supplies

Reasons for poor flow	Frequency	Percentages
Poor infrastructure(roads)	15	50
Donor inadequacy	13	48
Delays from your logistic department	2	2
None	0	0
Total	30	100

As indicated in Table 4.7, 50% of the respondents indicated that poor roads were the major cause of delays of relief supplies into the organizations warehouses due to fewer efforts by the Government to construct and repair the roads. 48% of them indicated that donor inadequacy was another challenge that was experienced during the supply of relief materials to the right destination. This was due to lack of lack accurate information for effective planning. 2% of them said that delays that were caused by suppliers due to lack of transit vehicles and unworthy road vehicles. Insecurity was another challenge suggested. The findings implied that infrastructure is a night mare in the area that causes delays in flow of relief supplies. This agrees to Van Wassenhove (2006) that there are several parts to prepare for effective flow, these include knowledge management (planning) and resources like infrastructure.

4.9 The flow of relief supplies from the organizations warehouse to the beneficiaries

The respondents were first asked to show the flow of relief supplies from the organizations warehouse to the beneficiaries. The following were the findings.

Table 4.8 Extent of the flow of relief supplies

Extent	Frequency	Percentages
Poor	26	86
Good	2	7
Very good	2	7
Very poor	0	0
Total	30	100

As indicated in Table 4.8, 86% of the respondents indicated that there was poor flow of relief supplies from the organizations warehouse to the beneficiaries due to poor coordination of logistical issues by the management and inadequate funds to facilitate the activities. While 7% of them said that the flow of relief supplies from the organizations warehouse to the beneficiaries was very good and good. The findings implied that there was a big problem in the flow of supplies from the point of storage to the point of consumption.

4.10 Close relationship between employees' competence and efficiency in relief aid distribution

The respondents were asked to show the relationship between employees' competence and efficiency in relief aid distribution. The following were the findings.

Table 4.9 Staff Relationship and Competence

Response	Frequency	Percentages
True	25	70
False	5	30
Total	30	100

As indicated in Table 4.9, 70% of the respondents indicated that there was close relationship between employees' competence and efficiency in relief aid distribution due to team spirit while 20% indicated that there was no close relationship between employees' competence and efficiency in relief aid distribution. The findings agree to McClelland in the early 1970s assessment that competences were recognized as significant predictors of employee performance and success.

4.11 Extent of the Relationship between employees' competence and efficiency in relief aid distribution

The respondents were asked to show the relationship between employees' competence and efficiency in relief aid distribution. The following were the findings.

4.10 Extent of the Relationship between employees' competence and efficiency in relief aid distribution

Extent	Frequency	Percentages
Very closely related	26	88
Closely related	4	12
Somewhat related	0	0
Not sure	0	0
Total	30	100

As indicated in Table 4.10, 88% of the respondents indicated that there was a very close relationship between employees' competence and efficiency in relief aid distribution due to effective coordination, team work and experience. 12% of them showed that there was a close relationship between employees' competence and efficiency in relief aid distribution due to effective communication. None of the respondents indicated somewhat related or not sure. The findings implied that employee competence to perform was associated with the relation/team work among them.

4.12 Effects of staff motivation during Relief Aid distribution

97% of the respondents indicated that there were measures in place for staff motivation in the organization which included differentiated salaries, field allowances, promotions and yearly salary increment. 3% of them said that they were not motivated in any way due to a lot of challenges experienced during Relief Aid distribution. The findings implied that relief workers

were highly demotivated which resulted to poor performance.

4.12 Rate of motivation during Relief Aid distribution

The respondents were asked to show rate of motivation during Relief Aid distribution. The following were the findings.

4.11 Rate of motivation during Relief Aid distribution

Extent	Frequency	Percentages
Good	7	23
Very good	3	10
Fair	20	67
Poor	0	0
Total	30	100

As indicated in Table 4.11, 23% of the respondents indicated that motivation during Relief Aid distribution was good due to field allowances. 67% of them indicated that motivation during Relief Aid distribution was fair due to security issues, untimely and inadequate allowances and lack of staff promotions. 10% of them indicated that motivation during Relief Aid distribution was very good due to opportunities to interact and learn more from beneficiaries. These findings implied that people are motivated and able to work harder and more efficiently if employees are paid on basis of the amount and quality of work performed, managers providing rewards, long term employment, promotion, goal setting, feedback, and commitment(Frederick Taylor 1963).

4.14 Strategies to ensure effective staff motivation.

Strategies that were suggested by respondents to ensure effective staff motivation included; On job trainings for staff members, foreign trips/team building, promotions, annual rewards for best staff and job security.

4.15 Factors that challenge the field/relief aid workers during relief aid distribution

Some factors that challenged smooth running of field activities during relief aid distribution were language barrier, over-expectations from relief beneficiaries, accommodation challenges, security issues, lack of logistic facilitation during field activities, lack of roads and poor road network and poor weather conditions that exposed workers to health challenges of adaptation to new environments

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter gives a summary of the major findings of this study. This study sought to find out factors that challenges facing relief aid workers during relief aid distribution in Kenya: a case of Kenya Red Cross Society- Tana River Branch. Questionnaires were used to gather primary data. The questionnaires comprised of both closed and open-ended questions and were strictly administered by the researcher. Therefore, this chapter provides a direction for further studies and also gives some recommendations for policy making by the relevant stakeholders.

5.2 Summary of the findings

This study sought to establish challenges facing relief aid workers during relief aid distribution in Kenya: a case of Kenya Red Cross Society- Tana River Branch. The study established that the level of communication in the organization within employees was good. Also it identified that the level of communication in the organization within the management was good but not to employees. The study identified that relief supplies into the organizations warehouses was fair since there were many challenges encountered during transportation of the relief supplies like poor donor supply due to lack of communication and planning and poor road networks. Poor roads were the major cause of delays of relief supplies into the organizations warehouses due to fewer efforts by the Government to construct and repair the roads infrastructure in the region.

The study established that there was very close relationship between employees' competence

and efficiency in relief aid distribution due to team spirit and experience while a few concluded that there was no close relationship between employees' competence and efficiency in relief aid distribution. It was evident that there was a very close relationship between employees' competence and efficiency in relief aid distribution due to effective coordination, team work and experience.

It was established that there were measures in place for staff motivation in the organization which included differentiated salaries, field allowances, promotions and yearly salary increment even though they suggested that an effective criteria needed to be established. Some of the strategies for effective staff motivation suggested included; job trainings for staff members, foreign trips/team buildings, promotions, annual rewards and job security. Some factors that challenged smooth running of field activities during relief aid distribution were language barrier, over-expectations from relief beneficiaries, poor logistic support from the organization, accommodation challenges, security issues, poor roads and no roads and poor weather conditions that exposed workers to health challenges.

Some of these challenges can be attended to by developing systems and manpower development programmes. It was found out the most of the people employed as relief aid workers were not formally trained. They have developed their skills on the job. Competency-based capacity-building initiatives and mechanisms need to be developed and supported so that humanitarian logisticians' skills and know-how are raised to professional levels, and supported by appropriate training discipline, accreditation and continuous professional development to meet the evolving systems and challenges.

Local staff has to be trained in most of the relevant aspects of supply chain management. They need to locate and mobilize the vehicles needed, and to ensure sufficient amounts of fuel. There

is also a need to broaden the scope of funding. The humanitarian organizations can learn new developments and systems from copying and improving and collaborating with the corporate world and the military. Donors need to realize that unless they adopt an actively hands-on approach to changing organizational logistics management, funds will often not be used as efficiently as they could be. They should also be sensitized to evolving needs on the ground. When in charge of formulating a relief operation, it is advisable not to build a loose structure from the onset. Steps to organize existing loose and informal operations so that they are tighter and accountable have to be taken in order to minimize loss of commodities and other inefficiencies.

Most humanitarian organization are only beginning to implement what the corporate sector did 10 to 15 years ago. One way to rapidly catch-up could involve collaboration with business corporations sharing their know-how, systems and resources. Collaboration could ultimately result in more efficient and more cost-effective logistics operations. New employees could be sourced from humanitarian logistics schools and corporate environments where they might have core professional skills. In addition, there needs to be a greater emphasis on mentoring, continuous professional development and coaching within organizations. A higher degree of collaboration across humanitarian agencies in the form of workshops and shared specialist pools is suggested. A consortium of NGOs could form coalitions to work with the private sector, drawing on their resources, expertise and knowledge in radio, satellite, licensing, and hardware. One outcome could be a communication unit to serve the wider humanitarian community during a large-scale disaster.

5.3 Conclusions on the finding

The findings indicate that the level of communication in the organization within the management was good but not to employees. Concluding that there was no close relationship between the lower level employees and the top level managers. Challenges were encountered during transportation of relief supplies like poor due to lack of communication and planning and poor road networks. It was concluded that there was no close relationship between lower level employees and top level managers. It was concluded that staff motivation criteria need to be established to enhance team spirit among field workers. Motivation needs to go beyond financial resources like promotions, trainings and recognition. Competence is also very key thus employees should be recruited based on academic qualifications and experience and compensated appropriately.

5.4 Recommendations on the findings about the challenges facing relief aid workers during relief aid distribution.

5.4.1 Decision making

The study found out that quite a number of challenges are faced by relief aid workers during relief aid distribution in Kenya. Therefore, this study recommends that employee-manager relationship should be enhanced to enable the organization to achieve the long term goals. This would be achieved by managers adopting organizational culture that is open to communication and democratic style of leadership. Bottom up decision making culture should be encouraged by the management.

The study found out that there was poor communication between employees and top level management. Therefore, the study recommends that managers need to involve workers in

decision making and empower them through trainings.

5.4.2 Government policies

The study found out that there were challenges encountered during flow and transportation of relief supplies due to lack of communication and planning and poor road networks. Therefore the study recommends that the Government should improve communication and road networks by allocating funds to develop infrastructures in achievement of the vision 2030.

5.4.3 Staff motivation

The study found out that money was not the only motivator but working conditions and other incentives motivated staff to work effectively like trainings, foreign trips/team buildings, promotions, rewarding of best staff and open culture of communication. This aspect of motivation according to the staff suggestions increases commitment and team spirit.

5.5 Limitations of the study

Acquiring accurate information from the respondents was a challenge since some respondents were threatened that the information may be used against them by the management, hence assuring them of high confidentiality was the key thing to do. The respondents were widely spread therefore they required a lot of time in order to fill in the questionnaires. This was overcome by timely administration of the questionnaires. Travelling to and from Tana River district proved to be a bone of contention coupled with dusty grounds which posed a danger to personal health as far as common colds are concerned. The budget was somewhat a challenge but support from my family and well-wishers made the study a reality.

5.6 Suggestions for Further Research

Through this study, the researcher suggests that other researchers should venture more into the challenges facing relief aid workers in Kenya during relief aid distribution and measures to face the challenges. All the researches should then be shared with the humanitarian organizations as well as the government to ensure corrective measures that will minimize the challenges.

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APPENDICES

Appendix I: TRANSITORY LETTER

**KENYA RED CROSS SOCIETY,
TANA RIVER BRANCH.**

**ISABEL KARUNGARI,
P.O.BOX 324,
THIKA.**

TO WHOM IT MAY CONCERN

Dear Respondent,

RE: PROJECT PLANNING AND MANAGEMENT RESEARCH STUDY

I am a student pursuing a Masters degree in Project Planning and Management at the University of Nairobi. In partial fulfillment of the requirement for the award of the graduate degree, I am required to carry out a research study which I have chosen your organization for the study.

The topic of my research “Challenges facing relief aid workers during relief aid distribution in Kenya. Your organization and individuals have been selected as key respondents. The information acquired will only be used for this academic work.

A copy of the final report will be made available to you at your request. Your assistance will be highly appreciated. Thank you in advance.

STUDENT

Name: Isabel Karungari

Contacts: 0727 65 81 52

Sign:.....

Appendix II: Questionnaire

This research is being carried out in order to obtain the challenges countered during relief aid distribution. The questionnaire is part of research project conducted by the researcher as part of her Masters project in Project Planning and Management at the University of Nairobi. Your answers will be confidential and essential to show an accurate picture of the issues focused and will contribute to improvement process of the operations.

Section A- Background

1. Kindly indicate your gender.

a. Female [] b. Male []

2. For how long have you been working in humanitarian relief aid operations?

a. 0-1 year [] b. 1-5 years [] c. 6-10 years [] d. 10 years and above []

Section B – Effects of Communication during relief aid distribution.

3. In your opinion what is the level of communication among employees in the organization?

a. Poor [] b. Fair [] c. Good [] d. Excellent []

4. In your opinion what is the level of communication among the management, team leader and field workers?

a. Poor [] b. Fair [] c. Good [] d. Excellent []

5. Please rate the importance of communication in improving efficient food aid distribution.

a. Not Important at All

b. Somewhat Important

c. Important

d. Very Important

Section C: Effects of flow of relief supplies during relief aid distribution

6. How would you rate the flow of relief supplies into the organizations warehouses?

a. Good [] b. Very good [] c. Poor [] d. Very poor []

b) If poor, what do you feel is the gap? (Please tick)

a) Donor inadequacy,

b) Delays from your logistics department

c) Poor infrastructure(roads)

d) None

7. How would you rate the flow of relief supplies from the organizations warehouse to the beneficiaries.

a. Very good [] b. Good [] c. Poor [] d. Very poor []

b) If not very good, what do you feel is the gap.

a. Delays in dispatch by the logistics team

b. Unworthy road vehicles

c. Poor infrastructure (roads)

d. None

Section D- Effect of employees' Competence during relief aid distribution.

8. There is a close relationship between employees' competence and efficiency in relief aid distribution?

a. True [] b. False []

b) If true, what is the relationship?

- a. Somewhat related
- b. Closely related
- c. Very closely related
- d. Not sure

Section E: Effects of staff motivation during Relief Aid distribution

9. Are there measures in place for staff motivation in the organization?

Yes [] No []

b) If yes, what is the rate?

- a. Very good
- b. Good
- c. Fair
- d. Poor

c) If No, what strategies do you feel should be used or improved to ensure effective staff motivation.

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10. Kindly mention other factors known to you that challenge the field/relief aid workers during relief aid distribution in KRCS, Tana River branch.

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Thank you for taking time to complete this questionnaire.