

**PERCEIVED FACTORS INFLUENCING HUMANITARIAN
EMERGENCY PROJECTS RESPONSE IN SOMALIA. A
CASE OF MUSLIM AID SOMALIA**

MOHAMMED MUUMIN MOHAMMED

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DECLARATION

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

SignDate

Mohammed Muumin Mohammed

L50/5236/2017

This research project report has been submitted with my approval as university supervisor

Sign Date

Professor Charles Rambo
Department of Open Learning
School of Open and Distance Learning

DEDICATION

This project is dedicated to my wives Kafia Hassan, Amina Ahmed and Mariam Mohamed who encouraged me on the value for education and to my children, brothers, sisters, colleagues and friends, without whose support, it would not have been possible to get this far.

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ABBREVIATIONS AND ACRONYMS

CARE	Cooperative for Assistance and Relief Everywhere
CERF	Central Emergency Response Fund
ECB	Emergency Capacity Building
ECHO	European Community Humanitarian Aid Office
FAO	Food and Agriculture Organization of the United Nations
IASC	Inter-Agency Standing Committee
ICRC	International Committee of the Red
IDP	Internally Displaced Person
IHL	International Humanitarian Law
IMF	International Monetary Fund
NGO	Non-Governmental Organization
OCHA	Organization for the Coordination of Humanitarian Affairs (UN)
OFDA	Office of U.S. Foreign Disaster Assistance
SOP	Standard Operating Procedure
TFG	Transitional Federal Government (of Somalia)
UN	United Nations
UN/ISDR	United Nations International Strategy for Disaster Reduction
UNDSS	United Nations Department of Safety and Security
UNITAF	Unified Task Force
UNMG	United Nations Monitoring Group
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
UNOSOM	United Nations Operation in Somalia

UNHCR	United Nations High Commissioner for Refugees
UNHAS	United Nations Humanitarian Air Service
UNSC	United Nations Security Council
USAID	United States Agency for International Development
WB	World Bank
WFP	World Food Programme

ABSTRACT

The purpose of this study was to investigate the perceived factors that influence humanitarian emergency Projects' response in Somalia. Since the Second World War, the number of humanitarian emergencies has continued to rise steadily around the world. Global scale humanitarian organizations like the United Nations and international committee of the Red Cross were set up to assist humanity during times of calamities. In Africa, Disaster risks such as extreme depletion of water resources, rapid and unplanned urbanization, global climate change, and environmental degradation, among other reasons, are expected to create more frequent and severe disasters in the near future and thus calls for more humanitarian assistance. Somalia having witnessed decades of civil strife and violence has not been left out in the face of calamity. The strife in Somalia has further been fueled by lack of government stability, harsh climatic conditions and terrorism. The purpose of the study therefore was to investigate the perceived factors influencing humanitarian emergency projects response in Somalia. The objectives of the study were to determine how effective communication influences humanitarian emergency projects' response, to establish how community involvement and participation influences humanitarian emergency projects' response, to examine how coordination with central government influences humanitarian emergency projects response, to assess the extent to which management of aid resources influences humanitarian emergency response. This study adopted a descriptive survey research design. The number of beneficiaries in Somalia through Muslim Aid by the end of 2017 was over 20,000 with 554 based in urban area and the number of staffs was 117. A sample of 42 staff members was drawn, each with two respondents and a sample of 202 beneficiaries. The study administered questionnaires to Muslim Aid Somalia head office and field employees within Somalia. The study employed both primary and secondary data. Primary data was collected using questionnaires. The questionnaires had both open-ended and closed questions. The open-ended questions enabled the researcher to collect qualitative data. This was used in order to gain a better understanding and possibly enable a better and more insightful interpretation of the results from the study. The descriptive statistical tools helped the researcher to describe the data and determine the extent used. Analysis was done quantitatively and qualitatively by use of descriptive statistics. The main tool for data analysis was SPSS (statistics package of social science) and Microsoft excels percentages, tabulations, means and other central tendencies. Tables were used to summarize responses for further analysis and facilitate comparison. This generated quantitative reports through tabulations, percentages, and measures of central tendency. The study found that language barrier greatly affects humanitarian emergency projects response followed by more feedback. The study established that cooperation in decision making greatly affect humanitarian emergency projects response followed by numbers of members involved. The study indicated that government collaboration greatly affects humanitarian emergency projects response and that funding by government affect humanitarian emergency projects response. The study recommends that there is need to increase training and awareness on humanitarian emergency projects' response processes and procedures through formal training and in-service training to keep them updated in the field. The Humanitarian emergency projects' response activities should be allocated enough resources and facilities so as to enhance implementation. There is need to implement the existing humanitarian emergency projects' response framework in carrying out activities so as to align various activities to standard protocols which many county governments have failed to adhere to.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The number of emergencies the global humanitarian system has to deal with has risen continuously since the end of World War II. It is on the edge to rise even further due to the effects of climate change and, combined with population growth and urbanization; it will affect an ever-growing number of people. Over recent decades, emergency response activities have become more effective, resulting in a decline in disaster-related deaths and improved assistance for the victims of conflicts and complex emergencies. This is due to improved national emergency response systems, the professionalization of humanitarian agencies, and the great increase of resources available for humanitarian assistance, now estimated at least \$12 billion per year (OCHA, 2008).

International efforts to massively scale up humanitarian assistance in response to the severe drought attention on USA and Canada response of the two biggest humanitarian donors in the world this include Great Britain, Germany and UN, International humanitarian organizations or simply humanitarian organizations includes all humanitarian non-governmental organizations, all UN organizations involved in humanitarian response and the International Committee of the Red Cross/Red Crescent (ICRC). Humanitarian aid is one of the most effective and practical means of mitigating situations of armed conflict, natural disasters and other disaster situations. Humanitarian crisis are in most cases unexpected and require immediate action to minimize suffering. It is a very complex area and assistance is given in many different forms, from efforts in conflict prevention to support to the difficult transitions phase towards peaceful development (Wohlgemuth, 2006). An increased number of natural disasters and drawn out situations of conflict have resulted in an increased need for humanitarian aid and international humanitarian operations have expanded substantially in reach and scale (MFA, 2010).

Disaster risks such as extreme depletion of water resources, rapid and unplanned urbanization, global climate change, and environmental degradation, among other reasons, are expected to create more frequent and severe disasters in the near future (McGoldrick, 2013). The increased humanitarian needs and growth of humanitarian assistance, in combination with a larger and more diversified group of actors, makes

an increased international coordination and a strong, efficient and effective international humanitarian system even more important (MFA, 2010). Emergencies have become more frequent, affecting a greater number of people, in many conflict-related crises, including in countries such as the Democratic Republic of Congo, Sudan, Somalia, Afghanistan, and Iraq have become prolonged. Moreover, humanitarian agencies are often faced with a complex interaction of causes underlying emergencies, including natural and man-made factors.

The research conducted by Smock (2005) on humanitarian assistance and conflict in Africa indicate that the proeffective communication of food and medical supplies to refugees, displaced persons, and those near the battlefields in Somalia, Rwanda, Zaire, Mozambique, Angola, Liberia, Sudan, and elsewhere constitutes one of the most courageous and life-preserving activities of our time. Major NGOs like UN agencies, CARE, Save the Children, Catholic Relief Services, World Effective communication, and many less well-known organizations have been on the front lines relieving desperate human suffering in Africa (Hammond & Vaughan-Lee, 2012).

Over the past two decades Somalia (primarily south-central) has been described as: ‘one of the world’s worst and most enduring humanitarian crises’ (Hammond and Vaughan-Lee, 2012). Conflict and the lack of effective governance, law and order in southern and central Somalia have been continuing to be the principal factors affecting the humanitarian situation for perceived factors influencing humanitarian emergency projects response in Somalia, compounded by recurrent droughts and floods, and by external factors such as rising global food prices. The most acute periods of humanitarian crisis have attracted greatest international attention and have made international news, for example the 1992 famine that claimed the lives of a quarter of a million people after the Somali state collapsed, de-scribed as setting a benchmark for humanitarian crises in the post-Cold War world (Bradbury, 2010), and the most recent famine in 2011.

Darcy et al (2012), in his literature points to mid-2011 where famine was declared by the UN in Southern and Central Somalia. An estimated 4 million people were in need of emergency food and medical assistance (Hammond & Vaughan-Lee, 2012). Hundreds of thousands were displaced, some crossing the border to Kenya where the population of Dadaab camp rose to over 450,000. Although labelled by many as a

‘drought crisis’, it is widely acknowledged that the real triggers of the famine were lack of access to food, in turn related to conflict and the denial of humanitarian access to many humanitarian agencies

Bradbury (2010) further describes the high levels of displacement in Somalia as ‘a mark of a severe protection crisis in Somalia’. By the end of 2012 the estimated IDP population was 1.1 million (UNOCHA, 2011), although the number is in constant flux as some households split at the start of the agricultural season with some members returning to their areas of origin while others stay to benefit from humanitarian assistance and business opportunities in the urban areas.

1.2 Statement of the Problem

The number of emergencies the global humanitarian system has to deal with has risen continuously since the end of World War II. It is on the edge to rise even further due to the effects of climate change and, combined with population growth and urbanization; it will affect an ever-growing number of people (MFA, 2010). Over recent decades, emergency response activities have become more effective, resulting in a decline in disaster-related deaths and improved assistance for the victims of conflicts and complex emergencies. In Somalia, drought is a natural phenomenon and in 2011, it elevated the already pronounced vulnerability of Somalis. The famine situation in Somalia was further worsened due to two consecutive failed rainy seasons which created the worst drought in 60 years, causing six regions of Somalia to be labelled famines by the UN (Darcy et. al., 2012). Due to the famine challenges and further insecurities, some parts of the country have continued to depend on aid from international donors.

Despite continuous efforts put by many humanitarian agencies to effectively implement humanitarian assistance programs in emergency contexts, quite many humanitarian organizations still failed to meet their objectives. Such situations always subjected humanitarian agencies to criticisms from a number of stakeholders including government officials, donors, civil society and the local communities. For that reason, the study sought to investigate the factors that influence implementation of humanitarian assistance programs in emergency contexts (UN/ISDR, 2014). The country of Somalia does not have established communication networks and accountability systems and that may be a hindrance to achievement of humanitarian

objectives. Lack of good monitoring system by the donors due to the internal challenges may cause laxity on the managers of aid resources who may end up using aid funds for personal initiatives.

Scholars in Africa and beyond have researched on the field of humanitarian assistance to emergency stricken countries. However, most of these researchers focused on the impacts of humanitarian organizations to the affected communities and do not give a clear picture of the challenges the organizations face in expediting their duties. Esmacili et, al., (2012) did a research on impact of humanitarian aid to communities in the modern day. Similarly, Yu, (2013) did a research on how humanitarian organization can reach out to more communities with emergencies.

Non-Governmental Organizations in Somalia play a significant part in disaster management by minimizing the factor of a disaster and increasing the efficiency and effectiveness of the response. This research examines some of the challenges that members of the international community experienced in their response to the famine in Somalia primarily due to communication challenges, community participation, government involvement and mismanagement of aid by some international humanitarian organizations working in Somalia. Hillbruner and Moloney, 2012 in their research on factors hindering humanitarian response to emergency, they brought out alternative explanations like lack of access and security concerns and domestic counter-terrorism legislation are unworkable as justifications for the influence response. There is a lack of strategic and political interest by foreign governments in Somalia and a reluctance by donors to get embroiled in the complex political and security situation there. Without a full understanding of the complex situation on the ground, it therefore becomes relatively hard to ensure optimal impact of humanitarian aid.

This scholarly piece suggests that if strategies to curb some of these challenges are implemented, then it will enable humanitarian organizations to be more effective in reaching out to communities with emergencies. Further, the research aims at demonstrating how humanitarian organizations can reach out to key populations easily and providing the much sought after assistance.

1.3 Purpose of the Study

The purpose of this study was to investigate the perceived factors that influence humanitarian emergency Projects' response in Somalia.

1.4 Objectives of the Study

This study aimed to achieve the following objectives;

1. To determine how effective communication influences humanitarian emergency projects' response
2. To establish how community involvement and participation influences humanitarian emergency projects' response
3. To examine how coordination with central government influences humanitarian emergency projects response
4. To assess the extent to which management of aid resources influences humanitarian emergency response.

1.5 Research Questions

This study sought to address the following research questions;

1. How does effective communication influence humanitarian emergency project response?
2. How does community involvement and participation influence humanitarian emergency projects response?
3. How does coordination with central government influence humanitarian emergency projects response?
4. How does management of aid resources influence humanitarian emergency projects response?

1.6 Significance of the Study

The study would bring out the main areas of concern in the implementation of humanitarian aid. The study explored the obstacle experienced by humanitarian organizations in responding to different forms of assistance in Central and south of Somalia. Various local and international agencies, therefore, would benefit from this

study as the study comes in at a time when many scholars have board on the humanitarian assistance in Somalia owing to the complex situation that currently exists in the war-torn country. The research findings would be of benefit the humanitarian agencies especially those in Somalia for an understanding on the socio-economic factors that contribute to the implementation of humanitarian aid may be created. The study would be of great value to the field of knowledge and the upcoming re-searchers may use it as a basis for further researcher.

1.7 Basic Assumptions of the Study

The study was based on several assumptions. The assumption is that the respondents would be honest and answer the questions correctly and truthfully. The study also assumed that humanitarian projects experience issues in emergency response compared to other projects.

1.8 Delimitations of the Study

One of the main delimiting factors affecting this study was that it will be solely conducted in Somalia and specifically in one humanitarian organization called Muslim Aid Somalia. The findings affecting humanitarian projects response in Somalia might differ from the factors affecting humanitarian projects responses in other organizations in other countries. Being a case study limited specifically to one organization, the researcher intended to use questionnaires to gather data for the study.

The research would be delimited only to urban centers where the security is good. Comparatively, the main organization of study Muslim Aid Somalia does not engage in massive projects like the United Nations and other donor organizations. The study would be delimited to one NGO and thus may not clearly bring out how larger donor organizations may counter the perceived factors affecting humanitarian emergency response projects. The cost of the research will be fully taken up by the researcher and thus would be a limiting factor in terms of the numbers of people who will be reached to provide responses.

1.9 Limitation to the Study

One of the limitations that affected the study was the cost of carrying out the research. This cost of transport for the research assistants may have limited the study. To

overcome this the researcher sought financing from donors who provided funding for the research. There is a high level of insecurity in Somalia which limiting factor to the study. To overcome this, the researcher hired security officers to accompany the research team in data collection.

1.10 Definitions of Significant Terms Used in the Study

Humanitarian emergency Projects' response: This refers to the way humanitarian organizations respond to humanitarian crisis in Somalia involving timely response to emergencies as soon as they occur, decreased rates of mortality among the affected communities, increased productivity of the community members, increased household income and in some cases increased donor funding.

Effective communication: Effective communication is defined as verbal speech or other methods of relaying information that get a point across. The channel used to pass the communication is referred to as the media used while the difficulties in communication experienced by people or groups speaking different languages and in this case between the donors and the local communities. Feedback in this case is communication responses from the donors to the communities and vice versa.

Community involvement and participation: It is the involvement of people in a community in humanitarian projects to ease solving the humanitarian issues. This involves cooperation in decision making between the donors and members of the communities, community contribution of resources such as time and money, rallying more members of the community to participate in humanitarian projects, having members of the community in aid committees and communities participating in humanitarian.

Coordination with central government: This is involving the central government of Somalia in assisting communities during humanitarian crisis through collaborating with government to commit resources for aiding calamities by working with humanitarian organizations and the people of Somalia, government participating in humanitarian crisis meetings, providing funding in cash to avert or manage crisis and also training of individuals for specific job functions, and charging them with the associated responsibilities in managing humanitarian emergencies.

Management of aid resources: The process of dealing with or controlling Aid resources. This involves the process of organizing, controlling, staffing and directing the costs, whilst ensuring that individuals and organization can account for its activities and accept responsibility for them. Further, it involves making sure that allocations are done as per the budgets and honoring conditions for aid to ensure continuity.

1.11 Organization of the Study

The study was organized in five chapters. The first chapter outlines the introduction and background of the study. The sections in this chapter included background, statement of the problem, objectives, research questions, and significance of the study, assumptions, limitations, and delimitations, definition of terms and organization of the study. The second chapter empirically reviews themes surrounding both the independent and dependent variables of the study including effective communication and humanitarian emergency projects response, community involvement and participation and humanitarian emergency projects response, coordination with central government and humanitarian emergency projects response and management of aid resources and humanitarian emergency projects response. The chapter further brings out the conceptual framework, theoretical literature, knowledge gaps and summary of the literature. Chapter three outlined the research methodology. Chapter four analyzed the data and presented the findings. Chapter five gave the summary, conclusions and recommendations of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter highlights the perceived factors influencing humanitarian emergency projects response in Somalia and the chapter also discusses and analyses the literature reviewed mainly focusing on effective communication, community involvement and participation, Coordination with central government and management of aid resources and Humanitarian Emergency response projects. The chapter also includes the theoretical framework, conceptual framework, summary of literature review and knowledge gaps to be filled by other researchers.

2.2 Humanitarian Emergency Response Projects

The term emergency refers to unexpected or awaiting situation that may cause injury, loss of life, damage to property and interference with the normal activities of a person or organization and which, therefore, requires immediate attention and remedial action. Complex emergencies involve conflict, widespread social and economic disruption and large population displacements usually involving UN coordination. According to Beinhocker (2006), it has long been recognized that social, economic and political change is complex, presenting a variety of challenges for governments and organisations looking to influence it. In the face of complex humanitarian situations, traditional approaches to implementing policies and programs seem to be shrinking in importance. However, there is no real consensus on what can replace them. Without an alternative set of tools, those charged with implementing policies and programs do not have option but to stick to their traditional approaches while acknowledging their shortcomings (Jones, 2011).

The objectives of humanitarian Emergency response during emergencies are to save lives, alleviate suffering and maintain human dignity during and in the aftermath of man-made crises and natural disasters, as well as to prevent and strengthen preparedness for the occurrence of such situations. Humanitarian assistance has two inextricably-linked dimensions: protecting people and providing assistance. Fundamentally, humanitarian assistance depends on the permission of local authorities to humanitarian presence and access to affected populations (HPG, 2006).

Humanitarian Emergency response is often delivered in challenging environments, in countries affected by conflict or where natural disaster has overwhelmed national capacities. There is often pressure to disburse aid rapidly, both because of the scale and immediacy of need, and because of the media and public interest that typically accompanies emergencies. The countries in which Humanitarian Emergency response are delivered are often already some of the most corrupt in the world, and the predatory political economies that characterize many of today's conflicts and complex emergencies make the risks of aid diversion particularly high (Beinhocker, 2006).

Jirouskova (2014) did a study on humanitarian effectiveness in complex emergencies in South Sudan and Darfur. The study reviews existing evaluations of successive crises in the former Sudan, with emphasis on Operation Lifeline Sudan (OLS) and Darfur. The study applied the UN OCHA-proposed Elements of Effectiveness as a framework, namely: performance, accountability, coordination, contextualization, principles and standards, relevance, participation, capacity, resilience and preparedness, innovation, and access. The study found that humanitarian aid has generally been seen as a failure since the end of the Cold War, and that evaluating humanitarian effectiveness is necessary for the improvement of humanitarian aid. On the other hand, complex emergencies are inherently political and require addressing their underlying socio-economic causes. Therefore, humanitarian aid cannot be solely blamed for the overall failures of international interventions, as it only exists alongside of crises and it is limited to saving lives, alleviating suffering of affected populations, and maintaining their human dignity (Jirouskova, 2014).

Oliver (2008) carried out a research on Evaluation of Emergency Response: Humanitarian Aid Agencies and Evaluation Influence (Doctor of Philosophy in Public Policy Dissertation). Georgia State University, Georgia. This study employed a qualitative design. The research is based on a series of interviews of individuals who conduct the evaluations or receive/theoretically use the evaluation findings as well as a content analysis of current evaluation reports. The research draws primarily from CARE repository of evaluation reports from emergency response evaluations conducted over the past five years; and stakeholder analysis involving a series of interviews with CARE personnel. A meta-analysis of these evaluations, using Kirkhart's Integrated Theory of Influence as a guiding structure, informed the

interviews for the study employing Henry and Mark's Pathways of Influence. The analysis concludes that there are more instances of evaluation influence at the individual and interpersonal levels than at the collective level (Oliver, 2008).

Zyck and Kent (2014) did a study entitled Humanitarian crises, emergency preparedness and response: the role of business and the private sector. This study used a primarily qualitative methodology. Fieldwork was conducted in Kenya, Jordan and Indonesia; in addition, a desk-based study of private sector engagement in Haiti was undertaken. During approximately two weeks in each country the researchers interviewed and conducted focus group discussions with representatives of aid agencies, donor entities, businesses, business associations like the chambers of commerce and government institutions. The research also involved crisis-affected people in order to better understand the extent to which they rely on aid agencies or the private sector to meet their basic needs. The study includes information from nearly 300 stakeholders at multiple levels, from refugee camps to aid agency headquarters. As this study has highlighted, there are numerous ways in which businesses can support operational improvements among aid agencies. Likewise, there are several ways in which aid agencies can help to maximize the humanitarian effectiveness of the private sector. In order to engage effectively with the private sector, humanitarian actors have to understand that effective collaboration will in the first instance depend upon the ultimate importance of the 'core business' criterion for engagement; that is, businesses will engage in humanitarian action in ways that support their overall business strategy and long-term relevance and profitability (Zyck and Kent, 2014)

2.3 Effective Communication and Humanitarian Emergency Project Response

GHA (2010) presents arguments to emphasize that humanitarian needs and the response to it is complex and varied and not without its confusion. It involves a plethora of actors, international and national, large and small, organizations with complex global mandates and organizations that serve a community or neighborhoods. Archer (2003) findings supports GHA (2010) by touching on an important aspect of age, gender and experience which affects the ability of a person to approach particular groups, establish dialogue with them or gain legitimacy. Many international organizations recruit local staff to work on emergency responses.

Effective communication and humanitarian emergency project response is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to humanitarian emergency projects (GHA, 2010).

Effective communication is a disciplined effort that produces fundamental decisions and actions that shape and guides stakeholders on what an organization is about, who it serves, what it does, and why it does it, with a focus on the future (Jones, 2011). Effective strategic planning articulates not only where an organization is going and the actions needed to make progress, but also how it will know if it is successful. Effective management in any organization should be keen to emphasize on the need for proper plans in the organization for there to be effective implementation and completion of any project. Although the author tried to bring out the importance of strategic plans in the organization; he failed to bring out the concept of what happens if strategic plans are not adhered to thus the need for the study. According to (Cross, 2005) accountability to stakeholders also forms part of management process that ensures employees answer to their superior for their actions and that supervisors behave responsibly as well. Communication accountability addresses both the organization's expectation of the employee and the employee's expectation of the organization. Accountable employees help to increase performance of business as a whole and to maintain a positive company culture, effective communication, and ethics. Communication accountability on a global scale, particularly in the case of NGOs, is complicated by the fact that different countries have varying legislative perspectives when it comes to accountability (Jones, 2011).

The effectiveness of humanitarian aid, drought risk management and best approaches to the delivery of humanitarian assistance in complex emergencies dominate current discussions and debates in the humanitarian community, as it struggles to find lasting solutions to some of the problems of humanity. The research study being carried out in Somalia is significant in these areas of humanitarian emergencies (Wohlgemuth, 2006). The country is ravaged by recurrent droughts, intra-state conflict and the absence of a state authority that protects human rights, provides services, implements

policies and manages public good. Humanitarian assistance worth millions of US dollars has been flowing into the country to support people affected by droughts, famine and conflict each year since early 1991. Shearer (in Hammond and Vaughan-Lee 2012) says, the economic impact of humanitarian aid in Somalia after the collapse of the state was huge: humanitarian assistance and the UN peacekeeping missions became among the largest economic force in the country” (Jones, 2011).

Chapelier and Shah (2016) did a study on improving communication between humanitarian aid agencies and crisis-affected people: Lessons from the infoasaid project. London: Humanitarian Practice Network. The study involved the project managers in infoasaid project. Although infoasaid supported the design and implementation of five pilot projects, only three of the five were subject to a Learning Review during the project because security and time constraints did not allow the infoasaid team to conduct Learning Reviews for the two pilots in Somalia. The three projects reviewed were accordingly Action Aid’s Protracted Relief and Recovery Operation (PRRO) in Isiolo County, Kenya, World Effective communication’s PRRO in Taita Taveta County, Voi, Kenya, and Save the Children’s multisectoral programme in Wajir County, Kenya. The study established lines of communication and reporting are a priority at all levels of emergency response and directly affect the efficacy of the response. Many of the logistics observations concerned communications and the need for adequate devices. The Iraq RTE specifically recommended a minimum standard for procurement for critical items such as vehicles. The Multi Agency evaluations asserted that coordination among relief agencies is essential to an effective response, remarking in more than one instance that the current level of coordination between agencies is not sufficient (Barrantes, Rodríguez and Pérez, 2009).

Barrantes, Rodríguez and Pérez (2009) did a study on Information management and communication in emergencies and disasters. Washington, D.C.: Pan American Health Organization. The study found that communication is most effective when information management is linked to information exchange and social communication techniques and processes. Moreover, public and social communication and media relations have become key elements in efficient emergency management. Technical operations in highly charged political and social situations must be accompanied by

good public communication and information strategies that take all stakeholders into account.

Dijkzeul and Moke (2015) in a study on Public Communication Strategies of International Humanitarian Organizations. The paper studies the public communication strategies of large humanitarian NGOs as well as UN organizations with regard to the humanitarian principles. It shows that different strategies concerning impartiality vs. solidarity and independence vs. subcontracting cause a wide diversity of humanitarian positions, which lead to different types of public communication strategies. It also discusses several recent trends and three scenarios concerning humanitarian public communication, focusing on interaction with donors and the military, as well as the security situation on the ground. The article concludes that it is essential for humanitarian organizations to understand the different interpretations of the humanitarian principles and that this will help in establishing a strategic approach toward public communication at headquarters, as well as in the field.

2.4 Community Involvement & Participation and Humanitarian Emergency Projects Response

Community involvement and participation and humanitarian emergency projects response includes the processes required to ensure that the projects is completed within the approved budget and timelines (OCHA, 2008). The major community participation processes are: resource planning cost estimating, cost budgeting and cost control. Community involvement and participation in humanitarian emergency projects response is primarily concerned with the cost of the resources needed to complete project activities. The important issue for the success of an organization is not to whom specific responsibilities have been assigned, but rather that these functions are addressed in a timely fashion and are handled effectively.

Weil (2001) in his literature suggests that collaborative efforts between the implementing agencies and the affected communities during complex emergencies have always been met with positive results. Interaction with the communities seems to have a positive effect since donor organizations can get necessary feedback for implementation for current and future emergency projects. The success of community involvement and participation in humanitarian emergency projects response is judged

by the efficiency with which we achieve the project objectives and that efficiency is assessed by measuring against two constraints – cost and time. Project managers must recognize that time, cost and resource estimates must be accurate if project planning, scheduling, and controlling are to be effective. At the work package level, the person most familiar with the task should make estimates (West, 2008).

According to Bull (2011) establishing and maintaining good relationships with communities and other key stakeholders is critical to community involvement and participation an efforts to earn its social license to operate, humanitarian emergency projects response and may help to surface stakeholder issues, concerns before they become potential risks. Community relations and community development efforts are often closely aligned. Positive community participation is the foundation of successful community implementation projects and may help to shape project design and foster constructive partnerships with stakeholders.

Weil and Kavita (2010) did a study on the Role of Community in Disaster Response. The study focused on the role that community plays in the continuum of disaster preparedness, response and recovery, and we explore where community fits in conceptual frameworks concerning disaster decision-making. We offer an overview of models developed in the literature as well as insights drawn from research related to Hurricane Katrina. Each model illustrates some aspect of the spectrum of disaster preparedness and recovery, beginning with risk perception and vulnerability assessments, and proceeding to notions of resiliency and capacity building. Concepts like social resilience are related to theories of “social capital,” which stress the importance of social networks, reciprocity, and interpersonal trust. These allow individuals and groups to accomplish greater things than they could by their isolated efforts. We trace two contrasting notions of community to Tocqueville. On the one hand, community is simply an aggregation of individual persons, that is, a population. As individuals, they have only limited capacity to act effectively or make decisions for themselves, and they are strongly subject to administrative decisions that authorities impose on them. On the other hand, community is an autonomous actor, with its own interests, preferences, resources, and capabilities. This definition of community has also been embraced by community-based participatory researchers and has been thought to offer an approach that is more active and advocacy oriented.

We conclude with a discussion of the strengths and weaknesses of community in disaster response and in disaster research.

Aldunate, Pena-Mora and Robinson (2015) in their study on collaborative distributed decision making for large scale disaster relief operations: Drawing analogies from robust natural systems. In this paper, the researchers describe how an approach to community engagement for improving mental health services, disaster recovery, and preparedness from a community resiliency perspective emerged from work in applying a partnered, participatory research framework, iteratively, in Los Angeles County and the City of New Orleans. The approach has a specific focus on behavioral health and relationship building across diverse sectors and stakeholders concerned with under-resourced communities. The study uses examples both research studies and services demonstrations discuss the lessons learned and implications for providers, communities, and policymakers pertaining to both improving mental health outcomes and addressing disaster preparedness and response. There is need for a feasibility of a community learning approach to mental health issues in general and to disaster response in particular, with implications for communities, policymakers and clinicians. Community should be involved in emergencies and disaster management in order to have a successful management of disaster (McGoldrick, 2013).

2.5 Coordination with Central Government and Humanitarian Emergency Project Response

Coordination with central government and humanitarian emergency projects response actions also heighten the chances of achieving humanitarian emergency objectives. In recent decades, famines have occurred more frequently in Africa because of increasingly complex negative concept between natural triggers (drought, flood), economic vulnerability (poverty, fragmented markets) and political responsibility (war, government policies and failures of international response) (Devereux, Howe and Biong Deng, 2002). It is worth noting that famines can occur when food is available in large quantities. “Amartya Sen contends that people starve not because supplies disappear, but because market prices nudge supplies out of reach, as in the case of the drought flattening Ethiopia’s economy early in 1970s” (Torry, 2014).

Coordination with central government and humanitarian emergency project response stakeholders may include project donors, partner NGOs, government agencies, community participants and others. Coordination with central government can help to identify and prioritize humanitarian emergency project response & community needs and opportunities, to identify potential positive or negative impacts from extractives operations that development projects may further leverage or help to mitigate, gather innovative ideas, identify community resources and encourage community member involvement in project design, implementation, and monitoring. During the planning phase, the Coordination with central government should focus on identifying key stakeholders, the potential positive and negative impacts of the operation of the humanitarian emergency project response. This also includes community needs and existing community resources and assets. During the implementation phase, ongoing dialogue and participation by both government and donor organizations is required to inform key decision making. In the monitoring and evaluation phase, the impact of projects should be assessed together with stakeholders and communicated along with lessons learned. Coordination with central government in implementation projects may provide a facilitator for building and maintaining positive community relations (McGoldrick, 2013).

Wishart (2008) on fostering partnership in humanitarian aid and disaster relief (Thesis). Monterey, California: Naval Postgraduate School. The primary method to gather data for this thesis was retrospective interviews of military, NGO, and IGO personnel who have been directly involved with humanitarian aid, disaster relief, or stabilization operations. Telephonic interviews, face-to-face interviews, and questionnaires were used to determine barriers and enablers to collaboration. Online questionnaires were posted on a Department of Defense community of interest website and a link to the questionnaire was distributed to personal contacts of the author. Additionally, some respondents passed on the questionnaire to other qualified personnel within the humanitarian aid and disaster relief community. The interviews confirmed that social and technical factors impact collaboration. Social factors including trust, face-to-face contact, ICT, and culture were confirmed to be enablers to collaboration. Sixty-two percent of the respondents stated they used face-to-face contact as their most frequent method of communicating with other participants. Thirty-five percent of the respondents stated they used email as their most frequent

method to contact other participants. Thirty-two percent of the respondents stated bandwidth was a barrier to collaboration because it slowed down internet speed. Sixty-seven percent of the respondents stated websites, email, and phones were barriers to collaboration. Cellular phones and text messages are also used heavily. The interviews of the thirty-four humanitarian aid experts stated trust, culture, and face-to-face contact were important to enhancing collaboration between groups. The experts also specified barriers to collaboration: cultural misunderstanding and technical challenges (Wishart, 2008).

Ulleland (2008) in a study dubbed the Cluster Approach for Organizing Emergency Response: A case study of Myanmar and Haiti (Master's thesis). University of Bergen. A qualitative case study research design with data triangulation was adopted in the study. This thesis' research design is a hybrid between the MSSD and the MDSD as will be shown in the selection of the two case study countries. There were multiple natural disasters to choose from. Based on the cluster evaluation phase II, the criteria lead to two natural disasters: Haiti and Myanmar. Both cases meet all the criteria above. The availability of information has been extensive with evaluations, reports and articles, which can either verify or falsify data. The main documents that have been used are evaluations, reports, handbooks, administrative documents and guidelines. In addition web sites such as un.org, unocha.org, reliefweb.org, have been extensively used in order to extract general information about the cluster approach. The documents will be complemented with interviews and observation.

The study found that there are variations between how the cluster approach is intended to work and how it is practiced. It was found that the cluster approach may be described as multi-level governance structure both in terms of the formal organization and how it is applied in practice. Realizations of the cluster approach in Haiti and Myanmar may pose questions regarding whether the cluster approach leads to a fragmentation rather than the intended integration. Humanitarian Country Teams (HCT) and intercluster coordination meetings are meetings regarding informal information sharing rather than intended strategic decision making. The empirical findings from Myanmar and Haiti point out the challenge regarding felt obligation and accountability for the cluster leads. Coordination is one of the main elements of the

cluster approach. Being a governance and multi-level governance structure may pose specific challenges both in specialization and leadership.

Wong (2012) investigated humanitarian Coordination and Response among International Partnerships in Face of Natural Disasters. This thesis aims to contribute to the growing body of literature on improving humanitarian processes to better meet the needs of affected populations by examining whether cluster coordination builds effective responses and whether a different actor may temporarily provide governmental services when the government is absent. The cases of Haiti and Myanmar, which illustrate different successes and challenges of the cluster approach, identify four fundamental features of disaster coordination and response. These features demonstrate that in an environment of trust and openness, strong cluster coordination can empower leadership and help leverage the full range of existing capacities, resulting in an effective response.

2.6 Management of Aid Resources and Humanitarian Emergency Projects

Response

Management of aid resources is charged with the functions of planning, organizing, staffing, leading and controlling (Potes, 2016). Management of aid resources in humanitarian emergency projects response is an integral part of protection and should be planned to ensure that the rights of the affected people and others of concern are respected (right to life, right to adequate living conditions, protection of specific categories of people such as older persons, unaccompanied and separated children, single parents etc.) and as part of a single emergency operation. Women, men, girls and boys of concern must be consulted and involved in planning humanitarian interventions as soon and as frequently as possible from the very beginning of the emergency project (Bregged, 2013). Bhargara (2003) states that management aid resource is central to project implementation in any organization. Managers in the NGO should strive to create an environment in which others are motivated to put in their best. It is incumbent upon the project leader in the NGO's to provide direction and purpose for the organization and to carry everyone along with her/him. The project manager must get commitment of his team members. The project manager must get commitment of his team members. McGregor and other scholars for example have stressed the importance of mutual goals set by the project managers as a clue to

commitment. Essentially management involves accomplishing goals with and through people.

Managers of aid resources in humanitarian response projects have to be well-developed, with conceptual skills and are able to apply different and necessary management skills during any project Implementation. For Management of aid resources, Professionalism demands that the humanitarian emergency projects response performs duties within established procedures, rules and regulations. Any behavior that compromises the management of aid resources' professional protocol is certainly bound to interfere adversely with the humanitarian emergency projects response's productivity. Management should be able to view members of the organization as human beings who have needs and psychological feelings and emotions (Bregged, 2013). These needs and feelings must be positively harnessed for the good of the humanitarian emergency projects response; motivation of the employees, therefore, becomes a critical factor in increasing productivity.

In conclusion, it has to be restated that Management of aid resources is the process of designing and maintaining an environment for the purpose of efficiently accomplishing selected aims of humanitarian emergency projects response. Management is charged with the functions of planning, organizing, staffing, leading and controlling. Management of aid resources is an essential activity at all organizational level. However, the management of aid resources skills required varies with organizational levels. Hinds (2015) did a thesis on the Relationship between humanitarian and development aid. This study did a literature review on the relationship between Humanitarian and development Aid. This was done by reviewing other studies done relating to Aid. The study found that there was a systematic funding gap for recovery activities, and evidence that fragile state do not receive enough support. Donors were challenged by implementing partners who lack necessary expertise or capacity to operate across different forms of aid and coordinate their activities with different actors. One report on partnerships in crisis-related interventions, notes that some NGOs shift the administration and handling of partners internally to emergency departments during periods of conflict or instability.

Osei (2017) did a research on *Managing Humanitarian Relief Organizations with Limited Resources in Ghana* (Doctoral Dissertation). Walden University: Walden. Using Freeman's stakeholder theory as the foundation, the purpose of this case study of the 2015 fire/flood disaster in Ghana was to understand from the perspective NGOs what events and conditions may have contributed to lack of coordination and inefficient practices. Data were collected from 13 executive directors, employees, and volunteers of the NGO through personal interviews. Interview data were deductively coded and subjected to a thematic analysis procedure. Findings revealed that participants perceived that the NGO did not provide financial accountability to donors, but not to disaster victims, nor were victims involved in the NGO's operations. The study's findings have implications for how future researchers in related disasters may approach studies in disaster management by including the perspectives of both NGO and victims in humanitarian aid operations. Implications for social change include recommendations to NGO management to develop and engage in accountability practices to ensure financial accountability to all stakeholders as well as active involvement of the disaster victims.

2.7 Theoretical framework

This study was anchored on Disaster theory and management systems theory. These were further explained as follows;

2.7.1 Disaster Theory

The disaster theory was developed by Sjoberg in 1962. According to Sjoberg, the government takes more control of situations and decisions after a disaster has occurred. In trying to come up with answers to how society reacts, how disasters happen, and a variety of other reasons, assumptions and reactions that occur before, during and after a catastrophe, professionals and scholars alike have sought to create one theory about disaster; a "silver bullet", one answer fits all approach, that this will answer specific questions (Quarantelli, 1993). Disaster is based on perceptions, and what people perceive to be devastating to them or a society. Disaster is, in part, determined by sociocultural contexts. The theory relates to the study in that the government has to be involved in humanitarian response and the society should be involved in such projects.

2.7.2 Management Systems Theory

The theory was proposed by von Bertalanffy in 1972. Systems theory evolved from the basic sciences but is utilized in the social sciences including management theory. A system composed of interrelated and interdependent parts arranged in a manner that produces a unified whole is critical in understanding all parts of the emergency management process. Viewing societies as complex open systems which interact with their environment provides such a critical view of the emergency management system (Barnard, 1938).

Systems theory is based on the idea that everything is part of a larger, interdependent arrangement. It is centered on clarifying the whole, its parts, and the relations between them (Bertalanffy, 1972). Some critical concepts that are applicable to emergency management include some of the following: open system, subsystems, synergy, interface, holism, strategic constituencies, boundaries, functionalism, interface, strategic constituencies, feedback and a moving equilibrium. Emergency management is composed of many parts including: local, state and national public, private and non-profit units. These units interact in many independent ways and each has their own constituencies, boundaries, function, and sub-units. The units may interrelate in emergency management activities in an open environment with few organizational barriers or collaborative and cooperative efforts limited by specific organizational policies, rules and procedures. Emergency managers acknowledge that effective emergency response and recovery efforts require the cooperation of the entire community; emergency managers do not operate in isolation but as a part of a large open system (Osei, 2017).

Effective emergency response and recovery is dependent on cooperation between local public agencies, business enterprises, and community groups. Shelters are often sponsored by public and private schools and operated by the American Red Cross. Evacuation efforts are often supported by community transportation agencies and school systems. Special needs shelters are often staffed by local medical facilities, volunteers, and community organizations. Traffic control and security is a collaborative effort between numerous local law enforcement jurisdictions. Coordination is critical in linking multiple organizational efforts in a seamless response and recovery effort (Hammond & Vaughan-Lee, 2012).

2.8 Conceptual Framework

A conceptual framework is used in research to sketch possible courses of action or to present a chosen method to an idea or thought. For this study, perceived factor influencing humanitarian emergency projects response in Somalia cause/effect and consequence will be terms of the objectives. Conceptual frameworks are a type of intermediate representations that attempt to connect to all aspects of inquiry which in this case are the independent and dependent variables showing how they affect each other. Conceptual Frame Work to analyses the research proposal study, a theoretical framework was developed by (Omar, 2016) has been used as an analytical tool.

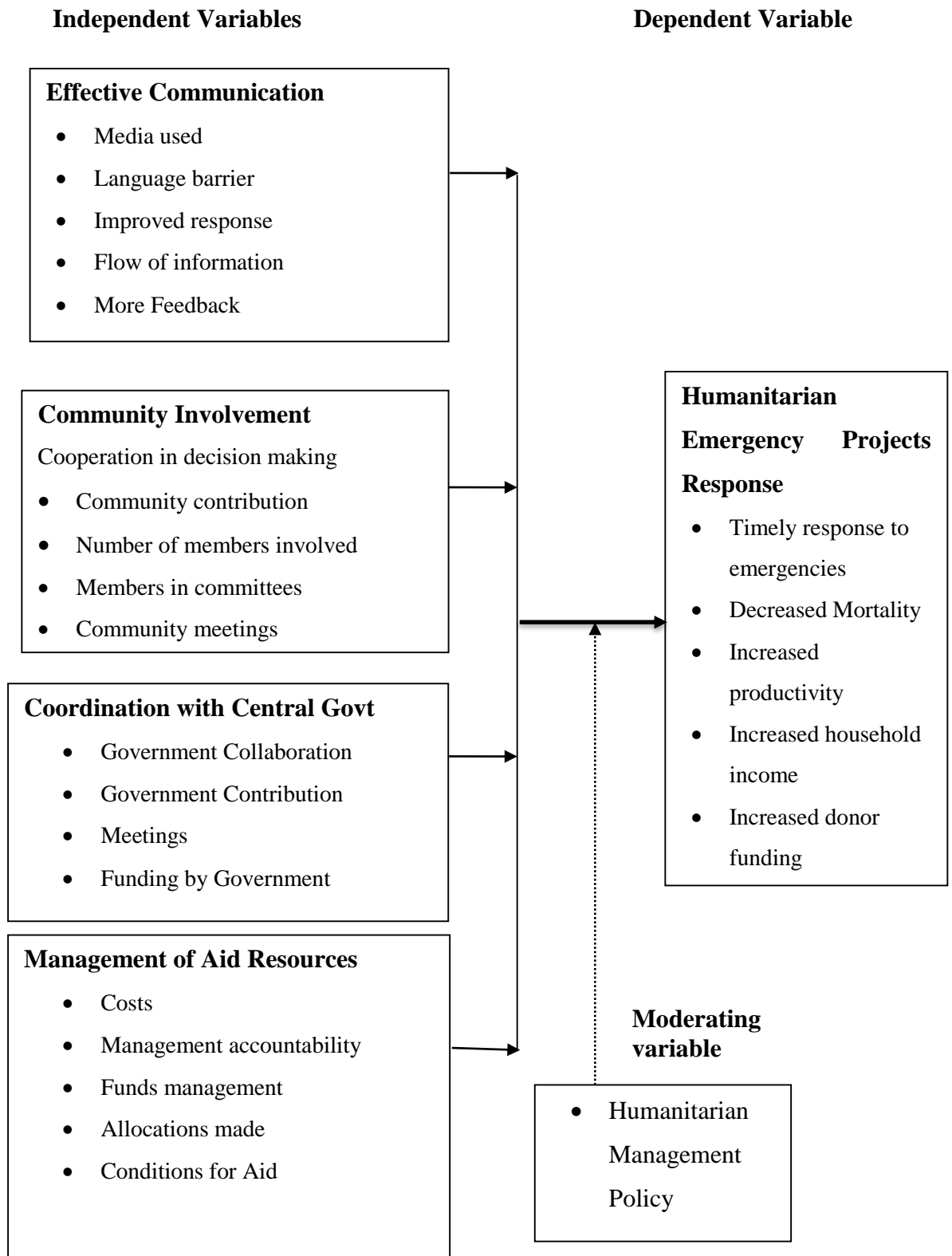


Figure 1: Conceptual Framework

Conceptual framework for perceived factors influencing humanitarian emergency projects response.

2.9 Summary of Literature

This chapter has presented the perceived factors influencing humanitarian emergency projects response in Somalia. Most of the existing literature reveals that effective communication, community involvement and participation, coordination with central government and management of aid resources have determined the outcome of humanitarian emergency projects response.

Effective communication and its relationship with humanitarian emergency projects have been reviewed in the study. Despite the studies focusing on communication, majority have been done outside Africa. The studies have not brought out the relationship with the ones showing it being inconclusive. Effective communication is a disciplined effort that produces fundamental decisions and actions that shape and guides stakeholders on what an organization is about, who it serves, what it does, and why it does it, with a focus on the future.

Community involvement and participation has been reviewed. However the studies have not shown the effect of community involvement and participation on humanitarian emergency projects response. The studies are based on general response but not emergency projects. Community involvement and participation and humanitarian emergency projects response includes the processes required to ensure that the projects is completed within the approved budget and timelines.

Coordination with central government is crucial to humanitarian emergency projects response. The studies are mainly done in the developed states. If there is no coordination with the government the response is ineffective. Coordination with central government and humanitarian emergency projects response actions also heighten the chances of achieving humanitarian emergency objectives. Management of aid resources in humanitarian emergency projects response is an integral part of protection and should be planned to ensure that the rights of the affected people and others of concern are respected. Management aid resource is central to project implementation in any organization. Managers in the NGO should strive to create an environment in which others are motivated to put in their best.

2.10 Knowledge gaps

Table 2.1: Knowledge Gap

Variable	Author (Year)	Title of the study	Findings	Knowledge gap
Effective Communication	Chapelier & Shah (2016)	Improving communication between humanitarian aid agencies and crisis-affected people: Lessons from the info said project	Effective communication is key to management of humanitarian projects	It fails to focus on Somalia but focus on other states
	Barrantes, Rodríguez, & Pérez (2009)	Information management and communication in emergencies and disasters	The study found that communication is crucial in emergencies and disasters	The study is based on information management other than effectiveness
Community involvement and participation	Weil & Kavita (2010)	The Role of Community in Disaster Response: Conceptual Models	As individuals, community members have only limited capacity to act effectively or make decisions for themselves, and they are strongly subject to administrative decisions that authorities impose on them.	The study was done outside Somalia
	Aldunate, Pena-Mora & Robinson(2015).	Collaborative distributed decision making for large scale disaster relief operations	Community should be involved in emergencies and disaster management in order to have a	The study was restricted to large scale relief services outside

			successful management of disaster	Somalia
Coordination with central government	Wishart, (2008).	Fostering partnership in humanitarian aid and disaster relief	Trust, culture, and face-to-face contact were important to enhancing collaboration between groups	The thesis despite focusing on coordination it involved other actors in emergency response other than government
	Wong (2012)	Humanitarian Coordination and Response: International Partnerships in Face of Natural Disasters.	in an environment of trust and openness, strong cluster coordination can empower leadership and help leverage the full range of existing capacities, resulting in an effective response	The study despite focusing on humanitarian response it focuses on natural disasters only
Management of aid resources	Hinds (2015)	Relationship between humanitarian and development aid	NGOs shift the administration and handling of partners internally to emergency departments during periods of conflict or instability	The relationship is not based on management of aid but relationship between humanitarian aid and development aid
	Osei (2017)	Managing Humanitarian Relief	participants perceived that the NGO did	The study is based on management

		Organizations with Limited Resources in Ghana	not provide financial accountability to donors, but not to disaster victims, nor were victims involved in the NGO's operations	of organizations other than Aid
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CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the methodology for the study and highlights the research design, target population, sampling technique, data collection instruments and data analysis techniques, presentation of findings, ethical issues in research and operationalization of variables.

3.2 Research Design

This study adopted a descriptive research design which involved observing and describing the behavior of a subject without influencing it in any way. According to Mugenda and Mugenda, (2003), descriptive research determines and reports the way things are and attempts to describe such things as possible behavior, attitudes, values and characteristics. Descriptive research is usually used to obtain information concerning the current status of the phenomena to describe what exists with respect to variables or conditions in a situation. The study considered this design as appropriate since it would facilitate gathering of reliable and accurate data that would clearly describe the perceived factors influencing humanitarian emergency projects response at Muslim Aid Somalia.

3.3 Target Population

Target population is the specific population about which information is desired. According to Ngechu (2004), a population is a well-defined or set of people, services, elements, events, group of things or households that are being investigated. For this study, the population of interest was made up of all individuals benefiting from humanitarian emergency projects and staff of Muslim Aid Somalia. According to the Muslim Aid Somalia performance report (2014) the number of beneficiaries in Somalia by the end of 2017 were slightly over 20,000 with 554 based in urban area and the number of employed staff were 117. Out of the above population of 554 beneficiaries and 117 staffs is where the researcher sampled from.

3.4 Sample size and Sampling Procedure

This researcher intended to use simple random sampling method which is a probability method. Sample size is part of the entire population whose properties are studied to gain information about the whole population (Kasomo, 2007). Sampling is

the process of selecting a number of individuals or objects for a study in such a way that the individuals selected represent the larger group Cooper and Schindler (2006). This section of the research methodology described the sample size for the study and the sampling techniques to be applied to obtain the required sample. The sample indicates the total number of respondents to be selected from the target population.

3.4.1 Sample size

In statistics, a sampling frame is the source material or device from which a sample is drawn. It is a list of all those within a population who can be sampled, and may include individuals, households or institutions (Chandran, 2004). According to Bryman (2008), sampling is the process of selecting individuals for a study in such a way that the individual represents a larger group from which they are selected.

The major criterion used when deciding on the sample size was the extent to which the sample size represents the population. To determine the sample size, the formula recommended by Saunders et al. (2009) was applied in coming up with the sample below. Saunders et al. (2009) argue that that sample size depends on: how confident the researcher wants the estimate to be accurate (the level of confidence in the estimate), how accurate the estimate needs to be (the margin of error), and the proportion of responses expected to have some characteristic. Hence based on the formula by Saunders et al. (2009) for a target population above 10,000 the appropriate sample size was determined as follows:

$$n = (z^2pq)/e^2$$

Where:

n is the minimum sample size required

z is the standard normal deviate that is, 1.96 for .05 margin of error

p is the proportion in the target population estimated to bear the characteristic, recommended to be 50% if there is no estimate available of the proportion in the target population assumed to have the characteristic of interest.

q is the proportion not having the characteristic ($1-p$)

e is the margin of error required (set at 5% in the proposed study)

$$n = \frac{1.96 \times 1.96 \times 0.5 \times 0.5}{0.05 \times 0.05}$$

n=384

If less than 10,000, Saunders et al. (2009) recommend the following adjustment

Adjusted sample size

$$n_f = n / [1 + (n/N)]$$

$$n_f = 384 / [1 + (384/671)]$$

Approx = 244 respondents

Based on the above formula, a sample of 434 staff members was drawn and a sample of 202 beneficiaries as shown in Table 3.1. The sampling points were the head office and field offices within Somalia. According to the recommendations of Saunders et al (2009), the researcher is confident that the numbers as per the table below offer a good representation of the target population.

Table 3.2: Sampling Frame

Sample Strata	Target population	Ratio	Number of respondents
Top management staff	18	0.364	7
Middle level management staff	32	0.364	11
Low level management staff	67	0.364	24
Beneficiaries	554	0.364	202.0
Total	671		244

3.4.2 Sampling Procedures

Sampling is the procedure a researcher uses to gather people, places or objects to study (Kombo et al, 2006). Sampling is a process of selecting individuals or objects from a population such that the selected group contains elements representative of the characteristics found in the entire population (Orodho and Kombo, 2002). According to the recommendations of Saunders et., al (2009), the researcher used the statistical formula to come up with the sample size for the staff and beneficiaries respectively and the numbers. For the purpose of this research, the researcher used random sampling.

3.5 Research Instruments

According to Wilkinson and Birmingham (2003), a questionnaire is one of the most preferred research instruments that gather data over a large sample. In this research, the researcher administered questionnaires to Muslim Aid Somalia head office and

field employees within Somalia. The questionnaires were also administered to beneficiaries who have received aid from Muslim Aid Somalia. The questionnaires were organized in to six sections to cover the background information of the respondents and allow them to respond to both closed and open-ended questions on the dependent and independent variables of the study. The questionnaires were administered by several research assistants using the drop and collect method within a period of one month. The collection procedures were highly monitored to ensure at 100% response rate.

3.5.1 Pilot testing of instruments

Pilot testing refers to putting of the research questions into test to a different study population but with similar characteristics as the study population to be studied (Kumar, 2005). Pilot testing of the research instruments was conducted using project managers of fish farming projects in Machakos County. 20 questionnaires were administered to the pilot survey respondents who were chosen at random. After one day the same participants were requested to respond to the same questionnaires but without prior notification in order to ascertain any variation in responses of the first and the second test. This is very important in the research process because it assists in identification and correction of vague questions and unclear instructions. It is also a great opportunity to capture the important comments and suggestions from the participants. This helped to improve on the efficiency of the instrument. This process was repeated until the researcher is satisfied that the instrument does not have variations or vagueness. The tools and methods employed in research clearly demonstrated how valid and reliable they are.

3.5.2 Validity of Research Instruments

Validity describes the degree to which any measurement instrument succeeds in describing or quantifying what it is designed to measure (Seale, 1999). Validity of research instruments is actually established if the instrument measures exactly what it purports to measure. The questionnaire which is actually the basic instrument of gathering data in this research considered all the measures to be covered in order to ensure validity. Content validity was determined by use of content validity index (CVI). CVI will be obtained by adding up the items rated 3 and 4 by the experts and dividing this sum by the total number of items in the questionnaire. A CVI of more

than 0.7 would therefore be preferable to ensure validity. Oso and Onen (2009), state that a validity coefficient of at least 0.70 is acceptable as a valid research hence the adoption of the research instrument as valid for this study.

The degree to which a test measures what it purports to be measuring. Mesick (2012) pushed for a unified view of validity with integrated evaluative judgment of the degree to which empirical evidence and theoretical rationales support the adequacy and appropriateness of inferences and actions based on test scores. Of importance to construct validity are the theoretical ideas behind the trait under consideration like the concepts that organize how demographic aspects of the interviewees are viewed. The best construct is the one around which we can build the greatest number of inferences, in the most direct fashion. In this study, experts reviewed the questionnaire to ensure it objectively measures what is required, the perceived factors affecting humanitarian emergency response projects.

3.5.3 Reliability of Research Instruments

Patrons (2012) argue that reliability and validity are two factors which any qualitative researcher should be concerned about while designing a study, analyzing results and judging the quality of the study. White (2009) emphasizes the need to build into the research design the concept of reliability and validity. Reliability tries to assess whether another researcher could use the same design and obtain similar findings. According to Mugenda and Mugenda (2009), reliability is the measure of the degree to which a search instrument yields results on data after repeated trials. A reliable instrument is one that yields consistent results when used more than once to collect data from the sample randomly drawn from the sample population.

The questionnaires used had a likert scale items that were responded to. For reliability analysis Cronbach's alpha was calculated by application of SPSS. This involved analyzing the various questions on the likert scale to establish the reliability of the scale used. Cronbach's alpha is the most common measure of internal consistency and reliability. It is most commonly used when you have multiple Likert questions in a survey/questionnaire that form a scale and you wish to determine if the scale is reliable. The value of the alpha coefficient ranges from 0 to 1 and may be used to describe the reliability of factors extracted from dichotomous (that is, questions with two possible answers) and/or multi-point formatted questionnaires or scales.

3.6 Data Collection Procedures

The study employed both primary and secondary data. Primary data was collected using a questionnaire which had both open ended and closed ended questions. The open-ended questions enabled the researcher to collect qualitative data. This was used in order to gain a better understanding and possibly enable a better and more insightful interpretation of the results from the study. The interview guide was made up of two sections. The second part was devoted to the identification of the responses to the influence of perceived factors on the humanitarian emergency response projects where the main issues of the study put into focus. The study was also facilitated by use of secondary data that was extracted from published financial reports of the NGO, articles and papers relating to effects of perceived factors on the humanitarian emergency response projects at Muslim Aid Somalia.

These respondents were better placed in providing required data because they play a leading role in ensuring that they serve the aid beneficiaries. Further, they are better positioned to respond to interview questions because they had first-hand information about the beneficiaries. The interview guides were administered through personal interviews to allow for further probing. The study also employed secondary data to be obtained through review of relevant documents, key among them the organizations reports and other relevant documents.

3.7 Data Analysis Techniques

Data collected was quantitative and qualitative in nature. The descriptive statistical tools helped the researcher to describe the data and determine the extent used. Analysis was done quantitatively and qualitatively by use of descriptive statistics. This included frequency distribution, tables, percentages and mean. In addition, advance statistical techniques (inferential statistics) was also considered. This mainly was regression model to test relationship between independent variables and dependent variable.

Data analysis used statistics package of social science (SPSS) and Microsoft excels percentages, tabulations, means and other central tendencies. Tables were used to summarize responses for further analysis and facilitate comparison. This generated quantitative reports through tabulations, percentages, and measures of central tendency. Cooper and Schindler (2003) note that the use of percentages is important

for two reasons; first they simplify data by reducing all the numbers to range between 0 and 100. Second, they translate the data into standard form with a base of 100 for relative comparisons. In addition, uni-variate and inferential statistics was used to provide generalization of the findings. For this study, the researcher sought to investigate the perceived factors that influence humanitarian emergency response projects at Muslim Aid Somalia.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where: -

Y= Humanitarian Emergency Project Response

β_0 =constant

$\beta_1, \beta_2, \beta_3$ and β_4 = regression coefficients

X_1 = Effective Communication

X_2 = Community Involvement

X_3 = Coordination with Central Government

X_4 = Management of Aid Resources

ε =Error Term

3.8 Ethical Issues in Research

Before the start of the interview sessions with respondents, the researcher and research assistants adequately briefed about the aim of the study. This was done to avoid any misunderstandings that could crop up during the interview about the purpose of the research. Respondents were then interviewed at their own consent. During the entire study confidentiality of the respondents was highly maintained. During the entire research, respondents' anonymity was guaranteed.

3.9 Operationalization of the Variables

A variable is an empirical property that can take two or more values. It is any property that can change, either in quantity or quality (Mugenda and Mugenda, 1999). A dependent variable is a variable whose outcome depends on the manipulation of the independent variables. In this study the dependent variable was humanitarian emergency projects response. Independent variable on the other hand was a variable that is manipulated to cause changes in the dependent variable (Allen et al., 1995). In this study the independent variables were effective communication, community

participation and involvement, coordination with central government and management of aid resources.

An operational definition describes how the variables are measured and defined within the study. It is a description of a variable, term or object in terms of the specific process or set of validation tests used to determine its presence and quantity. It is generally designed to model a conceptual definition. A nominal scale was used to investigate the various variables in the study (Allen et al., 1995).

Table 3.3: Operationalization of Variables

Objective	Variable	Indicators	Measure	Scale of Measurement	Technique of Data Analysis	Tool of Analysis
Improved humanitarian emergency projects response	Humanitarian emergency projects response	Timely response to emergencies Decreased mortality Increased productivity Increased household income Increased donor funding	Better environment for economic activity	Nominal	Descriptive	Linear regression model
To determine how effective communication influences humanitarian emergency projects' response	Communication	Language barrier Improved response More feedback	Faster response in humanitarian crisis	Nominal	Descriptive	Linear regression model
To establish how community involvement and participation influences humanitarian emergency projects' response	Community involvement & participation	Increased cooperation Community contribution	Increased contribution by the local community	Nominal	Descriptive	Linear regression model
To examine how coordination with central government influences humanitarian emergency projects response	Coordination with central government	Improved government collaboration Government contribution	Increased contribution by the government	Nominal	Descriptive	Linear regression model
To assess the extent to which management of aid resources influences humanitarian emergency response.	Management of Aid resources	Management accountability Corruption	Increased efficiency and aid outreach	Nominal	Descriptive	Linear regression model

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents the study findings which has been discussed based on themes from objectives. The thematic areas include: questionnaire return rate, demographic information about the respondents discusses the interpretation and presentation of the findings obtained from the field. The chapter presents the background information of the respondents, Humanitarian emergency project response, Effective communication and Humanitarian emergency project response, Community involvement and participation and Humanitarian emergency projects response, Coordination with central government and Humanitarian emergency project response and Management of aid resources and Humanitarian emergency projects response.

4.2 Questionnaire Return Rate

The study administered questionnaires to fill for data collection to help achievement of the objectives. The results are presented in Table 4.1.

Table 4.1: Questionnaire Return Rate

Category	Questionnaires Administered	Questionnaires filled & Returned	Percent
Beneficiaries	202	183	90.6
Top management staff	7	7	100.0
Middle level management staff	11	9	81.8
Low level management staff	24	21	87.5
Total	244	220	90.2

The study sample size of 244 respondents from which 220 responded by filling in and returning the questionnaires making a response rate of 90.2%. This response rate was satisfactory to make conclusions for the study based on Mugenda and Mugenda (2003) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. Based on the assertion, the response rate was adequate to enable the study to continue.

4.3 Demographic Information of the Respondents

This section focuses on the demographic information of the respondents including the gender, association with Muslim Aid Somalia, highest level of education attained, service/working period have worked within Somalia and nationality. These are discussed in the subsequent themes.

4.3.1 Distributions of the Respondents by Gender

The respondents were required to indicate their gender. This will ascertain that whether the researcher was biased in data collection and also establish who among the males and females participated more in the data collection. Their responses were as shown in Table 4.2.

Table 4.2: Distributions of the Respondents by Gender

Gender	Frequency	Percent
Male	47	21.4
Female	173	78.6
Total	220	100

From the research findings, most of the respondents as shown by 173(78.6%) are females while 21.4% (47) were male. This shows that the study obtained more information from female respondents since females are more vulnerable to disasters. However, there were a few male respondents who responded to the questionnaires making the data obtained to be from a wide scope on gender basis.

4.3.2 Association with Muslim Aid Somalia

The respondents were required to indicate their association with Muslim Aid Somalia. Their responses were as shown in Table 4.3.

Table 4.3: Association with Muslim Aid Somalia

Variables	Frequency	Percent
Staff	37	30.5
Beneficiary	183	69.5
Total	220	100

From the research findings, most of the respondents as shown by 183(69.5%) are beneficiaries while the rest are staff as shown by 37(30.5%). This shows that the study obtained more information from beneficiaries' respondents since they are the target of Muslim Aid Somalia. This implies that the data obtained was from a wide scope since both the staff and beneficiaries were considered in data collection.

4.3.3 Distributions of the Respondents by Highest Education Level Attained

The respondents were required to indicate their highest level of education attained. This information was important since it will establish the capability of the respondents to respond to the questionnaires and how reliable the information obtained would be. Their responses were as shown in Table 4.4.

Table 4.4: Distributions of the Respondents by Highest level of education attained

Education levels	Frequency	Percent
Certificate	51	26.1
Graduate	62	29.4
Diploma	73	29.5
Post Graduate	28	14.0
Total	220	100.0

From the research findings, most of the respondents as shown by 73(28.7%) had diploma qualification, 62(29.5%) were graduates, 51(26.1%) had certificates and 28(14.0%) were post graduates. This implies that majority of the respondents were well educated which implies that they were in a position to clearly understand the subject under investigation and clearly give out their response effortlessly. This is an indication that the information that the respondents provided was reliable. This also implies that given that 169(73.9%) are diploma holders, the information acquired are accurate.

4.3.4 Distributions of the Respondents based on Service/Working Period You Have Worked within Somalia

The respondents were required to indicate service/working period they have worked within Somalia. Information on work experience will establish whether the respondents are in better positions to respond to the questionnaires. Their responses were as shown in Table 4.5.

**Table 4.5: Distributions of the Respondents based on Service/Working Period
Within Somalia**

Years worked bracket	Frequency	Percent
0 - 5 years	6	16.22
6 - 10 years	16	43.24
11 - 15 years	11	29.73
15 years and above	4	10.81
Total	37	100.00

From the research findings, most of the respondents as shown by 16(43.24%) had worked 6-10 years, 4(10.81%) had worked for 15 years and above whereas 6(16.22%) had worked a maximum of 5 years and 11(29.73%) worked for 11-15 years. This implies that most of the respondents had served the organization for a considerable period of time which implies that they were in a position to give credible information and respond to emergency faster.

4.3.5 Distributions of the Respondents by Nationality

The respondents were required to indicate their nationality. Their responses were as shown in Table 4.6.

Table 4.6: Respondents by Nationality

Nationality of the Respondents	Frequency	Percent
Djibouti	6	2.7
Ethiopia	10	4.5
Kenya	21	9.5
Somalia	183	83.2
Total	220	100.0

From the research findings, most of the respondents as shown by 183(83.2%) are from Somalia, 21(9.5%) Kenyans, 10(4.5%) Tanzanian and 6(2.7%) are from Uganda. This implies that most of the respondents are from Somalia which implies that they were able to give credible information because the organization carries its projects in Somalia.

4.4 Statistical assumptions for Reliability Tests

A pilot study was carried out to determine reliability of the questionnaires. The pilot study involved the sample respondents.

Table 4.7: Reliability Analysis

Variables	Number of Items	Cronbach's Alpha
Effective communication	5	0.830
Management of aid resources	8	0.910
Coordination with central government	4	0.789
Community involvement	6	0.865

Reliability analysis was subsequently done using Cronbach's Alpha which measured the internal consistency by establishing if certain item within a scale measures the same construct. Gliem and Gliem (2003) established the Alpha value threshold at 0.7, thus forming the study's benchmark. The table shows Management of aid resources had the highest reliability ($\alpha= 0.930$), followed by Community involvement ($\alpha=0.865$), Effective communication ($\alpha=0.830$), and Coordination with central government ($\alpha=0.789$). This illustrates that all the four variables were reliable as their reliability values exceeded the prescribed threshold of 0.7.

4.5 Effective Communication and Humanitarian Emergency Project Response

The respondents were asked to indicate the extent to which the following communication issues affect humanitarian emergency projects response at Muslim Aid Somalia. The opinions were based on a five point likert scale of 1-5 Where: **VSE**- To very small extent; **SE**-To a small extent; **ME**-To a moderate extent; **GE**- To a Great Extent and **VGE**- To a Very Great Extent. Their responses were as shown in Table 4.8.

Table 4.8: Statements on Effective Communication

Statements	VSE	SE	ME	GE	VGE	Mean	Std. Dev.
Language barrier affect humanitarian emergency projects response	0(0%)	9(4.1%)	90(40.9%)	55(25%)	66(30%)	3.8091	.94599
Feedback affect humanitarian emergency projects response	0(%)	39(17.7%)	73(33.2%)	86(39.1%)	22(10%)	3.4091	.94599
The media used in plays a key role in the humanitarian emergency response projects.	11(5%)	83(37.7%)	60(27.3%)	65(29.5%)	1(0.5%)	2.8136	.42394
Improved response affect humanitarian emergency projects response	34(15.5%)	102(46.4%)	44(20%)	39(17.7%)	1(0.5%)	2.4136	.42394
Composite Mean and Standard deviation						3.1114	0.6850

As per the findings, language barrier greatly affects humanitarian emergency projects response as indicated by a mean of 3.8091 followed by more feedback as indicated by a mean of 3.4091. Also, the media used in rarely plays a key role in the humanitarian emergency response projects as indicated by a mean of 2.8136 and improved response as indicated by a mean of 2.4136. This implies that language barrier greatly affects humanitarian emergency projects response which is a result the organization carries its projects in Somalia.

On the question on how effective communication influence humanitarian emergency projects response, the respondents indicated that; In an effective communication, it is highly influence that the emergency profit response profit becomes I deal one for that it maintain a good common ground of achievements, communication plays an important role with effect humanitarian responses, effective communication takes part in the proper implementation of emergency response project in Somali as it helps managing bodies get the right information for better planning, prioritize planning, minimize miscommunication and the plan communication and import role with effect humanitarian responses, communicating effectively and influence perfect environment, to plan priority and minimizing miscommunication, it helps planning and implementation improve, provides project the right feedback and improves participative approach, helps beneficiaries to know their entitlement that is given by any organization time of delivery of food and other primary needs.

On the question how can better feedback improve humanitarian emergency projects response, the respondents showed that Feedback improves to the response of needs, emergency notification message, feedback of the response needs, helps improve the project response because it provides necessary information to implanting agency and stakeholders help understand beneficiaries' perceptions, produce a good procedure that preserves the establishment of safety and wellbeing

It improves in different aspects in shows where improvement is highly needed within the organization, lessons are learnt which is important for future programming and evaluating the correctness of the response and feedback gives positive impact to expected results.

The respondents were also asked to indicate whether barriers to communication influence humanitarian emergency projects response. Their replies were as shown in Table 4.9.

Table 4.9: Barriers to Communication and Humanitarian Emergency Projects

Response		
Responses	Frequency	Percent
Yes	113	54.5
No	105	45.5
Total	220	100.0

Majority of the respondents as shown by 113(54.5%) indicated that there are barriers to communication influence humanitarian emergency projects response while others disagreed as shown by 105(45.5%).

On the question on whether communication influence humanitarian emergency projects response, for respondents who said yes they indicated that barriers to communication influence the humanitarian response, getting the right message to right people, get the right message to the people right, inappropriate perception and misunderstanding, it lowers response rate, right beneficiaries may not be reached due to language barrier challenge to facilitate successful implementation and establishing good relationship to partners.

4.6 Community Involvement and Participation and Humanitarian Emergency Projects Response

The respondents were asked to indicate the extent to which the following communication issues affect humanitarian emergency projects response at Muslim Aid Somalia. The opinions were based on a five point likert scale of 1-5 Where: **VSE**- To very small extent; **SE**-To a small extent; **ME**-To a moderate extent; **GE**- To a Great Extent and **VGE**- To a Very Great Extent. Their responses were as shown in Table 4.10.

Table 4.10: Statements on Community Involvement and Participation

Statements	VSE	SE	ME	GE	VGE	Mean	Std. Dev.
Cooperation in decision making affect humanitarian emergency projects response	0(0%)	1(0.5%)	82(37.3%)	117(53.2%)	20(9.1%)	3.7091	.94599
Numbers of members involved affect humanitarian emergency projects response?	0(0%)	12(5.5%)	95(43.2%)	103(46.8%)	10(4.5%)	3.5046	.94599
Community involvement & participation plays a key role in the humanitarian emergency response projects.	0(0%)	23(10.5%)	89(40.5%)	102(46.4%)	6(2.7%)	3.4136	.42394
Community contribution affect humanitarian emergency projects response	0(0%)	16(7.3%)	86(39.1%)	93(42.3%)	25(11.4%)	2.5736	.42394
Community meetings affect humanitarian emergency projects response	72(32.7%)	94(42.7%)	54(24.5%)	0(0%)	0(0%)	1.9136	.42394
Composite Mean and Standard deviation						3.0229	0.63276

The findings showed that cooperation in decision making greatly affect humanitarian emergency projects response as shown by a mean of 3.7091 followed by numbers of members involved as shown by a mean of 3.5046. Also, Community involvement and participation plays a key role in the humanitarian emergency response projects as shown by a mean of 3.4136. However, community contribution rarely affects humanitarian emergency projects response as shown by a mean of 2.5736 and community meetings as shown by a mean of 1.9136. This implies that cooperation in decision making greatly affect humanitarian emergency projects response which is a result the organization carries its projects in Somalia.

On the question how community involvement and participation influence humanitarian emergency projects response, the respondents indicated that it regulate awareness, supporting on time, addressing an issue if any training and workshops and should be clear about the objectives and what you meant to cover, minimize the negative impact and miscommunication, recognize perspective, avoid stereotyping your audience, time your message appropriately, to understanding the needs of your audience and beneficiaries and also find your message appropriately proper beneficiaries mobilizations and engaging staff who know the dialect of the affect population, it can be reduced by conducting community mobilization and sensitization, employing more staff who knows the language of the effected population, campaign awareness of beneficiary and staff who have knowledge of affected language of the population, community mobilizations and engaging staff who understand the language of the affected population, correct staffing, employing staff that understand the language of the target beneficiaries, engaging staff that a familiar with the dialect of the affected population, awareness in common, reporting on timely manner and capacity building to promote the audiences, should be clean about the objectives and what you want to convey understand the needs of the beneficiaries and sensitive towards the needs of your beneficiary.

On the question on how does community contribution influence humanitarian emergency projects response, the respondents indicated that it enhances and improves the quality of protect responses and the sustainability of long testing benefits, contribute directly in maintaining labour and material, it participates planning and implementation, mobilize the resource people gain in greater control and determination of the project, to contribute directly in maintaining labor and materials, to promote the ideal of project responses and the sustainability development, resource mobilization, people gain greater control and determination of the project, people to gain greater control and resource mobilization, they bring human resource and help project design and implementation, it influences and increases, project importance and positive impact, they bring their input and that helps project achieve its goals, their contributed is looking for sacrifice and long life and development sustainable, system and service delivery response this includes individual preparedness, planning continues process, developing and organizing and exercising to evaluate the any ongoing project responses, communities can contribute for access of need assessment,

sharing ideas, in my opinion can contribute ideas for facts live in the community and there needs, to develop continuous process, developing and organization to evaluate desired project responses, is especially important in emergency situation/response, like training participative forma/ or informal training activities to enhance communication, construction.

The respondents were also asked to indicate whether an increase in numbers of community participants influence humanitarian emergency projects response. Their replies were as shown in Table 4.11.

Table 4.11: Increase in numbers of community participants influence humanitarian emergency projects response

Responses	Frequency	Percent
Yes	145	65.9
No	75	34.1
Total	220	100

Majority of the respondents as shown by 145(65.9%) agreed that an increase in numbers of community participants influence humanitarian emergency projects response while 75(34.1%) of the respondents disagreed.

On the question whether an increase in numbers of community participants influence humanitarian emergency projects response, for the respondents who said yes they indicated that community participation increases the influence of humanitarian emergency response profits for that they make a lot of input of; ideal expression of community interest; public awareness of interred works, common ground of interest, loan on results, identify key groups and individuals that can be activity involved, encourage and develop self-reliance, participation the community solving problems (active), groups identification and individuals activities in an active involvement, take part the participation the community solving problems, and encourage and develop self-reliance, beneficiary participation at the target community solving their own problems, participate of beneficiaries at community project to solve their own problems, increase input and positive results and to identify key stakeholders among interest of different people from within the effected population.

4.7 Coordination with Central Government and Humanitarian Emergency Project Response

The respondents were asked to indicate the extent to which the following communication issues affect humanitarian emergency projects response at Muslim Aid Somalia. The opinions were based on a five point likert scale of 1-5 Where: **VSE**- To very small extent; **SE**-To a small extent; **ME**-To a moderate extent; **GE**- To a Great Extent and **VGE**- To a Very Great Extent. The responses were as shown in Table 4.12.

Table 4.12: Statements on Coordination with Central Government

Statements	VSE	SE	ME	GE	VGE	Mean	Std. Dev.
Government collaboration affect humanitarian emergency projects response	0(0%)	1(0.5%)	71(32.3%)	98(44.5%)	50(22.7%)	3.8991	.94599
Funding by government affect humanitarian emergency projects response?	0(0%)	20(9.1%)	85(38.6%)	99(45%)	16(7.3%)	3.5091	.94599
Coordination with central government plays a key role in the humanitarian emergency response projects.	0(0%)	18(8.2%)	94(42.7%)	98(44.5%)	10(4.5%)	3.4526	.34394
Government contribution affect humanitarian emergency projects response	21(9.5%)	98(44.5%)	90(40.9%)	11(5%)	0(0%)	2.4132	.42654
Composite Mean and Standard deviation						3.3185	0.6656

The findings indicate that government collaboration greatly affect humanitarian emergency projects response as indicated by a mean of 3.8991 and that funding by government affect humanitarian emergency projects response as indicated by a mean of 3.5091. Moreover, coordination with central government plays a key role in the humanitarian emergency response projects as indicated by a mean of 3.4526 but rarely does government contribution affect humanitarian emergency projects response as indicated by a mean of 2.4132. This implies that government collaboration greatly

affects humanitarian emergency projects response which is a result the organization carries its projects in Somalia.

On the question whether coordination with central government affect humanitarian emergency projects response, the respondents showed that there may be restrictions over the ongoing project activities said that are of jurisdiction, limiting the expansion of any intended activities, political book lash, information shrine collaboration joint strategic planning, coordination with central government improves and positively affects humanitarian project response, as stakeholder status at every stage of the emergency response, collaboration joints strategic planning and information sharing, for restrictions are at the ongoing activities of the project like limitation of the expression of any intended activities. Moreover, the status of the stakeholders of stage of the emergence response, community status at stage of the emergency response, they coordinate activities, monitor and provide guidelines, affects because it makes project under supervision, government provides legal framework guidelines and helps prioritization, process gathering resource and acting upon the problem immediately better understanding, effectiveness to coordinate and save efforts to yield good results, to effectively coordinate and produce an ideal outcome and it helps to avoid resource duplication.

On the question whether the government of Somalia contribute funds or otherwise to humanitarian emergency projects response, the respondents said no they indicating that at emergency periods then, droughts floods provide coordination of the humanitarian agencies, as far as I know the government of Somalia does not contribute funds to emergency responses, take the lead role of active partnership and coordination activism, to provide coordination of the humanitarian agencies and emergency periods in the droughts, effectively taking the lead of role of active partnership and coordination activities, the overall taking the lead role or active partnership and coordination activities and to avoid duplication and coordinate strongly among partners and they have emergency contingency plan and pool of resources which is ready for dispatch.

4.8 Management of Aid Resources and Humanitarian Emergency Projects

Response

The respondents were asked to indicate the extent to which the following communication issues affect humanitarian emergency projects response at Muslim Aid Somalia. The opinions were based on a five point likert scale of 1-5 Where: **VSE**- To very small extent; **SE**-To a small extent; **ME**-To a moderate extent; **GE**- To a Great Extent and **VGE**- To a Very Great Extent. Their responses were as shown in Table 4.13.

Table 4.13: Statements on Management of Aid Resources

Statements	VSE	SE	ME	GE	VGE	Mean	Std. Dev.
Funds management affect humanitarian emergency projects response	0(0%)	1(0.5%)	82(37.3%)	110(50%)	27(12.3%)	3.7409	.93981
Costs affect humanitarian emergency projects response	0(0%)	21(9.5%)	120(54.5%)	69(31.4%)	10(4.5%)	3.3091	.94599
Management accountability affect humanitarian emergency projects response	79(35.9%)	88(40%)	53(24.1%)	0(0%)	0(0%)	1.8818	.36344
Management of aid resources plays a key role in the humanitarian emergency response projects.	184(83.6%)	25(11.4%)	11(5%)	0(0%)	0(0%)	1.2136	.42394
Composite Mean and Standard deviation						2.5364	0.6683

From the finding it is evident that funds management greatly affects humanitarian emergency projects response as indicated by a mean of 3.7409 and moderately costs affect humanitarian emergency projects response as indicated by a mean of 3.3091. Additionally, management accountability affects humanitarian emergency projects response as indicated by a mean of 1.8818 and management of aid resources plays a key role in the humanitarian emergency response projects as indicated by a mean of

1.2136. This implies that funds management greatly affects humanitarian emergency projects response which is a result the organization carries its projects in Somalia.

On the question on the influence of management of aid resources on humanitarian emergency projects response, the respondents indicated that to pave the way the confirmation of projects and resulting good image of success, enough situation analysis, the kind of management of resources do influence responses, proper management with qualified staff, regular supervision, to preserve the continuation of any projects and resulting good image of success, regulating supervision and proper management with competence staff, priority and planning is decided through project management go it influences, management of aid resource influences humanitarian emergency project as it causes and provides guidance, shortage resources for the emergency projects or programme and short term, helps to respond immediately during emergency, it helps to be accountable to donors and have surplus for responding to emergencies, to pave the way the continuation of any projects and resulting good image of success.

The respondents were also asked to indicate whether an increase in numbers of community participants influence humanitarian emergency projects response. Their replies were as shown in Table 4.14.

Table 4.14: Management of aid resources should be improved in your organization

Responses	Frequency	Percent
Yes	117	56.1
No	103	40.6
Total	220	100.0

Majority of the respondents as shown by 117(56.1%) agreed that the management of aid resources should be improved in the organization while 103(40.6%) of the respondents were comfortable with current management.

On the question whether the management of aid resources should be improved in the organization, the respondents who said yes showed that Resources generation through individual and community at large. Further community engagement participation, developing target criteria, clean policy and proceedings, positive accountability, positive accountability and clean policies and procedures, relief phase is profound in

the immediate after of the disaster and as soon as access is restored, to make sure resource are available in case of need, it creates good leadership when changes happen within the organization, to be able to have readily report during emergencies, to have ready goods for dispatch during emergency resources should be managed properly, helps in transparency and more beneficiaries will be reached during emergency, as always management of aid resources should be improved to improve emergency responses, foster community enlargement participation, Developing target criteria, Conduct monitoring and evaluation.

4.9 Humanitarian Emergency Project Response

The respondents were asked to indicate the extent to which the following communication issues affect humanitarian emergency projects response at Muslim Aid Somalia. The opinions were based on a five point likert scale of 1-5 Where: **VSE**- To very small extent; **SE**-To a small extent; **ME**-To a moderate extent; **GE**- To a Great Extent and **VGE**- To a Very Great Extent. Their responses were as shown in Table 4.15.

Table 4.15: Statements on Humanitarian Emergency Project Response

Statements	VSE	SE	ME	GE	VGE	Mean	Std. Dev.
Muslim Aid Somalia decrease mortality among Communities it helps	0(0%)	1(0.5%)	76(34.5%)	100(45.5%)	43(19.5%)	3.8409	.93981
Muslim Aid Somalia increase household incomes among communities it aids?	0(0%)	17(7.7%)	88(40%)	101(45.9%)	14(6.4%)	3.5409	.93981
Muslim Aid Somalia plays a key role in humanitarian emergency response.	6(2.7%)	40(18.2%)	134(60.9%)	32(14.5%)	8(3.6%)	2.9818	.36344
Muslim Aid Somalia increase productivity among the community it helps	0(0%)	21(9.5%)	102(46.4%)	89(40.5%)	8(3.6%)	2.3818	.38436
Muslim Aid Somalia increase donor funding to the needy communities	98(44.5%)	62(28.2%)	59(26.8%)	1(0.5%)	0(0%)	1.8318	.39316
Composite Mean and Standard deviation						2.9154	0.6591

From the finding it is evident that Muslim Aid Somalia greatly decrease mortality among Communities it helps as shown by a mean of 3.8409 followed by increase in household incomes among communities it aid as shown by a mean of 3.5409 and that Muslim Aid Somalia plays a key role in humanitarian emergency response as shown by a mean of 2.9818. However, they Muslim Aid Somalia rarely increase productivity among the community it helps as shown by a mean of 2.3818 and Muslim Aid Somalia rarely increase donor funding to the needy communities as shown by a mean of 1.8318.

The respondents were also asked to indicate whether they think that Muslim Aid Somalia can improve on its humanitarian emergency response projects. Their replies were as shown in Table 4.16.

Table 4.16: Whether Muslim Aid Somalia can improve on its Humanitarian Emergency Response Projects

Responses	Frequency (+)	Percent (%)
Yes	111	43.7
No	109	42.9
Total	220	100.0

Majority of the respondents as shown by 43.7% Muslim Aid Somalia can improve on its humanitarian emergency response projects but 42.9% respondents are satisfied with the organization humanitarian emergency response projects.

On the question how Muslim Aid Somalia respond to humanitarian emergency projects response, the respondents indicated that Muslim Aid Somalia responds to humanitarian emergency project response by the appropriate channel of communication of all levels and ideal feeding the sources, all staff should be briefed the project response and evaluation review, implements emergency, response programmes by providing food, NFI, medicine, interaction cooperation with direct observation, show sense of ownership, the employees should be briefed the project responses and evaluation review, to influence of cooperation with direct observation and display the sense of ownership, they follow humanitarian principles to implement humanitarian emergency response, provide material assistance with humanitarian purpose during the crisis of the primary objectives to safe life, alleviate suffering, proper timing with other actors during response to emergencies. It collects rapid response assessment and based on the fact obtained thus emergency response project is implemented, it provides urgent humanitarian assistance to local communities whenever need is there.

On the question whether Muslim Aid Somalia can improve on its humanitarian emergency response projects the respondents showed that boosting more funding, developing newly emerged needs, and building perfect blocks for sustainability programs, emergency planning and to identify the capacity of needs to deliver effective quality, modalities should be alternatively improved, available resources, to emergency planning and to identify the capacity of needs to deliver effective quality, to developing new emerged needs and to boosts more resources of funding and the like, by constantly building, capacity of staff implementing emergency response, they

need to improve to catch up with the changing dynamics of humanitarian trend, full participation of all the community at large and producing ideal results and they can improve its humanitarian emergency responses if they try to reach out more households by conducting more focus group discussion and get more ideas from that community, they can improve by boosting involvement and proactively reaching out donors, and working with local communities and to establish readiness to improve to the extreme events, Emergency planning, To identify the capacity needs to deliver effective quality.

On the question on comment of interest to the research regarding whether Muslim Aid Somalia can improve on its humanitarian emergency response projects the respondents indicated that Going concerns and fore sable future of the ongoing programs and project responses and interacting the sustainability ones, to understand the strength and area of improvement, sense and feeling community solidarity in full participation in the project of emergency response, to understand the strength and area of implementation, to contribute the sustainability responses projects, and resulting future outcomes, display the sense and feeling community solidarity and network in full participation in the project of emergency responses, to show, display the feeling and sense of community networking in the participations to all aspect of project emergency responses, organization has to continue to relieve and safe the suffering humanity, ability to maintain to deal the most important time, continuation for sustainability, and resulting future trending outcomes, understand the strength and area of improvement, ability to priorities' are of emergency and review the process and share of value and strong consensus about what is the concern.

4.10 Regression Analysis

This was done to determine the relation between effective communication, community involvement, coordination with central government and management of aid resources as the independent variables against the dependent variable humanitarian emergency projects response. Results were as shown in Table 4.17, 4.18 and 4.19.

Table 4.17: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.846	0.716	0.711	1.052

These study results, Table 4.17 is a model fit which establish how fit the model equation fits the data. The adjusted R² was used to establish the predictive power of the study model and it was found to be 0.716 implying that 71.1% of the variations in humanitarian emergency projects response are explained by changes in effective communication, community involvement, strategy coordination with central government and management of aid resources.

Table 4.18: Analysis of Variance (ANOVA)

Model	Sum of Squares	Df	Mean Square	F	Sign.
Regression	608.032	4	152.008	135.577	1.28E-57
Residual	241.056	215	1.121		
Total	849.088	219			

The probability value of 0.000 does indicate that the regression relationship was highly significant in predicting how the effective communication, community involvement, strategy coordination with central government and management of aid resources affected performance of public institutions in Kenya. F calculated at 5 per cent level of significance is 152.008 which is greater than the F-critical (value = 2.531) and p-value was less than 0.05, thus the overall model is significant.

Table 4.19: Regression Coefficient

	Un standardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	0.864	0.112		7.714	.000
Effective communication	0.895	0.393	0.721	2.277	.023
Community involvement	0.617	0.244	0.564	2.529	.012
Strategy coordination with central government	0.675	0.239	0.618	2.824	.005
Management of aid resources	0.579	0.178	0.429	3.253	.001

The regression equation obtained from this outcome was: -

$$Y = 0.864 + 0.895X_1 + 0.617X_2 + 0.675X_3 + 0.579X_4$$

As per the study results, it was revealed that if all independent variables were held constant at zero, then the humanitarian emergency projects response will be 0.864. From the findings the study revealed that any unit increase in organizational effective communication would lead to 0.895 increase in the humanitarian emergency projects response. The variable was significant since $p=0.028$ is less than 0.05. This agrees with Collins and Porras (2012) who argues that content of the organizational effective communication must be sensible and clearly understood by organizational members; content without clarity is ineffective. The study further revealed that a unit change in community involvement would lead to 0.617 units change in humanitarian emergency projects response. The variable was significant since $p\text{-value}=0.015 < 0.05$. This is in line with Gurol and Capan (2010).

Moreover, the study showed that if all other variables are held constant, a unit change in the score of strategy strategy coordination with central government would lead to a 0.675 change in humanitarian emergency projects response. This variable was significant since $p=0.007$ was less than 0.05. These findings correlate with Buchanan *et al.* (2014) who notes that institutionalization encompasses the actions surrounding keeping changes that are effective in place after sustainability.

Finally, the study revealed that a unit change in management of aid resources would change the humanitarian emergency projects response by 0.579. This variable was significant since $p\text{-value}=0.002$ was less than 0.000. This is in line with Amot (2015). Overall, organizational effective communication strategy had the greatest effect on humanitarian emergency response projects followed by strategy coordination with central government strategy then community involvement strategy while management of aid resources strategy had the least effect on the humanitarian emergency projects response. All variables were significant since $p\text{-values}$ were less than 0.05.

CHAPTER FIVE
SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND
RECOMMENDATIONS

5.1 Introduction

This chapter presents the study findings in terms of summary of findings, conclusions and recommendations.

5.2 Summary of the Findings

5.2.1 Effective Communication and Humanitarian Emergency Projects Response

The study sought to show effect of effective communication on humanitarian emergency project response. The study found that study revealed that any unit increase in organizational effective communication would lead to 0.895 increase in the humanitarian emergency projects response. As per the findings, language barrier greatly affects humanitarian emergency projects response as indicated by a mean of 3.8091 followed by more feedback. Also, the media used in rarely plays a key role in the humanitarian emergency response projects as indicated by a mean of 2.8136 and improved response.

5.2.2 Community Involvement and Humanitarian Emergency Projects Response

The study sought to show effect of community involvement and participation on humanitarian emergency projects response. The study found that revealed that a unit change in community involvement would lead to 0.617 units change in humanitarian emergency projects response. The findings showed that cooperation in decision making greatly affect humanitarian emergency projects response as shown by a mean of 3.7091 followed by numbers of members involved as shown by a mean of 3.5046. Also, Community involvement and participation plays a key role in the humanitarian emergency response projects. However, community contribution rarely affects humanitarian emergency projects response and community meetings.

5.2.3 Coordination with Central Government and Humanitarian Emergency Projects Response

The study sought to show effect of coordination with central government on humanitarian emergency project response. The study found that a unit change in the score of strategy coordination with central government would lead to a 0.675 change in humanitarian emergency projects response. The findings indicate that government collaboration greatly affect humanitarian emergency projects response as indicated by a mean of 3.8991 and that funding by government affect humanitarian emergency projects response as indicated by a mean of 3.5091. Moreover, coordination with central government plays a key role in the humanitarian emergency response projects but rarely does government contribution affect humanitarian emergency projects response.

5.2.4 Management of Aid Resources and Humanitarian Emergency Projects Response

The study sought to show the effect of management of aid resources on humanitarian emergency projects response. The study found that unit change in management of aid resources would change the humanitarian emergency projects response by r of 0.579. From the finding it is evident that funds management greatly affects humanitarian emergency projects response as indicated by a mean of 3.7409 and moderately costs affect humanitarian emergency projects response as indicated by a mean of 3.3091. Additionally, management accountability affect humanitarian emergency projects response and management of aid resources plays a key role in the humanitarian emergency response projects.

5.3 Discussion

This section discusses the research findings relative to the related previous studies reviewed. It compares and contrast them on their level of concurrence.

5.3.1 Effective Communication and Humanitarian Emergency Projects Response

The study sought to show effect of effective communication on humanitarian emergency project response. As per the findings, language barrier greatly affects humanitarian emergency projects response followed by more feedback. Also, the

media used in rarely plays a key role in the humanitarian emergency response projects and improved response. This concurs with GHA (2010) who presents arguments to emphasis that humanitarian needs and the response to it is complex and varied and not without its confusion. It involves a plethora of actors, international and national, large and small, organizations with complex global mandates and organizations that serve a community or neighborhoods. Effective communication is a disciplined effort that produces fundamental decisions and actions that shape and guides stakeholders on what an organization is about, who it serves, what it does, and why it does it, with a focus on the future (Jones, 2011).

5.3.2 Community Involvement and Humanitarian Emergency Projects Response

The study sought to show effect of community involvement and participation on humanitarian emergency projects response. The findings showed that cooperation in decision making greatly affect humanitarian emergency projects response followed by numbers of members involved. Also, Community involvement and participation plays a key role in the humanitarian emergency response projects. However, community contribution rarely affects humanitarian emergency projects response and community meetings. These findings corelate with Weil (2001) in his literature suggests that collaborative efforts between the implementing agencies and the affected communities during complex emergencies have always been met with positive results. Interaction with the communities seems to have a positive effect since donor organizations can get necessary feedback for implementation for current and future emergency projects.

5.3.3 Coordination with Central Government and Humanitarian Emergency Projects Response

The study sought to show effect of coordination with central government on humanitarian emergency project response. The findings indicate that government collaboration greatly affect humanitarian emergency projects response and that funding by government affect humanitarian emergency projects response. Moreover, coordination with central government plays a key role in the humanitarian emergency response projects but rarely does government contribution affect humanitarian emergency projects response. These findings concur with Wong (2012) who

investigated humanitarian Coordination and Response among International Partnerships in Face of Natural Disasters. These features demonstrate that in an environment of trust and openness, strong cluster coordination can empower leadership and help leverage the full range of existing capacities, resulting in an effective response.

5.3.4 Management of Aid Resources and Humanitarian Emergency Projects

Response

The study sought to show the effect of management of aid resources on humanitarian emergency projects response. From the finding it is evident that funds management greatly affects humanitarian emergency projects response and moderately costs affect humanitarian emergency projects response. Additionally, management accountability affect humanitarian emergency projects response and management of aid resources plays a key role in the humanitarian emergency response projects. These findings are in line with Bhargara (2003) who states that management aid resource is central to project implementation in any organization. Managers in the NGO should strive to create an environment in which others are motivated to put in their best. It is incumbent upon the project leader in the NGO's to provide direction and purpose for the organization and to carry everyone along with her/him. The project manager must get commitment of his team members.

5.4 Conclusion

The study found that language barrier greatly affects humanitarian emergency projects response followed by more feedback. Also, the media used in rarely plays a key role in the humanitarian emergency response projects and improved response.

The study showed that cooperation in decision making greatly affect humanitarian emergency projects response followed by numbers of members involved. Also, Community involvement and participation plays a key role in the humanitarian emergency response projects. However, community contribution rarely affects humanitarian emergency projects response and community meetings. The study indicated that government collaboration greatly affects humanitarian emergency projects response and that funding by government affect humanitarian emergency projects response. Moreover, coordination with central government plays a key role in

the humanitarian emergency response projects but rarely does government contribution affect humanitarian emergency projects response. The study found that is evident that funds management greatly affects humanitarian emergency projects response and moderately costs affect humanitarian emergency projects response. Additionally, management accountability affect humanitarian emergency projects response and management of aid resources plays a key role in the humanitarian emergency response projects.

5.5 Recommendation

Based on the findings of this study and the conclusion made, the study makes the following recommendations for the perceived factors that influence humanitarian emergency Projects' response in Somalia.

The study recommends that there is need to increase training and awareness on humanitarian emergency projects' response processes and procedures through formal training and in-service training to keep them updated in the field. The Humanitarian emergency projects' response activities should be allocated enough resources and facilities so as to enhance implementation. There is need to implement the existing humanitarian emergency projects' response framework in carrying out activities so as to align various activities to standard protocols which many county governments have failed to adhere to.

Moreover, the study recommends that the indicators should be well defined to avoid poor processes. The study recommends that there should be greater stakeholder's participation in the implementation of humanitarian emergency projects' response activities to promote ownership and sustainability. There is need to document and use lessons learned during the program implementation as they serve a reference points as the organization moves from project to project.

Additionally, the study recommends that there is need for people to be empowered to be part of the project implementation; participatory engagement at all levels will enhance participation in humanitarian emergency projects' response; the illiterate

should not be sidelined; women and grown up children can also monitor projects; and the marginalized/ disadvantaged members of community should not be ignored.

5.6 Areas for Further Research

The empirical study has specified a number of relevant issues that the research project did not investigate, but which might be important for further research on perceived factors that influence humanitarian emergency projects' response. The following areas are suggested for further research:

1. The influence of donor demands on the effectiveness of humanitarian emergency projects' response, the influence of leadership skills on the humanitarian emergency projects' response.
2. The influence of organizational culture on the humanitarian emergency projects' response.
3. Determining how to strengthen primary stakeholders' participation humanitarian emergency projects' response particularly how to ensure the beneficiaries can participate effectively in humanitarian emergency projects' response.
4. Influence of information technology system on humanitarian emergency projects' response.

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APPENDICES

Appendix I: Letter of Introduction

Date: _____

Staff & Beneficiaries,

Muslim Aid Somalia

P.O Box 24185

Mogadishu, Somalia

Dear respondent

Re: Collection of survey data

I am a postgraduate student at the University of Nairobi, Department of Open Learning undertaking my masters of arts in project planning and management. In order to fulfill the degree requirement, I am undertaking a research project on the perceived factors that Influence the humanitarian emergency projects response in Muslim aid Somalia. You have been selected to form part of this study. This is kindly to request you assist me collect the data by filling out the accompanying questionnaires, which I will collect from your premises.

The information you provide will be used exclusively for academic purposes. My supervisor and I assure you that the information will be treated with strict confidentiality. Your name in my report, a copy of this final paper will be availed to you upon request.

I thank you in advance for your cooperation

Yours faithfully

Mohammed Muumin Mohammed

Registration No: L50/?5236/2017

MA - Project Planning and Management Student

University of Nairobi

Appendix II: Questionnaire for Humanitarian Officials and Beneficiaries

Disclaimer,

This questionnaire is a request to collect information on the perceived factors that influence humanitarian emergency projects response at Muslim Aid Somalia. The questionnaire is addressed to the staff and beneficiaries of Muslim Aid Somalia and not meant for any other purpose.

Kindly fill in all the blank spaces provided and tick/circle appropriate

Date:

SECTION A: DEMOGRAPHIC INFORMATION

1. Select your appropriate gender

Male [] Female []

2. Kindly select the appropriate age bracket you belong

a) Below 25 years []

b) Between 25 -34 years []

c) Between 35- 44 Years []

d) Between 45 – 54 Years []

e) Above 55 years []

3. What is your association with Muslim Aid Somalia (Tick one)

a) Staff []

b) Beneficiary []

4. If you are a staff of Muslim Aid Somalia. For how long have you worked at MAS?

.....
.....

5. Please indicate the highest level of education attained? (Tick as applicable)

a) Certificate []

b) Diploma []

c) Graduate []

d) Post Graduate []

e) Others (specify).....

6. Years of service/working period you have worked within Somalia (Tick as applicable)

- a) 0 - 5 yrs []
- b) 6 - 10 yrs []
- c) 11 - 15 yrs []
- d) 15 yrs and above []
- e) N/A

7. What is your nationality?

- a) Kenya []
- b) Tanzania []
- c) Uganda []
- d) Somalia []
- e) Other (Please specify).....

Section B: Effective Communication

Using a likert scale of 1-5 where 1 = To No Extent 2 = To a Little Extent 3 = To a Moderate Extent, 4 = To a Great Extent, while 5 = To a Very Great Extent, indicate the extent to which the following communication issues affect humanitarian emergency projects response at Muslim Aid Somalia.

Statements	1 To very small extent	2 To a small extent	3 To a moderate extent	4 To a Great Extent	5 To a Very Great Extent
The media used in plays a key role in the humanitarian emergency response projects. To what extent does your					

media used affect this?					
To what extent does language barrier affect humanitarian emergency projects response?					
To what extent does improved response affect humanitarian emergency projects response?					
To what extent does more feedback affect humanitarian emergency projects response?					
To what extent does flow of information affect humanitarian emergency projects response?					

8. In your opinion, how does effective communication influence humanitarian emergency projects response?

.....
.....
.....

9. In your opinion, how can better feedback improve humanitarian emergency projects response?

.....
.....
.....

10. Do barriers to communication influence humanitarian emergency projects response?

Yes [] No []

If yes, please

specify.....

11. How can the barriers to communication be reduced?

.....

.....

.....

SECTION C: COMMUNITY INVOLVEMENT & PARTICIPATION

Statements	1 To very small extent	2 To a small extent	3 To a moderate extent	4 To a Great Extent	5 To a Very Great Extent
Community involvement & participation plays a key role in the humanitarian emergency response projects. To what extent does Community involvement & participation affect this?					
To what extent does Cooperation in decision making affect humanitarian emergency projects response?					
To what extent does community contribution affect humanitarian emergency projects					

response?					
To what extent does numbers of members involved affect humanitarian emergency projects response?					
To what extent does community meetings affect humanitarian emergency projects response?					

12. In your opinion, how does community involvement and participation influence humanitarian emergency projects response?

.....
.....
.....

13. In your opinion, how does community contribution influence humanitarian emergency projects response?

.....
.....
.....

14. Can an increase in numbers of community participants influence humanitarian emergency projects response?

Yes [] No []

If yes, please

specify.....

SECTION D: COORDINATION WITH CENTRAL GOVERNMENT

Statements	1 To very small extent	2 To a small extent	3 To a moderate extent	4 To a Great Extent	5 To a Very Great Extent
Coordination with central government plays a key role in the humanitarian emergency response projects.					
To what extent does government collaboration affect humanitarian emergency projects response?					
Government contribution affect humanitarian emergency projects response?					
Funding by government affect humanitarian emergency projects response?					
Staffing by government affect humanitarian emergency projects response?					

15. Does coordination with central government affect humanitarian emergency projects response?

Yes [] No []

If yes, please specify

.....

16. Does the government of Somalia contribute funds or otherwise to humanitarian emergency projects response?

Yes [] No []

If yes, please specify

.....

17. In your own opinion, would the impact of humanitarian emergency projects response increase if the government increases its contribution?

.....

SECTION E: MANAGEMENT OF AID RESOURCES

Statements	1 To very small extent	2 To a small extent	3 To a moderate extent	4 To a Great Extent	5 To a Very Great Extent
Management of aid resources plays a key role in the humanitarian emergency response projects. To what extent does Management of aid resources affect this?					
To what extent does costs affect humanitarian emergency projects response?					
To what extent does management accountability affect humanitarian emergency projects response?					
To what extent does funds management affect humanitarian emergency projects response?					

response?					
To what extent does conditions of aid affect humanitarian emergency projects response?					

18. In your opinion, what is the influence of management of aid resources to humanitarian emergency projects response?

.....

19. Do you think the management of aid resources should be improved in your organization?

Yes [] No []

If yes, please specify

.....

SECTION F: HUMANITARIAN EMERGENCY PROJECT RESPONSE

Statements	1 To very small extent	2 To a small extent	3 To moderate extent	4 To Great Extent	5 To Very Great Extent
Muslim Aid Somalia plays a key role in humanitarian emergency response. To what extent does Muslim Aid Somalia timely respond to emergencies?					
To what extent does Muslim Aid Somalia decrease mortality among Communities it helps?					
To what extent does Muslim Aid Somalia increase productivity					

among the community it helps?					
To what extent does Muslim Aid Somalia increase household incomes among communities it aids?					
To what extent does Muslim Aid Somalia increase donor funding to the needy communities?					

20. In your opinion, how does Muslim Aid Somalia respond to humanitarian emergency projects response?

.....

21. Do you think that Muslim Aid Somalia can improve on its humanitarian emergency response projects?

Yes [] No []

If yes, please specify

.....
.....

22. Do you have any other comment that you feel will be of interest to the research regarding the points highlighted above? Please explain

.....
.....

THANK YOU