

**FACTORS INFLUENCING IMPLEMENTATION OF HUMANITARIAN  
ASSISTANCE PROGRAMS IN EMERGENCY CONTEXTS: A CASE OF DADAAB  
REFUGEE CAMP IN NORTH EASTERN KENYA**

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**A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL FULFILLMENT  
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## DECLARATION

This research project report is my original work and has never been submitted for an award of a degree in any other university.

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This research project report has been submitted for examination with my approval as the university supervisor.

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## **DEDICATION**

This work is dedicated to my family members Mrs. Lynnah Otieno and Axel Wiahl who offered me moral and financial support throughout the process of conducting this study.

God bless you abundantly.

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## ACRONYMS

AIDS	Acquired Immune deficiency Syndrome
ECHO	European Commission Humanitarian Aid Office
EU	European Union
HPG	Humanitarian Policy Group
HIV	Human Infection Virus
OCHA	Office for the Coordination of Humanitarian Affairs
OFDA	Office for U.S. Foreign Disaster Assistance
SPSS	Statistical Package for Social Sciences
UN	United Nations
UNDP	United Nations développement Programme
UNHCR	United Nations High Commissioner for Refugees
UN/ISDR	United Nations International Strategy for Disaster Reduction
USAID	United States Agency for International Development
VHF	Very High Frequency

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## ABSTRACT

This study sought to investigate factors that influence implementation of humanitarian assistance programs in emergency contexts as an important step in providing humanitarian actors with realistic recommendations for successfully implementing humanitarian assistance programs in emergencies. Based on a case of Dadaab refugee camp in North Eastern Kenya, the study established that political factors, socio-cultural factors, logistical factors, organization capacity and donors do influence implementation of humanitarian assistance programs in emergencies. The target population for this study consisted of all the 38 humanitarian agencies that implemented humanitarian assistance programs in Dadaab refugee camp and Dadaab host community. Purposive sampling technique was used to select the respondents for the study and since the target population was small, data was collected from all the humanitarian agencies operating in Dadaab. From each humanitarian agency, one Project officer was selected for data collection. The selection of the Project Officers as the respondents was based on the fact that project officers represented in most humanitarian coordination forums as well as implementation of program activities. Descriptive statistics was then used to analyze the quantitative data that was collected regarding the factors that influence implementation of humanitarian assistance programs and a statistical package for social sciences (SPSS) was used as a tool for data analysis. The findings of the study were then presented in form of Tables and percentages. From the findings, it was concluded that political factors influence implementation of humanitarian assistance programs in emergencies and the most common political risk faced by humanitarian agencies was nepotism. Political activists' presence in the area and their participation in humanitarian forums influenced humanitarian activities by demanding for local recruitment of staffs, local tendering and procurement opportunities. It was also concluded that socio-cultural factors including language, religion, and gender role and task allocation of the target group directly influence d implementation of humanitarian assistance programs. For this reason it was recommended that humanitarian agencies should involve all stakeholders in implementation of program activities. However, humanitarian activities should be conducted with a lot of transparency and accountability to mitigate political risks that can negatively influence their activities. It was further concluded that organization capacity which includes the level of experience of the humanitarian agencies, funds mobilization capacity of the humanitarian agencies and the nature of the staffs contracted by humanitarian agencies has direct influence on implementation of humanitarian activities in emergency contexts. For this reason, it was recommended that humanitarian agencies should invest their funds on hiring necessary human resource and continue to engage their staffs on short term training to enhance their capacity to mobilize funds for the organization and to effectively implement the organizations' activities. Moreover, it was concluded that logistical factors which include means of transport, security and communication network coverage influence implementation of humanitarian assistance programs in emergencies and therefore good logistical planning and coordination mechanisms should be put in place by humanitarian agencies. Finally, from the findings of this study, it was concluded that donor conditions influence implementation of humanitarian assistance programs in emergencies through the regulations and procedures donors set for humanitarian agencies whenever they fund their operations.

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background to the Study

Emergency situations always impose unbearable threats to the lives of the affected populations. Loss of human life, loss of livelihood sources, food security deterioration, diseases outbreaks and large population migrations are some of the outcomes of emergencies. Harvey (2000) argues that women, children, the elderly, the disabled and other vulnerable groups always bear the worst brunt of emergencies which call for humanitarian response. Common forms of humanitarian responses to emergency situations include food distribution, psychosocial support, health improvement, shelter construction and provision of other forms non-food items.

In Pakistan, Federal and provincial governments, the armed forces, civil society and private individuals remain the key providers of relief assistance to both the conflict and flood affected populations. According to Humanitarian Implementation Plan for Pakistan for the year 2011, during the summer 2011, the occurrence of new floods in Pakistan triggered a large response from authorities. However, a number of factors such as inadequate government capacity, restriction on or absolute lack of access either due to insecurity, administrative requirements put in place by local authorities, local difficulties and socio-cultural barriers significantly influenced delivery of humanitarian assistance to the vulnerable populations. Elsewhere in South Sudan, complex emergency caused by large population displacement and returnee inflows from Sudan, continued conflict and perennial environmental shocks such as drought and flooding triggered disaster which was officially declared on October 6, 2011. Insecurity, landmines, transportation and communication challenges due to limited infrastructure restricted humanitarian activities across South Sudan, a situation that hindered the delivery of critical humanitarian assistance to populations in need, particularly in Jonglei, Unity, and Warrap states (USAID/OFDA, 2012).

According to UN Emergency Humanitarian Response plan for 2011-2013, humanitarian needs and challenges that face Kenya have compelled humanitarian partners to develop longer term appeal strategy covering three years, from 2011. This strategy was based on the fact that Kenya had faced both distinct and inter-dependent humanitarian phases that required appropriate response to address immediate emergency priorities, and medium-to longer-term requirements. The humanitarian strategy was informed by a combination of underlying humanitarian issues that included the impact of climate change on food security and livelihoods, the burden of endemic diseases and high malnutrition, and inter-communal resource-based conflicts. Other set of drivers for existing humanitarian need in Kenya emanated from politics, socio-cultural barriers, disasters such as floods, mudslides and socio-economic dynamics of refugee camps influenced by situation in Somalia (UNOCHA, 2011).

Dadaab refugee camp, one of the largest refugee camps in the world hosting upto 465,000 refugees as of April 2012 is located in the North Eastern part of Kenya approximately 100Km from Kenya-Somalia boarder. Dadaab features three camps namely IFO, Dagahaley and Hagadera and two new settlements referred to as IFO extension and Kambioos. Like other neighboring regions, Dadaab is characterized by poor road network, unpredictable security situation, droughts, floods, relatively high temperature conditions and unreliable rainfall which influence the lives and livelihoods of the local population. Most of the refugees came to Dadaab as a consequence of the civil war in southern Somalia. Occurrence of drought and conflict in Somalia in the year 2011 led to high influx of refugees into Dadaab refugee camps, a situation that strained and overwhelmed the capacities of the intervening humanitarian agencies. Following the kidnapping of the humanitarian aid workers in Dadaab in 2011, implementation of humanitarian activities faced a number of challenges some of which terminated their activities. Some of the humanitarian agencies that completely terminated their operation in Dadaab between the period of October 2011-October 2012 included MSF Spain, GOAL and Samaritan Purse with many other humanitarian agencies scaling down their operations . Considering the complex nature of Dadaab refugee camp, this study sought to investigate the factors that influence implementation of humanitarian assistance in such a context.

## **1.2 Statement of the Problem**

Despite continuous efforts put by many humanitarian agencies to effectively implement humanitarian assistance programs in emergency contexts, quite a number of 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.

## **1.3 Purpose of the Study**

The purpose of this study was to investigate the factors that influence implementation of humanitarian assistance programs in emergency contexts in order to provide realistic recommendations for planning and implementing humanitarian assistance programs in emergencies.

## **1.4 Objectives of the Study**

This study sought to achieve five main objectives as outlined;

- i. To investigate how political factors influence implementation of humanitarian assistance programs in emergency contexts
- ii. To establish how socio-cultural factors influence implementation of humanitarian assistance programs in emergency contexts
- iii. To find out how organization's capacity influence implementation of humanitarian assistance programs in emergencies.
- iv. To find out the extent to which logistical factors influence implementation of humanitarian assistance programs in emergencies.

## **1.5 Research Questions**

This study sought to address the following five research questions;

- i. How do political factors influence implementation of humanitarian assistance programs in emergency contexts?

- ii. How do socio-cultural factors influence implementation of humanitarian assistance programs in emergency contexts?
- iii. How does organization's capacity influence implementation of humanitarian assistance programs in emergencies?
- iv. To what extent do logistical factors influence implementation of humanitarian assistance programs in emergency contexts?

### **1.6 Significance of the Study**

This study sought to investigate factors that influence implementation of humanitarian assistance programs in emergency context with the view of providing humanitarian actors with realistic recommendations for planning and implementing humanitarian assistance programs effectively in emergency contexts.

### **1.7 Delimitations of the Study**

The success of this study was attributed to a number of factors which included use of elaborate literature review from the relevant existing reference materials, use of fast and less costly method of data collection by disseminating questionnaires to the respondents through email and finally continuous follow up with the respondents using telephone ensured that the response rate was good.

### **1.8 Limitation to the Study**

The unpredictable security situation of Dadaab refugee camp and its neighboring regions during the period of conducting the study was a limitation as some humanitarian agencies were reluctant to provide information about their activities. However, by seeking formal authorization from UNHCR which was the coordinating agency for all humanitarian activities in Dadaab refugee camp, this setback was well addressed. The use of email to disseminate questionnaires to the respondents in some cases led to delay in getting the feedback as some of the respondents chose to complete the questionnaires at will. Through continuous follow up with telephone, the response rate turned out to be high.

## **1.9 Assumptions of the Study**

The main assumption made while conducting this study was that the questionnaire used for data collection would be reliable and the conclusions made on the factors that influence implementation of humanitarian assistance programs in emergency contexts would be valid enough. Since project officers attend humanitarian coordination meetings and monitor all the field activities, it was assumed that the project offices would provide relevant information regarding factors that influenced implementation of their activities in Dadaab.

## **1.10 Definition of significant terms**

The following terms are defined as used in the context of the study

### **Emergency**

According to this study, the term emergency referred to any unpredictable or impending condition that could lead to loss of life, injury of the affected population and destruction of properties therefore requiring humanitarian response.

### **Humanitarian assistance**

In this study, the term humanitarian assistance referred to any form of support such as food distribution, psychosocial support, health improvement, shelter construction, non-food-items distribution, cash and voucher distributions which were provided by humanitarian agencies during emergencies with the primary objective of saving lives, alleviating suffering and maintaining dignity of the population affected during emergencies.

### **Vulnerability**

The term vulnerability in this context referred to the conditions determined by physical, social, economic and environmental factors which increased the susceptibility of a community to the impact of emergencies.

## **Program**

In this context, the term program referred to a group of humanitarian projects implemented by humanitarian agencies with the aim of saving lives, alleviating suffering and maintaining the dignity of the vulnerable population.

### **1.11 Chapter Summary**

This chapter has introduced the concept of emergency and humanitarian assistance and also cited how a number of factors mainly political factors, socio-cultural factors, logistical factors and organization capacity have influenced implementation of humanitarian assistance programs in various emergencies contexts. The chapter has also highlighted the key objectives of the study, the purpose of the study, delimitations and limitations to the study. The key terms that have been defined in this chapter include emergency, humanitarian assistance, vulnerability and program.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter mainly highlights what other previous writers have written on the factors influencing implementation of humanitarian assistance programs in emergency contexts. The chapter mainly focuses on how political factors, socio-cultural factors, organization capacity, logistical factors and donors have influenced implementation of humanitarian assistance in other contexts.

#### **2.2 The concept of emergency and humanitarian assistance**

The term emergency refers to unexpected or impending 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 Beinbocker (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 assistance 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 consent of local authorities to humanitarian presence and access to affected populations (HPG, 2006).

Humanitarian assistance 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 assistance 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. For instance, international aid response to the tsunami disaster in December 2004 presents particular challenges facing humanitarian agencies, given the unprecedented levels of public and government funding, the resultant pressure on aid agencies to spend, high levels of media interest and the involvement of a larger than usual number of donors and aid agencies (Willits & Harvey, 2005).

### **2.2.1 Politics and humanitarian assistance**

Political issues in emergency relief and rehabilitation is a key concern for practitioners who invest considerable resources and energy in trying to save lives and alleviate suffering of the vulnerable population. Pope (2000) argues that the obvious first step in minimizing political risks is to gain an understanding of the underlying causes, loopholes and incentives which encourage politics in humanitarian assistance (Havey, 2000).

Politics manifests itself through discrimination, riots, conflict, corruption, marginalization, nepotism and ethnicity just to mention but a few. The cost of all these political manifestation in emergency situations effectively mean lives lost, and continuous suffering of the vulnerable population. Humanitarian actors therefore have an obligation to take the issue seriously and make every effort to minimize the risk that might occur when humanitarian assistance is politicized (Farrington, 2006).

Humanitarian assistance appears to be increasingly tied to new political objectives, and to the overall political response of donor countries to complex emergencies. Currently, humanitarian assistance is becoming an integral part of donors' comprehensive strategy to transform conflicts, decrease violence and set the stage for liberal development. The changing role of humanitarian response has characterized international responses to many recent conflicts, including in Afghanistan, Serbia and Sierra Leone. Examples of the

closer integration with political objectives include the forced repatriation of refugees, attempts at conflict resolution in conjunction with humanitarian aid, and the withholding of aid to meet political objectives (Curtis, 2001)

### **2.2.2 Socio-cultural factors and humanitarian assistance**

Socio-cultural factors which influence implementation of humanitarian assistance programs in emergency contexts include practices, ethnic background and religion that characterize the way of life of the community targeted by humanitarian agencies. Culture consists of a system of values and norms that are shared among a group of people and that when taken together constitute a way of living. Values are the abstract ideas about what a group believes to be good, right and desirable while norms are the social rules and guidelines that prescribe appropriate behaviour. Community characteristics such as historically rooted values and levels of social cohesion can be crucial factors constraining or promoting implementation of humanitarian responses in emergency contexts (Jones, 2011).

Given that most complex issues encountered in emergency situations do require the voluntary collaboration of different actors and institutions, it is crucial to build up relationships with all the stakeholders. Strong social integration and positive institutional links between the actors involved are needed, and arrangements for joint or delegated action should be negotiated. Relationships need to represent something more like agreements and fair partnerships based on shared principles, values and aims (Roche, 1999).

Social-cultural factors determine the distribution of and access to food and other key commodities and assets among and within different groups. Those who lack power cannot safeguard their basic social rights and may not be able to access humanitarian assistance. Social vulnerability can therefore lead to neglect, exclusion or exploitation in which a variety of groups and actors play a part (Collinson, 2003).

### **2.2.3 Organization's capacity and humanitarian assistance**

Capacity refers to a combination of all strengths and resources available within a community, society or organization that can reduce the level of risk, or the effects of a disaster. Organization capacity is the ability of an organization to achieve its mission effectively and sustain itself over a long term. The concept relates to the level of experience, funds availability, infrastructure capacity, as well as quality of the staffs an organization is endowed with (UN/ISDR, 2004).

Most humanitarian systems lack the skills and capacity to successfully analyze or measure impacts of their interventions especially in chaotic and complex emergencies. For humanitarian organizations to analyze and measure the impacts of the programs they implement effectively, greater investments should be made in human resources and research and evaluation capacity if the desire to focus more on the results is to be realized (Havey, 2004)

Although some agencies have established strong capacity-building programs, others need to strengthen substantive and technical capacity to develop and implement assessment tools and conduct multi-sectoral analysis. Moreover agencies should consider conducting a review of existing capacities for design and implementation of the various tools and create materials or capacity-building strategies as necessary. The development of training materials or capacity-building strategies should build upon work by agencies or initiatives which have made substantial investment in these topics (OCHA, 2009)

A number of aid agencies have limited skills and expertise to implement some of the humanitarian responses especially in emergency contexts. It has been observed that such skills are in short supply as evidenced by the difficulty that agencies wanting to implement, evaluate or assess the feasibility of the proposed programs. Moreover, existing guidelines and manuals often do not include some of humanitarian interventions. Good Practice Reviews published by the Humanitarian Practice Network only cover some of the humanitarian approaches but not all. For this reason, there is need for experience to be more widely shared within and between agencies (Havey, 2007)

#### 2.2.4 Logistics in emergencies

Humanitarian logistics is mainly concerned with effective and efficient planning and coordination for sourcing and supply of relief items or services to the vulnerable populations. With this regard the key logistical aspects include; means of transporting relief items, communication network coverage and safety and security issues among others. Proper planning and coordination of all the above logistical aspects in humanitarian assistance programs is necessary for the success of the programs. Normally, the complexity of emergencies and their dispersed geographical locations may require reinforced support in terms of logistics. The challenges in humanitarian logistics are great and include, among others, limited availability of resources and infrastructure to address needs, high uncertainty and urgency characterizing response efforts, and the presence of multiple stakeholders who often act with different objectives (Jones, 2011).

Quite a number of humanitarian assistance programs are implemented in highly volatile and uncertain environments increasing security risk of humanitarian workers. Metcalfe (2001) argues that it is good to take into account security and other logistical concerns compare the costs and benefits of implementing some humanitarian activities before making a decision on whether to respond to an emergency situation or not. In implementing cash based interventions in emergencies for instance, priority is given to choosing a mechanism which allows cash to be delivered safely by the agency, and spent securely by beneficiaries. Payments through bank accounts are often seen as minimizing security risks for both agencies and beneficiaries, and where banks are accessible they are normally the preferred option. In a recent project in northern Kenya, Save the Children decided to use a helicopter to transport cash to distribution sites, on the grounds that this avoided the security risks involved in transporting cash by road, and enabled the agency to reach beneficiaries in their own communities, reducing their exposure to risk by shortening the distances they had to transport the cash they received (Croucher and Karanja, 2006).

Quite a number of challenges faced in implementing various forms of humanitarian assistance programs are generic. For instance, targeting cash based interventions does not seem to be significantly more difficult or different than targeting in-kind assistance. A particular concern with the use of cash in emergencies has been whether it might be more vulnerable to insecurity or corrupt diversion. The question of how best to target assistance in emergencies, and indeed whether to target it at all, clearly applies to all forms of humanitarian assistance programs. The subject has a substantial and growing literature in its own right (Jaspars and Shoham, 1999). Failure to set up systems and appoint people from the start specifically in charge of logistics management in humanitarian assistance programs can affect the performance of the program. This can cause both immediate problems and subsequent long-term problems that can lead to termination of the operation (Dorbor, 2007).

### **2.2.5 Donor conditions and humanitarian assistance**

Since the mid-1990s, donors have placed increasing emphasis on developing more strategic, programmatic approaches to humanitarian financing, moving away from earmarked project-based approaches. This shift away from earmarking implies a much greater degree of trust, and potentially greater difficulty in following the audit trail. To counterbalance the increase in agency autonomy implied by these approaches, donors are enhancing their scrutiny of overall agency performance. Mechanisms to allow for this range from regular, formal dialogue to agency-wide evaluation are put in place. In most circumstances, donors review agency proposals, systems and track-records, and undertake monitoring and audits. Some of the donor procedures for accounting, procurement, asset management and personnel management as well as evaluation and audit however are time consuming, rigid and can at times not be suitable in emergency scenarios where high priority is given to saving lives of the affected population (Willits, 2005).

The good humanitarian donorship initiative, widely embraced by Development Assistance Committee in 2003, sought to reaffirm the centrality of the core humanitarian principles of humanity, impartiality, neutrality and independence in the financing of humanitarian assistance. It reinforced the importance of saving lives and alleviating

suffering wherever it is found, delivering relief according to need and without discrimination among recipients, refraining from taking sides and conserving the autonomy of humanitarian action from political, economic, military and other interests. In order to put this initiative into practice, a set of 23 principles was formulated that emphasized general principles of good practice, particularly in terms of financing, promoting standards and enhancing implementation, learning and accountability (USAID/OFDA, 2009).

In the case of Sudan and Sri-Lanka where very significant donor resources have been invested to mitigate the consequences of human suffering as a result of massive displacements, overall operational agency representatives expressed dissatisfaction with donors' capacity or willingness to engage at field level. A number of interviewees questioned whether bilateral humanitarian donors who disburse assistance directly from headquarters based in their governments' capitals, or whose staff rarely leave Khartoum or Colombo, rely too much on the political knowledge, understanding and analysis of their main implementing partners without sufficiently funding, supporting or directly requiring this analysis or appropriate information sharing among agencies. Despite the fact that Sudan and Sri-Lanka relied heavily on international assistance for supplies and delivery of food and non-food humanitarian relief and to support return, relocation and recovery among conflict affected communities, relations between the government and Western donors are strained in both countries (Sarah, 2009).

In a different research conducted by the HPG on managing the risks of corruption in humanitarian relief operations in Liberia in 2005, many agency managers were concerned about the pressure felt from all donors to reduce indirect project costs, which was largely accomplished by removing the costs of international support staff from project budgets. The net effect was elimination of additional overhead costs but the technical support to the agencies was compromised (HPG, 2009).

Based on existing literature, this study sought to investigate the factors influence implementation of humanitarian assistance programs with the aim of providing humanitarian actors with realistic recommendation that could help them implement

humanitarian assistance programs successfully in emergencies. From the existing literature, it was established that political factors, socio-cultural factors, organization's capacity, logistical factors as well as donor conditions had influenced implementation of humanitarian assistance programs in various emergency contexts.

### **2.3 Theoretical framework and Conceptual framework**

This section highlights the theoretical framework and the conceptual framework based on the factors that influence implementation of humanitarian assistance programs. The theoretical framework of this study was drawn from the theories which have been put forward by other writers regarding the complexity of humanitarian context in which humanitarian agencies operate.

#### **2.3.1 Theoretical framework**

The wider environment in which humanitarian assistance is delivered and the principles and ethics that underpin humanitarian assistance may determine the humanitarian outcomes for populations as much, if not more than the technical efficacy with which a particular program is delivered. The delivery of humanitarian assistance in a manner that could be construed as partial may jeopardize future humanitarian access, for example. Unprincipled humanitarian assistance could be technically effective in the short term, but could lead to longer-term negative impacts (Havey, 2004). Implementation of humanitarian assistance programs in emergency situations has remained a global concern for humanitarian practitioners. A number of case studies have been conducted by humanitarian experts in order to understand local perceptions of the work of humanitarian agencies and how such interventions can be improved to enhance delivery of humanitarian services.

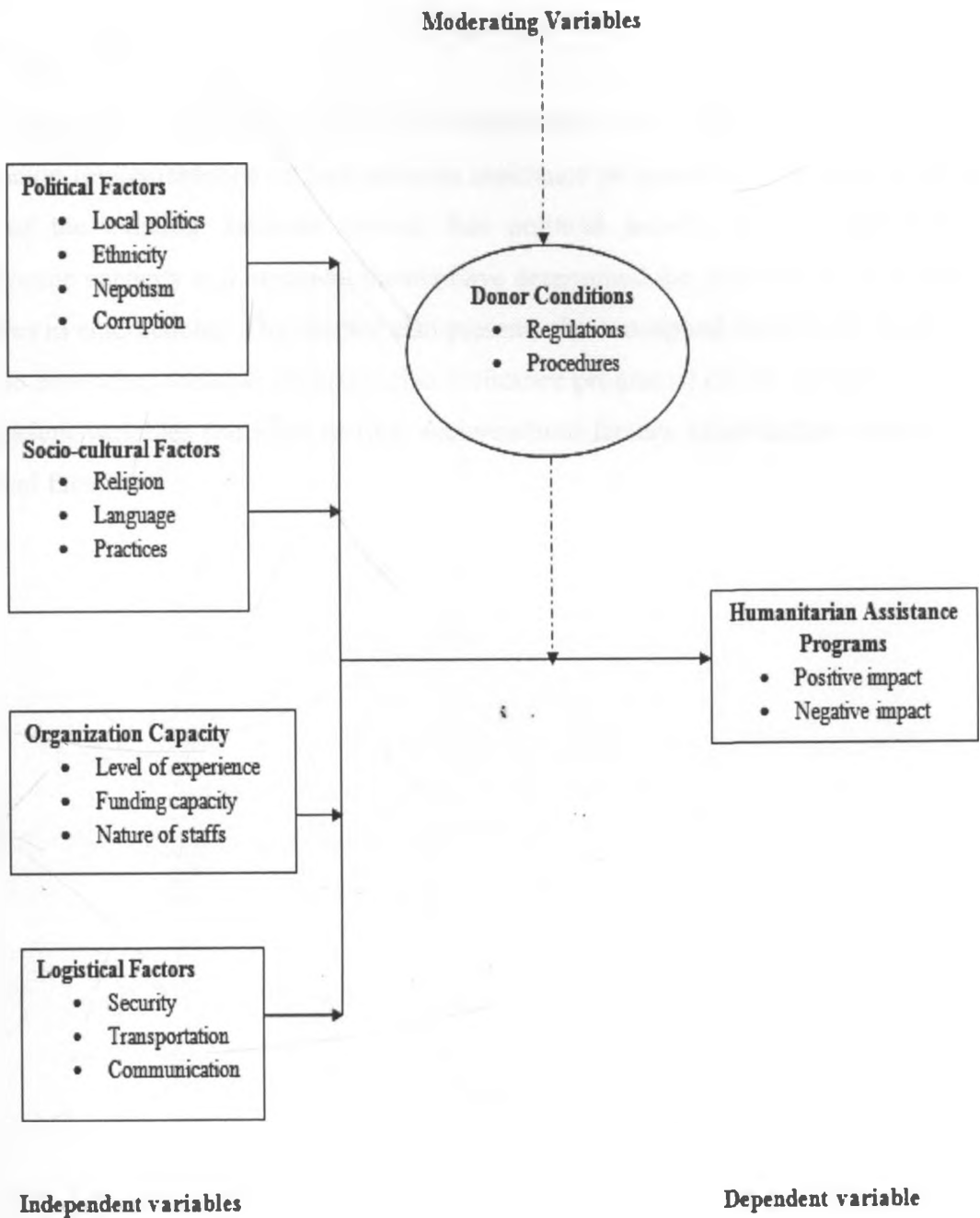
Humanitarian assistance is seen as dependent on external environment in which the response is executed as well as the internal environment of the agencies tasked with the responsibility delivering humanitarian assistance. Humanitarian assistance appears to be increasingly tied to new political objectives, and to the overall political response of donor countries to complex emergencies. Curtis (2001) postulates that humanitarian assistance is tied to donor obligations and this influence the provision of humanitarian assistance.

According to Jones (2011), community characteristics such as historically rooted values and levels of social cohesion have been crucial factors constraining or promoting implementation of humanitarian responses.

The limited skills and expertise to implement some of the humanitarian responses as well as overburdening logistical constraints impact negatively on implementation of humanitarian activities (Havey, 2007).

### **2.3.2. Conceptual Framework**

Figure 1 is a conceptual framework illustrating how political factors, socio-cultural factors, logistical factors, organization capacity, and donor conditions influence implementation of humanitarian assistance programs in emergency contexts.



**Figure 1: Conceptual framework for factors influencing implementation of humanitarian assistance programs in emergencies**

## **2.4 Chapter Summary**

This chapter has presented what other humanitarian actors have written on factors influencing implementation of humanitarian assistance programs in emergency contexts. Most of the existing literature reveals that political factors, socio-cultural factors, organization capacity and logistical factors have determined the outcome of humanitarian activities in emergencies. The chapter also presents the conceptual framework illustrating how the dependent variable (humanitarian assistance programs) can be influenced by the independent variables (political factors, socio-cultural factors, organization capacity and logistical factors).

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter presents research design which was used to conduct the study, the target population of the study, the sampling procedure that was used to conduct the study, the method of data collection that was employed, instrumentation issues with regard to validity and reliability, operational definition of variables, how the data was analyzed and a summary of the chapter.

#### **3.2 Research design**

A descriptive survey design was used in this study to investigate the factors that influence implementation of humanitarian assistance programs in emergencies. Descriptive survey enabled the researcher to summarize and organize data in an effective and meaningful. Descriptive research involves describing and interpreting events, conditions or situations of the present. The descriptive survey method enabled the collection of data from the population and helped the researcher to get the descriptive existing events by asking the respondents about their perception on the factors that influenced implementation of humanitarian assistance programs in emergency contexts. Kotter (1990) states that descriptive survey is best suited for gathering descriptive information.

#### **3.3 Target Population**

The target population for this study consisted of all the 38 humanitarian agencies which were implementing humanitarian assistance programs in Dadaab refugee camp and its neighboring regions. All these organizations shared a common objective of saving lives and alleviating suffering of the affected refugee population as well as the host community. Since the organizations operated in the same environment, implementation of their activities were influenced by similar factors which the study sought to investigate.

### **3.4 Sampling procedure**

This study targeted a total of 38 humanitarian organizations which were implementing humanitarian assistance programs in Dadaab refugee camp. Purposive sampling technique was used to select the respondents for the study and since the target population was small, data was collected from all the 38 humanitarian agencies which were operating in Dadaab refugee camp. From each humanitarian agency, one Project officer was selected for data collection. The selection of the Project Officers as the respondents was based on the fact that project officers represented in most humanitarian coordination forums as well as implementation of program activities. The decision to collect data from all the 38 humanitarian agencies was also guided by Gay's (1987) theory of Rule of thumb which asserts that for a population size of 100 people or less, the sampling percentage should be 100%. See *appendix IV* for the list of humanitarian agencies that were operating in Dadaab refugee camp at the time of conducting the study.

### **3.5 Data Collection Instruments**

The use of survey method of data collection was chosen for this study. A closed ended questionnaire was designed into sections with each section containing questions meant to investigate how each independent variable influenced implementation of humanitarian assistance programs in Dadaab refugee camp. Refer to *Appendix III*. The questionnaires were then distributed to the respondents through email. The survey method of data collection was chosen since it is more efficient and economical as compared to other methods such as observation. Distribution of the questionnaires to the respondents via email was adopted since the method was faster, less costly than personal interviews and furthermore it could help easily reach the respondents whom at times spent most of their time in the field while supporting implementation of program activities. Similarly the method of distributing the questionnaires via email was adopted since it would give the respondents ample time to think about the most appropriate response. However, one shortcoming of using email to distribute the questionnaires to the respondents was that there was delay in getting the feedback as the respondents chose to communicate their feedback at will and without continuous follow up, this could have been a major challenge to the study. Other sources of data regarding this study were obtained from

humanitarian agencies progress reports and minutes of the interagency coordination meetings.

### **3.6 Validity of research instruments**

Validity was enhanced by preparing an easy to understand questionnaire which was free from ambiguity. Discussion of the research process with the researcher's supervisor as well as seeking other research experts' opinion was adopted to enable the researcher draw valid conclusions on factors influencing implementation of humanitarian assistance programs in emergency contexts.

### **3.7 Reliability of research instruments**

For reliability purposes, a pretest of data collection was done together with the research assistant and in order to identify the questions that could lead to inconsistent feedback from the respondents. The questionnaires were distributed to the respondents through email and this gave the respondents ample time to give their feedback in a relaxed manner without hurrying.

### 3.8 Operational Definition of Variable

**Table 3.1: Operational definition of variable**

Objective	Variable	Indicators	Scale	Data collection method	Data of Analysis
To investigate how political factors influence implementation of humanitarian assistance programs in emergency contexts	<b>Independent variable</b> Political Factors	a) Riots b) Political activism c) Corruption d) Nepotism e) Ethnicity f) Discrimination	Ordinal	Questionnaire	Descriptive statistics
To establish how socio-cultural factors influence implementation of humanitarian assistance programs in emergency contexts	<b>Independent variable</b> Socio-cultural Factors	a) Language of the group b) Religion c) Gender roles c) Social leadership	Ordinal	Questionnaire	Descriptive statistics
To find out how organization capacity influence implementation of humanitarian assistance programs in emergencies.	<b>Independent variable</b> Organization Capacity	a) Level of experience b) Funding capacity c) Nature of staff	Ratio	Questionnaire	Descriptive statistics
To find out the extent to which logistical factors influence implementation of humanitarian assistance programs in emergencies.	<b>Independent variable</b> Logistical factors	a) Security incidences b) Means of transportation c) Communication network coverage	Ratio	Questionnaire	Descriptive statistics

### **3.9 Methods of Data Analysis**

Descriptive statistics was used to analyze the data collected on factors that influence implementation of humanitarian assistance programs in emergency contexts. The data collected from the respondents were converted into numerical codes for easy statistical analysis. A Statistical Package for Social Sciences (SPSS) was used for data analysis. Frequency distributions and percentages were employed to analyze the data collected. The researcher organized the study with reference to the objectives of the study. Using descriptive statistics, the researcher showed distribution relationships between variables under study and proportions in term of frequency and percentages. The findings were presented in form of Tables and the results explained.

### **3.10. Ethical Issues**

The ethical issues related to the study were addressed by maintaining high level confidentiality of the information volunteered by the respondents and never intending to use the information for other purposes other than drawing the conclusion of the study. The names of the respondents were optional and were not to be disclosed to protect their rights. All the personal details were limited to general information.

### **3.11. Chapter Summary**

This chapter has highlighted that the research design which was used for conducting the study was cross-sectional survey. The target population of the study consisted of all the 38 humanitarian organizations that were implementing humanitarian assistance programs in Dadaab refugee camp and the host community. In this chapter, it has also been highlighted that purposive sampling techniques was used to select the respondents for the study.

## **CHAPTER FOUR**

### **DATA ANALYSIS PRESENTATION AND INTERPRETATION**

#### **4.1 Introduction**

This chapter presents the research findings on the factors that influence implementation of humanitarian assistance programs in emergency contexts based on a case of Dadaab refugee camp. Descriptive statistics was used to analyze the data collected where relative frequencies as well as mean scores were determined with the help of Likert scale ratings in the analysis. Results of the study were presented in form of Tables and percentages in this chapter.

#### **4.2 Response Return Rate**

The study was conducted on all the 38 humanitarian agencies which were implementing humanitarian assistance programs in Dadaab refugee camp whereby from each humanitarian agency, a questionnaire was disseminated to the Project Officers through email. Out of the 38 questionnaires disseminated through email for response, a response rate of 92% was achieved and this was adequate for analysis and generalizing the findings. In order to realize such a high response rate, continuous follow up was made using telephone.

#### **4.3 General information of the Respondents**

General information was collected mainly on the work experience of the respondents with the humanitarian agency and the duration for which each humanitarian agency represented had been implementing humanitarian assistance programs in Dadaab refugee camp. This was aimed at investigating if implementation of humanitarian assistance programs depends on the experience of the implementing agency and its staffs.

##### **4.3.1 Experience of the respondents and humanitarian agencies in Dadaab**

This study sought to find out the duration for which the respondents had worked for humanitarian agencies in Dadaab and as well the duration for which their humanitarian agencies had been implementing humanitarian activities in area with the aim of

establishing how the level of experience influenced implementation of humanitarian assistance in emergency contexts. The findings were presented in Table 4.1 and Table 4.2 respectively.

#### **4.3.1.1 Experience of the respondents with humanitarian agencies in Dadaab**

Table 4.1 was used to present the findings on the duration the respondents had worked with humanitarian agencies in Dadaab in order to establish how the level of experience of the humanitarian agencies' staff influenced implementation of humanitarian assistance programs in the area.

**Table 4.1: Respondents' work experience with humanitarian agencies**

Employee Experience	Frequency	Percent
1-2 yrs	6	17.1
3-4 yrs	17	48.6
5-10 yrs	12	34.3
Total	35	100.0

The results recorded in Table 4.1 revealed that majority of the respondents (48.6%) had worked with humanitarian agencies in Dadaab for between 3 to 4 years. The findings also indicated that out of the 35 Project Officers who were interviewed, 34.3% had worked with humanitarian agencies in Dadaab for between 5 to 10 years whereas only 17.1% of the respondents had worked with the humanitarian agencies for between 1 to 2 years in the region.

#### **4.3.1.2. Experience of humanitarian agencies in Dadaab Refugee camp**

Table 4.2 presents the findings of the study on the duration the humanitarian agencies from which the respondents were drawn had been operating in Dadaab refugee camp. The main aim of investigating the level of experience of humanitarian agencies in Dadaab refugee camp was to establish how level of experience of the humanitarian agencies influence implementation of humanitarian assistance programs in emergencies. The following results were obtained.

**Table 4.2: Duration of operation of humanitarian agencies in Dadaab refugee camp**

Agency experience	Frequency	Percent
1-2 yrs	9	25.7
3-4 yrs	19	54.3
5-10 yrs	7	20.0
Total	35	100.0

As shown in Table 4.2, the study findings indicated that out of the 35 humanitarian agencies from which the respondents were drawn, 54.3% had worked in Dadaab refugee camp for between 3 to 4 years, 25.7% of the humanitarian agencies had worked in the area for between 1 to 2 years while 20.0% had worked in the region for about 5 to 10 years. This implied that most of the humanitarian agencies had good experience of Dadaab environment and this enabled them to implement their program activities successfully.

#### **4.4 Factors influencing implementation of humanitarian assistance programs in emergency contexts**

The aim of this study was to determine the factors that influence implementation of humanitarian assistance programs in emergency contexts. Factors that were conceptualized to have influence on implementation of humanitarian assistance programs in emergency situations included political factors, social-cultural factors, organization capacity and logistical factors. This section therefore presents the findings of the study.

##### **4.4.1 How political factors influence implementation of humanitarian assistance programs**

The first objective of this study was to investigate how political factors influence implementation of humanitarian assistance programs in emergencies. Political factors that influence implementation of humanitarian assistance programs were conceptualized as corruption, nepotism, ethnicity, riots, discrimination and political activism.

#### 4.4.1.1 Integration of both refugees and Dadaab host community in humanitarian programs

In order to find out how the integration between the refugees and Dadaab host community influenced implementation of humanitarian assistance programs in the region, the study sought to find out whether or not humanitarian agencies targeted both the two groups for humanitarian assistance. Table 4.3 presents the findings as obtained.

**Table 4.3: Target group for the humanitarian agencies in Dadaab refugee camp**

Target group	Frequency	Percent
Dadaab host community	13	37.1
Refugees	22	62.9
Total	35	100.0

According to the study findings, 62.9% of the respondents indicated that their humanitarian agencies targeted only refugees for humanitarian assistance whereas 31.7% indicated that their agencies targeted Dadaab host community for humanitarian support. This indicated that humanitarian agencies were keen on ensuring that both the refugees and the host community benefited from humanitarian assistance in order to minimize conflicts between the two groups and also to prevent humanitarian agencies from local politics.

#### 4.4.1.2 Presence of political activists in Dadaab refugee camp

The results presented in Table 4.4 were obtained in an attempt to find out the presence of political activists within the target group and also to determine which group within the target group played the role of political activism.

**Table 4.4: Presence of activists within Dadaab refugee camp**

Activists	Frequency	Percent
Religious leaders	8	22.9
Elders	23	65.7
Youth	3	8.6
Women	1	2.9
Total	35	100.0

As shown in Table 4.4, the findings of the study indicated that among the humanitarian agencies' target group, community elders were the key political activists as indicated by 65.7% of the respondents while women were least engaged in political activism as indicated by only 2.9% of the respondents. 22.9% and 8.6% of the respondents indicated that religious leaders and youths also engaged in political activism. This was a clear indication that political activism was practiced among the target group.

#### 4.4.1.3 Roles played by political activists in Dadaab refugee camp

The study further sought to investigate the roles played by the existing political activists within the target group in an attempt to establish how politics influenced implementation of humanitarian assistance programs in emergency contexts. The findings were presented in Table 4.5 as shown.

**Table 4.5: Roles played by activists in Dadaab Refugee camp**

Activists Roles	Frequency	Percent
advocacy	6	17.1
Representation of the target group	15	42.9
Information dissemination	12	34.3
Policy formulation	2	5.7
Total	35	100.0

The findings of the study indicated that the major role played by political activists in the region was representation of the target group in all forums which was indicated by 42.9% of the respondents. However, political activists were least engaged in formulation of policies for implementing humanitarian assistance programs as indicated by only 5.7% of the respondents. Moreover, 17.1% and 34.3% of the respondents indicated that political activist's roles were advocacy and information dissemination respectively. This implied that political activists were involved in implementation of humanitarian assistance programs in the area and their actions influenced implementation of humanitarian assistance programs.

#### 4.4.1.4 Influence of riots on implementation of humanitarian assistance programs

The study also sought to find out if indeed emergency contexts were characterized by politically instigated riots and how frequent occurrence of riots influenced implementation of humanitarian assistance programs. The findings of the study were presented in Table 4.6.

**Table 4.6: Frequency of occurrence of riots, in Dadaab refugee camp**

Riot cases	Frequency	Percent
1-2 times	9	25.7
3-5 times	20	57.1
6-10 times	6	17.1
Total	35	100.0

According to the study findings, 57.1% of the respondents indicated that within the last nine months from the time of conducting this study, between 3 to 5 cases of riots had been experienced in the region. 17.1% of the respondents indicated that the number of riots case experienced by humanitarian agencies in the area were between 6 to 10 while 25.7% of the respondents indicated that the number of riots experienced in the region were between 1 to 2. This indicated that riots cases were common within Dadaab refugee camp and this influenced implementation of humanitarian assistance programs. In most cases, riots disrupted implementation of humanitarian activities depriving the vulnerable population of the vital humanitarian assistance.

#### 4.4.1.5 Influence of local politics on implementation of humanitarian assistance programs

In an attempt to investigate how local politics influenced implementation of humanitarian assistance programs in Dadaab refugee camp, the study sought to establish the conditions which were commonly imposed on humanitarian agencies operating in Dadaab refugee camp by the Dadaab host community. The findings of the study were presented in Table 4.7.

**Table 4.7: Conditions imposed on humanitarian agencies by the host community**

Host community conditions	Frequency	Percent
Local staff recruitment	15	42.9
Local tendering and procurement	12	34.3
Accountability	3	8.6
Equity in humanitarian support provision	5	14.2
Total	35	100.0

Based on the findings, 42.9% and 34.3% of the respondents indicated that the local community expected humanitarian agencies to recruit staff locally and tender for goods and services locally respectively. However, only 8.6% and 14.2% of the respondents indicated that the local community required humanitarian agencies to be held accountable and ensure equitable distribution of resources respectively. The findings indicated that the local community influenced implementation of humanitarian assistance programs by imposing local recruitment and tendering conditions on humanitarian agencies.

#### **4.4.1.6 Political risks experienced by humanitarian agencies in Dadaab refugee camp**

Finally, the study sought to investigate the main political risks that were experienced from the humanitarian agencies' staff in an attempt to establish how internal politics within humanitarian agencies influenced implementation of humanitarian assistance programs in emergency contexts. The results of the study were presented in Table 4.8.

**Table 4.8: Political risks resulting from humanitarian agencies' staff**

political risk	Frequency	Percent
Corruption	9	25.0
Discrimination	6	16.7
Nepotism	11	33.3
Ethnicity	9	25.0
Total	35	100

According to the study findings, 33.3% of the respondents mostly experienced nepotism from fellow staff. Corruption and ethnicity were each indicated by 25.0% of the respondents as the most common political risks experienced from humanitarian agencies' staffs whereas 16.7 % of the respondents indicated discrimination as the most common form of political risk experienced from humanitarian agencies' staff working in Dadaab refugee camp. This implied that apart from external politics from the target group and other stakeholders, internal politics also influenced implementation of humanitarian assistance programs in emergency contexts.

#### **4.4.2 How socio-cultural factors influence implementation of humanitarian assistance programs in emergency contexts**

The second objective of this study was to establish how socio-cultural factors influence implementation of humanitarian assistance programs in emergency contexts. The socio-cultural factors that were conceptualized to have influence on implementation of humanitarian assistance programs in emergencies include; language of the target group, gender role with regard to decision making and religion of the target group.

##### **4.4.2.1 Language influence on implementation of humanitarian assistance programs**

In order to establish how language as a socio-cultural factor influence implementation of humanitarian assistance programs in emergency contexts, this study sought to find out the language composition of the humanitarian agencies' target group in Dadaab refugee camp and how it influenced implementation of humanitarian assistance programs. The study findings were presented in Table 4.9.

**Table 4.9: Language composition of the target group in Dadaab refugee camp**

Language	Frequency	Percent
Somali	26	74.3
Arabic	6	17.1
Swahili	3	8.6
Total	35	100.0

According to the study findings, 74.3% of the respondents indicated that the dominant language spoken by their target group was Somali, 17.1% of the respondents indicated Arabic language while 8.6% of the respondents indicated that Swahili language was the dominant language spoken by their target group. This indicated that most humanitarian agencies supported beneficiaries of Somali ethnic background implying that knowledge of Somali language was important for successful implementation of humanitarian assistance programs in Dadaab refugee camp.

#### **4.4.2.2 How social leadership, decision making and gender role allocation influence implementation of humanitarian assistance programs in emergencies**

In an attempt to establish how socio-cultural factors influence implementation of humanitarian assistance programs, the study sought to investigate the leadership roles within Dadaab refugee camp and gender involvement in decision making as well as women's roles within the community. The findings of the study were presented in Table 4.10, Table 4.11 and Table 4.12 respectively.

**Table 4.10: Roles of the community leaders within the target group**

Leadership roles	Frequency	Percent
Decision making	6	17.1
Advocacy	3	8.6
Guidance and counseling	3	8.6
Representation in humanitarian forums	23	65.7
Total	35	100.0

From the study findings, 65.7% of the respondents indicated that the main role played by the community leaders within the target group was a representation role in humanitarian forums whereas 17.1% of the respondents indicated that community leaders' main role within the target group was decision making. Both advocacy role and guidance and counseling role were indicated by 8.6% of the respondents respectively.

**Table 4.11: Gender involvement in decision making**

Gender	Frequency	Percent
Males	26	74.3
Female	9	25.7
Total	35	100.0

From the study findings regarding gender involvement in decision making, 74.3% of the respondents indicated that males dominated females in decision making role within the target group while only 25.7% of the respondents indicated that females dominated males in decision making role within the target group. This implied that gender status within the target group influence implementation of humanitarian assistance programs with regard to decision making.

**Table 4.12: Women roles in Dadaab refugee camp**

Roles	Frequencies	Percent
Decision making	6	16.7
Domestic role	15	41.7
Procreation	11	33.3
Protection of the family members	3	8.3
Total	35	100

According to the findings of the study on the roles played by women within the target group, 41.7% and 33.3% of the respondents indicated that women's key roles were domestic and procreation respectively whereas 16.7% and 8.3% of the respondents indicated that women's main role was decision making and protection of the family members respectively. This implied that participation of women in implementation of humanitarian activities was hindered by gender role allocation within the target group and this situation negatively influenced implementation of humanitarian programs that are aimed at empowering women.

#### **4.4.2.3 Religious influence on implementation of humanitarian assistance programs**

The study also sought to find out how religion influenced implementation of humanitarian assistance programs in Dadaab refugee camp in an attempt to establish how

socio-cultural factors influence humanitarian assistance programs in emergency contexts. The findings of the study were presented in Table 4.16.

**Table 4.13: Influence of religion on humanitarian assistance programs**

Religion role	Frequency	Percent
Advocacy for effectiveness	15	42.9
Setting standards for humanitarian agencies	5	14.3
Representation in humanitarian forums	12	34.3
Acknowledging suitable program activities	3	8.6
Total	35	100.0

Based on the findings of the study, 42.9% of the respondents indicated that religion of their target group influenced humanitarian activities through advocating for effectiveness in implementation of humanitarian activities, 34.3% of the respondents indicated that religion influenced humanitarian activities through participation of religious leaders in humanitarian forums. 14.3% and 8.6% of the respondents indicated that religion influenced implementation of humanitarian assistance in emergencies through setting standards and acknowledging suitable humanitarian program activities for the target group. This implied that implementation of humanitarian assistance programs depend on religion of the target group.

**4.4.3 How organization’s capacity influence implementation of humanitarian assistance programs in emergency contexts**

The third objective of this study was to find out how humanitarian agencies’ capacity influences implementation of humanitarian assistance programs in emergencies. Organization capacity was conceptualized to include the funding capacity for the humanitarian agencies, experience of the humanitarian agencies in implementation of humanitarian assistance programs in emergencies and the nature of the humanitarian agencies’ staffs

#### 4.4.3.1 How funding capacity influence implementation of humanitarian assistance programs

To establish how funding capacity of humanitarian agencies influence implementation of humanitarian assistance programs in emergencies, the study sought to investigate the potential sources of funds for humanitarian agencies, the reliability of the sources of funds and the proportion of own funds most agencies contribute to support their program activities. The study findings were presented in Table 4.17 and Table 4.18.

**Table 4.14: Sources of funds for humanitarian agencies**

Funding source	Frequencies	Percent
Donations	26	75.0
Own funds	6	16.7
Loans	3	8.3
Total	35	100

From the study findings, 75.0% of the respondents indicated that their agencies relied on donations as the major source of funding for program activities, 16.7% of the respondents indicated that their agencies relied on own funds as the main source of funding program activities whereas only 8.3% of the respondents indicated loans as the main source for funding for their program activities. This was an indication that most of the humanitarian agencies that were operating in Dadaab refugee camp to a greater extent relied on donations as their main source of funding, implying that implementation of humanitarian assistance programs depend on the sources of funding for the humanitarian agencies.

**Table 4.15: Proportion of own funds contributed by humanitarian agencies**

Own funds	Frequency	Percent
0-25%	23	65.7
26-50%	6	17.1
51-100%	6	17.1
Total	35	100.0

Table 4.15 shows the information on the proportion of own funds humanitarian agencies contribute to support implementation of their program activities in Dadaab refugee camp. 65.7% of the respondents indicated that their agencies contributed only between 0 to 25 percent of own funds to support implementation of their program activities whereas 17.1% of the respondents each indicated that their agencies contributed between 25 to 50 percent and 51 to 100 percent own funds respectively to support implementation of their program activities. This implied that most humanitarian agencies lacked adequate own funds and as a result mainly relied on donations to fund their program activities.

#### 4.4.3.2: Nature of the staff contracted by humanitarian agencies

To establish further how organization's capacity influence implementation of humanitarian assistance programs in emergency contexts, the study sought to find out the types of staffs that humanitarian agencies operating in Dadaab refugee camp contracted to implement humanitarian assistance programs and the strategies which humanitarian agencies adopted to enhance their staff capacity. The findings of the study were presented in Table 4.16 and Table 4.17.

**Table 4.16: Staffs contracted by humanitarian agencies in Dadaab refugee camp**

Type of staff	Frequency	Percent
Expatriates	3	8.6
National staffs	20	57.1
Incentive workers	12	34.3
Total	35	100.0

From the study findings, 57.1% of the respondents indicated that most humanitarian agencies operating in Dadaab contracted national staffs who were Kenyans by origin and had fairly good technical knowledge and experience of implementing humanitarian activities. 34.3% of the respondents indicated that humanitarian agencies mainly contracted incentive workers who were refugees from other countries and had relatively little technical knowledge and experience of how humanitarian activities were implemented. Only 8.6% of the respondents indicated that humanitarian agencies contracted expatriates who were mainly international staffs with relatively high technical

knowledge and experience of emergency interventions. This implies that implementation of humanitarian assistance programs depend on the nature of the staffs contracted by humanitarian agencies.

**Table 4.17: Strategies for enhancing humanitarian agencies' staff capacity**

Strategy	Frequency	Percent
Sponsorship for further education	3	8.3
Short term training	26	75.0
Mentoring and coaching	6	16.7
Total	35	100

From the findings on strategies adopted by humanitarian agencies to enhance their staff capacity, 75.0% of the respondents indicated short term training as the main strategy used by their agencies to enhance their staff capacity, 16.7% of the respondents indicated mentoring and coaching while 8.3% of the respondents indicated sponsorship for further education as the main strategy adopted to by their agencies to enhance staff capacity. This implies that implementation of humanitarian assistance programs depend on the capacity of the staffs contracted by humanitarian agencies.

#### **4.4.4 How logistical factors influence implementation of humanitarian assistance programs**

The fourth objective of this study was to determine how logistical factors influence implementation of humanitarian assistance programs in emergencies. Means of transportation, security situation and communication network were conceptualized as the main logistical factors that influence implementation of humanitarian assistance programs in contexts.

##### **4.4.4.1 Means of transporting relief items to Dadaab refugee camp**

The study sought to find out the means of transporting relief items to Dadaab refugee camp and how the condition of the roads in the region influenced implementation of

humanitarian assistance programs. The results of the findings were presented in Table 4.18 and Table 4.19 respectively.

**Table 4.18: Means of transporting relief items to Dadaab refugee camp**

Means of Transport	Frequency	Percent
Road	35	100.0
Air	0	0.0
Sea	0	0.0
Total	35	100.0

From the study findings, all the respondents indicated that road was the most common means of transporting relief items to Dadaab refugee camp. This implied that implementation of humanitarian assistance programs in the region depended on the conditions of the roads in the region.

**Table 4.19: How the roads condition influence humanitarian activities in Dadaab**

Influence of roads condition	Frequency	Percent
Time of delivery of humanitarian services	20	58.3
Condition of project vehicles	15	41.7
Total	35	100.0

From the findings, 58.3% of the respondents indicated that the roads condition influenced the time of delivery of humanitarian assistance services while 41.7% of the respondents indicated that road condition had direct influence on the condition of the project vehicles which facilitate implementation of humanitarian assistance activities in the area.

#### **4.4.4.2 Impact of security incidences on implementation of humanitarian programs in Dadaab refugee camp**

In order to establish how security situation of Dadaab region influenced the logistical activities of humanitarian agencies in Dadaab, the study sought to verify the number of security incidences that had been experienced in the region within a period of the last 9 months from the time of conducting study. The findings of the study obtained from the

minutes of the security meeting held on 30<sup>th</sup> September 2012 indicated that between the period of February to September 2012, a total of 8 major security incidences involving explosion of Improvised explosive devices and grenades had been experienced in the area leading to suspension of humanitarian activities, termination of humanitarian activities, loss of life of humanitarian service providers and scaling down of humanitarian activities in the region. To further verify how the security incidences experienced in Dadaab refugee camp influenced implementation of humanitarian assistance programs, the respondents were asked to indicate how frequent occurrence of security incidence in the region had influenced their program activities and the findings indicated in Table 4.27.

**Table 4.20: Impact of security incidences on implementation of humanitarian programs**

Impact	Frequency	Percent
Suspension of project activities	66	91.7
Closure of projects	36	50.0
Loss of life and property of the implementing agencies	60	83.3
Scaling down of the number of staffs	54	75.0

From the study findings of the study, 91.7% of the responses obtained indicated that explosion incidences had lead to suspension of humanitarian activities in Dadaab, 50.0% of the responses indicated that humanitarian activities were closed down due to the occurrence of the explosions, 83.3% of the respondents indicated that explosion incidences experienced lead to loss of life of individuals and property of the humanitarian agencies whereas 75.0% indicated that frequent occurrence of explosions lead to scaling down of the number of humanitarian agencies' staffs. This indicated that the security incidences experienced in the region had negative impacts on implementation of humanitarian assistance programs in Dadaab refugee camp

#### 4.4.4.3 Impact of communication network on implementation of humanitarian activities in Dadaab refugee camp

To establish how logistical factors influence implementation of humanitarian assistance programs in emergency contexts, the study sought to find out the common means of communication used by humanitarian agencies as well as the condition of communication network coverage in Dadaab region. The findings were presented in Table 4.21.

**Table 4.21: Means of communication used by humanitarian agencies in Dadaab**

Means of communication	Frequency	Percent
Mobile phones	9	25.7
VHF Radio Phones	23	65.7
Thuraya	3	8.6
Total	35	100.0

Table 4.21 shows that 65.7% of the humanitarian agencies operating in Dadaab refugee camp used Very High Frequency (VHF) radio phones for communication while implementing program activities, 25.7% of the humanitarian agencies used mobile phones as a means of communication, whereas 8.6% of the humanitarian agencies in Dadaab area used Thuraya Satellite phones as a means of communication while implementing program activities. The dominant use of VHF radios indicated that the security of the region was unstable and required continuous monitoring by the humanitarian agencies while the use of Thuraya Satellite phones indicated poor network coverage in some areas within Dadaab refugee camp.

#### 4.4.5 How donor conditions influence implementation of humanitarian assistance programs

This study also sought to investigate how donors through their regulations and procedures influence implementation of humanitarian assistance programs in emergencies. Donor conditions were taken to be the moderating variable in this study and the findings indicated that indeed donor conditions influence implementation of humanitarian assistance programs.

#### 4.4.5.1 Involvement of donors in humanitarian program activities

To establish how donor conditions influence implementation of humanitarian assistance programs in emergencies, the study sought to find out how humanitarian agencies' donors were involved in program activities. The respondents were requested to indicate how their respective donors were involved in their ongoing activities. The results of the finding were presented in Table 4.22 and Table 4.23 respectively.

**Table 4.22: Donor involvement in humanitarian assistance programs**

Donor involvement	Frequency	Percent
Funding	15	42.9
Planning of program activities	2	5.7
Actual implementation of project activities	4	11.4
Monitoring and evaluation of project activities	14	40.0
Total	35	100.0

Based on the findings of the study, 42.9% of the respondents indicated that their agency's donors involved in their program activities through funding, 40.0% of the respondents indicated that the most common way in which their agencies' donors involved in their program activities was through monitoring and evaluation, 11.4% of the respondents chose implementation of the program activities as the common way in which their donors involved in program activities while only 5.7% of the respondents indicated that the donors participated in the planning of program activities.

**Table 4.23: Donor requirements on humanitarian agencies**

Requirement	Frequency	Percent
Regular reporting requirements	11	31.4
Accountability	18	51.4
Quality Assurance	6	17.2
Total	35	100.0

Table 4.23 indicates the feedback obtained from the respondents regarding the requirements that humanitarian agencies' donors require them to meet while implementing humanitarian assistance programs. Most of the respondents (51.4%) indicated that their donors required them to ensure accountability while implementing program activities. 31.4% of the respondents indicated that their donors required them to report to them on a regular basis while only 17.2% indicated that their donors required quality assurance from them. This had an impact on the outcome of humanitarian activities since most of the agencies prioritized accounting and reporting to donors as compared to quality services.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents the summary of key findings of the study, which were in line with the research topic and objectives. The themes of the study were; influence of political factors on implementation of humanitarian assistance programs in emergencies, influence of socio-cultural factors on implementation of humanitarian assistance programs in emergencies, influence of organization capacity on the implementation of humanitarian assistance programs in emergencies and influence of logistical factors on the implementation of humanitarian assistance programs in emergencies. The chapter also presents the conclusion, and recommendations of the study.

#### **5.2 Summary of the findings**

Below is the summary of the findings of the study on factors that influenced implementation of humanitarian assistance programs in Dadaab refugee camp

##### **5.2.1 Political influence on humanitarian assistance programs**

This study revealed that corruption, nepotism, ethnicity, discrimination and riots were some of the political factors that were faced by humanitarian agencies in Dadaab refugee camp. Majority of the respondents as represented by 33.3% of the respondents confirmed that nepotism was the common political risk that were arising from humanitarian agencies staffs similarly 65.7% of the respondents indicated that community elders were the main political activists within the target group. 51.7% of the respondents revealed that riots was a common occurrence within Dadaab refugee camp and this impacted influenced implementation of humanitarian assistance negatively.

##### **5.2.2 Socio-cultural influence on humanitarian assistance programs**

This study revealed that language, religion, leadership and gender status within the target group were some of the socio-cultural factors influenced implementation of humanitarian

assistance programs in Dadaab refugee camp. 42.9% of the respondents indicated that religious leaders' main role was to advocate for effective implementation of humanitarian assistance activities. The study findings also revealed that the main role played by community leaders was to represent the target group in humanitarian forums and through this the leaders acted as the link between the humanitarian agencies and the target group. For this reason, leadership system of the target group influenced implementation of humanitarian assistance programs. 41.7% and 33.3% of the respondents indicated that women role within the target group were mainly domestic role and procreation. This indicated that women were not actively involved in implementation of humanitarian assistance programs and as a result their failure to participate in humanitarian forums influenced implementation of humanitarian assistance programs negatively.

### **5.2.3 Influence of organization capacity on humanitarian programs.**

From the findings of this study, it was revealed that most humanitarian agencies relied on donations as the major source for funding their activities. The findings of the study revealed that out of the humanitarian agencies that were operating in Dadaab refugee camp, 75.0% relied on donations from other humanitarian agencies. Furthermore, the study revealed that most of the humanitarian agencies as was indicated by 65.7% of the respondents could only contribute upto 25.0% of the total funds they used to implement their program activities. Last but not least, the study also revealed that most of the humanitarian agencies that operated in Dadaab refugee camp implemented their activities through national staffs and incentive staffs as was indicated by 57.1% and 34.3% of the respondents respectively. The used of the incentive workers compromised the quality of the work.

### **5.2.4 Logistical influence on humanitarian assistance programs**

Based on the findings of this study, it was revealed that the only means of transporting relief items to Dadaab was by road and since the road condition of the region was poor, delivery of humanitarian services to the vulnerable population was delayed in most cases. As a result of the unpredictable security situation of Dadaab region, it was revealed that most of the humanitarian agencies used very High frequency radio phones to track the

movements of their project staffs and vehicles. This was revealed by 65.7% of the respondents.

### **5.3 Discussion**

The aim of this study was to investigate the factors that influence implementation of humanitarian assistance programs in emergency contexts in order to provide realistic recommendations for implementing humanitarian assistance programs in emergencies. Factors that influence implementation of humanitarian assistance programs in emergencies were conceptualized as political factors, socio-cultural factors, organization capacity and logistical factors. In this study, donor conditions were the moderating variable and also had an influence on implementation of humanitarian assistance programs in emergencies.

#### **5.3.1 Political influence on humanitarian assistance programs**

This study revealed that political factors that influence implementation of humanitarian assistance programs in emergency contexts include riots, political activism, corruption, nepotism, ethnicity and discrimination. From the study findings, it was found that the major beneficiaries of humanitarian assistance programs in Dadaab were the refugees who were supported by most of the humanitarian agencies that were operating in the region as compared to the host community which was supported by a few humanitarian agencies. It was also noted that community elders were the key political activists within the target group and their main role was representation of the target group in humanitarian forums. However, the community elders played a minor role in advocating for effective implementation of humanitarian activities. On one hand, participation of the community elders in humanitarian forums influenced implementation of humanitarian activities positively by actively contributing in decision making process while on the other hand, participation of community elders in humanitarian assistance programs politicized humanitarian assistance. This in most cases created a favorable environment for corruption, nepotism, ethnic conflicts and favoritism. This finding is in line with the argument that corruption, nepotism and ethnicity can dishearten and frustrate the success of humanitarian interventions in emergency contexts (Harvey, 2000).

Moreover, the study revealed that politically instigated riots frequently affected implementation of humanitarian assistance programs in Dadaab refugee camp and this made humanitarian agencies not achieve their set objectives. It was also revealed from the findings of the study that the host community took advantage of the emergency situations in Dadaab and imposed conditions such as local recruitment, local tendering and procurement on humanitarian agencies even in the instances where the host community lacked the capacity to provide such services. Such conditions negatively influenced the outcome of humanitarian activities in the area. However, there were few instances in which the community imposed equity and accountability requirements on the humanitarian agencies. Corruption, discrimination, nepotism and ethnicity were among the political risks that humanitarian agencies faced while implementing program activities in Dadaab refugee camp. Nepotism was the most common political risk arising from the humanitarian agencies staffs followed by corruption and ethnicity. Among the measures that humanitarian agencies adopt to prevent them from political risks include local sourcing of staffs, local tendering and procurement in case the community had the required capacity, ensuring equity in provision of humanitarian assistance and ensuring transparency and accountability when providing humanitarian assistance in emergencies.

### **5.3.2 Socio-cultural influence on humanitarian assistance programs**

This study revealed that socio-cultural factors such as the language of the target group, religion of the target group, leadership system of the target group and gender status within the target group influenced implementation of humanitarian assistance programs in Dadaab refugee camp. The findings of the study revealed that knowledge of the target group's language facilitated communication between the humanitarian agency staffs and the target group and this was the key to effective implementation of humanitarian activities. Knowledge of the target group's language also improved the work relation between the humanitarian agencies staffs and the beneficiaries of humanitarian assistance programs. It was also noted that implementation of humanitarian assistance programs in Dadaab refugee camp depended on the existing leadership systems of the region and for humanitarian activities to be implemented successfully, the Dadaab host community leaders, refugee section leaders and the refugee block leaders were always involved in

implementing humanitarian assistance programs. From the study findings, it was established that the leaders played a very important role of representing the refugees and the host community in humanitarian forums, decision making and advocacy for effective implementation of humanitarian assistance programs. Any humanitarian agency that failed to involve the leaders in their activities was bound to fail.

The findings of this study further revealed that men dominated females in decision making within the target group. It was established that women role within the target group was mainly domestic and procreation. This showed that women were not empowered enough and did not play active role in implementation of humanitarian assistance programs and for this reason, humanitarian programs that targeted women quite often failed to meet their objectives. The findings also revealed that religion background of Dadaab community influenced implementation of humanitarian assistance programs in the area. Quite often, religious leaders alongside other community leaders participated in humanitarian forums, acknowledge the suitable activities to be implemented within the community and as well setting of standards for implementing humanitarian assistance programs. The findings of this study agrees with the argument that community characteristics such as historically rooted values and levels of social cohesion can be crucial factors constraining or promoting implementation of humanitarian responses in emergency contexts (Jones, 2011).

### **5.3.3 Influence of organization's capacity on humanitarian assistance programs**

This study revealed that humanitarian agencies level of experience in Dadaab refugee camp, funding capacity of the humanitarian agencies and the nature of staffs contracted by humanitarian agencies greatly influenced implementation of humanitarian assistance programs in the area. Based on the findings of this study, most humanitarian agencies that operated in Dadaab refugee camp had limited own funding capacity and as a result relied mostly on donations from other international humanitarian agencies such as the EU, ECHO, UNHCR and USAID. Moreover, it was established that donations from other humanitarian agencies were not quite reliable since it was based on quite a number of donor conditionalities and interests.

From the findings of this study, it was also established that most humanitarian agencies had good experience of Dadaab environment and this made them understand the complex environment in which they were operating. Based on this good understanding of Dadaab context, the humanitarian agencies strived to achieve their objectives. However, the humanitarian agencies to a greater extent worked with incentive workers and the national staffs. The incentive workers were mainly drawn from the refugees who had relatively low capacity to implement humanitarian assistance programs in emergency situations. In order to enhance staffs capacity, humanitarian agencies offered short term training courses to their staffs. Harvey (2007) argues that there is need for experience to be more widely shared within humanitarian agencies for successful implementation of humanitarian activities.

#### **5.3.4 Influence of logistical factors on humanitarian assistance programs**

This study revealed that logistical factors such as means of transporting relief items, communication network coverage and security situation that characterized Dadaab refugee region to a great extent influenced implementation of humanitarian assistance programs. First, it was revealed that the only means of transporting relief items to the region was by road even though the road condition of the area was in poor state. The poor state of the roads delayed delivery of humanitarian services to the vulnerable population and as well caused the wear and tear of the project vehicles. Secondly, the study revealed that most humanitarian agencies used VHF radio phones for communication purposes as a mitigation measure to monitor the movements of their project staffs and vehicles. This was because of the changing security situation of the Dadaab region. It was also found that some humanitarian agencies resorted to using Thuraya satellite phones for communication purposes since the communication network coverage in some parts of Dadaab was bad. Because of the volatile security situation of Dadaab region, most humanitarian agencies were forced to suspend their operations or scale down their activities as well as scaling down the number of staffs. Moreover some humanitarian agencies were forced to close down their operations in Dadaab refugee camp. Metcalfe (2001) argues that it is good to take into account security concerns and compare the costs and benefits of implementing some humanitarian activities before making a decision on

whether to respond to an emergency situation or not. This argument is in line with the findings of this study on factors that influence implementation of humanitarian assistance programs.

### **5.3.5 Donor involvement in implementation of humanitarian assistance programs**

Finally, this study sought to find out how donor conditions moderated implementation of humanitarian assistance programs in Dadaab refugee camp. It was revealed that donors were involved in implementation of humanitarian assistance programs through funding the humanitarian activities and as a result keenly monitored and evaluated how the program activities were implemented. It was further established that the main concern of the donors was accountability and quality assurance from the humanitarian agencies. This was the reason why donors always monitored and evaluated humanitarian assistance programs. Regular reporting was a common requirement by the donors as this gave information on the continuous progress of program activities. Such donor requirements and obligations moderated how humanitarian agencies implemented their program activities. Based on the existing literature, some of the donor procedures for accounting, reporting, asset management and personnel management as well as evaluation and audit at times are time consuming, rigid and can at times not be suitable in emergency scenarios where high priority is given to saving lives of the affected population (Willits, 2005).

### **5.4 Conclusion**

From the findings of the study, it can be concluded that political factors influence implementation of humanitarian assistance programs in emergency contexts. Favorable political environment favors implementation of humanitarian assistance programs while unfavorable political environment hinder implementation of humanitarian assistance programs in activities. It was also established from the findings that political activists play various roles in the implementation of humanitarian assistance programs. Their involvement in humanitarian activities can positively or negatively influence implementation of humanitarian assistance programs.

It can also be concluded that that social-cultural factors such as ethnic background of the target group, language of the target group and religion of the target group influence implementation of humanitarian assistance programs in emergencies. The more favorable the socio-cultural environment the more successful humanitarian programs will be implemented. Humanitarian agencies should therefore show great concern towards socio-cultural practices of their target groups and indeed consider the same while planning implementation of their program activities.

It was also concluded that organization capacity which comprises the level of experience of the organization, organization funding capacity and the nature of the organization staffs has direct influence on implementation of humanitarian assistance programs in emergency contexts. The study revealed that most of the humanitarian agencies do not have sufficient own funds and as a result rely on donations from other humanitarian agencies such as UNHCR, USAID, ECHO and well wishers. The type of staffs employed by humanitarian agencies also directly influence implementation of humanitarian assistance programs in emergencies, the higher the quality of the staff the more successful the implementation of humanitarian assistance programs and vice versa.

Moreover, from the study findings, it can also be concluded that logistical factors such as means of transporting relief items, communication network coverage and security situation directly influence implementation of humanitarian assistance programs in emergency contexts. Poor road conditions, bad communication network coverage and deteriorated security situation hinder implementation of humanitarian assistance programs in emergencies and therefore humanitarian agencies should effectively plan and coordinate their program activities for effective implementation.

Finally, from the study findings, it can also be concluded that donors influence implementation of humanitarian assistance programs by setting regulations and procedures that guide implementation of program activities. Donor funding form the biggest percentage of humanitarian agencies' funds and therefore donors are particularly keen on accountability and quality assurance from the humanitarian agencies. For this

reason, donors have routine monitoring and reporting procedures to be observed by the humanitarian agencies.

### **5.5 Recommendations**

For effective implementation of humanitarian assistance programs in emergency contexts, this study recommended that;

1. Humanitarian agencies should as much as possible involve all the relevant stakeholders in implementation of humanitarian assistance programs. Employment and tendering opportunities should be provided to the local community as long as the locals have the necessary capacity. However, it is highly recommended that humanitarian agencies should at all time remain transparent and accountable as this is a good measure of mitigating political risks that can emanate from the local community.
2. Humanitarian agencies should bear in mind the socio-cultural practices of the community in which they intervene while planning humanitarian assistance programs as this has direct influence on implementation of program activities. Religious leaders, community elders and enumerators should be involved in planning and decision making processes concerning implementation of humanitarian assistance programs. Humanitarian agencies should also clearly identify the gender roles within the community and empower women who may be more vulnerable but remain locked out from participating in humanitarian activities.
3. Furthermore, the study recommends that humanitarian agencies should enhance their own funds mobilization capacity through social entrepreneurship in order to implement their activities successfully. Humanitarian organizations should invest well on hiring human resource and also provide short term training opportunities as a way of improving their capacity since staff capacity and motivation is the key to successful implementation of humanitarian assistance programs.
4. Moreover, the study recommends that good planning and coordination of all the logistical aspect of humanitarian assistance programs should be adopted by

humanitarian agencies for effective and efficient implementation of humanitarian assistance programs in emergencies. Forward planning, timely procurement and transportation of relief items is necessary to minimize delays in delivery of relief items as a result of the poor roads state. Organizations should also invest in security monitoring mechanisms and train their staffs on personal security and safety measures.

5. In order to mobilize more funds from the donors and to sustain its operations, it is recommended that humanitarian agencies should implement their program activities effectively and efficiently as this will make them easily account to their donors. The donor procedures and regulation should also be observed by humanitarian agencies as this will guide how humanitarian agencies implement their program activities.

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## APPENDICES

### Appendix I: Letter of transmittal

To,  
The Head of Agency,  
UNHCR,  
Dadaab Refugee Camp,  
Lagdera District.

FROM,  
Mr. Ogayo Joseph Otieno,  
P.O. Box 133, Homa-Bay,  
Phone No: 0729622782,  
Mail: [ogayojoosephotieno@yahoo.com](mailto:ogayojoosephotieno@yahoo.com).

#### **RE: LETTER OF TRANSMITTAL.**

I am a student at the University of Nairobi currently pursuing a Masters degree Programme in Project Planning and Management.

I wish to request your office to allow me to conduct a survey from the humanitarian agencies operating in Dadaab refugee camp and its surrounding on factors that influence implementation of humanitarian assistance programs in emergency contexts.

The finding of this research will be specifically for academic purpose and will benefit humanitarian practitioners in coming up with more suitable guidelines for planning, implementing, monitoring and evaluating humanitarian assistance programs in emergency contexts.

Thank You.

Yours faithfully,



Ogayo Joseph Otieno

L50/66114/2010

## Appendix II: Letter of Authorization



Head of Sub-Office,  
Dadaab Refugee Camp,  
Tell: -254 729 622 782.

Date: 18/10/2012

Att. Mr. Ogayo,

### REF: RESEARCH STUDY IN DADAAB REFUGEE CAMP

This is to inform you that you have been granted the permission to conduct your research study in Dadaab refugee camp starting 15<sup>th</sup>-22<sup>nd</sup> of October 2012. Note that the findings for this study will ONLY be used to facilitate your completion of studies and will not be used for reference by any other institution without UNHCR consent. Ethical considerations during the process of research are paramount and any unethical behaviour will subject you or your University to court summon.

Best of luck,

UNHCR HOSO-Dadaab

UNHCR Public Information Officer

### **Appendix III: Questionnaire**

#### **An Investigation of the Factors That Influence Implementation of Humanitarian Assistance Programs In Emergency Contexts**

This questionnaire aims to collect data to facilitate completion of a master's degree in Project Planning and Management project research on the factors that influence implementation of humanitarian assistance programs in emergency contexts. The information obtained will remain confidential and will not be used for any other purpose. Your cooperation in completing the questionnaire as accurately as possible will be appreciated. Where necessary, tick appropriately.

#### **SECTION A**

##### **General Information**

1. Name of the organization (Optional) \_\_\_\_\_
2. Position held by the respondent (Optional) \_\_\_\_\_
3. For how long have you worked with humanitarian agencies?
  - a) 1-2 years
  - b) 3-4 years
  - c) 5-10 years
  - d) Any other \_\_\_\_\_
4. For how long has your agency been implementing emergency programs in Kenya?
  - a) 1-2 years
  - b) 3-4 years
  - c) 5-10 years
  - d) Any other \_\_\_\_\_

#### **SECTION B**

##### **Influence of politics on implementation of humanitarian assistance programs in emergencies**

1. Which is the main target group for your program activities in Dadaab region?
  - a) Dadaab HC
  - b) Refugees

- c) Both of the above
2. Who are the main political activists within your target group?
    - a) Youth groups
    - b) Community Elders
    - c) Women groups
    - d) Community leaders
  3. Which is the main role played by the above mentioned group in implementation of humanitarian assistance programs in the region?
    - a) Advocacy role
    - b) Representation of the target group
    - c) Information dissemination role to and from the target group
    - d) Formulation of policies for implementation of humanitarian assistance programs
  4. How many instances are known to you within a period of the last nine (9) months in which riots from any of the above mentioned groups have hindered implementation of humanitarian assistance program activities in Dadaab region?
    - a) None
    - b) 1-3 times
    - c) 3-5 times
    - d) 5-10 times
  5. Which is the main condition that the local community imposes on humanitarian agencies operating in Dadaab region operating in Dadaab region to meet?
    - a) Sourcing of staff from the local community
    - b) Awarding procurement and transportation tender to the local community
    - c) Accountability for the outcome of humanitarian agencies' activities
    - d) Equitable provision of humanitarian support to the host community as well as the refugees
    - e) All of the above
  6. Which is the most common political risk that arises from humanitarian agencies' staff operating in the area?
    - a) Corruption

- b) Discrimination
- c) Nepotism
- d) Ethnicity

All of the above

### SECTION C

#### **Influence of socio-cultural factors on implementation of humanitarian assistance programs in emergencies**

1. Which is the dominant language spoken among your target group?
  - a) Somali
  - b) Arabic
  - c) Kiswahili
  - d) English
2. Which is the main importance of knowing the language of your target group?
  - a) Knowledge of the target group language facilitates communication with the target group
  - b) Knowledge of the target group language enhances good relation with the target group
  - c) Knowledge of the target group language enhances the capacity of the organization staff
3. What is the main role played by the community leaders within your target group?
  - a) Decision making
  - b) Advocacy
  - c) Guidance and counseling
  - d) Representation of the target group on humanitarian forums
4. Which gender dominates the role of decision making within your target group?
  - a) Females
  - b) Males
  - c) Both females and males
5. Which is the key role of women within your target group?
  - a) Decision making
  - b) Domestic role

- c) Procreation
  - d) Protection of the family members
6. How does religion of your target group influence implementation of your program activities
- a) Through advocacy for effective implementation of humanitarian activities
  - b) Through setting standards for implementing humanitarian assistance programmes
  - c) Through representation of the target group in humanitarian forums and meetings
  - d) Through Acknowledging suitable program activities for the community

### SECTION E

#### **Influence of organization capacity on implementation of humanitarian assistance programs in emergencies**

1. Which is the main source (s) of funding for your project activities?
  - a) Donations
  - b) Own funds
  - c) Loans
  - d) Any other \_\_\_\_\_
2. Could you estimate in percentage the amount of own funds that your agency contributes towards implementing your current program activities
  - a) 0-25%
  - b) 26-50%
  - c) 50-100%
3. Who are the majority of the staffs contracted by your agency to implement program activities?
  - a) Expatriates
  - b) National staffs
  - c) Incentive workers
4. Which are the main strategies put in place by your organization towards enhancing staff capacity?
  - a) Sponsorship for further education

- b) Short term training
- c) Mentoring and coaching
- d) All of the above

### SECTION F

#### **Influence of logistical factors on implementation of humanitarian assistance programs**

1. Which is the most common means of transporting relief items to Dadaab region?
  - a) Road
  - b) Air
  - c) Sea
2. How does the roads condition of your project location influence implementation of your program activities
  - a) Road condition has influence on time of delivery of humanitarian services
  - b) Road condition has direct influence on the condition of project vehicles
  - c) Both of the above
3. How have the experienced cases of security incidences in Dadaab region impacted on implementation of your program activities?
  - a) Suspension of project activities
  - b) Closure of projects
  - c) Loss of life and property of the implementing agencies
  - d) Scaling down of the number of staffs
  - e) All of the above
4. Which is the most common means of communication used by humanitarian agencies in Dadaab area?
  - a) Mobile phones
  - b) VHF Radio Phones
  - c) Thuraya

## SECTION G

### **Donor influence on implementation of humanitarian program activities**

1. In what ways are your donors involved in your program activities?
  - a) Through funding
  - b) Planning of project activities
  - c) Actual implementation of project activities
  - d) Through monitoring and evaluation of project activities
  - e) All of the above
  
2. Which are some of the common donor requirements that humanitarian agencies have to meet?
  - a) Regular reporting requirements
  - b) Accountability
  - c) Quality Assurance
  - d) All of the above

**Appendix IV: List of Humanitarian Agencies operating in Dadaab  
Refugee camp**

No	Name of Humanitarian Agency	Abbreviation	Sector of Intervention
1	Action Against Hunger	ACF	WASH & food security
2	ADEO	ADEO	Education
3	AVSI	AVSI	Education
4	Care	Care	Food Security & WASH
5	Catholic Relief Services	CRS	WASH
6	Cesvi	Cesvi	WASH
7	Centre for Torture Victims	CTV	Guidance and Counseling
8	Danish Refugee Council	DRC	Shelter
9	Department of Refugee Affairs	DRA	Protection
10	Fafi Integrated Development Agency	FaiDA	Environmental
11	Film Aid	FA	Research and Filming
12	German Agro Action	GAA	WASH & food security
13	German International Cooperation	GIZ	Health
14	German International Cooperation-DETA	GIZ/DETA	Food Security & Environmental
15	GOAL	GOAL	WASH
16	Handicap International	HI	Disability Support & Education
17	International Medical Corpse	IMC	Health
18	International Organization for Migration	IOM	Resettlement and Relocation
19	International Rescue Committee	IRC	Health
20	Japan International Corporation Agency	Jica	Health
21	Kenya Red Cross	KRC	Health & WASH
22	Lutheran World Federation	LWF	Camp Management
23	Medicines San Fronteers	MSF	Health
24	National Council of Churches of Kenya	NCKK	HIV/AIDS, WASH, Shelter
25	Norwegian Refugee Council	NRC	Food Security & WASH
26	Oxfam	Oxfam	WASH
27	Samaritan Purse	SP	Health
28	Save The Children	SCF-UK	Food Security & Livelihood Programs
29	Solidarites International	SI	Food Security & Livelihood Programs
30	United Nations Children Fund	Unicef	WASH & Children Protection
31	UN Department of Safety and Security Services	UNDSS	Safety & Security
32	United Nations High Commissioner for Refugees	UNHCR	Lead Agency-Coordination
33	United Nations Mines Action Service	UNMAS	Safety & Security
34	Windle Trust	WTK	Education
35	World Food Programme	WFP	Food Security
36	Peace Winds	PW	Shelter Construction
37	Relief, Reconstruction Development Organization	RRDO	Environmental
38	Peace Corps International	PCI	Protection