

**FACTORS INFLUENCING DELIVERY OF HUMANITARIAN ASSISTANCE
PROGRAMME: THE CASE OF FOOD AND AGRICULTURE ORGANIZATION IN
SOUTH SUDAN BOR COUNTY JONGLEI STATE**

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DECLARATION

This research project report is my own original work and has not been presented for any award in any other university.

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DEDICATION

This work is dedicated to special people in my life starting with my parents Mr. Ayuen Madol Niop and my late mum Mrs. Ayak Mayen Mareng who have sacrificed much and done everything possible to see me achieve my goals and ambitions; my late grandmother who assumed the roles of my biological mum immediately, nurtured me from a tender age and who was passionate about education and seeing grandchild become academically successful; my sibling and uncles for their relentless advice, mentorship, moral courage and financial support, my network of friends whom I have mingled and interacted within my life, since childhood, and career, who encouraged me to continue to push me to achieve even more.

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ABBREVIATIONS AND ACRONYMS

CMS	Conflict Management Strategy
CRS	Congressional Research Service
FAO	Food and Agriculture Organization
HPPIS	Horizontal Public Policy Inequalities
IDPs	Internally Displaced Persons
NACOSTI	National Council for Science, Technology and Innovation
NGO	Non-Profit Organization
ToC	Theory of Change
WHO	World Health Organization
WKCDD/FMP	Western Kenya Community Driven-Development and Flood Mitigation Project

ABSTRACT

Despite significant efforts to address food security and nutrition issues globally, food shortages, climate shocks, a deepening economic crisis, insecurity and insufficient agricultural production at household level have kept levels of hunger and acute malnutrition alarmingly high. As the majority of South Sudanese have agriculture-based livelihoods which cannot be maintained once displaced, these communities become extremely vulnerable. This study therefore sought to establish the factors influencing delivery of humanitarian assistance programme: the case of Food and Agriculture Organization in South Sudan Bor County Jonglei State. The research was conducted in Bor County which is one among eleven counties of former Jonglei state in Republic of South Sudan. The study specifically focused on the extent to which conflict management, level of education, flood management, long period of famine and road infrastructure influence delivery of humanitarian assistance programme. This study used descriptive survey research design. The target population for this study was 370 comprising of the Food and Agriculture Organization programme staff and beneficiaries comprising of programme managers, programme committee members, field officers and community leaders. The sample size for this study is 296 determined using Krejcie and Morgan (1970) table of sampling. Stratified sampling methods were used for the selection of the study respondents. Self-administered questionnaires were employed to get primary data. The questionnaire was administered using a drop and pick later method to the sampled respondents. Before processing the responses, data preparation was done on the completed questionnaires by editing, coding, entering and cleaning the data. The quantitative data collected was analyzed using descriptive statistics such as frequency, percentages, mean and standard deviation. Data analysis was done with help of software programme SPSS version 25.0. Content analysis was used in processing of qualitative data from open ended questions and results presented in prose form. The results were presented using tables. The study found that conflict management (composite mean =3.539, sub-composite standard deviation=0.726), level of education (composite mean=3.587, composite standard deviation =0.749), and flood management (composite mean =3.741, composite standard deviation = 0.750) influenced food and agriculture organization in delivery humanitarian assistance programme in South Sudan to a great extent. The study also found that long period of famine (composite mean=3.375, composite standard deviations =0.739); and road infrastructure (composite mean =3.452, composite standard deviation = 0.714) influenced delivery of humanitarian assistance programme in South Sudan to a moderate extent. The research also found that the delivery of humanitarian assistance programme by food and agriculture organization had been constant for the last five years (composite mean =3.361, composite standard deviation of 0.737). The study concluded that conflict management had the greatest influence on Delivery of humanitarian assistance programme in South Sudan followed by level of education, then road infrastructure, then long period of famine while flood management had the least influence on the Delivery of humanitarian assistance programme in South Sudan. The study recommends that academic qualification should be the key determinant of the job designation, responsibilities and tasks given since the more one is academically qualified, the more responsibilities and complex the tasks assigned. The communities should adopt some form of coping mechanism to reduce the effects of the flooding in their area. The government should formulate a good road infrastructure policy that will enhance the delivery of humanitarian assistance.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

This study focuses on the humanitarian situation in South Sudan, the world's newest state. In July 2011, the people of South Sudan voted for independence from Sudan in a largely peaceful referendum. Although much has been accomplished, the humanitarian situation remains extremely fragile. Conflict and violence affects hundreds of thousands of people, and up to five million will need food and livelihoods support this year (Keßler and Hendrix, 2015).

The key factors affecting food security in South Sudan, highlighting the need for programmes that simultaneously address short-term needs and build resilience. The humanitarian community in South Sudan needs to address growing constraints to humanitarian access in a more proactive, principled and transparent manner. Years of conflict have affected the livelihoods of communities in South Sudan, and the humanitarian implications of conflict and insecurity for pastoralists and cross-border livelihoods in general (Hope, McCloskey, Hunt, Crowley and NicBhloscaidh, 2018).

McCallum and Okech (2013) examine the drivers of conflict in Jonglei and called for the inclusion of peace-building and conflict resolution in agency responses. Healy and Tiller (2013) review the slow and inadequate humanitarian response to the refugee emergency in Maban County. In contrast, Tomaszewski, Al-Najdawi, Martin, Tedmori, Omondi and Hamad (2017) explain how the REACH initiative, which uses GIS as a planning and coordination tool in refugee camps in South Sudan, has improved response time. Drawing on lessons learned from transition and recovery programmes in South Sudan, Conway (2013) emphasizes the need to better understand and manage the trade-offs between multiple priorities including peace- and state-building. Pickwick (2012) explores the impact of Tearfund's water, sanitation and hygiene work on peace and state-building in two projects in South Sudan, while Clay and Stokke (2013) looked at the comparative advantages of cash and food for work interventions. Morrow, Mock, Papendieck and Kocmich (2011) highlighted the importance of credible and independent NGO coordination in complex operating environments like South Sudan (Clark, Keßler and Purohit, 2015).

South Sudan is prone to recurrent natural disaster, particularly flooding as a result of cyclic heavy rainfall Congressional Research Service (CRS). Years of armed conflict have made local communities increasingly vulnerable and events have a severe impact, aggravating food insecurity, health risks and epidemics (for example, Cholera) as well as disrupting local economy and logistics, difficulty humanitarian assistance (Warner and Obrecht, 2015).

Despite significant efforts to address food security and nutrition issues globally, food shortages, climate shocks, a deepening economic crisis, insecurity and insufficient agricultural production at household level have kept levels of hunger and acute malnutrition alarmingly high. The most destructive of all the factors affecting food stability in the country, conflict is disrupting livelihoods and increasing displacement: an estimated 4.4 million people have fled their homes since the outbreak of violence in 2013, including 1.9 million internally displaced persons (IDPs). Many in the former states of Unity, Lakes, Jonglei, Upper Nile and Western Bahr el Ghazal have been trapped in renewed and widespread conflict over the past months and were at times cut off from humanitarian assistance (Belliveau, 2016). Although South Sudan signed a peace deal in September 2018 to end the five-year conflict. it remain unclear whether the political process will contribute to improving the humanitarian situation in the coming months. Flooding, prolonged dry spells and pest infestations have also hampered crop production, with only 60 percent of the 2018 national cereal needs met by the harvest. Cereal production has steadily declined since start of the conflict in late 2013, and in 2017 was estimated 765000 tones approximately 25 percent below pre-conflict levels. Further complicating an already dire situation this time, an earlier than anticipated start to the lean season, potentially poor harvests in counties, and possible returns from within and outside the country, could put added pressure on already scarce natural resources (Keßler and Hendrix, 2015).

According to Food and Agriculture Organization for United Nations assessment report, the ongoing conflict has heightened risks of livestock disease outbreaks, including the potential spread of Rift Valley Fever, as the cold chain system for vaccine storage has broken down. Non-traditional livestock herding patterns have also led to the intermingling of vaccinated and unvaccinated herds, while exacerbating tensions between pastoral and farming communities. FAO is distributing vaccines and veterinary supplies to enable rapid preventative vaccination

campaigns, while equipping and retraining community-based animal health care workers to provide basic, on-the-move healthcare to migrating herds (Abbott, 2019).

1.2 Statement of the Problem

The number of undernourished people in the world remains unacceptably high at near the one billion mark despite an expected decline in 2010 for the first time since 1995. This decline is largely attributable to increased economic growth foreseen in 2010 – particularly in developing countries – and the fall in international food prices since 2008. The recent increase in food prices, if it persists, will create additional obstacles in the fight to further reduce hunger. Persistent conflict, disruption of livelihoods, poor economic conditions and challenges faced in the delivery of humanitarian assistance have pushed nearly 60 percent of the population into severe acute food insecurity during the peak of the lean season (June-July), when food shortages are typically at their worst levels (Keßler & Hendrix, 2015).

The South Sudan crisis is a complex and protracted humanitarian crisis resulting from years of armed conflict, recurring natural disasters and severe economic crisis. Civilians bear the brunt of the conflict and have been systematically targeted by the warring parties. People have lost their homes and livelihoods, and basic infrastructure has been badly damaged. Of the country's estimated population of between 11–12.3 million people, 7.1 million are in need of humanitarian assistance and protection. At least 5.3 million people face acute or severe food insecurity during 2019, even taking into consideration present levels of humanitarian assistance by the FAO. Almost 4.5 million people have fled their homes and tens of thousands more are at risk of being displaced. More than 2 million south Sudanese have taken refuge in neighboring countries, with little hope of returning to their homes in the near future. A peace-agreement was reached in august 2018. Nonetheless, fighting continues in many parts of the country and the severe humanitarian crisis continues to threaten millions of lives (Peprah et al., 2016). As the majority of South Sudanese have agriculture-based livelihoods which cannot be maintained once displaced, these communities become extremely vulnerable. Failure to keep agricultural production at the same levels is not only driven by conflict-related displacements but also general disruptions to livelihoods and markets, lack of access to social services and restricted trade due to roads made inaccessible by insecurity and the current rainy season. Immediate action by the food and agriculture organization to maintain and save livelihoods will have lasting

impact but poor delivery of humanitarian assistance programme services affects access to farming, fishing and livestock-safeguarding inputs and services hence jeopardizes the potential to significantly improve food security (Brock, 2016).

Studies such as Sammy (2016) who studied the Influence of implementation of conflict management strategies on employees performance: a case of Kenya power company, Nairobi county; Musah and Akai (2014) who studied Effects of Flood Disasters on Livelihoods Coping Mechanism in Tolon/Kumbungu District of Northern Region of Ghana; Irungu (2015) conducted a study on Influence of community driven-development approach on achievement of sustainable community livelihoods: a case of western Kenya community driven-development and flood mitigation project (WKCDD/FMP) In Busia County, Kenya; and Faith (2014) focused on the Perceived relationship between employee academic qualifications and job performance in Mukuru slums development projects, Nairobi county are related to the current studies. However, none of them sought to evaluate the factors influencing delivery of humanitarian assistance programme: the case of Food and Agriculture Organization in South Sudan Bor County Jonglei State. This study therefore sought to fill the gap.

1.3 Purpose of the Study

The purpose of this study was to investigate the factors influencing delivery of humanitarian assistance programme: the case of Food and Agriculture Organization in South Sudan Bor County Jonglei State.

1.4 Objectives of the Study

The study aimed to achieve the following objectives:

- i. To establish the extent to which conflict management influence delivery of humanitarian assistance programme in South Sudan.
- ii. To determine how level of education influence delivery of humanitarian assistance programme in South Sudan.
- iii. To assess how flood management influence delivery humanitarian assistance programme in South Sudan.

- iv. To establish the extent to which long period of famine influence delivery of humanitarian assistance programme in South Sudan.
- v. To assess how road infrastructure influence delivery humanitarian assistance programme in South Sudan.

1.5 Research Questions

The study sought to answer the following research questions:

- i. To what extent does conflict management influence delivery of humanitarian assistance programme in South Sudan?
- ii. How does level of education influence delivery of humanitarian assistance programme in South Sudan?
- iii. How does flood management influence delivery of humanitarian assistance programme in South Sudan?
- iv. To what extent does long period of famine influence delivery humanitarian assistance programs in South Sudan?
- v. How does road infrastructure influence delivery humanitarian assistance in South Sudan?

1.6 Significance of the Study

The findings from this study might provide insight into the delivery of humanitarian assistance programme for FAO project not only of Bor county but elsewhere in the country particularly Jonglei state. The research study might help to ascertain most of the perceived challenges that the delivery of humanitarian assistance programme had faced and still be facing and how to overcome them. The findings are of great importance to the body of knowledge and to other developing countries starting to introduce and integrate similar programme into their activities.

The study findings might help the Government formulate policies that might strengthen the role of FAO in the country as auxiliary partners in alleviating human suffering, improvement of lives and achievement of national development goals.

The findings of the study might provide guide to the relevant authorities for instant, ministry of gender, social welfare and humanitarian affairs staff towards the gaps and to areas that need improvement. The other beneficiaries of the research study findings were: NGOs whether

national or international experiencing with the same similar challenges and targeted beneficiaries from this county found resilient mechanism for sustainability.

Future researchers might use the outcomes of this study to enable concentrate their attention on the inadequacies of the study and analyse and identify any gaps. The findings might also contribute to the vast pool of knowledge and might help academicians do future research on the study and related areas.

1.7 Delimitation of the Study

The study investigated the factors influencing delivery of humanitarian assistance programme: the case of Food and Agriculture Organization in South Sudan Bor County Jonglei State. As mentioned in the subject title of this research study was conducted in Bor County which is one among eleven counties of former Jonglei state in Republic of South Sudan. The study specifically focused on the extent to which conflict management, level of education, flood management, long period of famine and road infrastructure influence delivery of humanitarian assistance programme. The research study was further delimited by the number of county chosen. The target population for this study was the Food and Agriculture Organization programme staff and beneficiaries comprising of programme managers, programme committee members, field officers and community leaders. The study took three months.

1.8 Limitation of the Study

The major limitation was language barrier due to the literacy levels of some of the community leaders; however this was handled through the use of research assistants from the locality who helped in the interpretation of the interview guides to an easily understood language.

The information required for this study was considered to be of a sensitive and confidential nature to the project stakeholders and some stakeholders withheld some critical information. In this respect, this limitation was mitigated by assuring each stakeholder of their anonymity and confidentiality of the information given and the fact that it was used for academic purposes only.

The findings of this study was limited to the extent to which the respondents were willing to provide accurate and reliable information. The researcher checked for consistency and tested the reliability of the data they collected.

1.9 Assumption of the Study

Assumption refers to a proposition of some occurrences that may be considered in eliminating the area of the study. The study assumed that the sample size taken was a representative of the target population adequately. Further, it was assumed that the survey instruments (questionnaires) were valid and reliable to measure the research study's desired constructs. Also, that the respondents answered the questions honestly, correctly and truthfully and understands the topic under study.

1.10 Definition of Significance Terms Used In the Study

Conflict Management: is the act of maintaining and controlling the occurrence of serious disagreement or argument which is prolonged and sometimes involved armed struggles between two neighboring communities.

Delivery of Humanitarian Assistance: material or logistical assistance provided for humanitarian purposes, typically in response to humanitarian relief efforts including natural disasters and man-made disaster.

Famine: is a widespread scarcity of food caused by several factors including crop failure, population unbalance, or government policies. This phenomenon is usually accompanied or followed by regional malnutrition, starvation, epidemic, and increased mortality.

Flood Management: In this study, flood management was used to refer to the interventions and activities that are implemented with the aim of reducing the human and socio-economic losses caused by recurrent flooding.

Food And Agriculture Organization: a specialized agency of the United Nations that leads international efforts to defeat hunger and improve nutrition and food security.

Level of Education: years of formal instruction received and successfully completed, usually based on passing formal exams.

1.11 Organization of the Study

The research study was organized into five chapters. Chapter one introduces the background and rationale of the study and highlighting the statement of the problem; the research study objectives; research study questions; significance of the study; delimitation of the study; limitation of the study; assumptions; and definition of the significance terms used in the study. In chapter two, in-depth search and reviews of the existing literature that supports the study is done. It consists of literature on delivery of humanitarian assistance programme, conflict management and delivery of humanitarian assistance program, level of education and delivery of humanitarian assistance program, floods management and delivery of humanitarian assistance program, long period of famine and delivery of humanitarian assistance program, road infrastructure and delivery of humanitarian assistance program, theoretical framework, conceptual framework, summary of literature reviewed and knowledge gaps. Chapter three outlines the methodology the research study used to collect the relevant data; target population and sample size and sampling procedure derived; pilot testing, reliability and validity of the research instruments; data collection procedure; ethical issues and operationalization of variables. Chapter four comprises of data analysis, presentation, interpretation and discussion. Finally, chapter five contains the summary of findings, conclusions, recommendations and areas for further studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature on delivery of humanitarian assistance programme, conflict management and delivery of humanitarian assistance program, level of education and delivery of humanitarian assistance program, floods management and delivery of humanitarian assistance program, long period of famine and delivery of humanitarian assistance program, road infrastructure and delivery of humanitarian assistance program, theoretical framework, conceptual framework, summary of literature reviewed and knowledge gaps.

2.2 Delivery of humanitarian assistance programme

Humanitarian assistance is defined according to its purpose, that is, to save lives, alleviate suffering and enable those suffering to maintain (or retain) their human dignity during and in the aftermath of natural disasters and man-made crisis. Humanitarian assistance is the international efforts provided for people in distress by individuals, organizations or governments where the prime motivation is to prevent and alleviate human suffering (Doocy, Ververs, Spiegel and Beyrer, 2019).

Humanitarian aid has been successful in most cases in achieving its tangible outcomes such as saving lives, providing food to the hungry; healthcare and medicines to those vulnerable to acute disease in emergencies; and water, sanitation and shelter to those whose homes have been destroyed. However, the sustained internal conflicts in war prone areas reduce resources to meet development objectives as more resources are directed to meet humanitarian needs (Waugh Jr, 2017). Humanitarian aid agencies deliver emergency supplies and services to people affected by disasters. Scholars and practitioners have developed modeling approaches to support aid delivery planning, but they have used objective functions with little validation as to the trade-offs among the multiple goals of aid delivery. A method is developed to value the performance of aid delivery plans based on expert preferences over five key attributes: the amount of cargo delivered, the prioritization of aid by commodity type, the prioritization of aid by delivery location, the speed of delivery, and the operational cost. Experts prioritize more vulnerable

communities and more critical commodities, but not to the exclusion of others. With these insights and the experts' utility functions, better humanitarian objective functions can be developed to enable better aid delivery in emergency response (Dunbar and Milner, 2016).

There are three fundamental principles of humanitarian intervention that originated from operational humanitarian practice and are reflected to varying degrees in the Charter of the United Nations, International Humanitarian Law and International Human Rights Law. These three core principles are impartiality, neutrality and independence (FAO, 2010). Impartiality means no discrimination on the basis of nationality, race, religious beliefs, class, gender or political opinions: humanitarian interventions must be guided solely by needs. Neutrality demands that humanitarian agencies do not take sides in either hostilities or ideological controversy. Showing humanity means human suffering must be addressed wherever it is found, with particular attention to the most vulnerable. Independence requires that humanitarian agencies retain their autonomy of action (Gentilini, Laughton and O'Brien, 2018). These three principles underlie any humanitarian actions whether in response to conflict-related or natural disasters.

Natural disasters are the consequences of natural hazards, which are naturally occurring physical phenomena caused either by rapid or slow onset events having atmospheric, geologic and hydrologic origins for example, earthquakes, floods, droughts, hurricanes and Tsunamis. Complex emergencies are often exacerbated by natural disasters and require large-scale, multi-faceted humanitarian assistance that is hindered by security risks and political and military constraints (WHO, 2012).

2.3 Conflict Management and Delivery of Humanitarian Assistance Program

Conflict is a state of human interaction where there is disharmony; it emerges when parties compete over perceived or actual goals, values or interests, therefore, it occurs when parties confront each other with opposing actions and counter-actions and it is an indicator that something is changing, has changed or needs to change (McKibben, 2017). Managing and identifying the causes of the conflict among employees and putting strategies in place to help avoid conflicts can help in achieving good performance, conflict is classified in four levels that is intra-personal, inter-personal, intra-group and inter-group.

Conflict management is one of the important aspects in solving most of the problems in organizations in the world today (Young, Thompson, Moore, MacGugan, Watt and Redpath, 2016). In an environment where conflict in (rather than between) states is the main cause of humanitarian need, agencies cannot ignore the imperative to ensure that their actions do not generate or fuel conflict. Many have taken steps to minimise the potential negative impact of their interventions, but there is considerable ambivalence over whether humanitarian assistance can be purposefully tailored to contribute positively to conflict transformation (Høigilt, 2019).

Humanitarian assistance does not in and of itself create either war or peace, and the ultimate responsibility for ensuring peace and stability falls to national governments and the international community (McKibben, 2017). However, poorly planned and/or executed aid programmes in conflict zones may fail to reduce suffering or may at worst inadvertently exacerbate it. Negative consequences include contributing to the economy of war, bestowing unrepresentative legitimacy on warring parties and fuelling tensions between communities by the perceived favoring of one community over another (Faith and Edwin, 2013).

Changing realities of humanitarian aid delivery, agencies' experiences of undesired impacts and an increasing politicization of aid has pushed the issue of the relationship between humanitarian assistance and conflict to the top of the aid agenda (Young *et al.*, 2016). Faced with real operational dilemmas, humanitarians want to understand the potential contribution of humanitarian assistance – in conjunction with longer-term development aid – to conflict transformation and peace building. At the same time, a policy of coherence or integration of humanitarian and political objectives is increasingly pursued on the ground. However, efforts to strengthen the peace building impact of humanitarian assistance are regarded by some as likely to undermine core humanitarian principles and affect humanitarian access negatively (Rahim, 2017).

That humanitarian assistance operates within a highly political context is not a recent phenomenon. Traditionally, agencies have adopted a series of strategies to resist the undermining of the effectiveness of their actions by competing political agendas of both warring parties and international donor governments. These strategies have included the development of codes of conduct, minimum standards and codes of best practice. Humanitarian principles, however, cannot always adequately inform the practical choices by staff on the ground in conflict areas,

where the provision of resources inevitably has an impact beyond improving the situation of the targeted populations, because it affects the local social, economic and political dynamics. As violent conflict is more often than not the primary cause of human need, any effort to respond successfully to this need depends on addressing conflict and supporting opportunities for sustainable peace transformation (Høigilt, 2019). While politicization of aid by donor governments may challenge humanitarian principles, an emphasis on ‘human security’ may benefit humanitarian agencies, as it widens the concept of security to involve addressing all threats to the survival, daily life and human dignity of human beings. This approach should, if implemented, imply sufficient long-term external support for overcoming the effects on communities of poor governance, poverty and economic vulnerability – all factors that otherwise increase the likelihood of conflict (Insam, Huebner, Briem, Hanft and Stipanowich, 2016).

Human security, however, is itself increasingly under threat, as certain powerful donor governments pursue hard security issues directly and through their influence on other actors. Globally there are diverse conflicts in various nations, brought by differences in religion, culture, personalities, dissimilar interests in political power, economic, social and status. Conflicts pose a challenge of possible civil wars among nations. Conflict management strategy (CMS) is the process of limiting the negative aspects of conflict while increasing the positive aspects of conflict by use of styles and techniques in managing conflict between individuals or between groups. Conflict is as inevitable in a project environment as change seems to be (Pearce and Robinson, 2011). Overall conflict management aims to minimize affective conflicts at all levels, attain and maintain a moderate amount of substantive conflict, and use the appropriate conflict management strategy to effectively bring about the first two goals, and also to match the status and concerns of the two parties in conflict (Rahim, 2017). Conflict management strategies are designed to enhance critical and innovative thinking to learn the process of diagnosis and intervention in the right problems. The conflict management strategies include integrating, obliging, dominating and avoiding strategy.

2.4 Level of Education and Delivery of Humanitarian Assistance Program

The concept of level of education of employees occupies an important place in the list of major concerns of the human resource management in all organizations around the world (Alvarez, Boussalis, Merolla and Peiffer, 2018). This is because partly level of education help in retaining the employees and on the other side it raises employee job performance level. Researchers relate job performance with many factors within an organization that range from fairness of rewards, growth opportunities, participation in decision-making, supervisory support, compensation and employee academic qualification and propensity. Gibbons and Heintze (2016) argue that academic qualification requires a combination of original academic preparation (degree completion) augmented by subsequent activities that maintain or establish preparation for organizational responsibilities. The level of education increasingly determine job performance in that it ensures that the person has the basics in learning. Better job performance is highly possible when a person has strong basic grounding in the task given. These basics allow a person to work, innovate, and communicate effectively in work place (Brock, 2016).

Reis and Bernath (2016) agree that employing people depending on their formal academic qualifications can be one of the effective methods of ensuring increased job performance, but it causes several issues. For instance, students will go to universities to increase their chances of getting better jobs, not for study, because some companies allow only university graduates to apply for vacancies. The other reason is that formal academic qualifications do not mean applicants are experts and will perform better at work. For example, some people have great academic grades but some of them cannot perform at work because they lack practical skills and experience. However, irrespective of the many arguments on the topic, many agree that employee job performance is highly tied to the Level of Education (McManus, 2016)

Alvarez *et al.*, (2018) holds that employees are the most crucial resources of any organizations as they are the livelihood of that organization. How employees feel about their work and the results they get from such work directly influence the organizational job performance and ultimate stability. Organizational employees, who are academically qualified for the task given and proactive, will do whatever is necessary to achieve the performance goals set and increase the organizational performance. This is an indication that the success of an organization entirely depends on the employee's performance, academic qualification and skills.

Academic qualification acts as an indicator that learning has occurred and employees are able to translate those skills to accomplish a certain task. McManus (2016) describes learning as a persisting change in performance or performance potential that results from experience and interaction with the world. Good performances on tasks related to a learning experience indicate that learning has occurred. The relationship between academic qualification and performance is normally measured by the task completion and satisfaction but there is no general agreement on how it is best tested or which aspect is most important in measuring job performance (Reis and Bernath, 2016).

Keßler and Hendrix (2015) articulate that service delivery and academic qualifications are closely linked and that some professions directly link or prequalify employees based on academic qualifications. This indicates that there is a certain level of job performance expected of employees based on their level of academic qualification. Therefore, there are expectations on service delivery from employees based on their level of academic qualification. Employees will therefore assign task based on level of education. The challenge arises when an employee does not perform as expected from his/her academic qualifications (Clark, Keßler and Purohit, 2015).

Level of education provide and all round experiences of life along with an opportunity to meet different employment and service delivery expectations. Level of education provide the skills employees need to make the organizational work better. Academically qualified employees can help to achieve high quality products and services in a shorter time period. Highly skilled workers can provide better customer service experiences and engage more customers for longer periods. Warner and Obrecht (2015) maintains that with academically qualified employees, job performance is improved as employees feel worthy and more secure in completing the tasks assigned. With a higher sense of worth, employees often feel more loyal to the organization. When employees feel greater loyalty, they are more willing to work harder and longer in order to make the organization a success and improve job performance (Keßler and Hendrix, 2015).

Level of education and trainings can also provide employees with a feeling of empowerment which creates the willingness to do whatever they have to do to get the job done. Trained employees tend to benefit both their own careers and contribute greatly to the company's overall performance and productivity. Undoubtedly, academic qualification is very essential for employment and performance. The specific education qualification is usually initially listed on

the job criteria of most of the recruitment advertisements as this factor proves the employee's basic qualification and education background. Moreover, the academic transcript reflects the candidates' studying attitude and the willingness of learning. From an employer's perspective, the employee with outstanding academic achievement tends to perform at the workplace as great as in university (Belliveau, 2016).

2.5 Floods Management and Delivery of Humanitarian Assistance Program

Floods are considered to be the most costly and wide reaching of all the natural hazards as they are responsible for deaths of approximately 50,000 people and affect the livelihoods of over 75 million on average worldwide yearly. Abbott (2019) further emphasizes that floods will cause damage to goods and possessions, loss of income or services, and increase the levels of physical, emotional and psychological health problems. Peprah *et al.*, (2016) stated that floods cannot be prevented from occurring but their devastating effects can be minimized if advance warning is available. People living in informal settlements which are usually on flood plains are most at risk of floods not only because of the geography but also because they do not have financial resources to recover from the damage caused by flooding.

A report by Chan (2015) indicated that the African Continent is more vulnerable to floods than any other continent due to the climate change. Heavy rains destroy homes and crops leaving communities vulnerable. Luo *et al.*, (2015) further observed that in many other African countries, floods create great natural threats to life, health and population. Parker notes that floods frequently destroy crops and livestock leading to food shortages. For example, the Sudanese floods in 1988 led to food shortage in that country affecting the livelihoods of the communities. Majority of the African countries were affected by floods. These included Algeria, Burkina Faso, Cote d'Ivoire, Ethiopia, Gambia, Ghana, Guinea, Kenya, Liberia, Mali, Mauritania, Nigeria, Rwanda, Senegal, Sierra Leon, Sudan, Togo and Uganda. It is estimated that approximately 300 people in these 20 countries had died in floods during a period of two (2) months affecting livelihoods of the communities largely (Yande, 2009).

It is therefore evident that addressing the issue of floods requires both political will and public support including the marginalized rural communities themselves. This then calls for design and implementation of flood and disaster mitigation measures in the affected communities. However,

their effectiveness would then have to be measured in terms of how they persuade vulnerable communities to adopt self-protective behaviors before the onset of floods (Rodríguez-Espíndola, Albores and Brewster, 2018). The role of the public needs to be recognized in resilience building for flood prone areas because, while the technical aspects of mitigation measures are important, their acceptance by the public should not be underestimated. For a community to be resilient to floods, its members must have the capacity to bounce back if a disaster strikes (Kabra, Ramesh and Arshinder, 2015). The participation of people is important in designing and planning the process of flood risk management particularly to policy measures. Without such participation, livelihoods living with flood risk may have little option but to suffer the consequences of flooding again and again. When community leaders encourage active involvement by their members, there is more participation as they believe their contributions and ideas are valued and they can see the benefits of being involved for them, their children and entire community (Yande, 2009).

2.6 Long Period of Famine and Delivery of Humanitarian Assistance Program

Famine is defined by widespread loss of life, altering population structure for many years. Loss of life during a famine is greater for children and the elderly. For example, mortality due to famine among infants in Bangladesh was estimated at 53 percent in 1974-75. In 1980, 61 percent of the infants died in Uganda, compared with 14 percent of the adult. Malnutrition is especially dangerous to infants, however, because they are more susceptible to permanent brain damage (de Waal, 2018). Loss of aged members does not alter a country's population structure for as long as the loss of children. The loss of aged and infirm people does not generally impede recovery from famine because they are less productive economically (Jaspars, 2018).

Until recently it was generally believed that the only cause of famine was a decline in food availability due to a reduction in production resulting from adverse weather, disease/pest infestation, or through a cutting-off of traditional sources of supply. However, over the last century there has been a growing realization that famines can occur in areas where overall food availability has not declined, but as a result of a reduction in the ability of certain groups within the population to acquire the food, for instance as a result of a loss in their income or a sudden rise in the price of food (Spilsbury, 2015).

Kenya can provide a good example in this case because it is among countries in Sub-Saharan Africa that are vulnerable to drought and famine. The failure of rain to fall in the expected time can put more than 80% of Kenya population in a precarious condition and vulnerability to food insecurity since agricultural production is the basis of their livelihood. Huho and Mugalavai (2010) argue drought as the major challenge to agricultural productions in Kenya especially in rain-dependent arid and semi-arid regions that cover almost 88% of the country. They point out that the tendency and severity of drought have been increasing in Kenya for the last decades, often resulting in total crop failure and death of animals, thus causing severe national food scarcity and more specifically in arid and semi-arid districts (Kumba, 2015).

Studies also show how famine interact with other social processes such conflicts, hence undermining the general economic viability and agricultural production in particular. McKibben (2017) argues while Africa manages relatively well in drought, the interaction of drought and civil strife often pose a critical challenge to the food supply. McKibben points out that out of the 25 countries in Africa that suffered food crisis in 2003, four of them were countries emerging from civil war and ten of them were experiencing conflicts and civil strife at that time. Food insecurity is more severe in countries with prolonged civil war and conflicts than those that are not undergoing such problems (FAO, 2010). The correlation between the persistence food insecurity in Ethiopia and Eretria after the 1998-2000 border war between the two countries links the war between the war and food insecurity that ensued long after the war ended. The global population growth and food scarcity nexus are also central to discourses of food availability decline theories (Young et al., 2016).

In a case study of famine that occurred in Malawi between the 2001-2002, Noland (2016), points out that due to increases in stable food price by 500%, it was hard for poor people that relied on the market to buy food due to a combination devalued asset prices, chronic poverty and labor market crisis. This famine coasted the life of almost 85000 people due to under nutrition and related diseases. In a more similar case of famine in Somalia in 1999-2000, Noland (2016), points out the Saudi Arabia ban of livestock import from Somalia due to the outbreak of Rift Valley fever in parts of East Africa caused serious revenue damages to traders and pastoralists who depended on animals for their livelihood. The livestock trade collapse was further exacerbated by severe famine not only further distressing the price but also coasted the lives of a

large number of livestock. Other than the state as an ideal provider of subsistence for survival in times of serious needs, other literature also shade light on the cynical and malevolent side of the state. Instead of safeguarding citizens' right freedom from wants in times of serious needs, in some cases states are solely responsible for the occurrence of famine and food crisis. This could be as a consequence of an intentional neglect of state responsibility, using famine and starvations as political weapon and source of punishment as well unintentional problem caused by poor governance. In most cases in the developing world, political leaders tend to use the legitimate right of the state use violence to safeguard their political interests (Kumba, 2015).

2.7 Road Infrastructure and Delivery of Humanitarian Assistance Program

The state of service delivery in Sub-Saharan Africa is of great concern, especially in terms of poor service provision of transport infrastructure (Odaro, 2012). Rural roads in Sub-Saharan Africa whether paved or unpaved are defective, not only due to poor design but also a lack of maintenance. This increases the costs of transport services burdening the respective communities socially, economically and environmentally. As a result, the lack of access to adequate and reliable rural transport disempowers women, children and the elderly. In turn they are more prone to disease, poverty and gender inequality (Porter, 2013).

The presence of roads has many benefits for the poor as it reduces the prices of inputs, opens up opportunities in new markets and offers seasonal migration for employment . The most common means of transport in rural areas is walking or head loading and this requires energy and time, as it limits their time to perform more productive tasks that can generate an income (Odaro, 2012). The development of transport infrastructure can save productive time and energy through the use of local transport services. Transport infrastructure allows governments the opportunity to reach the rural poor and also promote social equality as rural dwellers will no longer feel marginalized from the rest of society (Banjo *et al.*, 2012).

Agriculture is a major source of income and food security in rural areas. The role of transport is very important in terms of access to markets as farmers with bicycles or carts can carry more produce to markets at a quicker pace. This ensures that produce remains fresh and farmers make a substantial profit (Banjo *et al.*, 2012). Adequate roads promote the provision of public services such as ambulances and police patrols. In addition roads are an essential component for the

development of markets, this allows the opportunity for farmers in rural areas to provide produce to high value urban markets increasing profits of the rural poor (Odaro, 2012). These benefits discussed, allow the poor an opportunity to sustain and diversify their livelihoods which ultimately leads to the reduction of poverty in rural communities. Poverty is a multi-dimensional problem that requires to be addressed by considering all aspects leading to it. Although transport services are of vital importance, the prices of transport services are essential as poor people cannot afford access to these services due to transport fares being too high (Porter, 2013). There is a need for the cheap and reliable provision of transport in rural areas as the poor face the challenge of having to travel long distances to reach service centers to receive education, healthcare and market opportunities (Odaro, 2012).

Poor access to education and healthcare contributes to the inability to strengthen human capabilities and improve livelihoods. A lack of access to market opportunities is also a challenge for many rural communities as it has a major impact on potential growth and income, directly increasing rates of poverty. Efficient means of transport are also important when looking at transport infrastructure. Poverty assessments have shown that bicycles, carts and wheel barrows are a means of travel for many poor people, however due to poor transport infrastructure in rural areas such as roads, bridges and paths it becomes a challenge to travel through these areas to reach service centers (Høigilt, 2019). Efficient transport services and infrastructure enable people to build up their asset base which will aid in reducing poverty. Studies have shown that the development of roads is not enough and the main failure lies in the fact that roads are developed but there is still a need for affordable transport services and the maintenance of these roads. Regular maintenance of roads is critical in sustaining the positive impacts that roads bring to rural communities (Banjo *et al.*, 2012). The lack of maintenance is due to a lack of funds provided by the government as they have the habit of ignoring the small maintenance problems, and wait until they become severe before action is taken.

Good road transport has so many benefits to countries, companies and individuals. It can facilitate the movement of goods and people, create employment, support economic growth, enhance access to education and health care services, as well as connect people to families and entertainment. But the benefits come with costs that have to be looked at. Although the link between roads and human development is not well-established, data from low income countries

demonstrate that communities living furthest from good roads experience higher levels of poverty, lower levels of school attendance and worse health outcomes (Porter, 2013).

2.8 Theoretical Framework

This study was underpinned on conflict resolution theory and change theory.

2.8.1 Conflict Resolution Theory

This theory was developed by Burton (1985). According to Deutsch (2011), this theory suggests that the constructive process of conflict resolution is through effective cooperative problem-solving process. It also equates the process of conflict resolution with a competitive process in which the competing parties are involved in a competition to determine the person who wins and the one who loses. Usually, the outcome of the struggle is a loss for both parties.

The norms of cooperative behavior are similar to those of respect, responsibility, honesty, empowerment and caring behavior towards friends or fellow group members. This theory notes that good cooperative relations facilitate constructive management of inevitable conflicts. The norms in this theory are: placing the disagreements in perspective by identifying common ground and common interests, addressing only the issues when there are disagreements and refrain from making personal attacks. Also, in disagreements, seek to understand the other's views from their perspective and build on the ideas of the other fully, acknowledging their value (Väyrynen, 2018).

Emphasize on the positive on the other party and the possibilities of constructive resolution of the conflict, limit and control expressions of your negative feelings so that they are primarily directed at the other's violation of cooperative norms or at the other's defeatism, take responsibility for the harmful consequences (intended or unintended) of what you do and say and seek to undo the harm and make sincere apology. Also, if the other harms you, be willing to forgive, seek reconciliation rather than nurturing an injury or grudge. Be responsive to the other's legitimate needs (Wallensteen, 2018). Empower the other to contribute effectively to the cooperative effort, solicit the other's views, listen responsively, share information and help the other, where necessary, to be an active effective participant in the cooperative problem solving process. Be appropriately open and honest as dishonesty violates the cooperative norms. Avoid communicating every suspicion, fear, doubt or sense of weakness as it could be damaging to the

relationship. Finally, remain a moral person throughout the conflict by showing concern, care and love as the other party is a member of one's moral community (Eagly, 2017).

Deutsch (2011) studies reveal that sometimes conflict resolution may end in victory of one party who is superior than the other while in other cases, conflict resolution may end in compromise. Schellenberg's theory of conflict resolution also suggests that there are many forms of conflict resolution among them coercion, negotiation, arbitration and conciliation. Wallensteen (2018) notes that conflict resolution requires a problem solving approach, direct participation by the parties in the conflict in jointly shaping the solution and facilitation by a third party trained in the process of conflict resolution. He further notes that there is cultural and structural conflict. In cultural conflict, parties bring to their relationship important differences in values while structural conflict deals with power deficiencies of one or both parties within an organization, community, state or region that hinders them from satisfying their needs. Eagly (2017) is concerned with transforming structurally violent structures which impact people's lives to the extent that they are quite prepared to explode their way into their consciousness if not their lives. In modern era, human conflict has been biologized most famously by Jeong (2017) as aggression. His view supports that conflict is deeply internalized, instinctual and part of the animal nature of homo sapiens.

2.8.2 The Change Theory

Theory of Change was postulated by Lewin (1958). Humanitarian aid programmes are sometimes planned without an understanding of the early and immediate steps required for long-term changes to occur. Burke (2017) argues that a Theory of Change (ToC) is a tool meant for developing solutions to complex social problems. International Development through not-for-profit and government sectors utilizes the ToC for planning, participation and evaluation so as to promote Social Change. The Theory of Change links outcomes and activities to explain how and why the desired change is expected to come about.

In a humanitarian aid programme, the success of the programme or project is based on ToC. The Programme or project will offer the financial and technical assistance to the communities; the communities are then capacitated to undertake participatory selection of the projects. They are offered technical assistance where they learn by doing and thus are able to produce and manage public goods for example schools, roads, and health centres etc. When the communities have the

capacities to produce such, their social cohesion is enhanced and since they are in-charge of decision making and management, their ability for governance is improved as well (Rosenau, 2018). The public goods produce are then able to improve the economic outcomes at community and household levels while also improving the education, health, security, and food outcomes among others.

In the theory of change for humanitarian assistance programs, the communities become part of delivery of the critical component of lasting and durable community change founded on the principle that a community's members come together to effect change and help in transforming their own livelihoods together. Effective humanitarian assistance programs and projects ensure that the communities have skills, capacity and networks to accomplish significant community change transforming a community's and thereafter the households' vision and aspirations into tangible projects and results (Hayes, 2018).

2.9 Conceptual Framework

A conceptual framework is a figure that shows the relationship between the dependent variable and the independent variable. The conceptual framework is as shown in Figure 1.

Moderating Variable

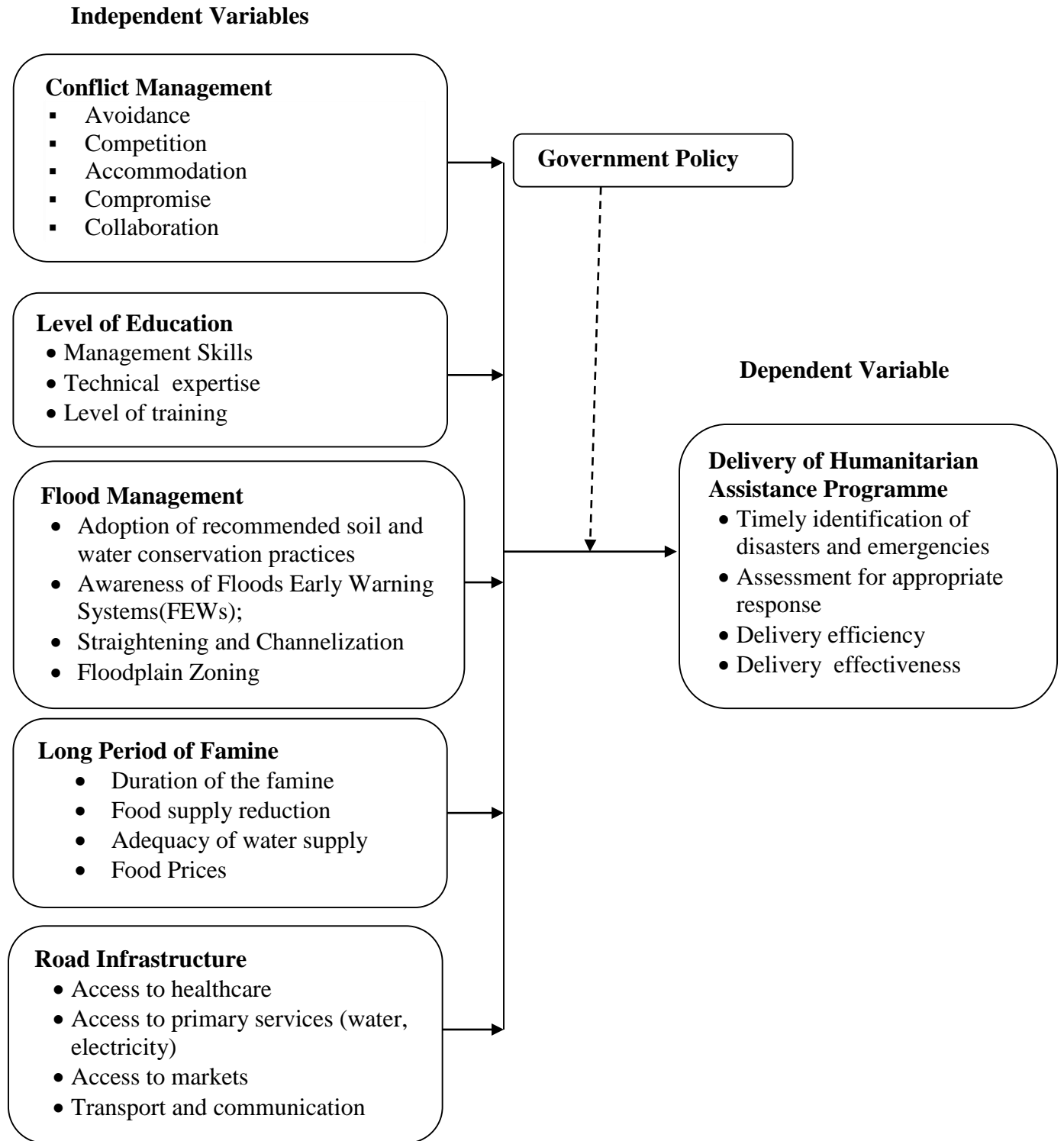


Figure 1: Conceptual Framework of Factors Influencing Delivery of humanitarian assistance programme

To establish the extent to which conflict management influence delivery of humanitarian assistance programme in South Sudan Conflict management

- Avoidance
- Competition
- Accommodation
- Compromise
- Collaboration

To determine how level of education influence delivery of humanitarian assistance programme in South Sudan. Level of education

- Management Skills
- Technical expertise
- Level of training

To access how flood management influence food and agriculture organization in delivery humanitarian assistance programme in South Sudan.Flood management

- Adoption of recommended soil and water conservation practices
- Awareness of Floods Early Warning Systems (FEWs);
- Straightening and Channelization
- Floodplain Zoning

To establish the extent to which long period of famine influence delivery of humanitarian assistance programme in South Sudan. Long period of famine

- Duration of the famine
- Food supply reduction
- Adequacy of water supply
- Food Prices

To assess how road infrastructure influence food and agriculture organization in delivery humanitarian assistance programme in South Sudan. Road infrastructure

- Access to healthcare
- Access to primary services (water, electricity)
- Access to markets
- Transport and communication

Delivery of Humanitarian Assistance Program

- Timely identification of disasters and emergencies
- Assessment for appropriate response
- Delivery efficiency
- Delivery effectiveness

2.10 Summary of Literature Reviewed

The study seeks to investigate the factors influencing delivery of humanitarian assistance programme: the case of Food and Agriculture Organization in South Sudan Bor County Jonglei State. Literature that purposes to establish the extent to which conflict management, level of education, flood management, long period of famine and road infrastructure influence delivery

of humanitarian assistance programme has been discussed on this chapter. The conflict resolution theory and Change Theory are also discussed.

Peaceful and effective management of potential conflicts is one of the most important and difficult issues facing South Sudan. Traditionally, humanitarian assistance is seen to be put in place in order to short term, lifesaving interventions with a clearly-defined. Conflict management is justified on the basis of human need which aims to relieve suffering. The literature revealed that conflict management could be done through avoidance, competition, accommodation, compromise and collaboration.

On level of education, formal academic qualifications are one of the effective methods of ensuring increased job performance. Academically qualified persons for a task given will do whatever is necessary to achieve the performance goals set and increase the organizational performance. Academic qualification acts as an indicator that learning has occurred and employees are able to translate those skills to accomplish a certain task. The level of education was explained by management skills, technical expertise and level of training.

Floods cause damage to goods and possessions, loss of income or services, and increase the levels of physical, emotional and psychological health problems. Addressing the issue of floods requires both political will and public support including the marginalized rural communities themselves. The participation of people is important in designing and planning the process of flood risk management particularly to policy measures. Without such participation, livelihoods living with flood risk may have little option but to suffer the consequences of flooding again and again. To discuss the influence of flood management in delivery humanitarian assistance program, adoption of recommended soil and water conservation practices, awareness of Floods Early Warning Systems(FEWs); straightening and channelization and floodplain zoning was used.

On long periods of famine, it was established that food insecurity is more severe in countries with prolonged civil war and conflicts than those that are not undergoing such problems. Instead of safeguarding citizens' right freedom from wants in times of serious needs, in some cases states are solely responsible for the occurrence of famine and food crisis. This could be as a consequence of an intentional neglect of state responsibility, using famine and starvations as

political weapon and source of punishment as well unintentional problem caused by poor governance. The duration of the famine, food supply reduction, adequacy of water supply and food prices was used to explain the effect of long periods of famine on delivery of humanitarian assistance program.

The presence of roads has many benefits for the poor as it reduces the prices of inputs, opens up opportunities in new markets and offers seasonal migration for employment. The development of transport infrastructure can save productive time and energy through the use of local transport services. The role of transport is very important in terms of access to markets as farmers with bicycles or carts can carry more produce to markets at a quicker pace. To discuss the importance of Road Infrastructure, the study used the access to healthcare, access to primary services (water, electricity), access to markets and transport and communication.

Studies such as Sammy (2016) who studied the Influence of implementation of conflict management strategies on employees performance: a case of Kenya power company, Nairobi county; Musah and Akai (2014) who studied Effects of Flood Disasters on Livelihoods Coping Mechanism in Tolon/Kumbungu District of Northern Region of Ghana; Irungu (2015) conducted a study on Influence of community driven-development approach on achievement of sustainable community livelihoods: a case of western kenya community driven-development and flood mitigation project (WKCDD/FMP) In Busia County, Kenya; and Faith (2014) focused on the Perceived relationship between employee academic qualifications and job performance in Mukuru slums development projects, Nairobi county are related to the current studies. However, none of them seeks to evaluate the factors influencing delivery of humanitarian assistance programme: the case of Food and Agriculture Organization in South Sudan Bor County Jonglei State. This study therefore seeks to fill the gap.

2.11 Knowledge Gaps

Table 2. 1: Research Gaps

Variable	Author/Y ear	Title of the study	Research Design	Findings	Research Gaps	Focus of current study
Conflict management	Sammy (2016)	Influence of implementation of conflict management strategies on employees performance: a case of Kenya power company, nairobi county.	Descriptive research design	Results revealed that there is a relationship between conflict management strategies and employee performance	The study focused on employee performance in the Kenya power company	This study determined the influence of conflict management on the FAO delivery of humanitarian assistance in programme in South Sudan
	Wanyonyi (2012)	The Role Of Non-Governmental Organizations In Conflict Resolution: The Case Of West Pokot Region	Descriptive Survey Type	NGO's settling conflict affected person's leads to conflict resolution. When natural resources are well managed conflicts are minimized	The study was based in West Pokot. The study also focused on conflict resolution in NGOs role	The study established the influence of conflict management on the FAO delivery of humanitarian assistance in programme in South Sudan
Floods management	Musah and Akai (2014)	Effects of Flood Disasters on Livelihoods Coping Mechanism in Tolon/Kumbungu District of Northern	Descriptive survey design was adopted	The study found out that floods have adverse impact on the livelihoods of	The study area was Tolon/Kumbungu District of Northern Region of Ghana	This study determined the influence of floods management on the FAO delivery of

		Region of Ghana		communities through loss of food stuff, loss of human life and loss of other property.		humanitarian assistance in programme in South Sudan
	Irungu (2015)	Influence of community driven-development approach on achievement of sustainable community livelihoods: a case of western kenya community driven-development and flood mitigation project (WKCDD/FMP) In Busia County, Kenya	Descriptive research design	The study found that CDD approach has significantly contributed to food security, economic security, gender equality, education and access to shelter as indicators of sustainable livelihoods as well as strengthening community cohesion, governance, accountability and ownership structures.	The study focused on the Community Driven Development initiatives	This study determined the influence of floods management on the FAO delivery of humanitarian assistance in programme in South Sudan
Level of education	Faith (2014)	Perceived relationship between	Descriptive research design	The study found that academic	The study dwelt on the influence of	This study determined the

		employee academic qualifications and job performance in Mukuru slums development projects, Nairobi county		qualification was perceived to have a positive relationship with job performance	the academic qualification on job performance	influence of level of education on the FAO delivery of humanitarian assistance in programme in South Sudan
	Njagi (2018)	Factors influencing provision of quality education in Newly established secondary schools in mathira Constituency, Kenya	Descriptive survey design	The study revealed that newly established schools lacked the necessary infrastructure for provision of quality education	The study did not venture into the effect of level of education on delivery of service	This study determined the influence of level of education on the FAO delivery of humanitarian assistance in programme in South Sudan
Long period of famine	Simel (2015)	The effect of drought and famine on agricultural production, living standards and educational status of the people of Kitui county, Kenya	Descriptive research design	The study mainly discussed how Community participation, resilience and preparedness in drought has been ignored and emphasis has been on emergency relief and	It did not reveal how famine influence delivery of humanitarian assistance programme in South Sudan	This study focused on the influence of long period of famine on delivery of humanitarian assistance programme in South Sudan

				response.		
	Stoken (2014)	Famine in Context: Possible long-term effects of exposure to starvation and malnutrition in early life and subsequent implications for the current crisis in South Sudan	Descriptive research design	The study used prose to explain the effect of famine in South Sudan	The study examined the historical and sociopolitical roots of famine	The study evaluated the influence of long period of famine on delivery of humanitarian assistance programme in South Sudan
Road infrastructure	Naazie (2018)	The Effects of Bad Roads on Transportation System in the Gushegu District of Northern Region of Ghana	Descriptive research design	The findings showed that bad roads had effects on transportation system as this brought about frequent breakdown of vehicles and increased maintenance cost	The study was done in Ghana and did not focus on Aid programmes	The study established the influence of road infrastructure on delivery of humanitarian assistance programme in South Sudan
	Sewell (2016)	The impacts of undeveloped roads on the livelihoods of rural women	Triangulation method	Findings from this study reveal that a direct relationship exist between undeveloped roads and access to many	The study focused on the livelihoods of rural women	The study established the influence of road infrastructure on delivery of humanitarian assistance programme in South

				other primary services such as education, employment, healthcare facilities and livelihood strategies		Sudan
Delivery of humanitarian assistance programs	Njoroge (2014)	The role of foreign aid in Sub-saharan Africa: A case study of Kenya	Descriptive research design	The study found that foreign aid has had a positive impact on Sub-Saharan Africa's development Agenda and that poor policy environment in Sub-Saharan Africa has been a cause of ineffective application of foreign aid	Limited to policies of foreign aid in Sub-Saharan Africa	This study established the factors influencing delivery of humanitarian assistance programme : the case of Food and Agriculture Organization in South Sudan Bor County Jonglei State
	Gitaru (2015)	Impact Of Foreign Aid On Economic Growth Of Kenya	Descriptive research design	The study found that there is a positive impact of foreign aid to economic growth of Kenya.	The study dwelt on economic growth	This study determined the factors influencing delivery of humanitarian assistance programme : the case of Food

						and Agriculture Organizatio n in South Sudan Bor County Jonglei State
	Aden (2017)	Persistent food insecurity in Kenya: examining the potential challenge of horizontal public policy inequalities (HPPIS)	Case study design	The study found that Kenya experience s persistent food insecurity despite the abundance of resources and opportuniti es for internation al developme nt aid.	The study did not discuss the delivery of humanitarian assistance programs	The study established the factors influencing delivery of humanitaria n assistance programme : the case of Food and Agriculture Organizatio n in South Sudan Bor County Jonglei State

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines research methodologies that the study used in conducting this research. These include research design, target population, sample size and sampling procedure, research instruments, pilot testing, validity and reliability of research instruments, data collection procedures, data analysis techniques, ethical considerations and operationalization of variables.

3.2 Research Design

This study used descriptive survey research design to establish the factors influencing delivery of humanitarian assistance programme: the case of Food and Agriculture Organization in South Sudan Bor County Jonglei State. The descriptive design sought to obtain information that describes phenomena by asking individuals about their perception, attitudes, behavior or values (Kumar, 2019). Moreover, descriptive design is concerned with finding out who, what, where and how of a phenomenon that exists which is the concern of this study. This design was therefore appropriate as the researcher is in a position to establish the factors influencing delivery of humanitarian assistance programme: the case of Food and Agriculture Organization in South Sudan Bor County Jonglei State.

3.3 Target Population

Target population is an entire group of individuals, events or objects having common observable characteristics that are being investigated (Lewis, 2015). The target population for this study was the Food and Agriculture Organization programme staff and beneficiaries comprising of programme managers, programme committee members, field officers and community leaders.

Table 3. 1: Target Population

Respondents	Frequency	Percent
Programme managers	45	12.2
Programme committee members	88	23.8
Field officers	91	24.6
Community leaders	146	39.5
Total	370	100.0

$$N_s = \frac{P_s \times S}{N}$$

Where: N=Study population

N_s =Sample from each stratum

S=Total sample size

P_s =Population in each stratum.

To get the sample size from each category of respondent, a sampling ratio was used. The sampling ratio was given by $296/370=0.80$.

Table 3. 2: Sampling Procedure

Respondents	Frequency	Sample Size	Percent
Programme managers	45	36	12.2
Programme committee members	88	70	23.8
Field officers	91	73	24.6
Community leaders	146	117	39.5
Total	370	296	100.0

3.5 Research Instruments

Self-administered questionnaires were employed to get primary data. The questionnaires had open and close-ended questions. The open-ended questions allowed the participants to provide detailed responses that have detailed information. The closed ended are easier to analyze as they have questions with limited choices that the respondents selected. Saunders (2011) points out that, the close ended questions are easier to analyze while the open-ended questions allow for the provision of detailed responses. Questionnaires are preferred since they conserve resources and time and they are also easier to analyze since they are in immediate usable means and also, they are the preferred instruments for collecting data in survey studies. The questionnaire had the following sections: Section A have question on Background Information of the respondents; Section B have questions regarding conflict management; Section C have questions regarding level of education; Section D have questions regarding flood management; Section E: long

period of famine; Section F have questions regarding road infrastructure and Section G have questions regarding delivery of humanitarian assistance program.

3.5.1 Pilot Testing of Research Instruments

To assess the validity and reliability of the instruments, pilot testing of the research instruments was undertaken. Due to limitation in time and resources, the pilot testing was done with a sample of only 30 respondents drawn from 10% of the total sample size which was deemed sufficient (Kumar, 2019). The pilot testing was undertaken on respondents who were drawn from the FAO humanitarian assistance programs in South Sudan. The study focused on the respondents who were not included in the sample to participate in the study. The questionnaires were administered to the selected respondents and collected for testing.

3.5.2 Validity of Research Instruments

Validity is defined as the extent to which a given tool measures what it is intended to measure. Bajpai (2011) states that validity is the degree to which results obtained from analysis of the data accurately represents the phenomenon that is under study. In this research, validity of the data collection tools was achieved by randomization of the extraneous variables; consulting experts to assess the content validity of the tools and undertaking a pre-test of the data collection tools. Content validity was used to check how well each question taps into the specific research questions or objectives by seeking experts opinions. In addition, the construct validity was used to check how questions are phrased in terms of clarity and ambiguousness.

3.5.3 Reliability of Research Instruments

Reliability of a research instrument is defined as the ability of the instrument to give constant results or responses under a similar methodology (Fowler, 2013). Reliability has to do with the quality of the instrument and thus can only be estimated. To enhance the reliability of the tools, the research utilized split half method. This method helped to split the questionnaires into two equal parts for coding and test analysis process. The reliability for part one and that for part two was correlated to get overall reliability. A developed composite unwavering quality co-effective (correlation coefficient) of 0.7 or above, for every one of the builds, is thought to be sufficient for this investigation (Seifer, 2012). The results of the reliability analysis are presented in the Table 3.3.

Table 3. 3: Reliability Analysis

	Cronbach's Alpha
Conflict management	0.811
Level of education	0.742
Flood management	0.858
Long period of famine	0.863
Road infrastructure	0.773
FAO delivery humanitarian assistance program	0.831

From the results, long period of famine had an alpha value of 0.863; flood management had an alpha value of 0.858; FAO delivery humanitarian assistance programme had an alpha value of 0.831; conflict management had an alpha value of 0.811; road infrastructure had an alpha value of 0.773; and level of education had an alpha value of 0.742. The 6 scales measured were found to reliable as they all exceeded the 0.7 threshold. This, therefore, depicts that the research instrument was reliable and therefore required no amendments.

3.6 Data Collection Procedures

The study used primary data. On the primary data, questionnaires were used to collect data. The questionnaire was made up of both open ended and closed ended questions. The open-ended questions was used so as to encourage the respondent to give an in-depth and felt response without feeling held back in illuminating of any information and the closed ended questions allowed respondent to respond from limited options that have been stated. The researcher administered the questionnaire individually to the programme staff and beneficiaries. Care and control by the researcher was exercised to ensure all questionnaires issued to the respondents were received. To achieve this, the researcher maintained a register of questionnaires, which were sent and received. The questionnaire was administered using a drop and pick later method to the sampled respondents.

3.7 Data Analysis Techniques

Before processing the responses, data preparation was done on the completed questionnaires by editing, coding, entering and cleaning the data. The quantitative data collected was analyzed using descriptive statistics such as includes frequency, percentages, mean and standard deviation. Data analysis was done with help of software programme SPSS version 25.0. Content analysis

was used in processing of qualitative data from open ended questions and results presented in prose form. The results were presented using tables.

3.8 Ethical Considerations

In this research, utmost caution was exercised especially during data collection to ensure that the rights and privacy of the respondents were upheld. The instruments contained an introduction on the aim and purpose of the study as well as a statement on upholding of the confidentiality of the respondents. This was read to the respondents prior to the actual administration of the data collection instruments.

Before administration of the data collection instruments, consent was sought from all the respondents through the researcher introducing himself and the purpose of the study while also supporting it with the research permit and letter of introduction from the department. The researcher then proceeded to request for permission to interview the respondent. Confidentiality was guaranteed by making the respondents' name optional while also giving assurance that those who give out their names were not mentioned in the report.

During the research, no respondent was coerced into getting involved in the research at any level. The research findings were then analysed and presented without any manipulation or influence by the researcher or any other person in any way. Authority was also sought from the School and department as well as the National Council for Science, Technology and Innovation (NACOSTI) who then issue a research permit.

3.9 Operationalization of Variables

This is finding a measurable, quantifiable, and valid index for the variable (independent and dependent variables), and finding a way to manipulate the variable in such a way as to have two or more levels. The operationalization of variables is as shown in Table 3.4.

Table 3.4: Operationalization of Variables

Objectives	Variable	Indicators	Scale of Measurement	Data analysis techniques	Tools of data analysis
To establish the extent to which conflict management influence delivery of humanitarian assistance programme in South Sudan	Conflict management	<ul style="list-style-type: none"> ● Avoidance ● Competition ● Accommodation ● Compromise ● Collaboration 	Ordinal Nominal	Descriptive statistics	Percentages Mean score Standard deviation
To determine how level of education influence delivery of humanitarian assistance programme in South Sudan.	Level of education	<ul style="list-style-type: none"> ● Management Skills ● Technical expertise ● Level of training 	Ordinal Nominal	Descriptive statistics	Percentages Mean score Standard deviation
To access how flood management influence food and agriculture organization in delivery humanitarian assistance programme in South Sudan.	Flood management	<ul style="list-style-type: none"> ● Adoption of recommended soil and water conservation practices ● Awareness of Floods Early Warning Systems(FEWs); ● Straightening and Channelization ● Floodplain Zoning 	Ordinal Nominal	Descriptive statistics	Percentages Mean score Standard deviation

To establish the extent to which long period of famine influence delivery of humanitarian assistance programme in South Sudan.	Long period of famine	<ul style="list-style-type: none"> ● Duration of the famine ● Food supply reduction ● Adequacy of water supply ● Food Prices 	Ordinal Nominal	Descriptive statistics	Percentages Mean score Standard deviation
To assess how road infrastructure influence food and agriculture organization in delivery humanitarian assistance programme in South Sudan.	Road infrastructure	<ul style="list-style-type: none"> ● Access to healthcare ● Access to primary services (water, electricity) ● Access to markets ● Transport and communication 	Ordinal Nominal	Descriptive statistics	Percentages Mean score Standard deviation
	Delivery of Humanitarian Assistance Program	<ul style="list-style-type: none"> ● Timely identification of disasters and emergencies ● Assessment for appropriate response ● Delivery efficiency ● Delivery effectiveness 		Descriptive statistics	Percentages Mean score Standard deviation

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSIONS

4.1 Introduction

This chapter discusses the findings obtained from the primary data used in the study. It covers the questionnaires return rate, background information of the respondents, conflict management, level of education, flood management, long period of famine and road infrastructure on delivery of humanitarian assistance programme.

4.2 Questionnaires Return Rate

The researcher administered 296 questionnaires out of which 226 were returned fully filled. This represented a return rate of 76.4% which is above 50% and is considered significant return rate for as statistical analysis as prescribed by Sproul (2011). Results are presented in Table 4.1.

Table 4. 1: Questionnaires Return Rate

	Frequency	Percent
Response	226	76.4
Non-Response	70	23.6
Total	296	100.0

4.3 Background Information of the Respondents

Data was collected from different groups of respondents based on their gender, their age bracket and their highest level of education. This was important for the researcher to assess how eligible the respondents are to participate in the study. These are further discussed in the subsequent subthemes:

4.3.1 Distribution of Respondents by Gender

The study asked the respondents to indicate their gender. Their responses were presented in Table 4.2.

Table 4. 2: Distribution of Respondents by Gender

Gender	Frequency	Percent
Male	125	55.3
Female	101	44.7
Total	226	100.0

Table 4.2 reveals that 125(55.3%) of the respondents were male while 101(44.7%) were female. This infers that the study was not gender biased since all the respondents were considered regardless of their gender. Therefore, the information obtained was gender balance.

4.3.2 Distribution of Respondents by Highest Level of Education

The respondents were asked to indicate their highest level of education. Table 4.3 presents their responses.

Table 4. 3: Distribution of Respondents by Highest Level of Education

Highest Level of Education	Frequency	Percent
‘O’ Level	43	19.0
Certificate/Diploma	46	20.4
Degree	51	22.6
Masters	42	18.6
PHD	44	19.5
Total	226	100.0

The results in Table 4.3 shows that 51(22.6%) of the respondents had attained a Degree, 46(20.4%) had attained a Certificate/Diploma, 44(19.5%) had attained a PHD, 43(19.0%) had attained an ‘O’ Level while 42(18.6%) had attained a Masters. This implies that all the respondents were learned and hence this presented a pool of learnt respondents who could comprehend and be able to give reliable information about the delivery of humanitarian assistance programme. Their knowledge background also allows them to be innovative to come up with better methodology of service delivery.

4.3.3 Distribution of Respondents by Age Bracket

The respondents were also asked to indicate the age bracket they belonged to. Table 4.4 shows the results.

Table 4. 4: Distribution of Respondents by Age Bracket

Age Bracket	Frequency	Percent
Below 25 yrs.	22	9.7
25-30yrs.	32	14.2
30-35yrs	41	18.1
35-40yrs.	40	17.7
40-45yrs.	35	15.5
45-50yrs.	26	11.5
50 and above yrs.	30	13.3
Total	226	100.0

From the results in Table 4.4, it shows that 41(18.1%) of the respondents were aged between 30-35yrs, 40(17.7%) were aged between 35-40yrs., 35(15.5%) were aged between 40-45yrs., 32(14.2%) were aged between 25-30yrs., 30(13.3%) were 50 and above yrs., (26)11.5% were aged between 45-50yrs. while 22(9.7%) were aged between below 25 yrs. This implies that majority of respondents were mature and could comprehend and answer the questions accurately.

4.4 Conflict Management and Delivery of Humanitarian Assistance Program

The study sought to establish the extent to which conflict management influence delivery of humanitarian assistance programme in South Sudan. The respondents were asked to indicate their level of agreement or disagreement with the statements in the scale of 1-5 where: 5- Strongly agree; 4- Agree; 3-Neutral; 2-Disagree; 1- Strongly disagree. The results were as presented in Table 4.5.

Table 4. 5: Conflict Management and Delivery of Humanitarian Assistance Programme

Statements	SD	D	N	A	SA	Mean	Std. Dev.
	1	2	3	4	5		
1.Avoiding the conflict entirely is perceived as rocking the boat in delivery of humanitarian assistance	0 (0)	73 (24.7)	128 (43.4)	62 (20.9)	33 (11)	3.491	0.776
2.Avoiding conflict enhances operations of humanitarian assistance programs	0 (0)	0 (0)	41 (13.7)	109 (36.8)	147 (49.5)	4.730	0.559
3.To gain humanitarian assistance, some community members view conflict as competition	0 (0)	0 (0)	67 (22.5)	76 (25.8)	153 (51.7)	4.633	0.632

4. In communities that depend humanitarian assistance, competitive attitude toward conflict can easily slide into bullying	29 (9.9)	148 (50)	119 (40.1)	0 (0)	0 (0)	3.443	0.740
5. An accommodating conflict resolution technique does not allow all viewpoints or information to be brought to the table	0 (0)	20 (6.6)	96 (32.4)	119 (40.1)	62 (20.9)	3.602	0.779
6. Accommodating people inevitably hold back their frustration in the delivery of humanitarian assistance	0 (0)	0 (0)	150 (50.5)	76 (25.8)	70 (23.6)	3.504	0.766
7. For the delivery of humanitarian assistance programme, community members compromise to settle on a solution that's deemed fair	0 (0)	1 (0.5)	124 (41.8)	145 (48.9)	26 (8.8)	3.549	0.772
8. For everyone to get assisted, each member compromises to ensure everyone gets aid.	0 (0)	0 (0)	130 (44)	68 (23.1)	98 (33)	3.628	0.664
9. To enhance delivery of humanitarian assistance programmes, collaboration of each team member is maximised	10 (3.4)	149 (50.5)	135 (45.6)	1 (0.5)	0 (0)	2.376	0.822
10. Through collaboration, everyone on the team states their needs and help meet the needs of others thus improves delivery of humanitarian assistance programmes	0 (0)	0 (0)	190 (64.3)	93 (31.3)	13 (4.4)	2.434	0.750
Composite mean and Standard Deviation						3.539	0.726

The results reveal that the respondents strongly agreed that avoiding conflict enhances operations of humanitarian assistance programs as shown by a mean of 4.730; and to gain humanitarian assistance, some community members view conflict as competition as shown by a mean of 4.633.

The respondents also agreed that for everyone to get assisted, each member compromises to ensure everyone gets aid as shown by a mean of 3.628; an accommodating conflict resolution technique does not allow all viewpoints or information to be brought to the table as shown by a mean of 3.602; for the delivery of humanitarian assistance programme, community members compromise to settle on a solution that's deemed fair as shown by a mean of 3.549; and

accommodating people inevitably hold back their frustration in the delivery of humanitarian assistance as shown by a mean of 3.504.

Further, the respondents were neutral that avoiding the conflict entirely is perceived as rocking the boat in delivery of humanitarian assistance as shown by a mean of 3.491; in communities that depend humanitarian assistance, competitive attitude toward conflict can easily slide into bullying as shown by a mean of 3.443. The respondents however disagreed that through collaboration, everyone on the team states their needs and help meet the needs of others thus improves delivery of humanitarian assistance programmes as shown by a mean of 2.434; and to enhance delivery of humanitarian assistance programmes, collaboration of each team member is maximised as shown by a mean of 2.376.

The composite mean was 3.539 implying that the conflict management influences delivery of humanitarian assistance programme in South Sudan to a great extent. The sub-composite standard deviation was 0.726 implying that all statements whose standard deviation was above 0.726 had inconsistent opinions while those that were lower converged.

The respondents were required to indicate ways that conflict management influence delivery of humanitarian assistance programme by food and agriculture organization in South Sudan. They indicated that through managing conflict, tensions between authoritarian regimes and popular demands for greater political space are dealt with. Further, competition over scarce resources, and the growing reach and power of transnational organised crime networks is reduced.

From the interviews, the community leaders were asked to indicate how the community dealt with conflict. They indicated that the communities have meetings frequently where the conflicting parties are asked to settle their differences. They also indicated that the communities look for third parties to solve issues around. The respondents also indicated that the community leaders listen to the problems of both parties and try to calm down the conflicting parties.

4.5 Level of Education and Delivery of Humanitarian Assistance Program

The research aimed to determine how level of education influence delivery of humanitarian assistance programme in South Sudan. The researcher required to establish the respondents' level of agreement or disagreement with the statements in the scale of 1-5 where: 5- Strongly

agree; 4- Agree; 3-Neutral; 2-Disagree; 1- Strongly disagree. The findings were as recorded in Table 4.6.

Table 4. 6: Level of Education and Delivery of Humanitarian Assistance Programme

Statements	SD	D	N	A	SA	Mean	Std. Dev.
	1	2	3	4	5		
1. Managers that have a vision of what can be achieved and communicate this to others help in the delivery humanitarian assistance programme.	0 (0)	0 (0)	42 (14.3)	52 (17.6)	202 (68.1)	4.783	0.999
2. Managers who can motivate their employees are true assets to the delivery of humanitarian assistance programme	0 (0)	0 (0)	190 (64.3)	93 (31.3)	13 (4.4)	3.350	0.799
3. Humanitarian Assistance Programme employees with a technical skill are often better at multitasking in a challenging and complex role	0 (0)	1 (0.5)	117 (39.6)	140 (47.3)	37 (12.6)	3.620	0.653
4. Technical expertise in delivery humanitarian assistance helps in working more efficiently and boosting of confidence	0 (0)	65 (22)	78 (26.4)	153 (51.6)	0 (0)	3.478	0.762
5. A training programme allows employees to strengthen skills needed to improve in delivery humanitarian assistance programme	0 (0)	0 (0)	67 (22.5)	210 (70.9)	20 (6.6)	4.069	0.608
6. Training helps reduce any weak links within the company	0 (0)	10 (3.3)	39 (13.2)	224 (75.8)	23 (7.7)	3.637	0.693
7. Level of training of an employee enables them to complete basic work tasks	98 (33)	1 (0.5)	16 (5.5)	130 (44)	50 (17)	3.420	0.781
8. Continuous formal education and development are important so that an individual has the knowledge and skills required to meet changing humanitarian assistance needs	0 (0)	202 (68.1)	94 (31.9)	0 (0)	0 (0)	2.336	0.697
Composite Mean and Standard Deviation						3.587	0.749

Table 4.6 shows that the respondents strongly agreed that managers that have a vision of what can be achieved and communicate this to others help in the delivery humanitarian assistance programme as illustrated as a mean score of 4.783. The respondents agreed that a training programme allows employees to strengthen skills needed to improve in delivery humanitarian assistance programme as illustrated as a mean score of 4.069; training helps reduce any weak links within the company as illustrated as a mean score of 3.637; and humanitarian assistance programme employees with a technical skill are often better at multitasking in a challenging and complex role as illustrated as a mean score of 3.620.

The respondents further indicated that they were neutral that technical expertise in delivery humanitarian assistance helps in working more efficiently and boosting of confidence as illustrated as a mean score of 3.478; level of training of an employee enables them to complete basic work tasks as illustrated as a mean score of 3.420; and managers who can motivate their employees are true assets to the delivery of humanitarian assistance programme as illustrated as a mean score of 3.350. The respondents however disagreed that continuous formal education and development are important so that an individual has the knowledge and skills required to meet changing humanitarian assistance needs as illustrated as a mean score of 2.336.

From the findings, the composite mean was 3.587. This implied that the level of education influenced delivery of humanitarian assistance programme in South Sudan to a great extent. The findings also revealed that the composite standard deviation was 0.749. This implied that all statements that had standard deviations lower than 0.749 had converging opinions while those that were higher, had inconsistent opinions.

Moreover, the ways that the level of education influences delivery of humanitarian assistance programme by food and agriculture organization in South Sudan was sought. The respondents indicated that increased access to education can contribute to reducing poverty; acquired basic skills such as reading, writing and numeracy, have a documented positive effect on marginalized populations' incomes; and also changes structures in food security.

4.6 Flood Management and Delivery of Humanitarian Assistance Program

The research sought to assess how flood management influences food and agriculture organization in delivery humanitarian assistance programme in South Sudan. The researcher

sought the respondents' level of agreement or disagreement with the statements in the scale of 1-5 where: 5- Strongly agree; 4- Agree; 3-Neutral; 2-Disagree; 1- Strongly disagree.. The findings were displayed in Table 4.7.

Table 4. 7: Flood Management and Delivery of Humanitarian Assistance Programme

Statements	SD 1	D 2	N 3	A 4	SA 5	Mean	Std. Dev.
1. Adoption of recommended soil and water conservation practices reduces erosion	0 (0)	0 (0)	24 (8.2)	68 (23.1)	203 (68.7)	4.540	0.772
2. Soil conservation practices leads to water conservation	0 (0)	202 (68.1)	94 (31.9)	0 (0)	0 (0)	2.168	0.792
3. The connections and feedbacks between the hydrological and social spheres of early warning systems are increasingly being considered as key aspects for successful flood mitigation	0 (0)	0 (0)	176 (59.3)	120 (40.7)	0 (0)	3.412	0.766
4. Flood early warning systems play a major role in the disaster risk reduction paradigm as cost-effective methods to mitigate flood disaster damage.	0 (0)	33 (11)	94 (31.9)	151 (51.1)	18 (6)	3.527	0.737
5. Watercourses can move more efficiently and facilitate more water	0 (0)	0 (0)	20 (6.6)	66 (22.5)	210 (70.9)	4.677	0.594
6. Straightening and Channelization has led to less damage to river banks	0 (0)	44 (14.8)	36 (12.1)	141 (47.8)	75 (25.3)	3.835	0.817
7. Flood-plain zoning reduces the risk and cost of damages flooding causes	0 (0)	42 (14.3)	65 (22)	140 (47.2)	49 (16.5)	3.412	0.773
8. Laws in relation to flood-plains have been put in place to prevent or limit building and development in flood zones to lessen the risks associated with flooding	0 (0)	0 (0)	194 (65.4)	102 (34.6)	0	3.358	0.747
Composite Mean and Standard Deviation						3.741	0.750

Results reveal that the respondents agreed that watercourses can move more efficiently and facilitate more water as depicted by an average of 4.677. The respondents agreed that the adoption of recommended soil and water conservation practices reduces erosion as depicted by an average of 4.540; straightening and channelization has led to less damage to river banks as depicted by an average of 3.835; and flood early warning systems play a major role in the disaster risk reduction paradigm as cost-effective methods to mitigate flood disaster damage as depicted by an average of 3.527.

The respondents also indicated that they were neutral that the connections and feedbacks between the hydrological and social spheres of early warning systems are increasingly being considered as key aspects for successful flood mitigation as depicted by an average of 3.412; flood-plain zoning reduces the risk and cost of damages flooding causes as depicted by an average of 3.412; and laws in relation to flood-plains have been put in place to prevent or limit building and development in flood zones to lessen the risks associated with flooding as depicted by an average of 3.358; The respondents however disagreed that soil conservation practices leads to water conservation as depicted by an average of 2.168.

The composite was found to be 3.741; this implies that flood management influences food and agriculture organization in delivery humanitarian assistance programme in South Sudan to a great extent. Further, the composite standard deviation was found to be 0.750; which implied that the opinions of statements with lower standard deviations than 0.750 converged while those with higher standard deviation were inconsistent.

The respondents were also asked the ways that flood management influences delivery of humanitarian assistance programme by food and agriculture organization in South Sudan. They indicated that through flood management there has been introduction of better flood warning systems, an increased spending on flood defenses', introduction of planting trees strategically, and introduction of water storage areas.

The interviewees were also asked to indicate how the adoption of soil and water conservation practices has affected delivery of humanitarian assistance programme. The respondents indicated that it has increased agricultural yields and improved farmers' livelihoods. Further, they indicated that it has reduced environmental degradation.

4.7 Long Period of Famine and Delivery of Humanitarian Assistance Program

The study sought to establish the extent to which long period of famine influence delivery of humanitarian assistance programme in South Sudan. The respondents were required to specify their level of agreement or disagreement with the statements in the scale of 1-5 where: 5- Strongly agree; 4- Agree; 3-Neutral; 2-Disagree; 1- Strongly disagree. Table 4.8 shows the results.

Table 4. 8: Long Period of Famine and Delivery of Humanitarian Assistance Programme

Statements	SD	D	N	A	SA	Mean	Std. Dev.
	1	2	3	4	5		
1. The duration of the famine determines the providence of food aid, shelter, education, healthcare or protection	0 (0)	49 (16.5)	63 (21.4)	176 (59.3)	8 (2.8)	3.474	0.769
2. The humanitarian assistance programme logistics are affected by the duration of the famine	0 (0)	39 (13.2)	182 (61.5)	63 (21.4)	11 (3.8)	3.549	0.647
3. Increased investments in food reserve solutions, such as community granaries and warehouse receipt systems, helps bridge the gaps in supply between harvests	0 (0)	67 (22.5)	39 (13.2)	140 (47.3)	50 (17)	3.469	0.827
4. FAO should employ Forward Purchase Facility in order to reduce the risks related to food supply chain breaks and pricing fluctuations	0 (0)	0 (0)	0 (0)	24 (8.2)	272 (91.8)	4.566	0.695
5. An adequate amount of safe water is necessary to prevent death from dehydration	5 (1.6)	41 (13.7)	16 (5.5)	106 (35.7)	129 (43.4)	3.758	0.707
6. Adequacy of water reduces the risk of water-related disease	166 (56)	18 (6)	29 (9.9)	11 (3.8)	72 (24.2)	2.460	0.783
7. Food aid leads to a reduction in food prices thereby acting as a disincentive to local production	11 (3.8)	226 (76.4)	33 (11)	26 (8.8)	0 (0)	2.301	0.739
8. Food Prices impacts livelihoods by fuelling conflict	0 (0)	181 (61)	49 (16.5)	67 (22.5)	0 (0)	2.425	0.742
Composite Mean and Standard Deviation						3.375	0.739

The findings show that the respondents had agreed that FAO should employ Forward Purchase Facility in order to reduce the risks related to food supply chain breaks and pricing fluctuations as shown by a mean of 4.566; an adequate amount of safe water is necessary to prevent death from dehydration as shown by a mean of 3.758; and the humanitarian assistance programme logistics are affected by the duration of the famine as shown by a mean of 3.549.

The respondents also indicated that they were neutral that the duration of the famine determines the providence of food aid, shelter, education, healthcare or protection as shown by a mean of 3.474; increased investments in food reserve solutions, such as community granaries and warehouse receipt systems, helps bridge the gaps in supply between harvests as shown by a mean of 3.469. The respondents however disagreed that adequacy of water reduces the risk of water-related disease as shown by a mean of 2.460; food prices impacts livelihoods by fuelling conflict as shown by a mean of 2.425; and food aid leads to a reduction in food prices thereby acting as a disincentive to local production as shown by a mean of 2.301.

The findings also revealed that the composite mean was 3.375 implying that long period of famine influence delivery of humanitarian assistance programme in South Sudan to a moderate extent. The composite standard deviation of 0.739 implied that statements with a lower standard deviation had converging opinions while those that had higher standard deviations were inconsistent.

The respondents were asked to give their opinions on the ways that long period of famine influence delivery of humanitarian assistance programme by food and agriculture organization in South Sudan. They indicated that the families cannot always access the food they need without encountering people with weapons who stand between them and their basic necessities, during conflict, many local markets shut down entirely, cutting people off from their primary sources of food; and there is risk for severe acute malnutrition.

4.8 Road Infrastructure and Delivery of Humanitarian Assistance Program

The study aimed to assess how road infrastructure influence food and agriculture organization in delivery humanitarian assistance programme in South Sudan. The respondents were asked to indicate their level of agreement or disagreement with the statements in the scale of 1-5 where:

5- Strongly agree; 4- Agree; 3-Neutral; 2-Disagree; 1- Strongly disagree. Table 4.9 shows their opinions.

Table 4. 9: Road Infrastructure and Delivery of Humanitarian Assistance Programme

Statements	SD	D	N	A	SA	Mean	Std. Dev.
	1	2	3	4	5		
1.Poor road network hinders the access to healthcare in remote areas	0 (0)	200 (67.6)	96 (32.4)	0 (0)	0 (0)	2.372	0.801
2.In disasters, access to healthcare services is very crucial	0 (0)	0 (0)	20 (6.6)	237 (80.2)	39 (13.2)	3.805	0.657
3.With normal transport routes impassable and affected communities cut off by road transport, access to primary services (water, electricity) is hard.	0 (0)	49 (16.5)	176 (59.3)	63 (21.4)	8 (2.7)	3.443	0.736
4.Countries with dilapidated transport networks and unsafe power grids stand a greater risk of extreme natural events becoming humanitarian disasters	0 (0)	16 (5.5)	23 (7.7)	89 (30.2)	168 (56.6)	4.743	0.585
5.Providing humanitarian assistance is a way of obtaining access to new markets	0 (0)	127 (42.9)	159 (53.8)	10 (3.3)	0 (0)	3.478	0.759
6.If markets are functioning appropriately, they can be used to provide relief and basic services	96 (32.4)	73 (24.7)	96 (32.4)	20 (6.6)	11 (3.8)	2.199	0.830
7.Poor infrastructure systems can also have far-reaching effects that go beyond the scope of the natural disaster itself	1 (0.5)	18 (6)	155 (52.2)	95 (31.9)	28 (9.3)	3.504	0.737
8.In cases of natural disasters, power supplies are cut off and telephone lines are destroyed hence affecting the delivery of humanitarian assistance	0 (0)	11 (3.8)	18 (6)	140 (47.3)	127 (42.9)	4.074	0.606
Composite Mean and Standard Deviation						3.452	0.714

The findings reveal that the respondents strongly agreed that countries with dilapidated transport networks and unsafe power grids stand a greater risk of extreme natural events becoming humanitarian disasters as shown by mean of 4.743. The respondents also agreed that in cases of natural disasters, power supplies are cut off and telephone lines are destroyed hence affecting the

delivery of humanitarian assistance as shown by mean of 4.074; in disasters, access to healthcare services is very crucial as shown by mean of 3.805; and poor infrastructure systems can also have far-reaching effects that go beyond the scope of the natural disaster itself as shown by mean of 3.504.

The respondents were neutral that providing humanitarian assistance is a way of obtaining access to new markets as shown by mean of 3.478; and with normal transport routes impassable and affected communities cut off by road transport, access to primary services (water, electricity) is hard as shown by mean of 3.443. The respondents however, had disagreed that poor road network hinders the access to healthcare in remote areas as shown by mean of 2.372; and if markets are functioning appropriately, they can be used to provide relief and basic services as shown by mean of 2.199.

From the results, the composite mean was 3.452. This implied that road infrastructure influences food and agriculture organization in delivery humanitarian assistance programme in South Sudan to a moderate extent. Further, the composite standard deviation was 0.714. This meant that statements that had standard deviations that were higher than 0.714 had inconsistent opinions while those that had lower deviations had converging opinions.

The respondents were also required to indicate the ways that road infrastructure influence delivery of humanitarian assistance programme by food and agriculture organization in South Sudan. They indicated that limited infrastructure and transport service disrupts food production and circulation, better infrastructure enables access routes to obtain inputs and reach markets, lessens the experience of hunger. Also, good access enables farm yields to increase and production costs to decrease by facilitating access to fertilisers, mechanised equipment and high-yield seed varieties and enabling supporting activities including labour, agricultural extension workers and veterinary services to reach farms more easily, thus directly improving food security and reducing hunger.

The interviewees also indicated that the duration of famine strains the program and reduces the amount of aid given to each family. Further, they also indicated that the food supply is reduced due to the inaccessibility of the areas. The respondents indicated that adequacy of water supply is an issue in remote places and therefore good road infrastructure is a must for quick delivery.

Moreover, when there is better road network, the food prices are reduced. They added that when there are poor roads, food takes a while to reach the market and therefore prices are hiked.

The interviewees also indicated that road infrastructure makes it possible for the community to access better healthcare because medicine and other medical supplies are able to reach there safely. Further, primary services such as water and electricity can be installed in all homes; food is able to reach markets quicker and fresh; and also it leads to better transport and communication since vehicles can easily reach destinations and network companies are able to set up boosters.

4.9 Delivery of Humanitarian Assistance Programme

Further, the research required the respondents to indicate their level of agreement or disagreement with the statements on the trend of delivery of humanitarian assistance programme for the last five years in the scale of 1-5 where: 5- Strongly agree; 4- Agree; 3-Neutral; 2- Disagree; 1- Strongly disagree. The results were as shown in Table 4.10.

Table 4. 10: Trend of Delivery of humanitarian assistance programme

Statements	SD	D	N	A	SA	Mean	Std. Dev.
	1	2	3	4	5		
1.Timely identification of disasters and emergencies has lessened the impact of disasters on vulnerable populations	24 (8.2)	141 (47.8)	33 (11)	52 (17.6)	46 (15.4)	3.482	0.744
2.Timely identification has prepared the organization for an influx of activity	0 (0)	0 (0)	275 (92.9)	21 (7.1)	0 (0)	3.465	0.744
3.Assessment is key to track whether aid reaches the intended beneficiaries	44 (14.8)	179 (60.4)	33 (11)	33 (11)	8 (2.7)	2.274	0.770
4.Through assessment, the amount of funding needed for delivery of humanitarian assistance programme is planned for	0 (0)	250 (84.6)	46 (15.4)	0 (0)	0 (0)	2.425	0.808
5.The delivery caters for the needs of the affected ones	0 (0)	15 (4.9)	7 (2.2)	59 (19.8)	216 (73.1)	4.655	0.641
6.The humanitarian assistance programme relieves human suffering and maintaining human dignity during and after a crisis	0 (0)	0 (0)	202 (68.1)	70 (23.6)	24 (8.2)	3.443	0.813

7. Programme has a highly relevant framework for negotiating humanitarian access with all parties to a conflict.	0	0	143	133	20	3.491	0.719
	(0)	(0)	(48.3)	(45.1)	(6.6)		
8. The programme is committed to support vulnerable host populations that have experienced a sudden emergency	0	0	7	289	0	3.649	0.660
	(0)	(0)	(2.2)	(97.8)	(0)		
Composite Mean and Standard Deviation						3.361	0.737

The results show that the respondents strongly agreed that the delivery caters for the needs of the affected ones as shown by a mean score of 4.655. The respondents agreed that the programme is committed to support vulnerable host populations that have experienced a sudden emergency as shown by a mean score of 3.649.

The respondents were neutral that the programme has a highly relevant framework for negotiating humanitarian access with all parties to a conflict as shown by a mean score of 3.491; timely identification of disasters and emergencies has lessened the impact of disasters on vulnerable populations as shown by a mean score of 3.482; timely identification has prepared the organization for an influx of activity as shown by a mean score of 3.465; and the humanitarian assistance programme relieves human suffering and maintaining human dignity during and after a crisis as shown by a mean score of 3.443. The respondents however, disagreed that through assessment, the amount of funding needed for delivery of humanitarian assistance programme is planned for as shown by a mean score of 2.425; and assessment is key to track whether aid reaches the intended beneficiaries as shown by a mean score of 2.274.

The composite mean of 3.361 implied that the delivery of humanitarian assistance programme by food and agriculture organization had been constant for the last five years. The composite standard deviation of 0.737 implied that statement whose standard deviations were lower than 0.737 had opinions that converged, while those with higher standard deviations had opinions that were inconsistent.

In relation to these findings, Waugh Jr (2017) states that humanitarian aid has been successful in most cases in achieving its tangible outcomes such as saving lives, providing food to the hungry; healthcare and medicines to those vulnerable to acute disease in emergencies; and water, sanitation and shelter to those whose homes have been destroyed.

4.10 Discussions

The following subsections entail the discussions of findings per objective linked to the literature.

4.10.1 Conflict Management and Delivery of Humanitarian Assistance Program

The study found that avoiding conflict enhances operations of humanitarian assistance programs; to gain humanitarian assistance, some community members view conflict as competition; for everyone to get assisted, each member compromises to ensure everyone gets aid; an accommodating conflict resolution technique does not allow all viewpoints or information to be brought to the table; for the delivery of humanitarian assistance programme, community members compromise to settle on a solution that's deemed fair; and accommodating people inevitably hold back their frustration in the delivery of humanitarian assistance. The findings are in line with Young, Thompson, Moore, MacGugan, Watt and Redpath (2016) who state that managing and identifying the causes of the conflict among employees and putting strategies in place to help avoid conflicts can help in achieving good performance, conflict is classified in four levels that is intra-personal, inter-personal, intra-group and inter-group. Conflict management is one of the important aspects in solving most of the problems in organizations in the world today.

Further, the study found that avoiding the conflict entirely is perceived as rocking the boat in delivery of humanitarian assistance; in communities that depend humanitarian assistance, competitive attitude toward conflict can easily slide into bullying; through collaboration, everyone on the team states their needs and help meet the needs of others thus improves delivery of humanitarian assistance programmes; and to enhance delivery of humanitarian assistance programmes, collaboration of each team member is maximized. The findings are in line with McKibben (2017) who states that humanitarian assistance does not in and of itself create either war or peace, and the ultimate responsibility for ensuring peace and stability falls to national governments and the international community.

4.10.2 Level of Education and Delivery of Humanitarian Assistance Program

The study found that managers that have a vision of what can be achieved and communicate this to others help in the delivery humanitarian assistance programme; a training programme allows employees to strengthen skills needed to improve in delivery humanitarian assistance programme; training helps reduce any weak links within the company; and humanitarian assistance programme employees with a technical skill are often better at multitasking in a challenging and complex role. This conforms to Alvarez, Boussalis, Merolla and Peiffer (2018) who affirm that the concept of level of education of employees occupies an important place in the list of major concerns of the human resource management in all organizations around the world. This is because partly level of education help in retaining the employees and on the other side it raises employee job performance level. Researchers relate job performance with many factors within an organization that range from fairness of rewards, growth opportunities, participation in decision-making, supervisory support, compensation and employee academic qualification and propensity.

The study further found that technical expertise in delivery humanitarian assistance helps in working more efficiently and boosting of confidence; level of training of an employee enables them to complete basic work tasks; managers who can motivate their employees are true assets to the delivery of humanitarian assistance programme; and continuous formal education and development are important so that an individual has the knowledge and skills required to meet changing humanitarian assistance needs. These results are consistent with Gibbons and Heintze (2016) who argue that academic qualification requires a combination of original academic preparation (degree completion) augmented by subsequent activities that maintain or establish preparation for organizational responsibilities. The level of education increasingly determines job performance in that it ensures that the person has the basics in learning. Better job performance is highly possible when a person has strong basic grounding in the task given. These basics allow a person to work, innovate, and communicate effectively in work place.

4.10.3 Flood Management and Delivery of Humanitarian Assistance Program

The study found that watercourses can move more efficiently and facilitate more water; adoption of recommended soil and water conservation practices reduces erosion; straightening and

channelization has led to less damage to river banks; and flood early warning systems play a major role in the disaster risk reduction paradigm as cost-effective methods to mitigate flood disaster damage. Chan (2015) indicated that the African Continent is more vulnerable to floods than any other continent due to the climate change. Heavy rains destroy homes and crops leaving communities vulnerable. Luo *et al.*, (2015) further observed that in many other African countries, floods create great natural threats to life, health and population. Parker notes that floods frequently destroy crops and livestock leading to food shortages. For example, the Sudanese floods in 1988 led to food shortage in that country affecting the livelihoods of the communities. Majority of the African countries were affected by floods. These included Algeria, Burkina Faso, Cote d'Ivoire, Ethiopia, Gambia, Ghana, Guinea, Kenya, Liberia, Mali, Mauritania, Nigeria, Rwanda, Senegal, Sierra Leon, Sudan, Togo and Uganda. It is estimated that approximately 300 people in these 20 countries had died in floods during a period of two (2) months affecting livelihoods of the communities largely.

Also, it was found that the connections and feedbacks between the hydrological and social spheres of early warning systems are increasingly being considered as key aspects for successful flood mitigation; flood-plain zoning reduces the risk and cost of damages flooding causes; laws in relation to flood-plains have been put in place to prevent or limit building and development in flood zones to lessen the risks associated with flooding; and soil conservation practices leads to water conservation. These findings concur with Peprah *et al.* (2016) who stated that floods cannot be prevented from occurring but their devastating effects can be minimized if advance warning is available. People living in informal settlements which are usually on flood plains are most at risk of floods not only because of the geography but also because they do not have financial resources to recover from the damage caused by flooding. Abbott (2019) further emphasizes that floods will cause damage to goods and possessions, loss of income or services, and increase the levels of physical, emotional and psychological health problems.

4.10.4 Long Period of Famine and Delivery of Humanitarian Assistance Program

The study found that FAO should employ Forward Purchase Facility in order to reduce the risks related to food supply chain breaks and pricing fluctuations; an adequate amount of safe water is necessary to prevent death from dehydration; and the humanitarian assistance programme logistics are affected by the duration of the famine. The research concurs with the Spilsbury

(2015) who stated that until recently it was generally believed that the only cause of famine was a decline in food availability due to a reduction in production resulting from adverse weather, disease/pest infestation, or through a cutting-off of traditional sources of supply. However, over the last century there has been a growing realization that famines can occur in areas where overall food availability has not declined, but as a result of a reduction in the ability of certain groups within the population to acquire the food, for instance as a result of a loss in their income or a sudden rise in the price of food.

Further, the study found that the duration of the famine determines the providence of food aid, shelter, education, healthcare or protection; increased investments in food reserve solutions, such as community granaries and warehouse receipt systems, helps bridge the gaps in supply between harvests; adequacy of water reduces the risk of water-related disease; food prices impacts livelihoods by fuelling conflict; and food aid leads to a reduction in food prices thereby acting as a disincentive to local production. The findings are in concurrence with Huho and Mugalavai (2010) argue drought as the major challenge to agricultural productions in Kenya especially in rain-dependent arid and semi-arid regions that cover almost 88% of the country. They point out that the tendency and severity of drought have been increasing in Kenya for the last decades, often resulting in total crop failure and death of animals, thus causing severe national food scarcity and more specifically in arid and semi-arid districts.

4.10.5 Road Infrastructure and Delivery of Humanitarian Assistance Program

The study found that countries with dilapidated transport networks and unsafe power grids stand a greater risk of extreme natural events becoming humanitarian disasters; in cases of natural disasters, power supplies are cut off and telephone lines are destroyed hence affecting the delivery of humanitarian assistance; in disasters, access to healthcare services is very crucial; and poor infrastructure systems can also have far-reaching effects that go beyond the scope of the natural disaster itself. The results correlate with Banjo *et al.* (2012) who stated that the presence of roads has many benefits for the poor as it reduces the prices of inputs, opens up opportunities in new markets and offers seasonal migration for employment. The most common means of transport in rural areas is walking or head loading and this requires energy and time, as it limits their time to perform more productive tasks that can generate an income

The study found that providing humanitarian assistance is a way of obtaining access to new markets; with normal transport routes impassable and affected communities cut off by road transport, access to primary services (water, electricity) is hard; poor road network hinders the access to healthcare in remote areas; and if markets are functioning appropriately, they can be used to provide relief and basic services. The findings are in line with Odaro (2012) who states that adequate roads promote the provision of public services such as ambulances and police patrols. In addition roads are an essential component for the development of markets, this allows the opportunity for farmers in rural areas to provide produce to high value urban markets increasing profits of the rural poor.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of findings, conclusion, recommendation and areas for further studies.

5.2 Summary of Findings

The summary of the findings are presented in the following subsections. The study focused on the extent to which conflict management, level of education, flood management, long period of famine and road infrastructure influence delivery of humanitarian assistance programme.

5.2.1 Conflict Management and Delivery of Humanitarian Assistance Programme

The study sought to establish the extent to which conflict management influence delivery of humanitarian assistance programme in South Sudan. The study found that avoiding conflict enhances operations of humanitarian assistance programs; to gain humanitarian assistance, some community members view conflict as competition; for everyone to get assisted, each member compromises to ensure everyone gets aid; an accommodating conflict resolution technique does not allow all viewpoints or information to be brought to the table; for the delivery of humanitarian assistance programme, community members compromise to settle on a solution that's deemed fair; and accommodating people inevitably hold back their frustration in the delivery of humanitarian assistance. Further, the study found that avoiding the conflict entirely is perceived as rocking the boat in delivery of humanitarian assistance; in communities that depend humanitarian assistance, competitive attitude toward conflict can easily slide into bullying; through collaboration, everyone on the team states their needs and help meet the needs of others thus improves delivery of humanitarian assistance programmes; and to enhance delivery of humanitarian assistance programmes, collaboration of each team member is maximised. The study also found that the composite mean of 3.539 implied that the conflict management influences delivery of humanitarian assistance programme in South Sudan to a great extent. The sub-composite standard deviation was 0.726 implying that all statements whose standard deviation was above 0.726 had inconsistent opinions while those that were lower converged.

5.2.2 Level of Education and Delivery of Humanitarian Assistance Program

The research aimed to determine how level of education influence delivery of humanitarian assistance programme in South Sudan. The study found that managers that have a vision of what can be achieved and communicate this to others help in the delivery humanitarian assistance programme; a training programme allows employees to strengthen skills needed to improve in delivery humanitarian assistance programme; training helps reduce any weak links within the company; and humanitarian assistance programme employees with a technical skill are often better at multitasking in a challenging and complex role. The study further found that technical expertise in delivery humanitarian assistance helps in working more efficiently and boosting of confidence; level of training of an employee enables them to complete basic work tasks; managers who can motivate their employees are true assets to the delivery of humanitarian assistance programme; and continuous formal education and development are important so that an individual has the knowledge and skills required to meet changing humanitarian assistance needs. The research also found that the composite mean was 3.587. This implied that the level of education influenced delivery of humanitarian assistance programme in South Sudan to a great extent. The findings also revealed that the composite standard deviation was 0.749. This implied that all statements that had standard deviations lower than 0.749 had converging opinions while those that were higher, had inconsistent opinions.

5.2.3 Flood Management and Delivery of Humanitarian Assistance Program

On flood management, the study found that watercourses can move more efficiently and facilitate more water; adoption of recommended soil and water conservation practices reduces erosion; straightening and channelization has led to less damage to river banks; and flood early warning systems play a major role in the disaster risk reduction paradigm as cost-effective methods to mitigate flood disaster damage. Also, it was found that the connections and feedbacks between the hydrological and social spheres of early warning systems are increasingly being considered as key aspects for successful flood mitigation; flood-plain zoning reduces the risk and cost of damages flooding causes; laws in relation to flood-plains have been put in place to prevent or limit building and development in flood zones to lessen the risks associated with flooding; and soil conservation practices leads to water conservation. The composite was found

to be 3.741; this implied that flood management influences food and agriculture organization in delivery humanitarian assistance programme in South Sudan to a great extent. Further, the composite standard deviation was found to be 0.750; which implied that the opinions of statements with lower standard deviations than 0.750 converged while those with higher standard deviation were inconsistent.

5.2.4 Long Period of Famine and Delivery of Humanitarian Assistance Program

On the long period of famine, the study found that FAO should employ Forward Purchase Facility in order to reduce the risks related to food supply chain breaks and pricing fluctuations; an adequate amount of safe water is necessary to prevent death from dehydration; and the humanitarian assistance programme logistics are affected by the duration of the famine. Further, the study found that the duration of the famine determines the providence of food aid, shelter, education, healthcare or protection; increased investments in food reserve solutions, such as community granaries and warehouse receipt systems, helps bridge the gaps in supply between harvests; adequacy of water reduces the risk of water-related disease; food prices impacts livelihoods by fuelling conflict; and food aid leads to a reduction in food prices thereby acting as a disincentive to local production. The study also found that the composite mean was 3.375 implying that long period of famine influence delivery of humanitarian assistance programme in South Sudan to a moderate extent. The composite mean of 0.739 implied that statements with a lower standard deviation had converging opinions while those that had higher standard deviations were inconsistent.

5.2.5 Road Infrastructure and Delivery of Humanitarian Assistance Program

The study also aimed to assess how road infrastructure influence food and agriculture organization in delivery humanitarian assistance programme in South Sudan. The study found that countries with dilapidated transport networks and unsafe power grids stand a greater risk of extreme natural events becoming humanitarian disasters; in cases of natural disasters, power supplies are cut off and telephone lines are destroyed hence affecting the delivery of humanitarian assistance; in disasters, access to healthcare services is very crucial; and poor infrastructure systems can also have far-reaching effects that go beyond the scope of the natural disaster itself. The study found that providing humanitarian assistance is a way of obtaining

access to new markets; with normal transport routes impassable and affected communities cut off by road transport, access to primary services (water, electricity) is hard; poor road network hinders the access to healthcare in remote areas; and if markets are functioning appropriately, they can be used to provide relief and basic services.

5.2.6 Delivery of Humanitarian Assistance Programme

Regarding the delivery of humanitarian assistance programme by food and agriculture organization for the last five years, the study found that the delivery caters for the needs of the affected ones; and the programme is committed to support vulnerable host populations that have experienced a sudden emergency. Further, it was found that the programme has a highly relevant framework for negotiating humanitarian access with all parties to a conflict; timely identification of disasters and emergencies has lessened the impact of disasters on vulnerable populations; timely identification has prepared the organization for an influx of activity; the humanitarian assistance programme relieves human suffering and maintaining human dignity during and after a crisis; through assessment, the amount of funding needed for delivery of humanitarian assistance programme is planned for; and assessment is key to track whether aid reaches the intended beneficiaries. The study found that the composite mean was 3.361. This implied that road infrastructure influences food and agriculture organization in delivery humanitarian assistance programme in South Sudan to a moderate extent. Further, the composite standard deviation was 0.737. This meant that statements that had standard deviations that were higher than 0.737 had inconsistent opinions while those that had lower deviations had converging opinions.

5.3 Conclusion

The study concluded that conflict management has a positive and significant influence on delivery of humanitarian assistance programme in South Sudan. The study concluded that managing and identifying the causes of the conflict among employees and putting strategies in place helps avoid conflicts can help in achieving good performance, conflict is classified in four levels that is intra-personal, inter-personal, intra-group and inter-group.

The study further concluded that the level of education has a statistical significant influence on the delivery of humanitarian assistance programme in South Sudan. It is further concluded that the higher the level of academic qualification, the higher the productivity at work. Also, academic qualifications plays a key role in predetermining performance of tasks assigned

Flood management was concluded to have an insignificant influence on the delivery of humanitarian assistance programme in South Sudan. The study concluded that it is an important component of food and agriculture organization to find the areas prone to floods since it prepares the communities to respond on the flood shock as well as sustain their livelihoods through reduction of the damage and loss of crops, livestock and life.

The study also concluded that long period of famine has a positive association with delivery of humanitarian assistance programme in South Sudan. The study concluded that how a community manages the period without famine determines the extent of damage during the famine period. Hence in an area prone to famine, the members of the community must adopt approaches to mitigate this.

Further, the study concluded that road infrastructure has a positive and significant influence on the delivery of humanitarian assistance programme in South Sudan. The study concluded that good roads facilitate easy transportation and timely delivery of goods/services such as food aids and medicine. They can also contribute to high agricultural productivity and good quality health care delivery. Apart from this, good roads keep the loss of human life, goods and properties at minimal rates and provide convenient and comfortable mode of transportation of people and serve as a recreational avenue.

5.4 Recommendations

The study recommends that;

1. The management of the FAO should take bold step on trainings on conflict management to have the knowledge of managing conflict. They should also ensure that all the employees are having enough knowledge on conflict management by having frequent in-house training. The organization should integrate conflict sensitive principles and methods into core programming areas (rather than establishing separate peace building

programmes), so as to minimize unintended negative consequences, increase accountability and strengthen positive spill-offs on peace.

2. The communities should adopt some form of coping mechanism to reduce the effects of the flooding in their area. These include: fishing and fish mongering, petty trading, exchange of labour for food, trading in livestock, premature harvesting of crops, weaving basket, mat and thatch, dependence on food from previous cropping seasons, assistance from friends, relatives, government institutions and Non-Governmental organisations. The leaders of Jonglei State should prepare and implement a disaster response plan for effective management of flood in the state. Ultimately, flood plain mapping and movement of victims from flood prone areas should be considered as a long term solution.
3. Academic qualification should be the key determinant of the job designation, responsibilities and tasks given since the more one is academically qualified, the more responsibilities and complex the tasks assigned. Individuals with less academic qualifications ought to be motivated to further their education for them to be promoted to higher positions. This is to ensure that the employees who have better academic qualifications are promoted hence motivated to give better results.
4. The community members in Bor County should be encouraged to diversify their income generating activities since high dependency in crop farming leads to losses and increased poverty in times of famine. The community members should be encouraged to grow drought resistance crops such as sorghum and millet which are not prone to drought and this will reduce famine in the region. The government and both the local and international NGOs should put in place various measures to mitigate drought in the region by enhancing opportunities for small scale irrigation, water harvesting and the construction of more boreholes and dams in the region.
5. The community should be educated on the importance of trees to the environment. The community should be discouraged from cutting down trees for firewood and given other options like biogas production or solar power generation. The government should encourage parents on the importance of education. Education will provide opportunities in the future for their children. Parents can enroll in adult education programs that are available in the county.

6. Since the findings showed that bad roads had effects on transportation system as this brought about frequent break down of vehicles and increased maintenance cost, it is recommended that government should formulate a good road infrastructure policy that will enhance the delivery of humanitarian assistance. Successful implementation of road infrastructure policies and projects in Jonglei state will bring development to county.

5.5 Areas for Further Research

The study was on the factors influencing delivery of humanitarian assistance programme: the case of Food and Agriculture Organization in South Sudan Bor County Jonglei State. The study recommends that:

1. Another study should be done on other countries where FAO operates so as to allow for generalization.
2. Further, there is need for other factors to be explored on the same subject. Another organisation or collectively international humanitarian organisation should be considered in carrying out another study.
3. Future studies should apply different research instruments like secondary data, focus group discussions to involve respondents in discussions in order to generate detailed information which would help improve factors of influencing delivery of humanitarian assistance programmes.
4. A study on the effect of conflict management on the performance of humanitarian assistance programme should also be considered.

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APPENDICES

Appendix I: Letter of Transmittal

Dear Sir/ Madam,

RE: ACADEMIC RESEARCH PROJECT

I am a student of Master of Arts in project planning and Management at University of Nairobi. I wish to conduct a research entitled **factors influencing delivery of humanitarian assistance programme: the case of Food and Agriculture Organization in South Sudan Bor County Jonglei State**. A questionnaire has been designed and will be used to gather relevant information to address the research objective of the study. The purpose of writing to you is to kindly request you to grant me permission to collect information on this important subject from your organization.

Please note that the study will be conducted as an academic research and the information provided will be treated in strict confidence. Strict ethical principles will be observed to ensure confidentiality and the study outcomes and reports will not include reference to any individuals.

Your acceptance will be highly appreciated.

Yours faithfully,

Gabriel Ayuen Malaak

Appendix II: Research Questionnaire for Programme Managers, Programme Committee Members and Field Officers

You are requested to fill out your personal information in the spaces below. Please tick only one response. The study seeks to establish *factors influencing delivery of humanitarian assistance programme: the case of Food and Agriculture Organization in South Sudan Bor County Jonglei State.*

SECTION A: BACKGROUND INFORMATION OF RESPONDENTS

1. What is your gender

Male:

Female:

2. Indicate your age bracket

Below 25 yrs.

25-30yrs.

30-35yrs

35-40yrs.

40-45yrs.

45-50yrs.

50 and above yrs.

3. State your highest level of education

‘O’ Level

Certificate/Diploma

Degree

Masters

PHD

SECTION B: CONFLICT MANAGEMENT

4. Please indicate the level of agreement or disagreement with the following statements on conflict management influence on delivery of humanitarian assistance programme by food and agriculture organization in South Sudan? Where:

5- Strongly agree; 4- Agree; 3-Neutral; 2-Disagree; 1- Strongly disagree

Statements	5	4	3	2	1
Avoidance					
Avoiding the conflict entirely is perceived as rocking the boat in delivery of humanitarian assistance					
Avoiding conflict enhances operations of humanitarian assistance programs					

Competition					
To gain humanitarian assistance, some community members view conflict as competition					
In communities that depend humanitarian assistance, competitive attitude toward conflict can easily slide into bullying					
Accommodation					
An accommodating conflict resolution technique does not allow all viewpoints or information to be brought to the table					
Accommodating people inevitably hold back their frustration in the delivery of humanitarian assistance					
Compromise					
For the delivery of humanitarian assistance programme, community members compromise to settle on a solution that's deemed fair					
For everyone to get assisted, each member compromises to ensure everyone gets aid.					
Collaboration					
To enhance delivery of humanitarian assistance programmes, collaboration of each team member is maximised					
Through collaboration, everyone on the team states their needs and help meet the needs of others thus improves delivery of humanitarian assistance programmes					

5. In what ways does conflict management influence delivery of humanitarian assistance programme by food and agriculture organization in South Sudan?

SECTION C: LEVEL OF EDUCATION

6. Please indicate the level of agreement or disagreement with the following statements on level of education influence on delivery of humanitarian assistance programme by food and agriculture organization in South Sudan? Where:

5- Strongly agree; 4- Agree; 3-Neutral; 2-Disagree; 1- Strongly disagree

	1	2	3	4	5
Management Skills					
Managers that have a vision of what can be achieved and communicate this to others help in the delivery humanitarian assistance programme.					
Managers who can motivate their employees are true assets to the delivery of humanitarian assistance					

programme					
Humanitarian Assistance Programme employees with a technical skill are often better at multitasking in a challenging and complex role					
Technical expertise					
Technical expertise in delivery humanitarian assistance helps in working more efficiently and boosting of confidence					
A training programme allows employees to strengthen skills needed to improve in delivery humanitarian assistance programme					
Level of training					
Training helps reduce any weak links within the company					
Level of training of an employee enables them to complete basic work tasks					
Continuous formal education and development are important so that an individual has the knowledge and skills required to meet changing humanitarian assistance needs					

7. In what ways does level of education influence delivery of humanitarian assistance programme by food and agriculture organization in South Sudan?

.....

SECTION D: FLOOD MANAGEMENT

8. Please indicate the level of agreement or disagreement with the following statements on flood management delivery of humanitarian assistance programme by food and agriculture organization in South Sudan? Where:

5- Strongly agree; 4- Agree; 3-Neutral; 2-Disagree; 1- Strongly disagree

	1	2	3	4	5
Adoption of recommended soil and water conservation practices					
Adoption of recommended soil and water conservation practices reduces erosion					
Soil conservation practices leads to water conservation					
Awareness of Floods Early Warning Systems(FEWs)					
The connections and feedbacks between the hydrological and social spheres of early warning systems are increasingly being considered as key aspects for					

successful flood mitigation					
Flood early warning systems play a major role in the disaster risk reduction paradigm as cost-effective methods to mitigate flood disaster damage.					
Straightening and Channelization					
Watercourses can move more efficiently and facilitate more water					
Straightening and Channelization has led to less damage to river banks					
Floodplain Zoning					
Flood-plain zoning reduces the risk and cost of damages flooding causes					
Laws in relation to flood-plains have been put in place to prevent or limit building and development in flood zones to lessen the risks associated with flooding					

9. In what ways does flood management influence delivery of humanitarian assistance programme by food and agriculture organization in South Sudan?

.....

.....

SECTION E: LONG PERIOD OF FAMINE

10. Please indicate the level of agreement or disagreement with the following statements on long period of famine influence delivery of humanitarian assistance programme by food and agriculture organization in South Sudan? Where:

5- Strongly agree; 4- Agree; 3-Neutral; 2-Disagree; 1- Strongly disagree

	1	2	3	4	5
Duration of the famine					
The duration of the famine determines the providence of food aid, shelter, education, healthcare or protection					
The humanitarian assistance programme logistics are affected by the duration of the famine					
Food supply reduction					
Increased investments in food reserve solutions, such as community granaries and warehouse receipt systems, helps bridge the gaps in supply between harvests					
FAO should employ Forward Purchase Facility in order to reduce the risks related to food supply chain breaks and pricing fluctuations					
Adequacy of water supply					
An adequate amount of safe water is necessary to prevent					

death from dehydration					
Adequacy of water reduces the risk of water-related disease					
Food Prices					
Food aid leads to a reduction in food prices thereby acting as a disincentive to local production					
Food Prices impacts livelihoods by fuelling conflict					

11. In what ways does long period of famine influence delivery of humanitarian assistance programme by food and agriculture organization in South Sudan?

.....

.....

SECTION F: ROAD INFRASTRUCTURE

12. Please indicate the level of agreement or disagreement with the following statements on road infrastructure influence delivery of humanitarian assistance programme by food and agriculture organization in South Sudan? Where:

5- Strongly agree; 4- Agree; 3-Neutral; 2-Disagree; 1- Strongly disagree

	1	2	3	4	5
Access to healthcare					
Poor road network hinders the access to healthcare in remote areas					
In disasters, access to healthcare services is very crucial					
Access to primary services (water, electricity)					
With normal transport routes impassable and affected communities cut off by road transport, access to primary services (water, electricity) is hard.					
Countries with dilapidated transport networks and unsafe power grids stand a greater risk of extreme natural events becoming humanitarian disasters					
Access to markets					
Providing humanitarian assistance is a way of obtaining access to new markets					
If markets are functioning appropriately, they can be used to provide relief and basic services					
Transport and communication					
Poor infrastructure systems can also have far-reaching effects that go beyond the scope of the natural disaster itself					
In cases of natural disasters, power supplies are cut off and telephone lines are destroyed hence affecting the					

delivery of humanitarian assistance					
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13. In what ways does road infrastructure influence delivery of humanitarian assistance programme by food and agriculture organization in South Sudan?

.....

SECTION G: DELIVERY OF HUMANITARIAN ASSISTANCE PROGRAM

14. Please indicate the level of agreement or disagreement with the following statements on the trend of delivery of humanitarian assistance programme by food and agriculture organization for the last five years?

Where, 5 - Strongly agree; 4- Agree; 3-Neutral; 2-Disagree; 1- Strongly disagree

	1	2	3	4	5
Timely identification of disasters and emergencies					
Timely identification of disasters and emergencies has lessened the impact of disasters on vulnerable populations					
Timely identification has prepared the organization for an influx of activity					
Assessment for appropriate response					
Assessment is key to track whether aid reaches the intended beneficiaries					
Through assessment, the amount of funding needed for delivery of humanitarian assistance programme is planned for					
Delivery efficiency					
The delivery caters for the needs of the affected ones					
The humanitarian assistance programme relieves human suffering and maintaining human dignity during and after a crisis					
Delivery effectiveness					
Programme has a highly relevant framework for negotiating humanitarian access with all parties to a conflict.					
The programme is committed to support vulnerable host populations that have experienced a sudden emergency					

Thank you for Participation

Appendix III: Interview for Guide for Community Leaders


1. How does the community deal with conflict?
2. In which ways does flood management affect delivery of humanitarian assistance programme?
3. Has the community adopted soil and water conservation practices in order to manage floods? If yes, how does it affect delivery of humanitarian assistance programme?
4. How does the long period of famine affect the delivery of humanitarian assistance programme in the community?
5. In which ways do the following aspects of road infrastructure affect delivery of humanitarian assistance programme?
 - i. Duration of the famine
 - ii. Food supply reduction
 - iii. Adequacy of water supply
 - iv. Food Prices
6. Do you have a good road network in your community? If no, how does that affect the community in terms of delivery of humanitarian assistance programme?
7. In which ways do the following aspects of road infrastructure affect delivery of humanitarian assistance programme?
 - i. Access to healthcare
 - ii. Access to primary services (water, electricity)
 - iii. Access to markets
 - iv. Transport and communication
8. In which ways does conflict management affect delivery of Humanitarian Assistance Programs?


Appendix IV: Morgan and Krejcie (1970) model

Krejcie dan Morgan (1970) dalam Uma Sekaran (1992) membuat daftar yang bisa dipakai untuk menentukan jumlah sampel sebagai berikut (Lihat Tabel)

Populasi (N)	Sampel (n)	Populasi (N)	Sampel (n)	Populasi (N)	Sampel (n)
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384


Appendix V: Research Permit


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Appendix VI: Turnitin Report

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