

**HUMANITARIAN SUPPORT ON DELIVERY OF SOCIAL  
SERVICES IN GULU DISTRICT,  
UGANDA**

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**A Thesis**

**Presented to the School of  
Postgraduate Studies and Research  
Kampala International University  
Kampala, Uganda**

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**In Partial Fulfilment of the Requirements for the Degree  
Master of Business Administration  
(NGO Management)**

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**BY:**

**Peter Austin Nkhonjera**

**October, 2010**


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### **DECLARATION A**

I declare that this thesis report is my original and personal work and has not been presented for a Degree or any other academic award in any University or Institution of Learning.

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A handwritten signature in black ink, appearing to be 'Peter Nkhonjera', written over a dotted line.

Date

A handwritten date '07/10/10' in black ink, written over a dotted line.

Peter Nkhonjera

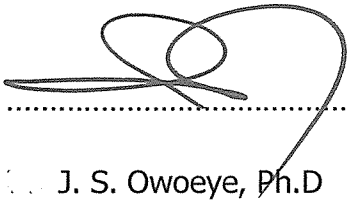
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### DECLARATION B

I confirm that the work reported in this thesis was carried out by the candidate under my supervision.

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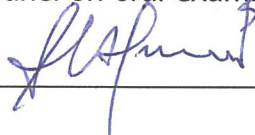
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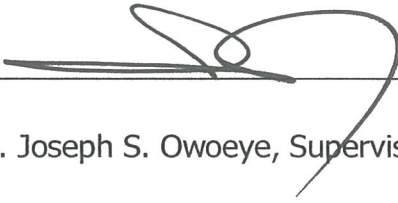
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## APPROVAL SHEET

This thesis entitled "**The Efficacy of Humanitarian Support to Emergency Hotspots – Lessons and Opportunities: A Case of Gulu District, Uganda**" prepared and submitted by **Peter Nkhonjera** in partial fulfillment of the requirements for the degree of **Master of Business Administration (NGO Management)** has been examined and approved by the panel on oral examination with a grade of PASSED



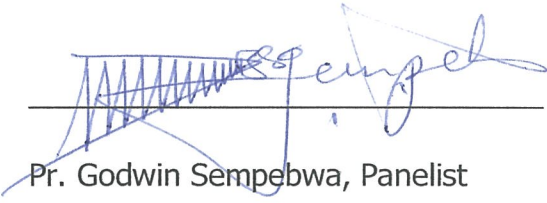
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Grade: \_\_\_\_\_



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Signature of DVC, SPGSR



## **DEDICATION**

I dedicate this research study to my father, Augustine Nkhonjera, mother Christina Zimba and my father in-law Stephen Nthakomwa, all long gone! They would have been proud of my determination to succeed in life.

## **ACKNOWLEDGEMENTS**

My wife, Beth (also a student of KIU) has been a great inspiration throughout my studies. She walked the corridors of KIU with me to accomplish administrative tasks. I thank her profoundly for her enduring support. My children: Augustine, Maria, Emily and Jacqueline had to endure with my busy work and study schedule. Thus, depriving them of quality time to which they have a right. I thank them for their love and understanding.

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## **LIST OF ACRONYMS**

AIDS	Acquired Immune Deficiency Syndrome
CVI	Content Validity Index
EU	European Union
GUSCO	Gulu Support the Children Organization
HIV	Human Immuno-deficiency Virus
IDPs	Internally Displaced Persons
ICC	International Criminal Court
LC	Local Council
LRA	Lord's Resistance Army
MSF	Medicin San Fronteires
NGO	Non Governmental Organization
OCHA	Office for the Coordination of Humanitarian Affairs
SCiUG	Save the Children in Uganda
UN	United Nations
UNICEF	United Nations International Children's Emergency Fund
US	United States
USA	United States of America
USAID	United States Agency for International Development
UPDF	Uganda People's Defense Force
WFP	World Food Programme



## **ABSTRACT**

The research was carried out in order to assess the effectiveness of humanitarian support on delivery of social services in Gulu district, Northern Uganda. The study objectively sought to; examine the time frame under which the humanitarian support reached the beneficiaries, assess the achievements of humanitarian agencies in the delivery of services, assess the beneficial effects and responses of the beneficiaries with regards to the humanitarian support provided and to assess the challenges of humanitarian agencies in the delivery of social services in Gulu district.

Some important aspects were reviewed about the effectiveness of humanitarian support on delivery of social services. This chapter revealed the theoretical perspective and the conceptual perspective and related literature while identifying the knowledge gaps. Data was collected using methods such as interviews, questionnaires, observation. The collected data was coded in SPSS then, analyzed and presented for better analysis.

The study findings revealed that humanitarian agencies encountered challenges in their service delivery, including: lack of technical, leadership and management skills amongst the IDP population; disagreements on which were priority areas of intervention; lack of coordination amongst the humanitarian players, and of course, insecurity was always a perceived threat.

The findings, conclusions and recommendations from the study were also presented and they included: Government, donors and NGOs could have benefited from tailored approaches, better targeting, and coordination of the humanitarian support to avoid waste of resources and duplication of efforts. It was recommended here that emergencies need to closely link with development principles of operation to ensure a smooth transition. Emergencies should further take full advantage of the local resource in the form of the IDPs themselves, especially women, by engaging them at all levels of programmes delivery.

## **CHAPTER ONE**

### **THE PROBLEM AND ITS SCOPE**

#### **1.0 Introduction**

The study was carried out in order to assess the effectiveness of humanitarian support on delivery of social services, using Gulu district as a case study. This chapter presents the background, problem statement, purpose, objectives, scope, research questions and the significance of the study.

#### **1.1 Background of the Study**

This study was born out of the researcher's disillusionment (after 20 years of humanitarian work) with emergency responses that do not make a lasting difference in peoples lives during and after the emergency, and indeed the genuine desire to improve the lives of the communities that humanitarian organizations serve. Hence, the quest to examine the efficacy of the humanitarian response to emergency hotspots, with Gulu district in Northern Uganda as a case study.

Gulu is a district in northern Uganda, taking its name from its commercial centre, the town of Gulu. It is one of the three districts forming the historical homeland of the Acholi ethnic group, also known as Acholi land. It lies 332 km north of the capital city Kampala and consists of four counties: Kilak, Achwa, Omoro, and Nwoya (Kilak and Nwoya counties have been integrated to form Amuru District). Gulu has historically been seen as the most important and influential of the northern districts. It shares borders with seven other districts as well as Sudan. The 2002 census put the population at 479,496. Over 90% of the population is considered to be agriculturalists. The main highway running from Kampala to the north runs through Gulu district. Over 90% of the population has been displaced, mostly into camps clustered around towns and trading centers. (The Independent, 29 August, 2006).

Support to the displaced people is in form of material or logistical assistance provided for humanitarian purposes, typically in response to humanitarian crises. The primary objective of humanitarian aid is to save lives, alleviate suffering, and maintain human dignity. It may therefore be distinguished from development aid, which seeks to address the underlying socioeconomic factors which may have led to a crisis or emergency (Waters, 2001).

Humanitarian agencies are funded by donations from individuals, corporations, foundations, governments and other organizations. The funding and delivery of humanitarian aid is increasingly being organized at an international level to facilitate faster and more effective responses to major emergencies affecting large numbers of people. OCHA coordinates the international humanitarian response to a crisis or emergency pursuant to Resolution 46/182 of the United Nations General Assembly (Minear L, 2002).

The majority of NGO interventions in Gulu appear to have focused primarily on some components of economic and social security, and demonstrating solidarity, Save the Children in Uganda (SCiUG), Gulu Support the Children Organization (GUSCO), World Vision International, with funding from USAID and other donors are all concerned with working with questions of child trauma arising from abduction. AVSI has done work with land mine victims and has expressed interest in addressing issues related to traditional leadership. International Crescent of the Red Cross (ICRC), World Food Programme (WFP), Norwegian Refugee Council (NRC), Action Contra Faim (ACF) and Hunger Alert are primarily concerned with relief distributions and provision of basic health and sanitation facilities. Apart from the reports of Amnesty International and Human Rights Watch, and the advocacy work of United Nations Children's Fund (UNICEF), the international organizations have made little effort to question the dynamics of the war in a way which would open up possibilities of solutions to it (Wassenhove, L. 2002).

A number of different forms of Government interventions which have fed into the dynamics of the war have already been identified, including the creation of protected villages, increasing militarization, the recruitment of home guards, and a long stated preference for a military solution to the situation. Whether or not the Government has had a direct influence on the nature of media coverage is not clear, though the use of language such as 'bandits' and 'thugs' has offered a consistent signal of its political position, in disregard of the wishes of the local population. The policy of decentralization has had a number of spin-offs which militate against creating a peaceful environment (Carlson, K. 2006).

### **1.2 Statement of the Problem**

The US government estimates that up to 12,000 people have been killed in the violence in Northern Uganda, with many more dying from disease and malnutrition as a direct result of the conflict. Nearly 2 million civilians have been forced to flee their homes, living in Internally Displaced Persons (IDPs) camps and within the safety of larger settlements. Given such a situation, many of the humanitarian agencies have been attracted to attend to the worsening humanitarian situation in the North, including the district local government of Gulu. Many donors including UNICEF, USAID, WFP, European Union (EU) (USAID, 2008). Evidently, a lot of humanitarian organizations operated in Gulu with a good resource base. Most of these organizations are now closing shop and the situations in Gulu district shows that these organizations did not make a great difference on people's lives as far as provision of social services is concerned. And, it's against this background, one wonders whether this humanitarian support reaches the targeted beneficiaries as far as delivery of social services in Gulu district is concerned.

### **1.3 Purpose of the Study**

The major objective of the study was to examine the effectiveness of humanitarian support on delivery of social services using Gulu district as a case study.

## **1.4 Specific Objectives**

The study was guided by the following objectives;

- i. To examine the time frame under which the humanitarian support reached the beneficiaries.
- ii. To assess the achievements of humanitarian agencies in the delivery of services to IDPs in Gulu district.
- iii. To assess the beneficial effects and responses of the beneficiaries with regards to the humanitarian support provided.
- iv. To assess the challenges of humanitarian agencies in the delivery of social services in Gulu district.

## **1.5 Research Questions**

- i. Under which time frame does the humanitarian support reach the targeted beneficiaries?
- ii. What are the achievements of humanitarian agencies in the delivery of social services to IDPs in Gulu district?
- iii. What are the beneficial effects and responses of the beneficiaries with regards to the humanitarian support provided?
- iv. What are the challenges of humanitarian agencies in the delivery of social services in Gulu district?

### **1.5.1 Research Hypothesis**

#### ***Alternative hypothesis (H<sub>i</sub>)***

*H<sub>i</sub>* – there is a significant relationship between humanitarian support and delivery of social services

### ***Null hypothesis (Ho)***

*Ho* - there is no relationship between humanitarian support and delivery of social services

## **1.6 Scope of the Study**

### **1.6.1 Geographical scope**

The study was conducted in Gulu district, one of the three districts forming the historical homeland of the Acholi ethnic group, also known as Acholi land, with a population estimated at about 479,496.

### **1.6.2 Content scope**

The study focused on the effectiveness of humanitarian support as an independent variable and delivery of social services as a dependent variable.

### **1.6.3 Time scope**

The study covered the operations of humanitarian support on delivery of social services in Gulu district for the period 2005 to 2009.

## **1.7 Significance of the Study**

The study is expected to produce beneficial effects to four main categories of people/entities, who are normally main actors in an emergency response: government officials, NGOs, and donors, as follows:

The study will help the policy makers in government to determine, prioritize and focus on any identified gaps in a future emergency response.

The study findings will enable NGOs receive feedback on communities' expectations, and this will help improve on targeting mechanisms on the areas of need.

The study findings will allow donors to come up with a criterion on what and how best to use the funding in emergency situations.

As a student of Business Administration in NGO Management, the study findings will to a large extent enhance the researcher's career in research.

The study will also be useful to the other researchers in the field of NGO Management especially, to those who would wish to expound on the area of humanitarian support on delivery of social services to obtain a foundation in the form of literature review like the Faculty of Business and Management in other universities besides Kampala International University.

### **1.8 Operational Definitions of Key Terms**

***Humanitarian*** - someone or an entity devoted to the promotion of human welfare and to social reforms.

***Support*** – In this context, it refers to material or logistical assistance provided for humanitarian purposes, typically in response to humanitarian crises. The primary objective of humanitarian aid is to save lives, alleviate suffering, and maintain dignity.

***Social services*** – refers to organized efforts to advance human welfare.

***Service delivery*** – refers to a set of components that provide a criterion, session, control and protocols for a type of facility.

## **1.9 Theoretical Framework**

In his theory, Forsythe 1997 Donor (and not beneficiary) states are the main 'customers' buying humanitarian services and have driven an enormous and well-documented expansion in the sector. He is accordingly right to claim that "the international humanitarian agenda cannot be sustained outside of the politics and foreign policy of the great powers" Sober reflection suggests that Western state interests are of primary importance in accounting for the contemporary humanitarian landscape. State involvement goes well beyond managing systemic incentives to respect the regime, an area which has long been understood to depend on state resolve. The nature and significance of state involvement in humanitarian support has been insufficiently recognized and inadequately explored by scholars in the realist tradition, they have either been blind to this phenomenon or content to offer dismissive accounts of it. NGOs have also tended to absorb realist presuppositions and had difficulties in coming to terms with their funding, and by extension policy, dependence on state actors in relief contexts.

Then, one of the many ironies associated with contemporary humanitarianism is that, despite the extent to which private actors have laid claim to it, the legal clothing of humanitarianism has always been determined by states, arose historically through traditional diplomatic methods, and has always been Westphalia in form; indeed it has not infrequently been criticized as such (Bettati 1995) she added on that, the value base of the humanitarian assistance is encapsulated in the principle of 'humanity', meaning a desire to "prevent and alleviate human suffering wherever it may be found" and as such has always had universalist pretensions. Similarly, the humanitarian movement has always known deontological and teleological variants, and even within the Red Cross movement itself, many scholars have never held its deontology to be more than instrumental and particular. Indeed, it may be precisely within that tradition that state responsibility within the overall humanitarian nexus has been most carefully and consistently emphasized. If the quarrel has been one exclusively of terminology, however, it has been nonetheless heated.



## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

#### **2.0 Introduction**

Under this chapter the researcher brings out a critical review of the issues that have been explored and studied both theoretically and empirically in the existing literature on the concepts of humanitarian support and gives an overview of the experiences of humanitarian organizations that have provided support to emergency hotspots in the study area in Uganda, and elsewhere in the world. This chapter will further show the varied views, opinions and concepts of different scholars on the subject at hand. It is important to note that the greatest part of the existing literature on the works of other scholars who have written about the topic of the study or those who have addressed similar issues will be discussed to show their merits and demerits.

#### **2.1 Time frame under which the humanitarian support reach the beneficiaries**

A number of studies have in the past investigated humanitarian support to displaced population, and this subject has received considerable theoretical review. Mariam (1998) for instance, emphasized the use of theoretical framework as a means of providing a premise for a study of this nature so that a coherent argument can be made for the researcher's questions. The theoretical framework provides the conceptual grounding of a study since it is built on a combination of experience-based theory that serves to inform the researcher's assumptions (Marshall and Rossman, 1989). Contrary to this view, Vandana and Potter (2002), attest that a study of this nature should be based on "Bottom-up development theory" which emphasizes the self-reliant form of development and ensures delivery of basic needs, social equality. This theory suggests that NGOs may have theoretical advantages over the cumbersome and amorphous institutions of the state in terms of delivering development at the grassroots level due to the following reasons:

- They are seen to be flexible, adaptable and nimble;
- They have shallower decision-making hierarchies and shorter lines of communication;
- They are largely autonomous, and are typically less costly to run because of high contribution of voluntary inputs into activities.

According to Carlson (2006) diversity is not only a central characteristic of the sector, but also one of its key strengths. Secondly, it is crucial to note that NGOs exist and operate in a context. Their agenda is shaped by forces in a strong global, regional, national and local environment. Today, NGOs face strong global influences resulting from a dominant neo-liberal ideology driving the global economy. These influences have conditioned many developing countries and NGOs to be reactive rather than proactive in shaping their economic and political choices as the NGOs work hand in hand with respective governments and individuals to implement development programs in respective areas of operation.

The effectiveness of humanitarian aid to address critical emergency needs depends not only on how much aid is provided but when it is provided and in what form. Humanitarian response needs to be timely, reliable and predictable so that governments and communities can consider it in their economic planning. This will enable communities to manage their limited resources more efficiently enabling them to engage in more sustainable coping strategies (Tomasini R, 2007).

In this regard, Wheeler and Morris identify a number of practical and political objections to humanitarian intervention. First, they argue that because states will continue to act in their perceived national interest, they will intervene where it serves that interest. This selectivity means that target states and those states "wedded to the concept of sovereignty" will view the interventions with suspicion (Wheeler and Morris 1996, p. 137). Second, it follows that states will never act for primarily humanitarian motives which are why "most of the cases which can plausibly be regarded as examples of

humanitarian intervention involve mixed motives: that is, they are cases in which humanitarian objectives and self-interest coincide, and both serve to drive policy". Finally, there is no impartial mechanism for deciding when such intervention is permissible nor is there international consensus about what constitutes widespread deprivations of internationally recognised human rights which would trigger a humanitarian intervention.

However, Miers, D. (2008) emphasizes that, between March 2007 and March 2008, global food prices increased an average of 43 percent, according to the International Monetary Fund. During that time period, wheat, soybean, corn, and rice prices increased by 146 percent, 71 percent, 41 percent, and 29 percent, respectively, according to the U.S. Department of Agriculture. Rising food prices contributed to a significant increase in food insecurity worldwide, particularly among poorer populations. Approximately 1 billion people or one sixth of the world's population subsist on less than \$1 per day. Of this population, 162 million survive on less than \$0.50 per day. However, at the household level, increasing food prices have the greatest effect on poor and food-insecure populations, who spend 50 to 60 percent or more of their income on food, according to the International Food Policy Research Institute (IFPRI). Overall, increased food prices particularly affect developing countries, and the poorest people within those countries, where populations spend a larger proportional share of income on basic food commodities.

Several factors contributed to the rapid spike in global food prices, including increased consumer demand for food, oil, and energy supplies among emerging markets such as China and India, leading to rising energy costs; lower crop yields resulting from adverse weather conditions; and higher corn prices stemming from increased bio-fuel production. Subsequently, a significant increase in world cereal production in 2008 led to improved global cereal stocks and an associated reduction in the international prices of most cereals, representing a 50 percent decrease in many cases since May 2008. However, food prices remain high in most developing countries. According to the U.N.



Food and Agriculture Organization (FAO), food emergencies, resulting from the combined effects of chronic food insecurity and high food price levels, persist in 31 countries, including 20 African nations (Dupont, L.2002).

In response to the global food price crisis, in June 2008, the U.S. Congress provided \$770 million to USAID as part of the President's Food Security Response Initiative (PFSRI) for international disaster and development assistance to address the needs of food insecure populations worldwide. Of the total, \$590 million represented funding for emergency humanitarian programming through USAID/OFDA and USAID's Office of Food for Peace (USAID/FFP), with remaining funding designated for development assistance through USAID's Bureau of Sub-Saharan Africa (USAID/AFR) and Bureau of Economic Growth, Agriculture, and Trade (USAID/EGAT).

Humanitarian intervention refers to armed interference in one state by another state(s) with the objective of ending or reducing the suffering of the population within the first state. The goal of humanitarian intervention is neither annexation nor interference with territorial integrity, but minimization of the suffering of civilians in that state. Defenders of humanitarian intervention justify it primarily in the name of a moral imperative: *"we should not let people die."* This idea is grounded in the Universal Declaration of Human Rights, written in 1948. For these defenders, intervention is only legitimate when it is motivated by a massive violation of human rights and when it is put in motion by an international body, typically the United Nations Security Council. In particular Article 28 announces a right to a social and international order in which human rights are realized (Abiew, 1999).

## **2.2 Achievements of humanitarian agencies in the delivery of services to IDPs**

In practice, humanitarian intervention actions are often carried out by coalitions of nations, which can create two somewhat different situations: The right to interfere, which constitutes *jus ad bellum*, a term coined by the philosopher Jean-François Revel

in 1979, is the recognition of the right of one or many nations to violate the national sovereignty of another state, when a mandate has been granted by a supranational authority (John et al, 1992).

Besides, the main interventions carried out by humanitarian agencies (international NGOs, national NGOs and UN agencies) are typical of a prolonged displacement crisis: food, water and sanitation (boreholes, latrines), non-food items (jerry cans, soap, blankets, kitchen items), education, programmes targeting orphans and vulnerable children (child sponsorship, school fees payment), livelihood interventions, protection, psychosocial support and shelter. Agencies have distributed tents in some areas, but as most huts are constructed from local materials, shelter has not been a primary focus. Food distributions are the most important form of assistance to IDPs, and households have relied on them to meet a large part of their basic food needs (WFP, 2006; Petty and Savage, 2007).

According to an internal UN document, recent mapping assessments show an appalling lack of basic services in transit sites and return areas. In many villages, for example, schools have not been rehabilitated and classes are taught under mango trees. Indeed, lack of services in return sites, in particular safe water, and lack of health facilities, are given as a reason for delaying the IDPs departure from the camps. Poor social service delivery in villages has already had alarming consequences: in the Acholi sub-region, where almost all former IDPs had completed their return by the end of 2007, the returnee population suffered an increase in malnutrition and mortality as a result of insufficient food and reduced access to basic services. With more returnees, an increase in discomfort has emerged as some schools re-opened in the first term of 2008 without enough classrooms. Today the classrooms are still congested but with the help of partners, the NGOs have provided more classrooms, latrines and water to the schools (New Vision Monday, 20th April, 2009).

Norbert Mao at a de-commissioning of Awoo camp in Lakwana Sub County stated that most deaths in the region were attributed to camp life where there was no access to basics like health centers, clean water, poor feeding and epidemics. Humanitarian agencies took some time to respond to the needs of the people in the camps and many died as a result of failure to access basic facilities (Saturday Monitor, October 3, 2009)

Although some humanitarian assistance requirements are giving way to a transition to recovery and development, many key needs in northern Uganda remain poorly addressed. With overall funding standing at 59 percent of requirements, some organizations are considering closing operations which will seriously impact the delivery of humanitarian assistance and provision of basic services. Humanitarian interventions in Northern Uganda have been criticised as insufficient given the massive displacement and high mortality rates in IDP camps (Petty and Savage, 2007).

The view given by Petty and Savage above about inadequate funding for the emergency funding for the North is hugely contested by practitioners in the NGO community in Gulu. Anecdotal evidence, however shows that there was a significant amount of funding in the region and that the main bottleneck hinged on lack coordination of the response.

### **2.3 Beneficial effects and responses of the beneficiaries with regards to the humanitarian support provided.**

Every day, in many countries, humanitarian workers face uncertainties, foreseeable or not, with regard to demand and supply; they have to cope with the complexity of the environment due to the politically volatile climate, the damages suffered by the local infrastructures, the multiplicity of stakeholders having various incentives, etc. Humanitarian logisticians already developed tools and methods to overcome the complex situations they face. Yet, due to the "pressure to forego any time consuming administrative process in order to focus on the actual distribution of aid" (Kopczak, 2004), few are clearly defined and communicated. Thus, humanitarian organizations

still lack practical best practice models that can be used by different organizations in order to improve their supply chain management. The purpose of this investigation is to propose tools to capitalize humanitarians' knowledge and know-how and help them better manage the issues they face thanks to an Enterprise Modelling approach especially in war torn areas Gulu district inclusive.

According to (Vernadat, 1996), there are five major motivations for Enterprise Modelling: management of system complexity, better management of all types of processes, capitalization of enterprise knowledge and know-how, Business Process Reengineering (BPR) and enterprise integration. Those motivations have already been expressed by many a humanitarian worker. They all agree that "there is a need to build capacity in preparedness... to work hard during disasters but to work even harder between disasters" (Samii, 2002). Through an Enterprise Modelling approach, the present article proposes tools to understand, to analyse, evaluate and then improve the performances of relief chains. Firstly, some hypothesis are given to explain to which extent a humanitarian supply chain (HSC) can be assimilated to a commercial supply chain (CSC) and what has to be adapted in order to be able to use an Enterprise Modelling approach to study a HSC. Secondly, a specific Enterprise Modelling approach to diagnose humanitarians operations is exposed. Eventually, two applications of our approach are detailed, one on a sudden onset disaster and another on a slow onset disaster (Sudan, 2004).

Much as, Van Wassenhove, L. N. (2002) asserts that humanitarian distribution channels go through many stakeholders. Those stakeholders are of different nature: international agencies such as the World Food Programme (WFP), International Non-Governmental Organizations (INGOs) such as Care International, Non-Governmental Organizations (NGOs), Implementing Partners, Governments, Military (3rd party service providers), Donors and Private Companies. They have different incentives and means of action. Depending on their presence or not in the field, the response varies drastically. This is



even truer that some of them, like local governments or military, often add complexity to the situation.

There has been a massive international response to the Indian Ocean earthquake and tsunami. Attention is now turning to how the huge sums of money pledged can be spent effectively. Clearly, both the needs for immediate relief and then to assist people in rebuilding their livelihoods are massive and daunting. How best this can be achieved will have to be the subject of more detailed and in-depth assessment as a fuller picture emerges. However, some patterns are already evident. The UN flash appeal, for example, calls for \$977 million, of which \$214 million is for food assistance and \$222 million for shelter and non-food items. Should these funds be spent providing people with the food, shelter and non-food items that they undoubtedly need, or would it, in some circumstances, make more sense to give people the money so that they can buy what they need themselves? (Mazurana, 2006).

An ongoing Humanitarian Policy Group (HPG) study is examining the role that cash, rather than in-kind assistance, should play in the response to emergencies. This work has found that cash approaches remain under-utilized in humanitarian response. Aid agencies still generally provide people with items such as food, shelter materials and water containers, rather than giving them the money to buy these items themselves. The study has also found that there is a growing amount of experience with cash and voucher approaches, with cash being provided in the form of grants and as payment for taking part in public works projects in places as diverse as Somalia, Ingushetia and Mongolia, in response to both conflicts and natural disasters.

Jacobs A (2006) says the arguments in favour of cash-based approaches are that they can be more cost-effective and timely, allow recipients greater choice and dignity, and have beneficial knock-on effects on local economies. There are, however, fears that giving people cash will create additional risks relating to insecurity and corruption, and that targeting cash may be more difficult than targeting commodities. There are

concerns that women may be less able to gain access to cash, that cash may be misused by the recipients, that it may have negative effects on local economies and that it may fuel conflicts. Some argue that cash-based responses sound interesting, but in practice commodities are what is available and what relief agencies have the skills and experience to deliver. A strong body of evidence is starting to emerge to the effect that providing people with cash in a wide range of emergency situations works. It is possible to target and distribute cash safely, people overwhelmingly spend money on basic essentials, cash provides a stimulus to local economies and it is often more cost-effective than commodity-based alternatives. Cash projects have not generally resulted in sustained price rises and women have been able to participate. People can be trusted to spend money sensibly, and they value the greater choice and dignity that receiving cash rather than in-kind assistance gives them.

#### **2.4 Challenges of humanitarian agencies in the delivery of social services**

It is estimated that civilian casualties now constitute ninety per cent of the victims of armed conflict (Weiss 1999). The civil wars which are raging in many parts of the globe are mainly the result of intra-state conflict and/or ethnic violence and are often characterized by the collapse of state institutions and the breakdown of law and order (UN 1995; Shawcross 2000). In these wars, which former United Nations Secretary-General, Boutros Boutros Ghali, describes as a "new breed" of civil war (UN 1995), civilians have become the main targets and combatants employ "starvation, slaughter, and various civilian and military technologies to expel or kill civilians, including 'demonstration killings and maiming'" (Meron 2000).

When the Global Humanitarian Platform (GHP) was created in July 2006, there was agreement that the GHP should "provide a forum for focused discussion of particular strategic issues, such as accountability, capacity-building, security, or transitions." During the first meeting of the GHP in July 2007, it was agreed to focus discussions at the 2008 meeting on "particular themes, such as humanitarian financing, capacity-building, or on cross-cutting issues such as access and security." In 2010 the GHP will

focus on the preservation and expansion of Humanitarian Space, Humanitarian-Military Relationships and a new business model focusing on building local capacity and regional and international readiness to address cross border humanitarian issues. Although the GHP has often referred to capacity building, the concept addressed in this paper is better described as building disaster response on local capabilities and capacities, support to local and national capacity, partnership between international and local and national actors, and sharing capacities between local/national organizations and international organizations (John M 1859).

White, S. A. and Miers, D. (2008) lay emphasis on this document provides some background to the GHP discussion by briefly presenting some of the challenges facing the humanitarian community; stresses the importance of further 'reform' within a strategic framework; identifies a number of issues to building local capacity and partnership; and outlines some of the challenges in working across borders. Finally the document poses some questions for the GHP meeting to consider in determining the next steps in developing a new humanitarian business model. Information in this document has been drawn from a number of papers and individuals that are identified in a series of footnotes and in the references at the end. This document does not necessarily reflect the views of those papers or individuals or organizations.

A number of inter-connected global trends are exacerbating people's vulnerability: climate change, the global financial crisis, rapid demographic changes and human displacement, increasing demand for natural resources, and political instability or conflict. These trends have a dramatic consequence for poor people and are expected to increase humanitarian needs in the future. Humanitarian action is also being impacted by other trends such as the growing threat to humanitarian space, and the increased utilization of military assets in response and recovery.

Vernadat, F (1996), points out that some commentators also expect that the traditional distinction between natural and man-made disasters will become more blurred and

people will face "compound crises", characterised by multiple and inter-connected aspects of vulnerability reinforcing each other. It is therefore difficult to draw a comprehensive picture of the future by examining each trend individually as they are likely to have even more of an impact on humanitarian needs collectively. These problems will intensify political instability and risk and bear most heavily on weak and fragile states.

Samii, R. and Van Wassenhove, L. N. (2002) say that, the challenge of maintaining sufficient humanitarian space and an operational presence in a number of countries in order to access populations in need is already great and will most likely become greater. It requires considerable efforts and sometimes a complete rethink of the *modus operandi*, with greater emphasis on working with or through local partners and a renewed commitment to principled humanitarian action. In this the humanitarian principles of impartiality, neutrality and independence are fundamental.

In recent years the military forces of a number of countries have been involved in humanitarian operations during and immediately after combat and after major disasters. The motivations for such missions have often been twofold: to provide life-saving humanitarian assistance to innocent civilians affected by warfare and/or disaster, and to demonstrate the benevolence of the providing government to local populations and to the international community as a distinct element of foreign policy. Many have questioned the legitimacy of providing neutral humanitarian assistance with armed forces that are ultimately dedicated to supporting a partisan foreign policy. This dilemma has profound implications for the beneficiaries of humanitarian assistance, for civilian humanitarian agencies, for military forces engaged in humanitarian operations and for the political leadership that authorizes such actions (Kopczak, L. R. and Johnson, 2004).

For humanitarian organizations to respond equally to all on the basis of need requires maximum access to all populations which, in turn, demands that the organizations are

perceived as being neutral, with no political agenda. However, humanitarian organisations are increasingly becoming involved with military forces in the delivery of assistance. This results in an inevitable tension between military and humanitarians. The more closely associated a humanitarian agency is with an unpopular international military force, the less room for manoeuvre the agency has and the more problematic the civil-military relations become.

Charles, A, et al (2007) assert that, even before the ink dried on the African Union (AU) convention, many were already pointing to the numerous challenges it will face. First is the challenge of ratification. To come into force, the convention needs to be formally endorsed by 15 countries. Katinka Ridderbos of IDMC suggested to Africa Renewal that "it is unlikely that we will see all the 53 African countries ratifying the convention." However, Ridderbos asserts, enough governments will likely ratify the document to make it binding. The 11 signatories to the Great Lakes protocol are expected to adopt the AU convention. The 15 members of the Southern African Development Community are also said to be committed to it. But as of early March 2010 only Uganda, the host country, had ratified the treaty.

Also Savage, K. (2007) argues that, another issue will be effective implementation. The UN's Mr. Kälin, whose work involves assisting national authorities around the world to protect IDPs, foresees that "the lack of capacity and financial as well as human resources" will be a practical hurdle. In most countries the needs of IDPs are not matched by the resources allocated for assisting them. "Africa cannot do it alone," says Ms. Joiner of the AU. "That is why we are calling for partnerships." To make the convention matter for the millions of African IDPs, political commitment by African leaders will be the most important ingredient. "An absence of sufficient political will to adhere to the commitments" would be disastrous, says Mr. Kälin. In some situations, assisting IDPs has been difficult because national authorities have refused to recognize their existence. Invoking their right as sovereign states, they have been reluctant to let in any foreign actors. Too often, governments or rebel groups have not accepted

responsibility for displaced people. They often deny having forced them out of their homes and reject calls to take care of them. In some cases, population displacement has even been part of a military strategy, and civilians have been used as human shields.

Under the former Organization of African Unity, African states were reluctant to interfere in each other's internal affairs, even in the face of massive killings and displacements, elevating the principle of national sovereignty to "absurd proportions," regrets, Salim Ahmed Salim, a former OAU secretary-general. But there has been progress since then. Mr. Kälin believes that while the Kampala Convention recognizes the sovereignty of states, it "understands this concept not as the right of governments to do nothing in situations of internal displacement, but rather as responsibility to assist and protect their IDPs -responsibility that flows from the fact that they, and nobody else, have the power to do so" (Petty, C. and K. Savage, 2007).

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## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

Under this section, the process of the research is presented. It includes research design, where the study was carried out, study populations, research instruments used, the research methods, how data was analyzed and the limitations to the study process.

#### **3.1 Research design**

The study used a Cross-sectional research design which was often used in assessing respondents' views towards humanitarian support in relation to the delivery of social services but it was also utilized in many other areas including social life and education. This type of research design utilized different groups of people who differ in their variable interest, but shared other characteristics such as socioeconomic status, educational background especially in Gulu district (camps where the study was limited to). Cross-sectional research design was designed to look at a variable at a particular point in time and focuses on finding relationships between variables at a specific point in time.

#### **3.2 Area and Population of Study**

The target population of this study consisted of people who were affected by the war, government officials and humanitarian organizations that provided assistance to the IDPs who were displaced by the two decades war - which dislocated more than 1.8 million people in Northern Uganda, including the district of Gulu. Specifically, IDP camps of Unyama with a population of 12,593, Patiko, 8,374 and Paicho – 9,104 were targeted. (OCHA Report: 2006)

The camps were selected primarily because of easy accessibility (Unyama – 5km from Gulu; Patiko – 25km and Paicho – 40km) and the fact that the researcher's organization

had ongoing work in these areas. The study was going to be further enriched by comparing the views of three homogeneous communities in three different localities.

### 3.3 Sampling Selection and Size

The study used both stratified and probability sampling procedures. Stratified sampling was used because the sample selection involved; dividing the population information in non-overlapping groups called strata whereas probability sampling was used because respondents had equal chances of being selected for the study. They comprised of both sexes and were of different marital statuses and age groups. The study selected a sample size of 100 respondents that is; 50 male and 50 female from the various categories as presented below. The researcher therefore selected humanitarian agencies, local leaders and the beneficiaries of the humanitarian assistance.

**Table 1; Respondents who were considered in the study**

Category	Sample size
Officials from agencies	20
Local leaders	20
Beneficiaries	63
Total	<b>103</b>

**The sample size was determined using the formula below;**

$$n = \frac{N}{1 + N \alpha^2}$$

Where

n = Sample Size

N = Size of the population

$\alpha$  = Level of reliability (usually equal to 0.05 or 0.01)



### **IDP camps visited;**

Unyama with a population of 12,593,	$100 = \frac{238,071}{1+238,071} \alpha 0.05 = 100 = \underline{238,071}$
Patiko with a population of 8,374	$\alpha = 50 \times 2 = \underline{100}$
Paicho with a population of <u>9,104</u>	$\alpha = 50 \times 2 = \underline{100}$
<b>N= <u>238,071</u></b>	$\alpha = 50 \times 2 = \underline{100}$

### **3.4 Procedure for data collection**

After the approval of the proposal by the responsible authority at the School of Postgraduate Studies, the researcher got an introductory letter from the Faculty to proceed to the field for data collection. The researcher presented the letter to the concerned officials in Gulu district, who later introduced him to key people in the district who assisted him to make sampling frames with the help of other relevant respondents in the IDP camps. The researcher made appointments with respondents on when to meet them. The interviews were conducted in the area under study. The structured interviews were of about 30 minutes. The in-depth interviews were for about an hour. Apart from this, the researcher obtained more information regarding the effectiveness of humanitarian support to emergency hotspots-lessons and opportunities in Uganda, by reading local newspapers, journals, magazines, text books, a plethora of resources at the workplace plus accessing existing work on internet.

### **3.5 Research Instruments**

The researcher used questionnaires and an interview guide as the main tools for collecting data. The selection of the tools was guided by the time, objectives and the nature of data to be collected. The researcher was interested in capturing the views, perceptions, feelings, attitudes and opinions of respondents.

### **3.6 Validity and Reliability**

Validity is a criterion by which the researcher expects to obtain the responses he/she expected to measure or the criteria expected from the objectives. The content validity

index was calculated for the questionnaire and it was estimated as 0.83. Using the formula Content Validity Index (CVI).

CVI=  $\frac{\text{The number of relevant questions}}{\text{The total number of questions}}$

The total number of questions

And it was found to be 0.83 which was an accepted value. According to Kathuri (1993) any CVI should be above 0.76 and this falls within acceptable levels, hence the researcher's questionnaire was valid.

### **3.7 Structured Questionnaires**

These were given to key informants like the officials from agencies mainly the field staff. This helped the researcher cover a large area and many respondents in the shortest period of time. Some of these questionnaires were self administered and others were not.

### **3.8 Interview Guide**

Key informants were interviewed to help the researcher obtain additional in-depth information useful in the study under investigation. This was focused at collecting respondents' opinions and attitudes that may not be easily obtained from questionnaires.

### **3.9 Methods of Data Collection**

#### **3.9.1 In-Depth Interviews**

These were conducted with the objective of getting in depth information on vital subjects. And these interviews were carried out face to face between the researcher and the respondents. Open-ended questions were used to give room to the respondents to exploitatively explain an issue. An interview guide was used for consistency and notes were taken and later reviewed.

### **3.9.2 Observation**

This method was also used by the researcher during the study. It was used to observe the living conditions and infrastructure in the area and also to see whether the targeted population indeed received the assistance.

### **3.10 Data analysis**

This sub-section included the task of editing the findings, coding and tabulating data in a computer package called Statistical Package for Social Scientists (SPSS) for analysis. Main ideas in qualitative data were clearly recorded. The qualitative data was analyzed in comparison with research questions. Data from questionnaires and interviews were processed into manageable proportions for the interpretation process. Thus, all data from all sources were compared and analyzed.

### **3.11 Ethical considerations**

Throughout the study period the researcher's behaviour in relation to the rights of those who were the subject of this study had to be observed. And indeed, the following research principles were adhered to:

It is important during the study for the researcher to understand that participation is voluntary; participants are free to refuse to answer any question and may withdraw at any time.

Another important consideration, involves soliciting the informed consent of the interviewees during the research process.

Accuracy and honesty during the research process is very vital for academic research to proceed. The researcher should treat the project with utmost care, in that there should be no temptation to cheat and generate research results, since it jeopardizes the quality of the entire research.

Personal confidentiality and privacy are also critical to observe since the thesis will be a public document. If individuals have been used to provide information, it is important for their privacy to be respected. If private information has been accessed, then confidentiality has also to be maintained (Stephen, P. 2002).

## **CHAPTER FOUR**

### **PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA**

#### **4.0 Introduction**

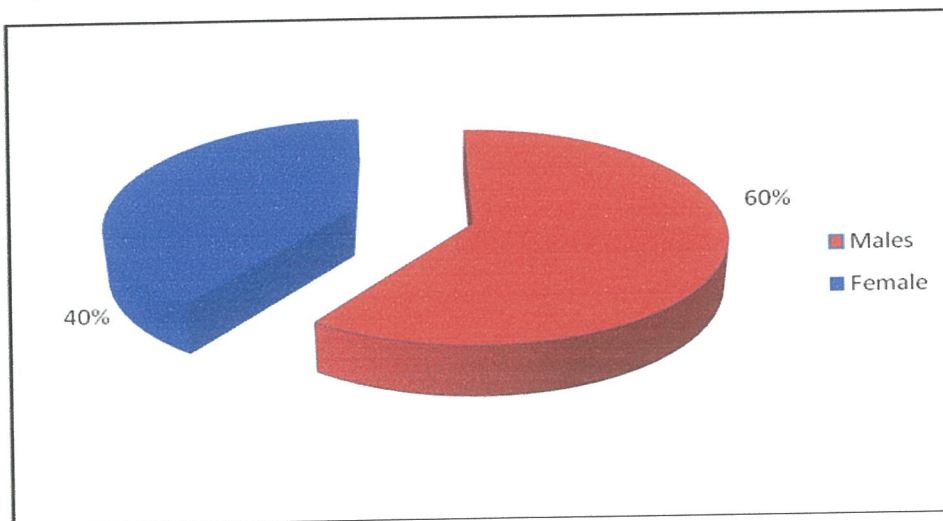
This chapter shows how the data which was collected through processes from the previous chapter were analyzed and interpreted.

#### **4.1 Data Gathering Procedures**

The data-filled questionnaires were copied and analyzed by tallying and tabulating in frequency polygons while identifying how often certain responses occurred and later an evaluation was conducted. The information was then recorded in terms of percentages. The recorded data was later edited and interpreted which ensured uniformity, clarity and consistency. Also, interview results were coded on frequency tables which were calculated in terms of percentages and presented in this study as illustrated below.

#### **4.2 Background information**

**Figure 1: Classification of respondents by sex**



**Source: Primary data**

During the field study, it was found out that the biggest percentage of the respondents were male as shown by over 60%, implying that they are the ones who actively participated in the study; whereas 40% were female, as illustrated in figure 1 above.

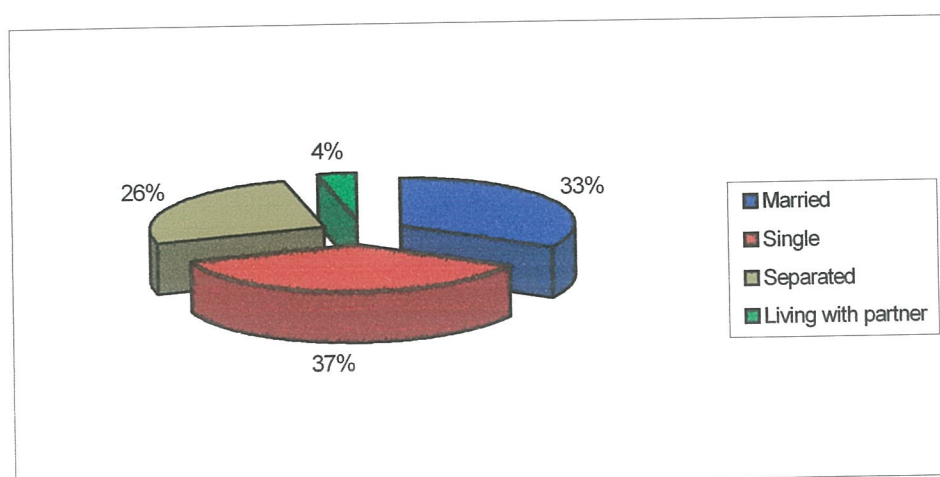
**Table 1: Classification of respondents by age**

Age	Frequency	Percentage
Under 30	32	32
31 to 42 years old	40	40
41 to 50 years old	18	18
50+	10	10
Total	100	100

**Source: Primary data**

Table 1: shows that the biggest percentage of the interviewees were in the age bracket of 31-42 years as shown by a 40% mark, while 32% represents interviewees who were under 30 years of age, 10% represents respondents in the age brackets of 50 and above, while 18 % represents those in the age bracket of 41 to 50 years of age.

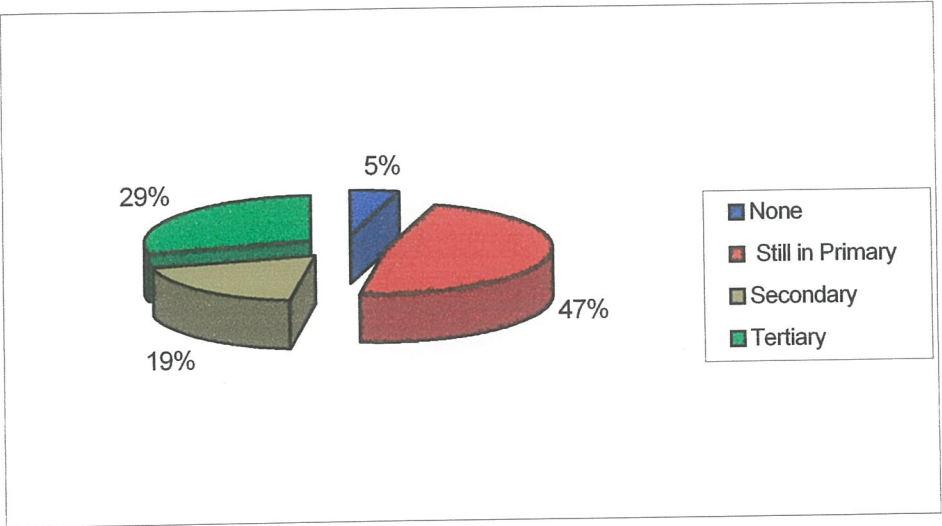
**Figure 2: Respondents' marital status**



**Source: primary data**

An assessment of the respondents' marital status was as follows; the biggest percentage of the respondents were found to be single as shown by 37%, whereas 4% of the interviewees indicated that they were living with a partner, while 36% of those interviewed said that they were married and 26% were separated from their spouses as illustrated in figure 2 above.

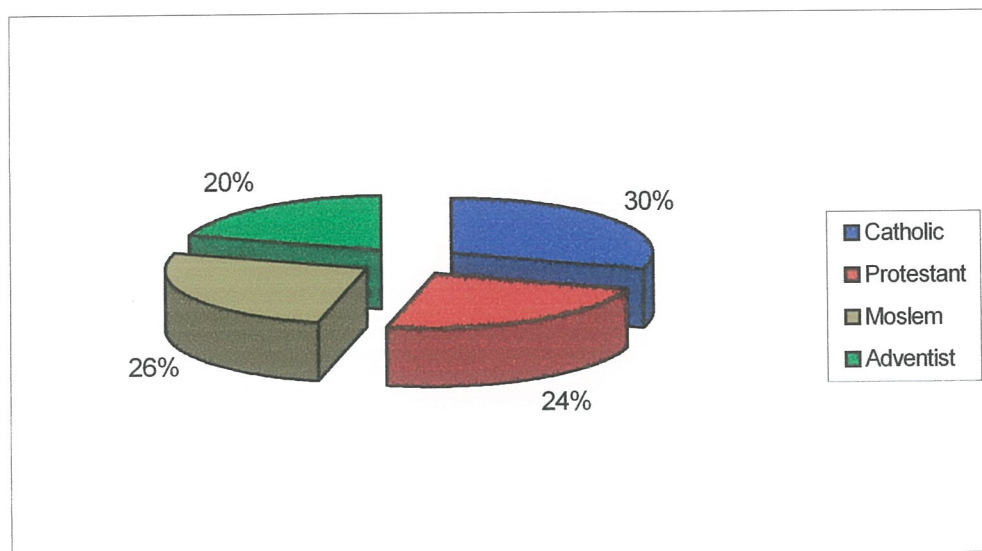
**Figure 3: Respondents' level of education**



**Source: Primary data**

The biggest percentage of respondents had attained primary school education as revealed by 47% of the responses. A total of 29% represented respondents who had finished tertiary education, whereas 19% were secondary school drop-outs. The least percentage of the respondents did not attain any level of education as shown by 5%, in the figure above.

**Figure 4: Respondents' religion**



**Source: primary data**

During the field study, it was found out that the majority of the respondents were Catholics making 30% of the total respondents, followed by 26% who revealed that they were Moslems. The number of Protestants was at 24%, followed by Adventists at 20% of the respondents, as shown in the figure above.

**Table 2: Number of NGOs in Gulu district**

Number	Frequency	Percentages
Five	40	40
Three	20	20
Seven and above	35	35
None	05	05
<b>Total</b>	<b>100</b>	<b>100</b>

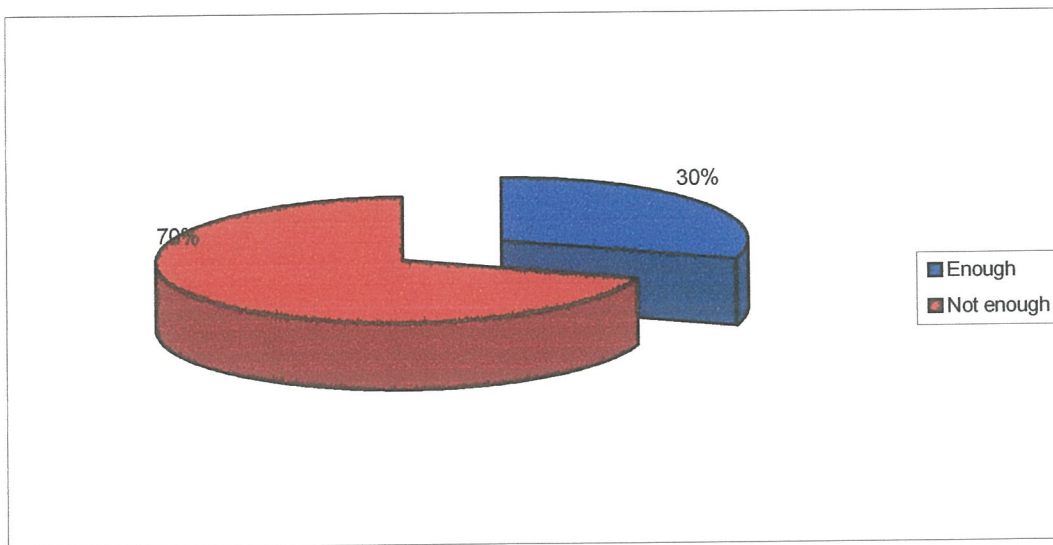
**Source: primary data**

Various responses were received when the question of number of NGO was asked and indeed these ranged from: 5 NGOs representing 40% on the table above, whereas 35% of the interviewees said that they were 7 and above NGOs, 20% said that they are 3 in



number and surprisingly 5% of the respondents did not acknowledge the existence of NGOs in the entire district, as shown in the table above.

**Figure 5: Are the NGOs enough or not**



**Source: primary data**

Seventy percent of the respondents said that the NGOs in the district are not enough whereas 30% stated that the number of NGOs in the district is adequate, as illustrated in the figure above.

**Table 3: Level of operation**

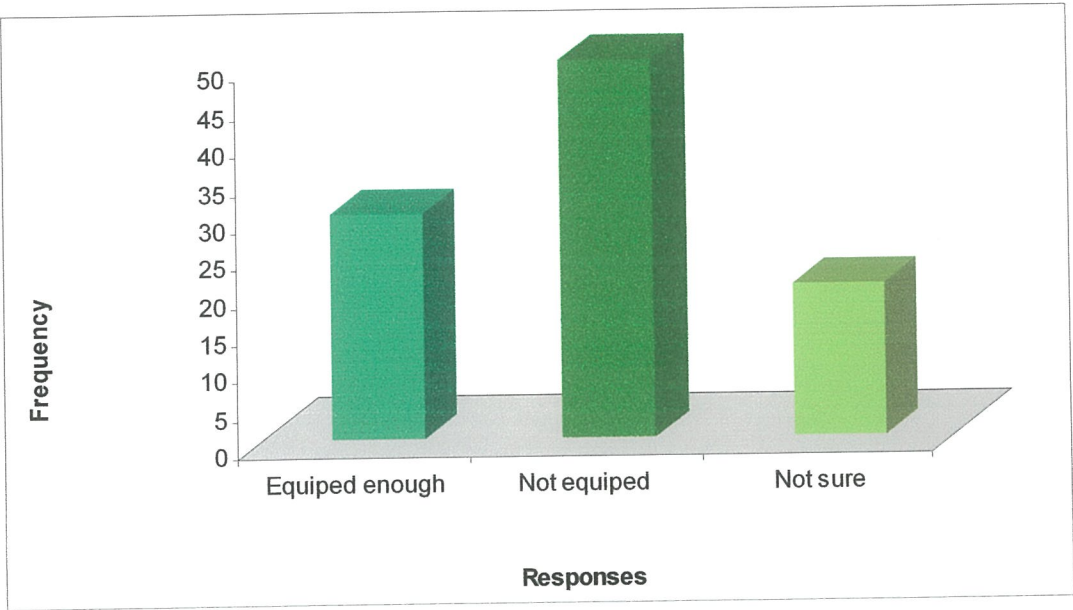
Responses	Frequency	Percentages
Sufficient	45	45
Insufficient	30	30
Not sure	25	25
<b>Total</b>	<b>100</b>	<b>100</b>

**Source: primary data**

An assessment of the level of operation produced the following results: 45% of the interviewees said that the level of operation of the NGOs is sufficient while 30% said

that it was insufficient, and 25%, representing a good number of the respondents indicated that they were not sure about the level of operation of the NGOs as shown above.

**Figure 6: Are the organizations equipped to deal with humanitarian needs**



**Source: primary data**

Scepticism was evident when this question was asked; in that 50% of the respondents said that the organizations are not well equipped to deal with humanitarian needs whereas 30% said that the organizations are well equipped. Unlike 20% who appeared to be reserved as they said that they were not sure, implying that to a greater extent organizations are not well equipped to deal with humanitarian needs as presented in the figure above and this matched with an internal UN document, that recent mapping assessments show an appalling lack of basic services in transit sites and return areas. In many villages, for example, schools have not been rehabilitated and classes are taught under mango trees. Indeed, lack of services in return sites, in particular safe water, and lack of health facilities, are given as a reason for delaying the IDPs departure from the camps.

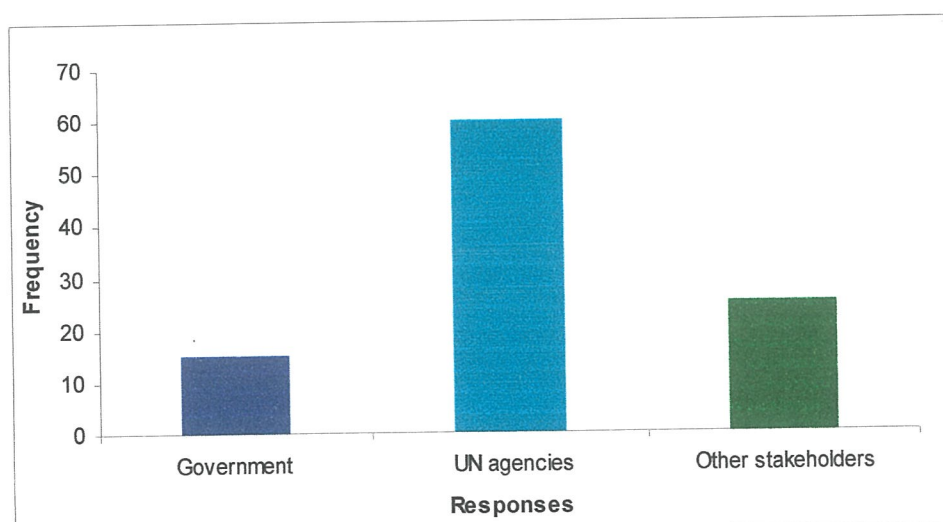
**Table 4: Are Beneficiaries of NGO satisfied with the support**

Responses	Frequency	Percentages
Yes	40	40
No	50	50
Not sure	10	10
<b>Total</b>	<b>100</b>	<b>100</b>

**Source: Primary data**

According to the filled-out questionnaires from the field; 50% of the respondents said that the beneficiaries of NGOs were not satisfied with the level of support, while 40% of those represented in the study indicated that the beneficiaries were satisfied with the support, and the least number, representing 10% of the respondents said that they are not sure about the response to the question and this corresponded with (Tomasini R, 2007) who emphasized that, the effectiveness of humanitarian aid to address critical emergency needs depends not only on how much aid is provided but when it is provided and in what form. Humanitarian response needs to be timely, reliable and predictable so that governments and communities can consider it in their economic planning. This will enable communities to manage their limited resources more efficiently enabling them to engage in more sustainable coping strategies.

**Figure 7: Source of budget used by humanitarian agencies**



**Source: primary data**

From the findings, the largest amount of funds, representing 60% of funding came through the UN system, particularly in terms of food aid, while 15% was sourced from the Government, and 25% came from a diverse number of sources as this was inline with Carlson (2006) who asserted that, diversity is not only a central characteristic of the sector, but also one of its key strengths. Secondly, it is crucial to note that NGOs exist and operate in a context. Their agenda is shaped by forces in a strong global, regional, national and local environment. Today, NGOs face strong global influences resulting from a dominant neo-liberal ideology driving the global economy.

**Table 5: Type of humanitarian support or assistance organizations provide to the people**

Humanitarian support	Frequency	Percentages
Food	30	30
Clothes	15	15
Health support	20	20
Security	10	10
Education	25	25
<b>Total</b>	<b>100</b>	<b>100</b>

**Source: primary data**

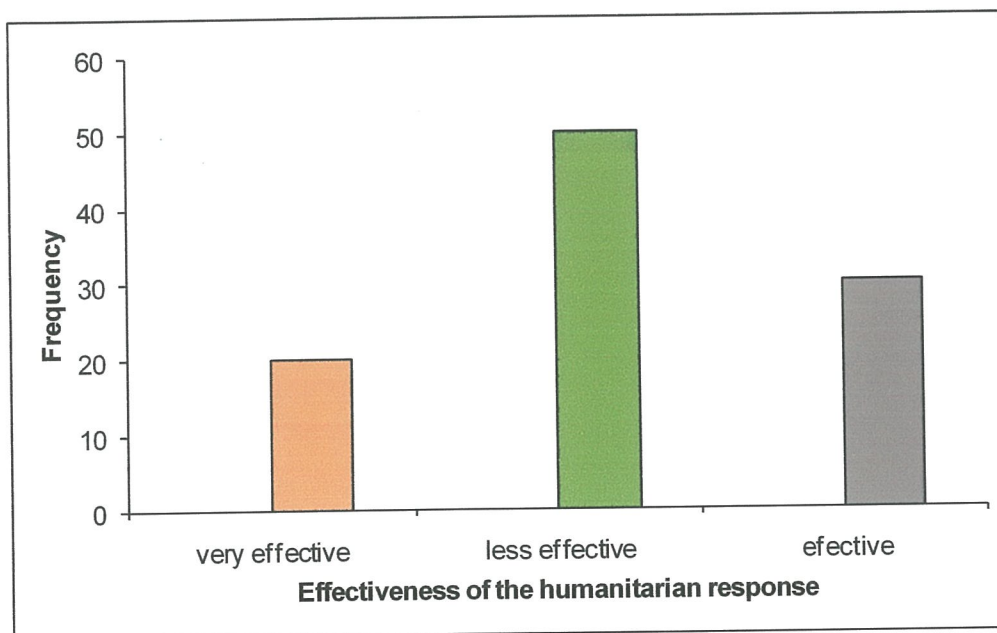
An evaluation of the humanitarian support organizations provide to the people included: food as it was represented by 30%, followed by education as shown by 25%, whereas health services were represented by 20%, clothing was represented by 15%, and lastly security is the one which was least catered for as shown by 10%. These findings imply that to a large extent food aid was the most recognized, as support to the communities, and these findings contested with Petty and Savage, (2007) who said that, the main interventions carried out by humanitarian agencies (international NGOs, national NGOs and UN agencies) are typical of a prolonged displacement crisis: food, water and sanitation (boreholes, latrines), non-food items (jerry cans, soap, blankets, kitchen items), education, programmes targeting orphans and vulnerable children (child



sponsorship, school fees payment), livelihood interventions, protection, psychosocial support and shelter. Agencies have distributed tents in some areas, but as most huts are constructed from local materials, shelter has not been a primary focus. Food distributions are the most important form of assistance to IDPs, and households have relied on them to meet a large part of their basic food, 2006.

#### 4.2 Effectiveness of the Humanitarian Response to the Emergency in Gulu District

**Figure 8: Effectiveness of the humanitarian response to the emergency in Gulu district**



**Source: Primary Data**

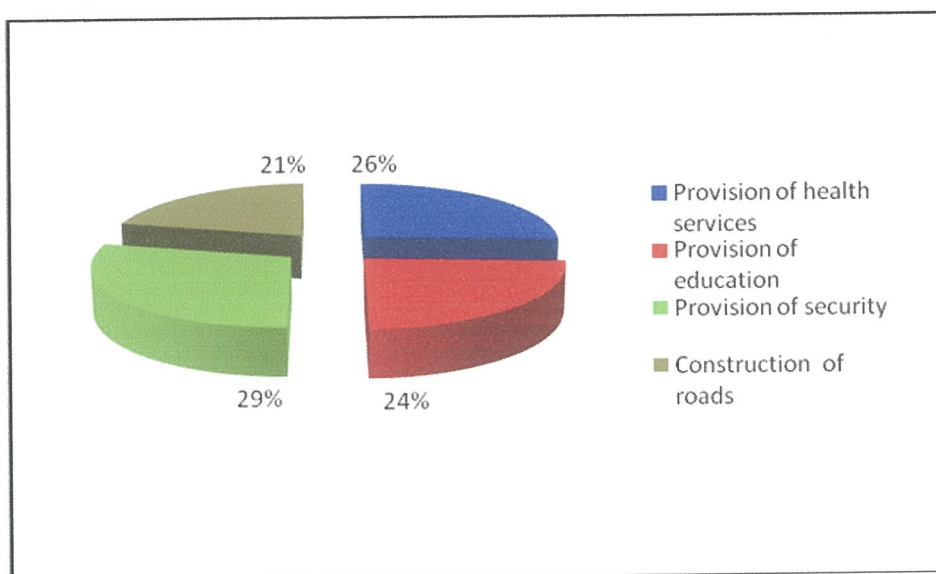
With regards to the effectiveness of the humanitarian response to the emergency in Gulu, there were rather varied views in that, 30% said the response was effective in the service delivery, and 20% said it was very effective in the sense that there were many NGOs that were physically present in the district and the camps to provide support. Of note, however, is that over 50% of the respondents said that humanitarian agencies' response was less effective. They cited the following reasons: The response of the humanitarian agencies was disjointed, uncoordinated, and focused more on

provision of food and immediate needs. And above all, it was not timely. Also some respondents said that, *"no consideration was taken of the period that the IDPs were going to be in the camps and little attention was given to preparing contingency plans for the return to original homes"* and these findings matched with (Kopczak, 2004), who said that; every day, in many countries, humanitarian workers face uncertainties, foreseeable or not, with regard to demand and supply; they have to cope with the complexity of the environment due to the politically volatile climate, the damages suffered by the local infrastructures, the multiplicity of stakeholders having various incentives, etc. Humanitarian logisticians already developed tools and methods to overcome the complex situations they face. Yet, due to the "pressure to forego any time consuming administrative process in order to focus on the actual distribution of aid" few are clearly defined and communicated.

While this study did not focus on land issues, a number of the respondents mentioned land wrangles in Gulu as one thing that all have been taken unawares about. They acceded that there were too many violent incidents resulting from disagreements about land. And that this issue should have been given more attention by the local leadership as people return to their ancestral homes.

#### 4.3 The Achievements of Humanitarian Agencies (donors and implementers) in Improving Programme Delivery to IDPs in Gulu District

**Figure 7: The achievements of humanitarian agencies (donors and implementers) in improving programme delivery to IDPs in Gulu district**



**Source: Primary Data**

On the achievements of humanitarian agencies (donors and implementers) in improving programme delivery to IDPs in Gulu district, the respondents had varying views as seen below:

Provision of security to the people in IDP camps was noted by 29% of the respondents as one of the achievements of humanitarian agencies in Gulu district. In fact, anecdotal evidence showed that there was better security in the camps than in the surrounding villages. The respondents said that while security was a concern for the duration of their stay in the camps, the situation had changed dramatically with the governments' efforts to drive away the LRA to Central Africa Republic and Democratic Republic of Congo. The UPDF and other peace keepers have provided security in the district and this is evidenced by the large number of people returning to their ancestral homes.

A total of 21% of the respondents said that donor agencies have assisted in the construction of roads and noted it as another significant achievement of humanitarian

agencies in Gulu district. The respondents noted that roads were well maintained in Gulu district, especially those that lead to the camps. Respondents further stated that as a result of the relatively good roads, movement to and from the camps were made easier for the aid workers to deliver services. Accessible roads also facilitated movement of produce from the markets to the camps even-though availability of cash was a constraint, they added.

Over 24% of the respondents said that one of the achievements of humanitarian agencies in Gulu district was provision of education. The respondents here said that the agencies had provided education to primarily school going children and to a lesser extent for adults. The respondents stated that many NGOs for example focused on quality education by providing scholastic materials to schools and improved access by constructing schools and creating safe spaces for children. The interviewees, however, noted that apart from receiving scholastic materials and having a roof over their heads there were no other incentives to keep children at school - hence the high drop out rate and this as well corresponded with (Petty and Savage, 2007) ideas who argued that, although some humanitarian assistance requirements are giving way to a transition to recovery and development, many key needs in northern Uganda remain poorly addressed. With overall funding standing at 59 percent of requirements, some organizations are considering closing operations which will seriously impact the delivery of humanitarian assistance and provision of basic services. Humanitarian interventions in Northern Uganda have been criticized as insufficient given the massive displacement and high mortality rates in IDP camps.

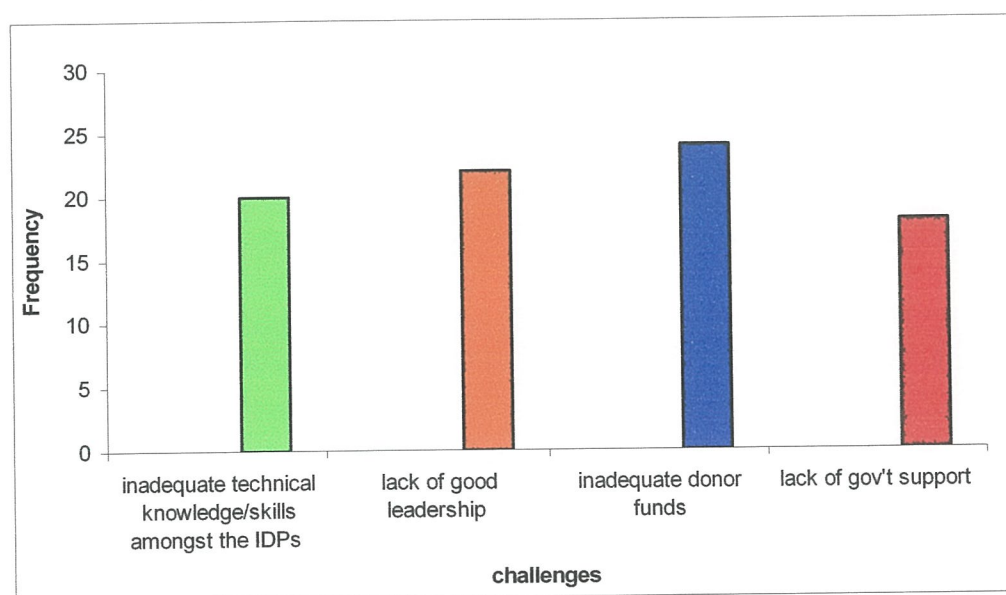
Health service provision was also reported as one of the achievements of humanitarian agencies in Gulu district. Over 26% of the respondents said that provision of health services by Ministry of Health and organizations such as Medicin San Frontieres (MSF) proved critical. Though late in coming, it was eventually made available. Here too, some respondents indicated that availability of health services in the camps was comparatively better than in the homes of origin and these findings were in line with



the main interventions carried out by humanitarian agencies (international NGOs, national NGOs and UN agencies) are typical of a prolonged displacement crisis: food, water and sanitation (boreholes, latrines), non-food items (jerry cans, soap, blankets, kitchen items), education, programmes targeting orphans and vulnerable children (child sponsorship, school fees payment), livelihood interventions, protection, psychosocial support and shelter. Agencies have distributed tents in some areas, but as most huts are constructed from local materials, shelter has not been a primary focus. Food distributions are the most important form of assistance to IDPs, and households have relied on them to meet a large part of their basic food needs (WFP, 2006; Petty and Savage, 2007).

#### 4.4 Challenges of Humanitarian Agencies in the Delivery of Social Services in Gulu District

**Figure 8: Major challenges of humanitarian agencies in the delivery of social services in Gulu district**



**Source: Primary Data**

Figure 8 above show the challenges of humanitarian agencies in the delivery of social services in Gulu district and the findings are as follows:

One of the major challenges the humanitarian agencies faced in the delivery of social services in Gulu district was lack of technical knowledge/skills amongst the IDPs to help with service delivery. Over 20% of the respondents noted that a number of programmes faced problems due to lack of technical knowledge/skills among the programme implementers. Many of the community members who volunteered to work with the agencies had no technical knowledge/skill to support the implementation of activities in the camps. This finding may contribute to the reasons why NGOs did not involve the community to expected levels and this was in line with Samii, R. and Van Wassenhove, L. N. (2002) who asserted that, the challenge of maintaining sufficient humanitarian space and an operational presence in a number of countries in order to access populations in need is already great and will most likely become greater. It requires considerable efforts and sometimes a complete rethink of the modus operandi, with greater emphasis on working with or through local partners and a renewed commitment to principled humanitarian action.

Another challenge faced by humanitarian organizations in the delivery of social services in Gulu district was lack of good leadership and managerial skills amongst the population. Over 22% of the respondents noted that lack of good leadership and managerial skills hampered implementation of a number of activities in the district. Corruption at the camp level was also mentioned as an impediment to provision of services by the local leadership in the district. However, the number of interviewees who mentioned corruption as a problem was negligible.

Insecurity was also mentioned as one of the challenges of humanitarian agencies in the delivery of social services in Gulu district. A total 18% of the respondents said that many parts of Gulu district were perceived not to be safe, despite assurances from government that LRA has been driven out of the district. The respondents here said that residents continued to be abducted by unknown people even after the assurances that the LRA were not in the area. This uncertainty forced some agencies to suspend

their work in the area, and resulted in a slow resettlement process in 2006 this matched with Jacobs A (2006) who said that, the arguments in favour of cash-based approaches are that they can be more cost-effective and timely, allow recipients greater choice and dignity, and have beneficial knock-on effects on local economies. There are, however, fears that giving people cash will create additional risks relating to insecurity and corruption, and that targeting cash may be more difficult than targeting commodities.

In addition to the above, over 24% of the respondents noted that social service delivery in Gulu district was hampered by inadequate funding from the donors. The issue of whether funding in response to the emergency in Northern Uganda and Gulu in particular was adequate or not is a contentious one. As above the study showed that respondents felt that the response was hampered by lack of funding, while Government sources indicate that many aid agencies responded to the emergency in the North with a lot of resources.

The respondents noted that despite the effort by the humanitarian agencies, the majority of the people in the IDP camps depended entirely on aid from the NGOs and other agencies, yet their needs are not fully met by the services provided. A number of the interviewees indicate that while they received food and other services in the camps, cash would have been a good addition to the services. They noted that cash would buy those items that were not provided by the humanitarian organizations. This, they felt needed to be looked into by the authorities.

And indeed many parallels can be drawn between this finding in Gulu and many other emergency responses where beneficiaries have time and again brought up the matter of being given cash rather depend totally on humanitarian handouts.

**Table 6; showing regression, to confirm whether humanitarian support depends on social service delivery**

**Agree & strongly agree**

Source	SS	df	MS	Number of obs = 7		
-----+-----				F (1, 5) = 90.89		
Model	2867.67933	1	2867.67933	Prob > F = 0.0002		
Residual	157.749243	5	31.5498487	<b>R-squared = 0.9479</b>		
-----+-----				Adj R-squared = 0.9374		
Total	3025.42857	6	504.238095	Root MSE = 5.6169		
-----						
Social	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
-----+-----						
Humanitarian	.7364894	.0772502	9.53	0.000	5379113	.9350675
_cons	18.56939	3.551591	5.23	0.003	9.439734	27.69905
-----						

**Interpretation**

We see that Humanitarian support greatly depends on the delivery of social services at 94.8%.

**Disagree & strongly disagree**

Source	SS	df	MS	Number of obs = 7			
-----+-----				F (1, 5) = 1.36			
Model	1315.82789	1	1315.82789	Prob > F = 0.2958			
Residual	4831.02925	5	966.20585	<b>R-squared = 0.2141</b>			
-----+-----				Adj R-squared = 0.0569			
Total	6146.85714	6	1024.47619	Root MSE = 31.084			
-----							
Social	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]		
-----+-----							
Humanitarian	.4452456	.3815355	1.17	0.296	-.5355225	1.426014	
_cons	28.35814	21.85007	1.30	0.251	-27.80926	84.52554	
-----							

**We are seeing that 21.4% of the respondents actually say that humanitarian support does not depend on social service delivery.**

**Hi: There is significant relationship between effectiveness of humanitarian support and delivery of social services**

**Table 7: Correlations of humanitarian support and delivery of social services**

		Total effectiveness of humanitarian support
Total humanitarian support	Pearson Correlation	1
	Sig. (2-tailed)	.
	N	91
Total delivery of social services	Pearson Correlation	.022
	Sig. (2-tailed)	0.869
	N	61

Where by; ***r=Correlation***

***P=Pearson***

Table 7 shows that there is a significant relationship between the effectiveness of humanitarian support and delivery of social services ( $r = 0.022$ ,  $p = 0.869$ ). This is because  $p$  (0.869) is greater in magnitude than 0.05. ( $p = 0.869 > 0.05$ ). Therefore the alternative hypothesis ( $H_i$ ) is retained and it is concluded that there is significant relationship between effectiveness of humanitarian support and service delivery in Gulu district

## **CHAPTER FIVE**

### **FINDINGS, CONCLUSIONS, RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter deals with the overall conclusions and recommendations related to the efficacy of humanitarian support to emergency hotspots-lessons and opportunities, all drawn specifically from the study findings and analysis, and this was done inline with the objectives of the study which were: to examine the time frame under which the emergency humanitarian support reached the beneficiaries, to assess the achievements of humanitarian agencies in the delivery of services to IDPs in Gulu district; to assess the beneficial effects and responses of the beneficiaries with regards to the humanitarian support provided and to determine challenges of humanitarian agencies in the delivery of social services in Gulu district.

#### **5.1 Findings**

Based on the field findings, the first objective of the study was to examine the time frame under which the emergency humanitarian support reached the beneficiaries. The study revealed that while there were many humanitarian organizations that responded to the emergency, presumably with a lot of resources at their disposal, the response overall was not entirely effective and the time frame such aid reaches the targeted population was delayed. And indeed, the research exposed major implementation gaps, including duplication of efforts. The study also showed that while a diverse number of services were provided to the IDPs in the camps, the response was untimely, unpredictable, uncoordinated and not carefully prioritized to suit the felt needs of the communities.

And the second objective of the study was; to assess the achievements of humanitarian agencies in the delivery of services to IDPs in Gulu district. Clearly, provision of food aid to the people in IDP camps was considered one of the major achievements of humanitarian agencies and provision of security was another that ranked high on the

achievement list of humanitarian agencies in Gulu district. In fact, anecdotal evidence showed that there was better security in the camps than in the surrounding villages. The respondents said that while security was a concern for the duration of their stay in the camps, the situation had changed dramatically with the governments' efforts to drive away the LRA to neighbouring countries.

Some of the respondents said that one of the achievements of humanitarian agencies in Gulu district was the provision of education. The respondents here said that the agencies have provided education primarily to school going children. The respondents stated that many NGOs for example, funded schools in the district by providing scholastic materials to improve quality, and constructed classrooms in order to improve access to education for children.

To assess the beneficial effects and responses of the beneficiaries with regards to the humanitarian support was the third objective of the study. Under emergencies humanitarian assistance can interfere with local capacities to deal with problems. This can make the targeted population dependent on aid, and encourage development techniques that are unsustainable when aid dries up. This was evident in Gulu.

In addition, the IDPs could have taken advantage of the available resources both in terms of cash and material, as well as the technical staff provided by NGOs who were at their disposal during the duration of camp-life. From the study, both the IDPs and the NGOs did not use the available resources to leverage their respective strengths.

With regards to the effectiveness of the humanitarian response to the emergency in Gulu district as the last objective of the study, the biggest percentage of the respondents represented by 50% mentioned that humanitarian agencies' response was less effective. They cited the following reasons: the response of the humanitarian agencies was disjointed, uncoordinated, and focused more on provision of food and immediate needs, whereas there were other equally important needs including cash,

which were not met. This said, however, 30% of the respondents said that the response was effective, and another 20% said it was very effective, highlighting that there were many NGOs that were physically present in the district and the camps specifically to provide support.

## **5.2 Conclusions**

The first objective of the study was to examine the time frame under which the emergency humanitarian support reached the beneficiaries. The findings showed that while there were many humanitarian organizations providing social services in Gulu district, the response in general was not entirely effective and the time frame such aid reaches the intended beneficiaries was delayed. And indeed, the research exposed major implementation gaps, including reiteration of efforts.

Basing on the objectives of the study, that is; to assess the beneficial effects and responses of the beneficiaries with regards to the humanitarian support provided, in conclusion, the study noted that a lot of resources allocated were spent in the camps to implement a host of activities but the net effect in terms of improving the lives of the people during and upon resettlement to areas of origin is difficult to ascertain. Further, aid actors including, government, donors and NGOs could have benefited from tailored approaches, better targeting, and coordinated humanitarian support to avoid waste of resources and duplication of efforts.

It can further be concluded that the conditionality by donors that humanitarian assistance should be used during an emergency only and not for development should be eased, as it does not allow for a proper transition from emergency to recovery, resettlement and development. Donors must coordinate so that they do not undermine each other's efforts, by carefully selecting areas of focus and managing the transition. This would enable them leverage the different funding sources and in the end bring credence to humanitarian support during the emergency and after the IDPs return to



their homes of origin and this was inline with one of the study objective; to assess the achievements of humanitarian agencies in the delivery of services.

Contrary, insecurity was also mentioned as one of the challenges of humanitarian agencies in the delivery of social services in Gulu district. Despite assurances from government that LRA has been driven out of the district. The respondents attributed that residents are continued to be abducted by unknown people even after the assurances that the LRA were not in the area. This uncertainty forced some agencies to suspend their work in the area, and resulted in a slow resettlement process in 2006.

### **5.3 Recommendations**

Based on the findings and conclusion of the study, it was incumbent upon the researcher to make the following recommendations, which could help bring about a positive change in regards to the effectiveness of humanitarian support on the delivery of social services, drawing on the study in Gulu district.

It is recommended here that emergencies need to be closely linked with development principles of operation to ensure a smooth transition. Emergencies should further take full advantage of the local resource in the form of the IDPs themselves, especially women, by engaging them at all levels of programme delivery and this matched with the first objective of the study which was to examine the time frame under which the humanitarian support reach the beneficiaries.

To assess the achievements of humanitarian agencies in the delivery of services to IDPs being the second objective of the study, it is recommended here that IDPs should not only be provided with handouts for nutrition but with means to take care of their needs. Provision of cash, or opportunities to engage in livelihood activities should be considered. It is clear that humanitarian assistance Gulu has left the people in a state of dependency

While international organizations such as OCHA take the lead in coordinating international humanitarian assistance, government should be firmly at the driving seat to provide guidance. Experience from other emergency responses has shown that successful humanitarian responses are those that are led by the government as main actors of the provision, organization and coordination of the assistance which corresponded with the third objective of the study to assess the challenges of humanitarian agencies in the delivery of social services.

#### **5.4 Further Research Areas**

Humanitarian support on delivery of social services with respect to Gulu is a wide subject area and the researcher cannot claim to have exhaustively and accurately looked into it, also taking into account the limitations of the study.

Therefore, based on the findings of the study, the researcher suggests that two areas be studied further. Firstly, the study showed that the emergency response by humanitarian organizations as an activity was implemented in isolation, distinct from other developmental interventions. This is largely due to the funding nature of emergency responses – funding is restricted. The researcher is of the view that there is an inherent positive effect to the beneficiaries if the response to an emergency has the developmental orientation from the beginning. The linkages and the symbiotic relationship between emergency response and development interventions need to be further studied to improve IDPs lives in the camps and upon return to original homes.

Secondly, owing to the long term nature of the displacement from their ancestral homes, many IDPs mentioned disputes surrounding landownership as an emerging problem. This is corroborated by a number of reports in the local media about an unprecedented increase in the number of land wrangles in Northern Uganda, Gulu included. This trend is largely precipitated by absence of written land titles, and of course exacerbated by the passage of time which erased traditional demarcations of land and the passing of elders with historical knowledge. Further, a whole generation

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**FACULTY OF EDUCATION  
Office of the Dean**

Tuesday, February 2, 2010

**TO WHOM IT MAY CONCERN**

Dear Sir / Madam,

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**RESEARCH INTRODUCTORY LETTER**

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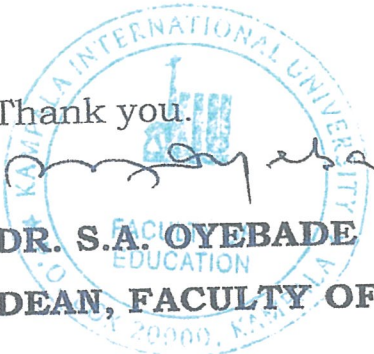
Mr. **PETER NKHONJERA** Reg. No **MBA / 20615 / 7** is a student in the Faculty of Education. He is now carrying out a student about **HUMANITARIAN SUPPORT ON THE DELIVERY OF SOCIAL SERVICES IN GULU DISTRICT (UGANDA)** as one of the requirements for the completion of his studies. He is thus introduced to you.

Kindly help him accordingly.

Thank you.



**DR. S.A. OYEBADE**  
**DEAN, FACULTY OF EDUCATION**



**APPENDIX II: RESEARCH INSTRUMENT**

Dear Respondent,

My name is PETER NKHONJERA, a student at Kampala International University (KIU), pursuing a Masters Degree in Business Administration (NGO Management). This questionnaire is a tool which is designed to help me gather data on "The Efficacy of Humanitarian Support to Emergency Hotspots – Lessons and Opportunities: a Case of Gulu district. You have been selected to participate in this study, and therefore kindly answer the questions below. The information you will give will be used solely for academic purposes and will be your important contribution to my research. Please, read the instructions carefully, and answer all questions in the space provided.

**INSTRUCTIONS:**

- Kindly tick the correct answer applicable to you; or
- Fill in the space provided with relevant information as required; and
- Return to me in good order.

**SECTION A: DEMOGRAPHIC INFORMATION**

1. Sex of respondent.
- Male ☐ Female ☐
2. Age
- Under 30 ☐
- 31 to 42 years old ☐
- 41 to 50 years old ☐
- 50+ ☐
3. Marital status
- Single ☐
- Married ☐
- Divorced ☐
- Widower ☐
4. Educational level

Secondary ☐

Bachelor degree ☐

Masters degree ☐

PhD ☐

Others, please specify.....

5. Position held in institution.....

## SECTION B: QUESTIONNAIRE FOR GULU DISTRICT OFFICIALS

1. How many NGOs are there in Gulu district?

.....

2. Are they enough or not?

Enough ☐

Not enough ☐

3. Level of operation

Sufficient ☐

Insufficient ☐

4. Are the organizations equipped enough to deal with humanitarian needs

Equipped Enough ☐

Not equipped ☐

5. Are the beneficiaries of NGO comfortable with the support?

Yes ☐

Not ☐

## II. Budget and contribution of Humanitarian Agencies in Gulu district

6. What is the source of budget used by humanitarian Agencies?

Government funds ☐

UN agencies ☐

Other stakeholders ☐

Different actors of development (specify).....



7.

What kind of humanitarian support or assistance do organizations offer to the people?
8.

What are the areas of intervention of humanitarian agencies in Gulu district?
9.

Which area need more funds and why?

Education

☐

Health

☐

Agriculture

☐

Security

☐

Others please specify
10.

Give reason for your answer (s) above
11.

Are the humanitarian agencies effective in their response to emergency needs? If yes, or No why?
12.

What is the level of humanitarian intervention in emergency hotspots?

Excellent support

☐

Good support

☐

Little support

☐

**CHALLENGES AND CONSTRAINTS OF HUMANITARIAN AGENCIES**

13.

What are the most common difficulties or challenges faced by humanitarian agencies

Lack of funding support

☐

Lack of technical knowledge/skills

☐

Lack of good leadership and managerial skills ☐

Insecurity ☐

Others (specify).....

14. How do these difficulties hamper the delivery of services in Gulu?

.....

.....

15. Have the NGO projects in district increased or decreased

Good increase in projects ☐

Some increase in projects ☐

No increase in projects ☐

Decline in projects ☐

16. If there has been increase or decrease, give reasons

.....

.....

### STRATEGIES

17. What have the humanitarian agencies done in order to overcome those difficulties?

.....

.....

### SECTION C: QUESTIONNAIRE TO NGOS OPERATING IN GULU

18. How many NGOs are operating in Gulu district?

.....

.....

19. How many projects are there in Gulu District Development Plan?

.....

.....

20. Do these NGOs get funds from the government?

Yes ☐

No ☐

21. If yes, how often?

.....  
.....

22. How many projects have been financed by humanitarian organizations since 1986 to date?

.....  
.....

23. What is the rate of humanitarian agency response in Gulu district?

.....  
.....

24. What is the impact of those projects on people?

.....  
.....

22. Are people participating in identification and implementation of projects? If yes, how? If not, why?

.....  
.....

23. What community projects do you think people should be actively involved in?

- Community health projects ☐
- Community education initiatives ☐
- Environmental conservation ☐
- Community agriculture projects ☐
- Others (specify).....

24. What is the relationship between humanitarian aid and community development in Gulu District?

.....  
.....

25. Is the District Council involved in implementation, monitoring and evaluation of development Projects in Gulu District?

.....  
.....

## SECTION D: COMMUNITY PARTICIPATION/LEADERS

Considering the statements in the tables below, say whether you **strongly agree** (5), **agree** (4), **not sure** (3), **disagree** (2), **strongly disagree** (1) by ticking appropriate box.

### 1. GENERAL UNDERSTANDING

Nº	Statement	5	4	3	2	1
1	In Gulu district people in IDPs are actively catered for by the humanitarian agencies in the district.					
2	Humanitarian agencies all work together to deliver social services to the affected people.					
3	The following ways are used in implementation of socio-economic development projects in Gulu district:					
a)	Use of district councils					
b)	Community participation					
c)	Use of expertise					
4	Humanitarian assistance comes on time.					
5	In the following, people in IDPs stay comfortably in camps:					
a)	People sleep well in camps					
b)	People eat well in camps					
c)	Camps are secure					
6	In the lines below one is the type of resource that people would willingly contribute.					
a)	Materials					
b)	Labour					
c)	Security					
d)	Advice					
7	The following are common problems in					

	implementation of development programmes						
a)	Corruption						
b)	Lack of expertise						
c)	Lack of funds						
d)	Lack of strong community participation						
8	The following are the factors that hinder popular participation in socio-economic development projects in Gulu district:						
a)	Centralized planning						
b)	Inadequate delivery mechanisms						
c)	Lack of local coordination						
d)	Inappropriate project technology						
e)	Irrelevant project content						
f)	Lack of local structures						
9	In Gulu district, many people need humanitarian assistance.						
10	In Gulu district, many people live in isolated camps.						
11	There is a linkage between humanitarian aid and political stability.						
12	Many humanitarian agencies are biased.						
13	Many NGOs in Gulu are local NGOs.						
14	Humanitarian situation is improving in Gulu district.						
15	People in Gulu are live in the worst humanitarian situation.						
16	Gulu district will need more humanitarian aid for the next four years.						

17	Humanitarian assistance does not reach all the people.					
----	--------------------------------------------------------	--	--	--	--	--

## 2. BENEFICIARIES FELT NEEDS

Nº	Statement	5	4	3	2	1
1	Gulu people appreciate the role of humanitarian agencies.					
2	Socio-economic development projects contribute to real development of local population.					
3	People like participating mostly in projects where they are genuine targeted beneficiaries.					
4	People in Gulu were so affected by the two decades insurgency.					
5	The following are the most needed sectors of humanitarian assistance.					
a)	Agriculture					
b)	Security					
c)	Water extension					
d)	Educational					
e)	Health					
f)	Roads					

### 3. QUALITY OF LEADERSHIP

N <sup>o</sup>	Statement	5	4	3	2	1
1	The nature of leadership in Gulu district suits the level of service delivery among the beneficiaries.					
2	Projects leaders' qualities determine popular participation in development projects.					
3	People actively participate in socio-economic development projects managed by the personalities below:					
a)	Village leader					
b)	Village committee					
c)	Administrative officials					
d)	Humanitarian agencies					
e)	Government					

### 4. LEVEL OF EDUCATION

N <sup>o</sup>	Statement	5	4	3	2	1
1	Local councils actively participate in socio-economic development projects.					
2	In Gulu district people are able of playing a significant role in development projects.					
3	Educated people participate in socio-economic development projects more than uneducated ones.					

## **SECTION A: QUESTIONS FOR THE HUMANITARIAN AID AGENCIES**

1. When did you start extending services in Gulu district?
2. Enumerate the reasons why your NGO is participating in Gulu and not other district.
3. What service (s) does your organization extend to the people and why?
4. How do you run your socio-economic development projects in the district?
5. What are the sources of your fundings as a humanitarian agency?
6. What is the extent of your services in Gulu district?
7. What do you think are the factors affecting your operation in the district of Gulu?
8. For how long do you expect to extend your services in the district?
9. Have you been working in partnership with other humanitarian agencies in Gulu district?
10. Have you ever had any conflict of interest with other humanitarian agencies in Gulu district and if yes, state the nature of the conflict?
11. Did you have to pass through the government of district councils to operate in Gulu district?
12. In your view do you think that humanitarian assistance offered by humanitarian agencies is adequate?
13. Do you have sufficient security while delivering your services in Gulu district and if no, state how you operate then?
14. Do you have some challenges limiting the delivery of services in Gulu district?
15. Do you think more humanitarian agencies are needed to in Gulu or the existing ones need to withdraw from the district? Please support your answer.
16. What is the perception of the local people about humanitarian agencies working in Gulu district?



## **APPENDIX V: RESEARCHER'S CURRICULUM VITAE**

### **BIODATA OF PETER AUSTIN NKHONJERA**

#### **A. Personal Profile:**

Over 20 years of uninterrupted experience in management of emergency/relief and development programmes in Africa. Demonstrated skills in project design, implementation, monitoring and evaluation of programme activities; including proposal development, budget preparation, programme planning, and programme management experience. I possess strong organizational, administrative, human resources development, fiscal management and grant management skills. Conversant with diverse donor grant compliance and reporting requirements. I am a team player with exceptional team-building and communication skills, with capacity to lead teams to achieve results.

#### **B. Educational Background:**

<b>MBA –NGO Management (Not completed)</b>	Kampala International University, Kampala-Uganda 2010
<b>Emergency Management Certificate</b>	University of Wisconsin – Madison College of Engineering Department of Engineering Professional Development Wisconsin-USA 1987
<b>Master Level Courses in Sociology</b>	United States International University, Nairobi-Kenya 1987
<b>Bachelor of Arts (BA) in Sociology</b>	United States International University, Nairobi-Kenya 1986

<b>Bachelor of Arts (BA) in Religious Education</b>	University of Dayton, Ohio-USA	1984
<b>Certificate in Clinical Pastoral Education</b>	Mathari Mental Hospital, Nairobi - Kenya	1981
<b>Diploma in Liberal Arts and Philosophy</b>	Catholic Theological Colleges in Malawi, Mchinji – Malawi	1980

### **C. Work Experience:**

2010 - Present:	Country Director, Save the Children - Kampala, Uganda
2008 - 2010:	Deputy Country Director & Support Services Director, Save the Children in Uganda – Kampala, Uganda
2006 - 2008:	Country Director, Save the Children – Kampala, Uganda
2005 - 2006:	Programme Director, Save the Children – Luanda, Angola
1999 - 2005:	Deputy Country Director, Save the Children – Maputo, Mozambique
1997 - 1999:	Deputy Programme Manager, Save the Children – Nacala, Mozambique
1994 - 1997:	Provincial Programme Manager, Save the Children – Tete, Mozambique
1992 - 1994:	Southern Africa Sub Regional Refugee Coordinator, Save the Children - Blantyre, Malawi
1990 - 1992:	Assistant Director, Save the Children - Lilongwe, Malawi
1987 - 1990:	Programme Manager/Refugees, Save the Children - Lilongwe, Malawi

#### **D. Other Relevant Data:**

##### **Publications:**

1. Nkhonjera, P & Munthali, S (2004) Nyala 22: 35-43 *Communities' Demands and Roles in the Collaborative Management of Protected Wildlife Areas in the Lower Shire Valley, Malawi*
2. Munthali, S & Nkhonjera, P (2002) ULG Consultants: *Co-Management of the Lower Shire Protected Wildlife Areas*



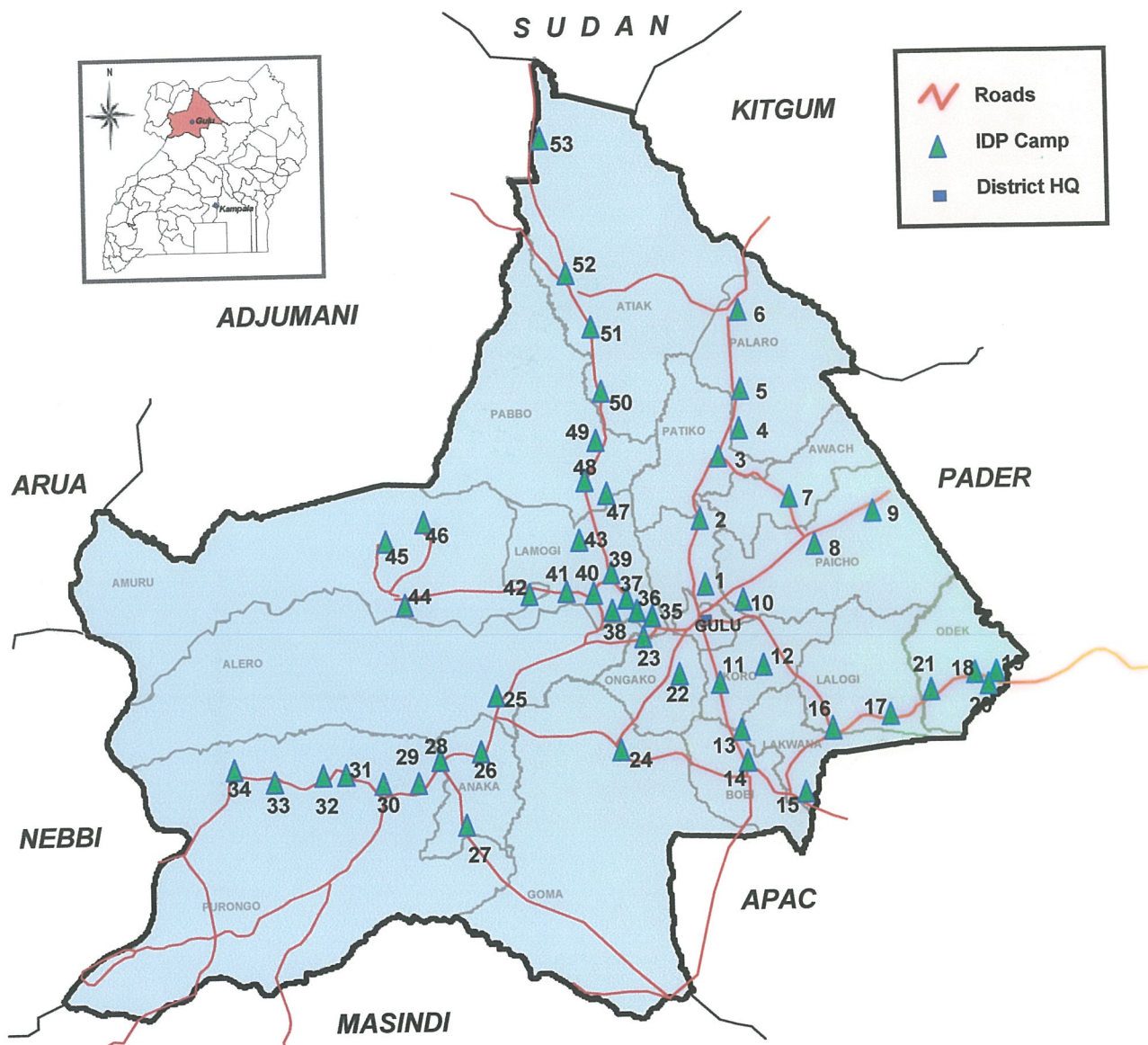
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# GULU - IDP Camps population as of February 2006

TOTAL population living in 53 camps: 460,226



Camp Name	Population	Camp Name	Population	Camp Name	Population
01-Coope	10,980	19-Awere	4,644	37-Awer	14,946
02-Lukodi	1,608	20-Dino	4,560	38-Pagak	7,282
03-Patiko-Ajulu	8,374	21-Acet	18,523	39-Parabongo	11,389
04-Lugore	3,497	22-Ongako	7,116	40-Kaladima	1,102
05-Paloro	3,837	23-Alokolum	9,253	41-Olwal	12,825
06-Oroko	1,125	24-Koch Goma	11,330	42-Labongo-gali	6,460
07-Awach	13,224	25-Alero	12,846	43-Guru-Guru	2,486
08-Paicho	9,104	26-Anaka	22,449	44-Amuru	37,429
09-Teyapadola	5,684	27-Agung	2,047	45-Omee Lower	3,484
10-Unyama	12,593	28-Aparanga	2,231	46-Omee Upper	2,444
11-Koro-abili	5,597	29-Olwiyo	2,150	47-Jeng-gari	3,314
12-Te-tugu	10,082	30-Purongo	6,982	48-Pabbo	53,612
13-Palenga	10,449	31-Wii Anono	1,162	49-Otong	1,424
14-Bobi	11,945	32-Wii Anaka	1,159	50-Pawel	3,063
15-Awoo	5,271	33-Lolim	494	51-Palukere	693
16-Opit	26,215	34-Tegot	365	52-Atiak	19,594
17-Lalogi	13,655	35-Lacor	6,189	53-Bibia	5,167
18-Odek	2,444	36-Keyo	4,328	<b>Total</b>	<b>460,226</b>

