

ROLE OF DONOR FUNDING ON SUPPLY CHAIN PERFORMANCE AT UNHCR KENYA

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Abstract: Both logistics and supply chain practices and the management issues that arise from them have become central in these organizations, from the realization of the role they play in the overall performance of the organizations. There has been lack of a clear organizational relationship between the different stakeholders, perhaps giving a roadmap of guidance on what each should observe. This has ultimately led to compromised service delivery by these organizations (TysseLand, 2009). All these are very significant issues that call for their study. The general objective of this study was to establish role of humanitarian logistics on supply chains performance in Non-Profit Organization in Kenya with reference to UNHCR. The study was guided by the following objectives: To establish the role of Information sharing on supply chain performance at UNHCR Kenya; To determine the role of organizational competent skills on supply chain performance at UNHCR Kenya; To establish the role of donor funding on supply chain performance at UNHCR Kenya. The study was a descriptive in nature, and utilized both qualitative and quantitative data. Theories relevant to this study included Social network theory, Resource based theory and Relief coordination theory. Which most of them was drawn from different disciplines such as industrial-organizational psychology and economics reflecting the interdisciplinary origin of supply chain management which all shown how the variables link up with the mentioned theories. The study therefore targeted a population of 400 UNHCR employees. The study used a simple random sampling to sample the population. A sample of 120 respondents was randomly picked from 400 respondents. The main tools of data collection for this study was questionnaires and interview. The researcher obtained an introductory letter from the University which was used in the field during data collection. Data collection procedure started by obtaining a permit from the ministry of education science and technology. The researcher personally visited the sampled areas to distribute the questionnaires and administer the interviews. Collected data was analyzed using descriptive statistics, utilizing the frequency distribution; percentages and averages.

Keywords: Donor Funding, Supply chain, Performance, UNHCR Kenya.

1. INTRODUCTION

There has been an increasing state of disasters, both natural and human instigated, which has called for humanitarian support by various non-governmental organizations such as UNESCO, The UNHCR and USAID among others. Despite the wide support which governments levy to their people during disasters, many challenges still arise, making it difficult for them to have well facilitated frameworks and support during disaster management (Tatham& Houghton, 2011). It is true that many world governments have enacted and established structures and programs that support the society while in disaster.

Humanitarian organizations have come out actively at various instances such as during droughts, during terrorist attacks, floods, earthquakes, tribal clashes, road accidents, and other instances of hazards (Oloruntoba, 2006). As much as they try to provide some assistance during disasters, these organizations should deliver even better results. There has been lack of a well elaborated framework for delivery of humanitarian services by these organizations. Pointing of fingers due to the shortcomings embraced by these organizations has been prevalent.

Kenya has been described as chronically disaster prone. The country has over 30 year's historical data on disasters. Major historical disasters faced in Kenya include drought, famine, floods, disease epidemics and traffic accidents. Other emerging disasters experienced in the recent past include fires, landslides, terrorism, food poisoning, earthquakes, tribal clashes, and Internally Displaced People (IDPs). The contributing factors to disaster occurrence in Kenya are climatic variability, population increase, land degradation, and recently global warming. The situation is however compounded by, political instability and/or insecurity that lead to conflict, chronic poverty, low investment levels in diverse livelihood sectors, skewed land (and wealth) distribution, gender inequality in education, poor governance, illiteracy, epidemics like HIV/AIDs and Malaria, and clashes/conflict. About 18 counties in Kenya are considered disaster prone, all of which fall in the Arid and Semi-Arid lands of Kenya. Despite the challenge posed by these disasters, the government and key players in disaster management have come up with institutional framework that can be employed during disaster response, enhanced data information gathering through the Early Warning System (EWS) and disseminations.

2. STATEMENT OF THE PROBLEM

Humanitarian logistics is a critical element of a successful relief operation as it focuses on the efficient management of flows of goods, information and services, to respond to the urgent needs of the affected populations under emergency conditions, such as those encountered during and after natural or man-made disasters. Since disaster relief is about 80% logistics it would follow then that the only way to achieve this is through slick, efficient and effective logistics operations and more precisely, supply chain management (Van Wassenhove, 2006)

There has been stiff pressure on humanitarian organizations to respond to emergencies in organized, timely, effective and appropriate manner. For decades supply chain performance has been a major area of attraction for researchers. However studies have established the factors affecting supply chain performance in manufacturing and commercial organizations whose focus is to deliver value to customers in order to make profit (Reichhart, 2007) but not in humanitarian management. One of the differences between supply chains for business and for humanitarian actions is the main focus. In business, the focus is the final consumer, who is the input source of funds for the entire chain. In the humanitarian case, the end user rarely participates in a business transaction, having little control over supplies. The humanitarian supply chain focuses on providing humanitarian assistance in the forms of food, water, medicine, shelter, and supplies to areas affected by large scale emergencies.

Abdifatah (2012) carried out a study on supply chain management practices and their impact on performance among humanitarian organizations in Kenya. The study findings indicated that maintaining good supplier relation, effective and efficient internal operations, continuous improvement, flexible production processes, use of technology to speed up humanitarian work, inter-organization integrations and simplicity in internal operations are among the practices prevalent among humanitarian organizations in Kenya. Nyamu (2012) carried out a study on impact of supply chain management challenges on humanitarian organizations in Kenya. The effects of supply chain challenges on performance of humanitarian organizations are: delay in the delivery of the right products, poor information integration, and uncertainty in demand among others. These studies have left an obvious research gap on examining the role of humanitarian logistics on supply chains performance, which need to be bridged to ensure that humanitarian supply chains are improved and managed on the basis of informed evidence. This study was an effort to examine the role and address this gap.

Supply chain performance has been treated as a corporate and manufacturing domain, yet in humanitarian response, it remains the most critical component of life saving efforts. Despite this, little is known about role of humanitarian logistics on supply chain performance as most studies remained focused on private sector with intentions of improving efficiency and profit making. The findings of such studies may not necessarily apply in humanitarian response due to varying contexts, objective and emergency instigated parameters. This study is noted in this understanding considering that humanitarian supply chains are clearly unstable, unpredictable, and requiring flexibility to respond the affected people as quickly as possible.

Mohamed, (2012) study was pivotal in that it expunged how supply chain management practices help in the service delivery by humanitarian organizations. However, his study was limited to the performance relationship between supply chains and the service which humanitarian organizations deliver to the people. Moeiny & Mokhlesi, (2011) study established that the success of any humanitarian aid support is only through a properly endowed supply chain. However, the economic and political setting of their study was benchmarked on a developed nation, unlike in a developing nation like Kenya. Given the above shortcomings in the scope and context therefore, this intended study aims at addressing these questions: What is the role of humanitarian logistics on supply chain performance in non-governmental organizations with reference to UNHCR Kenya?

Objective:

1. To establish the role of donor funding on supply chains performance at UNHCR Kenya.

Theoretical Framework A theory is a set of interrelated constructs (concepts), definitions and propositions that present a systematic view of phenomena by specifying relations among variables, with the purpose of explaining and predicting phenomena (Camp, 2010). Cooper and Schindler (2008) view a theory as a set of systematic interrelated concepts, definitions, and propositions that are advanced to explain and predict phenomena (facts). This study was based on the following theory social network theory, the resource based theory and relief coordination theory as discussed here below.

Social Network Theory:

Social Network Theory which is also called the Network theory, network analysis (Scott, 2001) has nodes and links as independent construct and node size, density, link strength as dependent constructs. Its proponents include Stanley Milgram (small world's problem, six degrees of separation), Mark Granovetter (the strength of weak ties) and Barnes who was the first to study social networks. It is a theory that focuses on the many ways that people interrelate and communicate via the various social networking platforms (Scott, 2000).

According to Haythornthwaite (1996), social network theory understands social relationships in terms of nodes and ties. Nodes are the individual actors within the networks, and ties are the relationships between the actors. There can be many kinds of ties between the nodes. The fact that these kinds of ties can vary in intensity and importance is just one of the many variables that can factor into social network theory. Often the analysis of a network involved dots of varying sizes and colors connected by lines of differing lengths and thicknesses. A social network analyst was trying changing variables and looking at the connections in various ways to discover hidden correlations and trends in the network.

Layton (2006) argues that basically there are two elements in any social network, online or offline; nodes and ties. Nodes are the elements of the network that act - whether they are organizations, small groups, or individuals - and ties are the ways these nodes relate to each other. This could be as minor as an email correspondence or as intimate as a marriage. In its most simple form, a social network is a map of all of the relevant ties between the nodes being studied. The network can also be used to determine the social capital of individual actors. These concepts are often displayed in a social network diagram, where nodes are the points and ties are the lines.

The power of social network theory stems from its difference from traditional sociological studies, which assume that it is the attributes of individual actors whether they are friendly or unfriendly, smart or dumb among others that matter. One of the defining elements of social network theory that differentiates it from other sociological sciences is the weight it gives to the relationships between the nodes, as opposed to the attributes of the nodes themselves. Social networks have also been used to examine how Humanitarian Organizations interact with each other, characterizing the many informal connections that link executives together as well as associations and connections between individual employees at different Humanitarian Organizations (Layton, 2006). These networks provide ways for Humanitarian Organizations to gather information, deter competition, and even coordinate in setting operational policies (Layton, 2006). Hence this theory can support variable one of the study since it state that social network is important in information sharing as humanitarian logistics practice hence enhance supply chain performance

Resource Based Theory:

According to Eisenhardt and Martin (2000), Resource-based theory holds that the firm can be considered as a bundle of resources that are heterogeneously distributed across it in this case, Humanitarian Organizations with enduring differences between them. This theory posits that a company must secure an efficient bundle and flow of the right type of resources from its operating environment to stay relevant and prop up its performance (Rungtusanatham et al., 2003). In this theory, resources refer to physical or tangible assets that include plants, equipment; as well as intangible assets such as knowledge, expertise, and other organizational assets.

In lieu of this, competitive advantage can result from having a shared ownership of or access to, unique/expensive assets like transport, innovations, and barriers to resources. It is these resources that can enable Humanitarian Organizations to have leverage for competitiveness in the humanitarian operations through the combination of such resources and capabilities in a way that forms the core competencies of each individual humanitarian organization.

According to Zacharia, Sanders, and Nix (2011), Research Based Theory (RBT) is critical to many firms due to its competency in logistics and that it can be expensive if a company opts to invest in it. This is because competency is a source of sustainable competitive advantage that Humanitarian Organizations can have over a period of time and whose realization is pegged on the practicability of taking advantage of the resources that a company has to achieve efficiency and effectiveness by utilizing even the resources it does not own.

Humanitarian Organizations have therefore relied on outsourcing to gain access to other firm's valuable resources in the competitive market. With the growing need for such resources, Humanitarian Organizations searching and providing such services become reciprocally adapted towards one another and more value dependent. The theory thus suggests that coordination enables firms to be accessible to complementary resources and create much more competitive resource bundles, providing them with a competitive advantage (Zacharia, Sanders & Nix, 2011). Hence this theory can support variable two of the study since it states that competency skills as one of asset/ resources is important for humanitarian logistics role in enhance supply chain performance

Relief Coordination Theory:

This theory posits that it is possible to orchestrate the efforts of diverse organizations and the orderly and organized direction of activities (Seybolt, 1997; McEntire, 1997). The Humanitarianism and War Project offers a more specific and often cited definition of the concept as: managing information; mobilizing resources and assuring accountability; orchestrating a functional division of labour in the field; negotiating and maintaining a serviceable framework with host political authorities; and providing leadership (Minear, 2002).

Analysts and scholars also often suggest that coordination is important to improve service delivery effectiveness. Indeed, while effectiveness is rarely defined, it is most often given as the reason why achieving coordination among service providing agencies is important (Minear, 2002). An effort to reduce duplication, often framed as securing or improving organizational efficiency, is also frequently offered as a rationale for why humanitarian organizations should seek to coordinate their assistance operations (McEntire, 1997). Hence this theory support variable three.

3. RESEARCH METHODOLOGY

Research Design:

The study was descriptive research design and utilized both qualitative and quantitative data which entailed collecting data that describe a phenomenon. The data was then presented in visual aids such as graphs and chart. In addition, descriptive research is designed to give a picture of a phenomenon as it naturally happens (Mugenda and Mugenda 2003). In the current study, descriptive research was used to provide a picture of the role of humanitarian Logistics on supply chain performance in UNHCRKenya.

Target Population:

Hair, (2003) defines population as an identifiable total group or aggregation of elements (people) that are of interest to a researcher and pertinent to the specified information problem. This includes defining the population from which our sample is drawn. According to Salkind (2008), population is the entire of some groups. This is also supported by Sekaran and Bougie (2010), population is defined as entire group of people the researchers want to investigate..

Sampling frame:

According to Mugenda and Mugenda (2003), a selected sample of between 10-30% of the population is considered adequate for generalization of the study findings. This study used only 30% of the population by employing simple random sampling to sample the population. Simple random sampling and stratified sampling is used to cull a smaller sample size from a larger population and use it to research and make generalizations about the larger group. It is known for its ease of use and accuracy of representation. Consequently, a sample of 120 respondents was randomly selected out of the total 400 respondents. That is sample size/ 400= 120

Table 3.1: Target and Sample Population

Management	Target population	Sample population
Top management (The council, and regional managers)	50	15
Middle level (county managers)	110	33
Subordinates (youth groups and volunteers)	240	72
TOTAL	400	120

Sample Size and Sampling Procedure:

A sample size is a subset of the population to which researcher intends to generalize the results. Any statements made about the sample should also be true of the population (Orodho, 2002). The sample size is based on table of Krejcie and Morgan (1970) as adopted by Sekaran and Bougie (2010). Krejcie and Morgan (1970) greatly simplified size decision by providing table that ensures a good decision model. According to Mugenda and Mugenda (2003), an objectively selected sample of between 10-30% of the population is considered adequate for generalization of the findings. The study used a simple random sampling to sample the population. A sample of 120 respondents was randomly picked from 400 respondents. This was necessary because the technique gave all people a chance of being selected into the sample.

Data collection Instruments:

The study adopted the use of primary and secondary data. Primary data was collected directly from the respondents and was used to analyze the relationships that is being examined in this study. Secondary data was used to acquire information on the operational performances of UNHCR Kenya. This information was obtained from previous evaluation reports carried out by the company. The data collection instruments that was used in this study was self-administered structured questionnaire to collect quantitative data and an interview guide to collect qualitative data of the research (Kinyanjui, 2014).

Data collection procedure:

According to Kombo and Tromp,(2009) data collection is the process of gathering and measuring information on targeted variables in an established systematic way, which then enables one to answer relevant questions and evaluate outcomes. Data collection procedure started by obtaining a permit from the ministry of education science and technology. The researcher personally visited the sampled area to distribute the questionnaires. The researcher also conducted interviews with the top management. During the time of distributing the instrument and interviews, the researcher explained to the respondents the purpose of the study and its relevance. The researcher also explained the items that may pose a challenge to the respondents and those areas that they may not understand. Data was then cleaned, sorted and collated after which was entered into the computer for analysis and subsequent presentation.

Data Analysis and Presentation:

After the collection of primary data from the field, it was edited and entered into statistical package for social sciences (SPSS). Coding was used to organize and reduce research data into manageable summaries. Collected data was analyzed using descriptive statistics, utilizing the frequency distribution; percentages and averages. According to Mugenda and Mugenda (2003), the purpose of descriptive statistics is to allow for meaningful description of a distribution of scores or measurements using a few indices or statistics. Statistical tally system was used to generate frequency counts from the responses so as to prepare frequency distributions. Descriptive statistics such as means, standard deviation, frequencies and percentages was used to describe the data. Percentages in the 5-point rating likert scale response out of the total study sample response per item was calculated. Averages were calculated in respective items. As a measure of central tendency, average was used to decide the concentration of responses within the 5-point likert rating scale range. The analysed data was presented in the form of tables and graphs where applicable. This was done based on the objectives and research questions. Each table or graph was followed by brief explanations, inferences and interpretations of the findings from the earlier related reviewed literature with the aim of bridging the research gaps through seeking for the solutions of the study problem. Regression and Pearson correlation was done (Orodho, 2005).

4. RESEARCH FINDINGS AND DISCUSSION

Regression Analysis of the Relationship between Information sharing as part of humanitarian logistics practices and Operational Performance:

The first objective of the study was designed to assess the relationship that exists between information sharing as part of humanitarian logistics and supply chain performance. The literature that was reviewed in this study as well as theoretical reasoning associated with information sharing as part of humanitarian logistics with supply chain performance. supply chain performance in this case, was indicated by Targets client, Efficiency, Quality, Cost reduction, Effectiveness while information sharing as part of humanitarian logistics was indicated by Communication management and Technology advancement.

Following the theoretical arguments, the following research question was formulated and tested: There is no significant relationship between information sharing as part of humanitarian logistics and supply chain performance.

The model summary in the table below demonstrates the coefficient of determination as indicated by R to be 0.884 implying that 88.4% of the supply chain performance explained by information sharing as part of humanitarian logistics while the other factors explains the remaining proportion.

Summary Model of Information sharing as part of humanitarian logistics practices and Operational Performance:

Table 4.1: Summary Model of Information sharing as part of humanitarian logistics practices and Operational Performance

Model	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson	
				R Square Change	F Change	df1	df2	Sig. Change		
1	.884 ^a	.781	.779	.28865	.781	384.213	1	108	.000	1.690
a. Predictors: (Constant), ISP										
b. Dependent Variable: SP										

In table below, the ANOVA was used to show the overall model significance. Since the p-value is less than the 0.05, then information sharing as part of humanitarian logistics had a significant explanatory power on supply chain performance (F = 384.213 and p value <0.05).

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	32.012	1	32.012	384.213	.000 ^b
	Residual	8.998	108	.083		
	Total	41.011	109			
a. Dependent Variable: SP						
b. Predictors: (Constant), ISP						

The explored regression test indicates that there was a significant relationship between information sharing as part of humanitarian logistics and supply chain performance. From the regression model expressed by $Y = 0.153 + 0.918X_1$ a change by a unit in information sharing as part of humanitarian logistics lead to a correspondent change of 0.918 in supply chain performance.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.153	.131		1.161	.248
	Information Sharing	.918	.047	.884	19.601	.000
a. Dependent Variable: SP						

Regression Analysis of the Relationship between Information sharing as part of humanitarian logistics practices and Operational Performance:

The second objective of the study was designed to assess the relationship that exists between organizational competency skills as part of humanitarian logistics and supply chain performance. The literature that was reviewed in this study as well as theoretical reasoning associated with Organizational competency skills as part of humanitarian logistics with supply chain performance. supply chain performance in this case, was indicated by Targets client, Efficiency, Quality, Cost reduction, Effectiveness while organizational competency skills as part of humanitarian logistics was indicated by Ability and skills, Attitudes, knowledge and experience.

Following the theoretical arguments, the following research question was formulated and tested: There is no significant relationship between organizational competency skills as part of humanitarian logistics and supply chain performance.

The model summary in the table below demonstrates the coefficient of determination as indicated by R to be 0.672 implying that 67.2% of the supply chain performance is explained by organizational competency skills as part of humanitarian logistics while the other factors explains the remaining proportion.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.672 ^a	.452	.447	.45627
a. Predictors: (Constant), OCS				

In table below, the ANOVA was used to show the overall model significance. Since the p-value is less than the 0.05, then organizational competency skills as part of humanitarian logistics had a significant explanatory power on supply chain performance (F = 88.994 and p value <0.05).

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	18.527	1	18.527	88.994	.000 ^b
	Residual	22.484	108	.208		
	Total	41.011	109			
a. Dependent Variable: SP						
b. Predictors: (Constant), OCS						

The explored regression test indicates that there was a significant relationship between organizational competency skills as part of humanitarian logistics and supply chain performance. From the regression model expressed by $Y = 1.057 + 0.595X_2$ a change by a unit in organizational competency skills as part of humanitarian logistics lead to a correspondent change of 0.595 in supply chain performance.

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.057	.176		5.992	.000
Organizational competency skills	.595	.063	.672	9.434	.000
a. Dependent Variable: SP					

5. CONCLUSION

From the findings of the study, it could be concluded that there was a significant positive influence on relationship between information sharing as part of humanitarian logistics and supply chain performance ($\rho = 0.884$, p-value <0.05). This implies that a unit change in information sharing as part of humanitarian logistics increases supply chain performance by 88.4%. Hence which means much more need to be done during information sharing in order to gain optimum solution to supply chain performance

Secondly there was a positive significant influence on relationship between organizational competency skills as part of humanitarian logistics and supply chain performance ($\rho = 0.672$, P value <0.05). This implies that a unit change in organizational competency skills as part of humanitarian logistics increases supply chain performance by 67.2%. Hence which means much more need to be done during organizational competency skills in order to gain optimum solution to supply chain performance in terms of capacity training like in customer care skills, emergence response, disaster management skills to increase organizational competency skills.

Lastly there was a positive significant influence relationship between Donor funding part of humanitarian logistics and supply chain performance ($\rho = 0.908$, P value <0.05). This implies that a unit change in Donor funding part of humanitarian logistics increases supply chain performance by 90.8%. Hence which means much more need to be done during donor funding in order to gain optimum solution to supply chain performance.

6. RECOMMENDATION

UNHCR Kenya should invest in more on information technology especially in humanitarian logistics to ensure that the overall logistics within and outside the organization are made more efficient towards aiding service delivery in such organization without necessarily compromising the integrity of any their supply chain activities.

Donors should therefore give more funds for ICT systems to enhance efficiency and effectiveness of these organizations to improve supply chain performance. Staff in humanitarian organizations should be adequately trained on implementation of agile supply chains to enhance supply chain performance.

Donor funding should be on time to enable humanitarian logistics activities effective and efficiency. Also there should be strong internal control mechanism to monitor activities supported by donor funding to avoid funds embezzlements

UNHCR Kenya should invest in more on organizational competency skills training especially in humanitarian logistics by organizing more capacity training to increase level of competency skills of their staffs.

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