

**PRIVATE SECTOR ENGAGEMENT, ORGANIZATIONAL  
CULTURE AND IMPLEMENTATION OF HUMANITARIAN  
AID PROJECTS IN NON-GOVERNMENTAL  
ORGANIZATIONS BASED IN NAIROBI COUNTY, KENYA**

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**A Thesis Submitted in Partial Fulfilment of the Requirements for the  
Award of the Degree of Doctor of Philosophy in Project Planning and  
Management of the University of Nairobi**

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## DECLARATION

This thesis is my own original work and has not been presented for an academic award in any University

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## **DEDICATION**

This work is dedicated to my fellow Humanitarian colleagues, who in their efforts to save lives of those in distress paid the ultimate price with their own lives.

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

<b>CSR:</b>	Corporate Social Responsibility
<b>EPSMG:</b>	Ebola Private Sector Mobilization Group
<b>GHA:</b>	Global Humanitarian Assistance
<b>NGO:</b>	Non Governmental Organizations
<b>HPPP:</b>	Humanitarian Private Partnership Platform
<b>NDOC:</b>	National Disaster Operation Centre
<b>NDMU:</b>	National Disaster Management Unit
<b>UNPACT:</b>	United Nations Platform for Action, Commitment and Transformation
<b>P.E.V:</b>	Post Election Violence
<b>P.S.E:</b>	Private Sector Engagement
<b>UNOCHA:</b>	United Nations Office for the Coordination of Humanitarian Affairs
<b>WEF:</b>	World Economic Forum

## ABSTRACT

Humanitarian crisis across the Globe continue to increase in frequency, size and complexity challenging the ability of Humanitarian Organizations to respond well. Some of the Countries experiencing humanitarian crisis include Syria, Southern Sudan, Yemen and Somalia among others. In Kenya, humanitarian crisis occur in form of recurrent drought, floods, malnutrition and food security, disease outbreak; resource based inter-communal conflicts as well as terror attacks. In 2017 Global Humanitarian Assistance (GHA) report indicated that there were 7.6 M in need of aid in Southern Sudan, 6.7 M in Somalia and 5.6 M in Kenya. Engaging Private Sector in Humanitarian logistics, financing and technology could improve the implementation of humanitarian aid projects in Kenya. The purpose of this study was to examine the influence of Private Sector Engagement, organizational culture on implementation of Humanitarian aid projects. The study was guided by five objectives, the first objective was to determine the extent to which humanitarian logistics influences implementation of humanitarian aid projects; Second Objective was to examine the extent to which humanitarian financing influences implementation of humanitarian aid projects; third objective was to examine the extent to which humanitarian technology influences implementation of humanitarian aid projects; fourth objective was to assess the extent to which the combined Private Sector engagement influence implementation of humanitarian aid projects and fifth objective was to establish the moderating influence of organizational culture on the relationship between private sector engagement and implementation of humanitarian aid projects. The paradigm guiding the study was pragmatism and the study employed a cross sectional-survey and correlational design. A sample of 117 was drawn from organizations in disaster relief. Both primary and secondary data was utilized. Primary data was collected using self administered questionnaires, Key Informant Interview and Focus Group Discussions Guides. Questionnaires issued were 117 out of these 85 which is (72.6%) were returned for analysis. The data was analysed using both descriptive and inferential statistics. For descriptive analysis, mean, percentages and frequencies were used. For inferential analysis, correlations and regressions were used and each hypothesis was tested at 95% significance level for  $p < 0.05$ ,  $H_0$  was rejected and  $H_1$  accepted. Study findings indicate that humanitarian logistics, financing and technology influence implementation of humanitarian aid projects and that organizational culture moderates the relationship between private sector engagement and implementation of humanitarian aid projects. The study concluded that there is need for more collaboration between private sector and organizations in disaster relief for better response during disasters. The study recommended investment in humanitarian research and more humanitarian training in academic institutions. Further research was suggested on establishing reasons why despite the importance of humanitarian technology in implementations, organizations in disaster relief still remain laggards in adopting technology. On contribution to knowledge, while most studies focused on one of the areas of collaborations this study has examined three variables together to establish how they contribute in improving implementation of humanitarian aid projects. It also highlighted that that the principles; humanity, impartiality, neutrality and independence integrated within the organizational culture have a natural reflex to practice and do not hinder private sector engagement.



# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the study

In recent times there have been challenges facing persons in distress after disasters happen, some of them die while others survive and live their entire life with disabilities. In most cases the responses to disasters have been disastrous. Also they have increased in occurrence frequency and magnitude resulting to increased humanitarian needs. As such improving Implementation of humanitarian aid projects when a disaster happens is inevitable and improved models of ensuring disasters are better managed are needed. This increased humanitarian need has overwhelmed the Organizations in disaster relief creating a vacuum of humanitarian need to be filled by other potential actors such as the private sector companies who have in several occasions showed tremendous efforts in responding to disasters.

The early humanitarian aid was greatly influenced by Henry Dunant (1828-1910) who was commonly known as the father of the Red Cross due to his natural behaviour of helping relieve the pain and suffering of the wounded (Dunant, 2013). Scholars argue that the focus on humanitarian aid in the 1990 was precipitated by the Genocide in Rwanda in 1994 and the breakout of war in Somalia in 1991 among other world crises (Curtis, 2001; Donini, Hansen, Harris, Minear and Mowjee, 2008). Duffield (1996) argued that these human-led emergencies of great magnitude and being too close in time periods made it difficult for aid agencies to implement humanitarian aid projects effectively. Duffield and Prendergast (1994) argue that this epoch was marked by ethnic conflict, violence, genocide, mass movement and economic

warfare that were a potential cause of death and displacement of the victims. In the year 2000, private sector actors took a leap forward with the establishment of United Nations Global Compact intended to harness the influence of multinational companies as good corporate citizens (Bennet, 2002). The following year in 2001 United States of America introduced Global Development Alliance. Another turning point of Private Sector Engagement (P.S.E) in humanitarian aid projects was in 2004 during the Tsunami Disaster that was located at the Indian Ocean near the West Coast of Sumatra. During this time the private sector was engaged in many ways including giving food and water to the persons in distress.

The first foreign and appropriation of the term Humanitarian Aid was passed in 1812 to Venezuela relief for earthquake victims (Steinberg, 2001). According to Sphere Project (2011) Humanitarian Aid is an action designed to ensure lives are saved in aftermath of a disaster, that suffering is alleviated and persons in distress are treated with dignity. The Sphere defines a disaster as an event that is catastrophic and result to human suffering, people dying, great distress and material damage in a large scale. The United Nations Resolution 46/182 guides humanitarian aid projects and calls for better coordination of humanitarian emergencies (General Assembly, 2008). Notably, different Countries, Humanitarian Organizations and Private Sector use different terms to refer to Humanitarian Aid. Some of the terms used in the field are; humanitarian assistance, humanitarian action, humanitarian intervention, humanitarian response as well as humanitarianism. Others, in place of humanitarian aid, they prefer to use the term emergency aid, emergency response, relief assistance or disaster response. Similarly, the trend is the same in defining Non Governmental Organizations (NGOs) responding to disasters. For instance, the sphere project defines them as nongovernmental humanitarian agencies; other entities refer to them

as emergency aid organizations, humanitarian organizations, relief organizations or organizations in disaster relief. Whichever terms are preferred, they are all guided by the same humanitarian philosophy, pillars and principles within the humanitarian system. In this study the term humanitarian aid and NGOs in disaster relief will be used. The philosophy of humanitarian aid dictates that persons in distress must live a life with dignity, the assistance and protection are the key pillars and the four key principles are Impartiality, neutrality, independence and humanity (Sphere Project, 2011). The contemporary humanitarian aid sector since the 1990s has taken a different form and direction and the tradition of humanitarian work has also changed. Duffield (2004) argues that humanitarian aid can today be viewed as Post Modern Humanitarianism.

Humanitarian Aid projects address two categories of crises: natural disasters and human conflicts. The context of humanitarian aid is often characterised by natural disaster including hurricanes, cyclones, floods, earthquakes and famine (Stromberg, 2012; Tobin and Montz, 1997). On the other hand human conflicts including ethnic conflicts, acts of terror, violence, genocide and economic induced warfare are a potential cause of death of the victims (Donini et. al., 2008). Some of the characteristics of man-made disasters include political conflict, massive displacement internal and external challenges of managing the influx in the camps, frequent fighting and persistent drought leading to famine.

Historically, Kenya is prone to natural disasters and human conflicts, the common humanitarian challenges being; recurrent drought, floods, malnutrition and food security, disease outbreaks and resource-based inter-communal conflicts (Gelsdorf, 2011). Even though UNOCHA has not mentioned terrorism as a challenge, Macrae and Harner (2003a) argue that there is a global war on terror, besides in recent times Kenya has been a victim of

terror attacks that have resulted in the deaths of hundreds of people at different incidences. Some of the key terror incidences include, Dusit 2 terror attack in Nairobi in 2019, Garissa University attack in 2015 in North Eastern Kenya, the Westgate terror attack in Nairobi in 2013 (Onuoha, 2013) as well as Post-Election Violence in 2007/2008. These conflicts and natural disasters have led to organizations in disaster relief re-designing humanitarian aid projects implementation to respond well to the disasters.

### **1.1.1 Implementation of Humanitarian Aid Projects**

Humanitarian aid projects are designed to save lives of persons in distress in an emergency situation caused by natural disasters or human conflicts (Sphere Project, 2011). The magnitude and complexity of the contemporary emergencies require advanced approaches and technologies to address them. OECD (1999) explains that effective implementation is the threshold that activities are able to achieve expected output to achieve desired outcome. Timeliness during implementation of humanitarian aid projects is a particularly important factor to reduce prolonged suffering after a disaster strikes. For these services and relief goods to reach persons in distress on a timely manner there is need for close collaboration with the private sector. This study focuses on three areas of engagement: humanitarian Logistics (HL), Humanitarian Financing (HF) and Humanitarian Technology (HT) to improve Implementation of Humanitarian Aid Projects (IHAP). There is need for timely and appropriate response to disasters in-order to have desired results and after money is spent on the implementation of humanitarian aid projects there is need to have evidence of aid delivery (OCHA, 2012). Drifmeyer and Liewellyn (2014) also asserted that there was need for collaboration among the stakeholders including NGOs, the Private sector among others during the implementation in-order to improve the results. More often than not when private

sector actors are engaged they contribute in achieving the output and impact of the humanitarian aid projects. This helps the stakeholders to be convinced about the implementation as there is evidence to support claim of anecdotal information. Mazurana, Bonelli, Gupta and Walker (2011) noted that humanitarian decisions were sometimes based on poor information and are anecdotal rather than evidence driven. This is due to the nature of the emergency of the situation during disasters. Therefore if the Private sector can be engaged it could help in ensuring that the humanitarian aid projects succeed (Kraft, 2015). Private sector engagement in implementation of humanitarian aid projects has the potential to improve the situation when disasters happen as they have the resources and expertise to respond and give support. Interdependency of different stakeholders during implementation of humanitarian aid projects is inevitable as there is immediate urge to ensure lives are saved. According to Gizelis and Kosek (2005) it is important that the community is given a chance to participate in helping the persons in distress, as this makes them own the project contributing to better implementation during disasters.

### **1.1.2 Private Sector Engagement**

Engagement by the private sector has been instrumental in improving implementation of humanitarian aid projects during disasters locally and globally (Benedek, 2014). Several Researchers (Hoxtell, Norz, and Teicke, 2015) argue that there is a burgeoning of new technologies and fresh ideas in humanitarian aid which offer new perspectives in implementation of humanitarian aid projects. One such perspective is engaging the Private sector during disasters in order to support more persons in distress and respond to the overwhelming needs of emergencies. Even though the Private Sector has been playing a great role in humanitarian aid project implementation during disasters, they have hardly been

recognized as key players in the Humanitarian sector. However recently this has been changing and private sector is getting more and more engaged. Zyck and Kent (2014) argue that these relationships between Humanitarian Organizations and the Private sectors can be both voluntary and collaborative where participants agree to work together to achieve a common goal. Bendell and Muphy (2010) argue that where there is mutual agreement partners share risk, benefits as well as responsibilities. Therefore private sector teaming up with the humanitarian sector combines efforts and achieves humanitarian gains. These gains benefit persons in distress during disasters for instance, creating innovative products, processes and services that improve efficiency, effectiveness and quality of aid (Ramalingam, Scriven and Foley, 2009). This research focuses on three key roles of Private Sector engagement that influence implementation of humanitarian aid projects: humanitarian logistics, humanitarian financing and humanitarian technology.

#### **1.1.2.1 Humanitarian Logistics**

Humanitarian Logistics is one of the core tasks in humanitarian aid projects implementation, as supplies need to be sourced, transported and delivered timely to the persons in distress. According to Thomas and Kopczak (2005) Humanitarian Logistics involves proper planning, implementing activities and proper control of cost and relief goods storage. Information from key stakeholders, well-functioning equipment and materials should be in place for purposes of alleviating suffering of the persons in distress. Benita, Beamon and Balcik (2008) asserted that at the onset of a disaster, whether natural or man-made, demand for humanitarian goods and services is unpredictable. It is not possible to know the time a disaster will take place, at which location or the scale of damage it may cause. Also Kovacs and Spens (2011) argue that unlike in business environments these humanitarian operations are done in destabilized

infrastructures and uncertain situations with the ultimate goal of saving lives in distress. According to Wassenhove (2006) some of the key functions of humanitarian logistics are; Transporting goods and passengers, distributing goods, procurement of relief goods, delivery of information, and warehousing or storing relief items during disasters. These show that there are a number of activities that must be done for effective delivery of relief goods to save lives of persons in distress. More often than not, the speed of responses to a disaster depends on the ability of an agency to procure, transport and deliver relief goods. Benini (1997) argues that humanitarian logistics involves the ability of agencies and corporations to manage the flow of activities between the helper and the helped in order to reduce the suffering. Organizations in disaster relief are looking for more efficient and effective solutions to timely implement humanitarian aid projects during a disaster in order to save lives and the humanitarian logistics ensure quicker implementation of humanitarian aid projects. As such humanitarian logistics in implementation of humanitarian aid projects is critical.

### **1.1.2.2 Humanitarian Financing**

Humanitarian financing has continued to shrink and is overwhelmed by the ever growing humanitarian needs. The shortage of humanitarian funding from international donors and the governments has necessitated a call for private financing to be able to address the needs of persons in distress. These funds have been raised through philanthropic contributions from individuals and corporate companies through the Corporate Social Responsibility (CSR). Recently the private sector has been playing a great role in funding humanitarian projects. Altinger and Totella (2007) in the research on the Private Financing of humanitarian action found out that Private sector play a big role in humanitarian aid projects implementation even though their funding flow is volatile. There are institutional mechanisms such as partnering

with Organizations in disaster relief to better understand how Private Sector financing can benefit humanitarian donors and recipients. This means that there will be more engagement by the private sector in the future. Stoianova (2013) argues that even though Private sector funds humanitarian aid projects there lacks consistent reporting on income and expenditure of Private Sector financing. This lack of reporting or maintaining records can distort the information on the role played by the Private sector in funding implementation of humanitarian aid projects. Due to ever increasing humanitarian needs there is need for continuous humanitarian financing to ensure lives are saved when a disaster happens.

### **1.1.2.3 Humanitarian Technology**

Humanitarian transformation through technology is real today. These new developments in humanitarianism affirm that, humanitarian aid project implementation is changing in the post-modern times, in areas of crises mapping and humanitarian response (Read, Taithe and Mac Ginty, 2016). Most of these new technologies are offered by the private sector to improve effectiveness and efficiency of implementing humanitarian aid projects. Some of the technology benefiting the humanitarian sector includes the use of cell phones, biometric identification, geospatial technologies as well as platforms on social media. Another helpful technology is the virtual distribution by use of mobile money, e-transfers, credit cards and other payment systems (Ramalingam, Scriven, and Foley 2009). The technology is improving response in emergencies and providing resource mobilization to enable wider and more effective coverage of emergencies. Meir (2011) researched on the impact of new Information Communication and Technology on humanitarian sector, volunteer networks have been good source of digital information on disasters, making a great shift in humanitarian operations. This is changing in the sense that before application of this technology the aid workers had to



visit the site physically in order to know the level of crises, risking their own lives. In recent times the communities in distress are able to utilize technologies for example mobile phones and internet services at the location of a disaster for quicker and better humanitarian intervention by aid workers.

### **1.1.3 Organizational Culture**

Organizations carry along useful culture that is transferred from one generation to another for adaptation and survival, this is termed as organizational culture as argued by (Denison, 1990). Hofstede (2011) recognized culture as collective programming of the mind while Schmitz (2014) argued that culture was a complicated pattern of ideas and observable manifestations that needed to be reinforced, respected and rewarded. Jones (2010) and Schein (1992) argue that organizational culture is a set of distinct norms and values that guide agencies, institutions and companies. These cultures are moulded to fit specific sector, business and performance, and the staffs that join such bodies are obliged to go by the existing cultures in order to maintain their look and interests.

Denison (1990) asserts that while some aspects of organizational culture are visible others are invisible. For instance way of dressing and behaviour of staff are visible while honesty and being ethical are invisibles. While there are many other beliefs, norms and values in organizations in disaster relief, this study will concentrate on humanitarian principles that guide implementation of humanitarian aid projects: Humanity, Impartiality, Neutrality and Independence. Principle of humanity constitutes of treatment of persons in distress ensuring everyone is treated with dignity. Principle of impartiality is non discrimination in regard to race, political affiliation or religion. Principle of Neutrality means not taking sides in hostilities and that each side is treated in a neutral manner. Lastly is principle of

independence which means autonomy, authority to self-govern without coercion. Even though there are other aspects of organizational culture that can moderate the relationship between private sector engagement and implementation of humanitarian aid projects, humanitarian principles appear promising as they are globally recognized and utilized in humanitarian contexts. Hilhorst and Schiemann (2002) argued that humanitarian principles also operate in organizational culture patterns and they not only work in regulating humanitarian activities but they also motivate aid workers. Principles in classical organizational thinking precedes policy which in turn precede implementation. Needless to say principles are declared by the founders or trustees of organizations. These principles are translated to policy and staff apply them during implementation. For humanitarian principles they originate from International Federation of the Red Cross founded in 1919 (Gatignon and Wassenhove, 2010). According to OCHA (2012) these principles are central to maintaining and establishing access to persons in distress. It is important to promote and ensure compliance to principles for management and implementation of humanitarian aid projects. According to Jones (2010) organizational culture can be applied to increase effectiveness in organizations, as it curtails certain behaviour in organizations.

Private sector companies are increasingly getting engaged in humanitarian aid and as such there is need to know their ability and willingness to comply with humanitarian principles as they venture in humanitarianism. Denison (1990) argues that organizational culture has the power to influence how organizations react to changes in business environment. Private Sector is traditionally known as for profit organizations and one of its key motivators is profit. They have the CSR as a philanthropic way to respond to humanitarian needs during emergencies. Reith (2009) asserts that there are three drivers to private sector engagement in disaster relief; internal ethical drivers which have to do with voluntary work, external

stakeholder drivers which have to do with reputation and societal corporate drivers which have to do with CSR. However, the private sector sometimes has aims distinct from and sometimes conflicting with humanitarian actors (Betts and Bloom, 2014). It has remained a controversy whether the private sector can comply with principled aid during implementation of humanitarian aid projects. Hilhorst and Schiemann (2002) in their research on humanitarian principles and organizational culture examined the principles in the eye of the humanitarian worker in their everyday practice, and observed that principles can be negotiated in working arrangements and in the code of conduct, the way they are translated affects practice. They also observed that owing to the political volatile contexts and emergency character, humanitarian aid is not very conducive to standardized practice.

## **1.2 Statement of the Problem**

Over the past decade, humanitarian crisis have doubled and continue to rise increasing humanitarian need. According to Urquhart and Tuchel (2018) there were millions of people who were in need of humanitarian aid in 2017, approximately 7.6 million people in Southern Sudan, 6.7 million people in Somalia and 5.6 million people in Kenya. Conversely, the implementation of humanitarian aid projects in Kenya continues to be faced by difficulties. This can be attributed to untimely implementation of humanitarian aid projects by NGOs in disaster relief after the onset of natural disasters or human conflicts. This is often due to lack of access to humanitarian logistics expertise and transportation means, humanitarian financing and funds insufficiency as well as poor humanitarian technology or failure to apply it. Humanitarian logistics is faced by lack of recognition, performance measurement, professional expertise and inadequate technologies. On the other hand humanitarian financing suffers from poor resourcing and availability of funding resulting in aid workers

choosing which lives to save and which lives to let go yet. Organizations in disaster relief have remained laggards in adopting humanitarian technology which has potential to adversely affect implementation. Kenya Vision 2030 Mid Term Plan II on aid effectiveness has laid down implementation framework requirements for effective aid to be achieved. The National Disaster Operation Centre (NDOC) under the Ministry of Interior and Coordination of National Government is expected to ensure better humanitarian projects are implemented after a disaster takes place. However they have faced challenges due to increasing disasters resulting in thousands of persons in distress who need assistance.

Injecting the Private Sector expertise in humanitarian logistics, financing and technology can help improve disaster response. Critics argue that this engagement may compromise the organizational Culture of NGOs in disaster relief specifically, principles of humanitarian aid which are humanity, impartiality, neutrality and independence. Zyck and Kent (2014) argue that in engaging the private sector, there are opportunities as well as constraints, but these constraints can be overcome. Failure to engage the private sector may result in Organizations in disaster relief becoming less relevant as their ability to respond to disasters and conflict continues to diminish due to overwhelming needs and increasing disaster frequencies. Addressing disasters is critical to a country's development, as crises immediately disrupt the ability of a country's continuity in engaging in economic development. As such this research is timely and relevant and seeks to close the gap in research by establishing the influence of private sector engagement, organizational culture and implementation of humanitarian aid projects in NGOs based in Nairobi Kenya.

### **1.3 Purpose of the study**

The purpose of this study is to examine how private sector engagement influence implementation of humanitarian aid projects and how organizational culture moderates the relationship between private sector engagement and implementation of humanitarian aid projects by Non Governmental Organizations based in Nairobi County in Kenya.

### **1.4 Objectives of the study**

The study was guided by the following research objectives

- i. To determine the extent to which humanitarian logistics influences the implementation of humanitarian aid projects.
- ii. To examine the extent to which humanitarian financing influences the implementation of humanitarian aid projects.
- iii. To examine the extent to which humanitarian technology influences the implementation of humanitarian aid projects.
- iv. To assess the extent to which the combined Private sector engagement influences the implementation of humanitarian aid projects.
- v. To establish the moderating influence of organizational culture on the relationship between private sector engagement and implementation of humanitarian aid projects.

## **1.5 Research Questions**

The study sought to answer the following research questions:

- i. To what extent does humanitarian logistics influence the implementation of humanitarian aid projects?
- ii. To what extent does humanitarian financing influence the implementation of humanitarian aid projects?
- iii. To what extent does humanitarian technology influence the implementation of humanitarian aid projects?
- iv. To what extent does the combined private sector engagement influence the implementation of humanitarian aid projects?
- v. What is the moderating influence of organizational culture on the relationship between private sector engagement and implementation of humanitarian aid projects?

## **1.6 Research Hypothesis**

1. H<sub>1</sub>: Humanitarian logistics significantly influences the implementation of Humanitarian aid projects.
2. H<sub>1</sub>: Humanitarian financing significantly influences the implementation of humanitarian aid projects.
3. H<sub>1</sub>: Humanitarian technology significantly influences the implementation of humanitarian aid projects.
4. H<sub>1</sub>: Combined Private sector engagement has a significant influence on the implementation of humanitarian aid projects

5. H<sub>1</sub>: Organizational culture moderates the relationship between private sector engagement and the implementation of humanitarian aid projects.

### **1.7 Significance of the Study**

The study could benefit practitioners, policy makers, regulators and beneficiaries. The following is how the study might benefit the aforementioned; practitioners who include organizations in disaster relief might benefit from the study by applying humanitarian logistics, financing and technology as suggested by the study, to establish whether this could improve their implementation of humanitarian aid projects during disasters. Policy makers who include United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA), National Disaster Operation Center (NDOC), and National Drought Management Authority (NDMA) could benefit by utilizing the findings of the study to revise existing policies or create new ones in efforts to solve challenges during disasters. Last but not least the findings of the study could benefit the beneficiaries who are the persons in distress during emergencies. This could enable quicker access to relief goods and services, well-funded and technological compliant humanitarian responses after the onset of a disaster. In relation to organizational culture the study could benefit the Organizations by affirming existing values to ensure compliance to fundamental humanitarian principles. Besides, this research is expected to significantly contribute to the existing debate on private sector engagement, organizational culture and implementation of humanitarian aid projects.

### **1.8 Limitations of the Study**

Several limitations were evident in this study. Primary limitation of the research design utilized is that it depended on the co-operation and honesty of participants, which could, in

part, affect the findings of the study. To ensure optimum cooperation and honesty when responding to the research instruments, the researcher explained the importance of the study, the need for honest answers, and guaranteed confidentiality of the respondents. Also the study was cross sectional and as such the long term effect of the study variables could not be established. Another limitation was that the coverage area was wide and sometimes the employees were out of the office as such the data collection process was not as fast as anticipated. To overcome this challenge the researcher increased budget and time allocated for data collection as well as number of trips to the data collection sites.

### **1.9 Delimitations of the study**

This study confined itself to Non Governmental Organizations in disaster relief also referred to as humanitarian organizations based in Nairobi County Kenya. This is because most of the organizations headquarters are based in Nairobi and also that is where the implementation decisions are made. The research concentrated on implementation of humanitarian aid projects that are short term to assist persons in distress who are victims of natural disasters, wars, terror or famine because they are hardly hit when disaster strikes. There were several principles under organizational culture in the literature however this study concentrated on the four fundamental humanitarian principles which are; principle of humanity, impartiality, neutrality and independence, outlined in the conceptual framework, mainly because they guide humanitarian aid response globally. The scope of this study was guided by the fact that humanitarian actors could be interested in the findings from this research to enhance the private sector engagement in implementation of humanitarian aid projects. However generalization should be done with caution.



### **1.10 Basic Assumptions of the study**

The study assumes that Private Sector engagement and organizational culture influences the implementation of Humanitarian Aid Projects managed by NGOs in disaster relief.

### **1.11 Definition of Significant Terms used in the study**

**Private Sector Engagement:** It is an activity that aims to engage the private sector for humanitarian aid results. This involves active participation of the private sector in humanitarian organizations through informal collaborations or more formalized partnerships. This engagement can occur in any sector for instance health sector, education sector, agricultural sector or service sector. Through private sector engagement the players can benefit from each other's assets, connections, expertise, creativity or innovations to achieve mutual beneficial outcome. In this study the researcher focuses on private sector engagement in humanitarian logistics, humanitarian financing and humanitarian technology.

**Implementation of Humanitarian Aid Projects:** This is the process of putting a decision or a plan into effect. Humanitarian aid activities involve carrying out short term activities proposed in the plan with aim to achieve project objectives and deliver results and outputs given inputs. Its success depends on many internal and external factors in order to save lives after a natural disaster or man-made disaster such as war, terror, and violence or famine takes place. In this study implementation of humanitarian aid projects was examined given humanitarian logistics, humanitarian financing and humanitarian technology and was measured using the following indices: timely implementation, wider humanitarian coverage, improved efficiency, increased coherence and appropriateness of intervention.

**Private sector engagement in Humanitarian Logistics:** Humanitarian Logistics is the process of planning for unpredictable disasters and human conflict that result in unpredictable demand, supplies, and funds, scale of disaster as well as location of the disaster. In order to save lives in this situation there is need for speed and efficacy ensuring timely procurement, transportation and distribution of relief supplies. For this study humanitarian logistics is measured in terms of accessing relief goods, transportation of relief goods, agility and preparedness to respond to disaster.

**Private sector engagement in Humanitarian Financing:** Humanitarian financing is the provision of financial resources to finance humanitarian needs after onset of a disaster. Finances are sourced from different potential donors including United Nations, International organizations as well as foreign governments. Private financing includes money from companies, foundations and individuals. For this study the researcher will measure Humanitarian Financing in terms of; sufficiency, diversification of sources of financing, strategies in financing and accessibility to funds.

**Private sector engagement in Humanitarian technology:** The study acknowledges that the definition of technology is very broad and that humanitarian aid projects implementation has always been facilitated by technology as basic as pen and paper. Humanitarian innovation is a way of potentially transforming humanitarian aid through existing technology in order to save lives in distress. For this study the humanitarian technology refers to application of technology to improve the quality of emergency preparedness, response, recovery and efforts to restores livelihoods after disaster. Humanitarian Technology is an emerging domain that has largely concentrated on the use of social media, cash cards, digital foods, digital resource mobilization, crisis mapping and crowd sourcing among others. For this study the researcher

utilized these indicators to examine influence of Humanitarian Technology on implementation of humanitarian aid projects: humanitarian innovation, use of communication technologies, digital fund mobilization and digital humanitarian response.

**Organizational Culture:** Organizational culture is shared values, principles, beliefs and norms by an organizations, institution or agency. These are passed from one generation to another for survival and adaptation through continuous organizational learning and behaviour. For this study the researcher will measure humanitarian principles in terms of ; Principle of Humanity, impartiality, neutrality and independence..

### **1.12 Organization of the study**

The study is organized into five Chapters where: Chapter one has given a comprehensive introduction, the statement of the problem, study objectives, research questions and research hypothesis that guides the study. It has further provided the limitations and delimitations of the study and defined key terms used in this research. Chapter two explores the literature review in the context of Private Sector Engagement and implementation of humanitarian aid projects. Specifically on humanitarian logistics and implementation of humanitarian aid projects, humanitarian financing and implementation of humanitarian aid projects and humanitarian technology and implementation of humanitarian aid projects, further the literature has examined the organizational culture and specifically the humanitarian principles. Theoretical framework has been discussed, a conceptual framework developed, a summary of the reviewed literature and gaps in knowledge have been discussed.

Chapter Three has provided the research methodology that was applied to attain the results of the research. The chapter focuses on research paradigm, research design, target population,

sample size and sampling procedure, methods of data collection, validity and reliability of research instruments, methods of data analysis, operationalization of variables and ethical issues. Chapter Four focuses on data analysis, presentation, interpretations and discussions and lastly Chapter Five focuses on study summary of findings, conclusions, recommendations, areas for further research and contribution to knowledge.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This Chapter has empirically reviewed existing literature on Private Sector Engagement, Organizational culture and implementation of humanitarian aid projects. The literature reviewed is classified in sub-headings as per the objectives of the study. The researcher has then anchored the study on three theories; theory of change, diffusion of innovation theory and Logistics theory. Further a conceptual framework has been developed to demonstrate the relationship between the independent, dependent and the moderating variables. From the literature reviewed the study has then critically examined gaps in knowledge.

#### **2.2 Implementation of Humanitarian Aid Projects**

This study has critically examined the existing literature on the topic as argued by Bryman (2015) literature review is an integral part in any research as it enables the researcher to gather more information about the topic under study. Organizations in disaster relief have been struggling to achieve the required threshold in saving lives when implementing humanitarian aid projects and this has called for other actors including business partners in the private sector and governments (OCHA, 2012). A study done by Ramalingam et.al (2009) on change in humanitarian organizations since 1990s found out that the speed and scale of change in the external world force humanitarian organizations to make continuous change in order to remain effective in fulfilling their mandate of humanitarian response. The Private sector contributes to achieving implementation threshold by providing better, quicker services and quality products including utilization of high technology to achieve desired

goals. Collaboration therefore helps in evidence based aid that informs project design, resourcing, accountability and delivery of programmes. Project results are derived from cause and effect relationships, the changes can be output, outcome and impact. Notably the project changes can be positive or negative, intended or unintended. Similarly, humanitarian implementation starts with inputs, activities and finally outputs that culminate in each project outcome. The persons in distress are then able to give feedback utilized as a strategy to achieve desired goals. Hence, Private sector engagement and implementation of humanitarian aid projects goes through a process that has given feedback on humanitarian aid projects implemented depicting that the Private sector has the potential to bring about change in the way humanitarian projects are implemented, increasing funding, coverage, timeliness and giving more appropriate support.

Project implementation has been a challenge Barnett (2005) argued that before the 1990s few Organizations in disaster relief measured the consequences of their implementation, assuming that their mere provision of assistance was evidence of their good results. According to Hilhorst (2002) Organizations in disaster relief have different approaches to quality of aid and no single definition has been agreed upon, this could be attributed to rivalry and politics within Organizations in disaster relief. The private sector is clear on the quality of their services which are also measurable and in contrast Organizations in disaster relief face a big challenge in saying what quality is and what it is not. Even though there were different levels of controls in the form of formal checks on management and finance imposed by donors it did not guarantee quality implementation. Emphasise on evidence based aid has been demanded by donors to help them know how their money is spent. The perception of beneficiaries on the crisis affected areas also matter in determining implementation of aid actors however Dijkzeul and Wakenga (2010) argued that this perception can differ

considerably between local authorities, agencies and beneficiaries in terms of need based aid. In Kenya there are several disasters including drought, famine, floods to name a few as mentioned by Zyck and Kent (2014) just like other countries Kenya is a recipient of aid money to address humanitarian needs. The Vision 2030 is Kenya’s blue print that aims to transform the economy to become globally competitive and prosperous by offering quality life to its citizens. The Second Mid Term Plan of vision 2030 has laid down implementation frameworks requirements for effective aid to be achieved. It is important to address disasters because they have the ability to destabilize economies hindering development. Table 2.1 shows some of the disasters that have taken place in Kenya.

**Table 2.1 Chronology of disasters in Kenya**

<b>Year</b>	<b>Disaster</b>	<b>Effect of the disaster</b>
2019	Dusit D2 terror attack	Death of 21 people
2018	Solai deadly floods	Death of 45 people washed away by floods from an agricultural dam
2015	Garissa University terror attack	Terror attack at Garissa University with 147 casualties
2015	Cholera outbreak	Cholera outbreak in 21 counties with 6529 cases reported
2014	Lamu terror attack	Lamu terror attack at Mpeketoni village with 50 casualties
2013	Nairobi Westgate terror attack	Terror attack at a Nairobi Westgate shopping mall with 69 casualties
2011	Drought and famine in Kenya	Widespread across the country and the Horn of Africa
2007/08	Post Election Violence	Conflict across the Kenya

Source: Author, 2019

There have been immense challenges in responding to disasters resulting to hundreds of victims dying and there is a need for improvement in the way humanitarian aid projects are implemented when a disaster happens. For aid implementation to be effective those delivering aid need to be conversant with the script of effective aid, Drifmeyer and Liewellyn

(2014) study on ‘towards more effective humanitarian assistance’ determined that the influence of one experience, education and training in humanitarian assistance is key to determining what is considered effective. Proper tools and techniques when delivering aid are also integral to better implementation of humanitarian aid projects. Engaging the private sector that is rich in expertise and knowledge contributes to improving response during disasters. It is important that implementation can be measured and be verified by different stakeholders including those receiving aid and this is often done using international standards outlined in the Sphere project as argued by Hilhorst (2002). Implementation of humanitarian aid projects is critical during sudden onset disasters.

### **2.3 The Concept of Private Sector Engagement**

Private sector Companies have been engaged in implementation of humanitarian aid projects during disasters or conflicts over the years. Little research has been done on private sector engagement in implementation of humanitarian aid projects; and most information exist in grey literature, opinion pieces and NGO reviews and reports. Globally there have been disasters requiring attention from both the humanitarian and private sector due to their magnitude and frequency that overwhelm Organizations in disaster relief (Binder and Witte, 2007). Nagurey (2012) argues that the Tsunami disaster in 2004 and the Haiti earthquake in 2010 benefitted from engagement by the private sector companies who were heavily involved in helping the persons in distress with water, food, shelter and even tracing the victims locations. In recent times the trend has continued; in 2014 Ebola Outbreak Ebola Private Sector Mobilization Group (EPSMG) group was formed in West Africa to support the victims and in 2011 in the Japan triple disaster the case was similar. These examples confirm that, though not widely recognized, the private sector has often supported persons in distress



during disasters and it is important that these engagements are enhanced for better implementation of humanitarian aid projects. There have been efforts by UN OCHA, World Economic Forum, UNPACT, Business initiatives to bring together private sector companies in disaster relief and the effort has been fruitful as we have more and more engagement by the private sector.

This concept has also been witnessed in Kenya during disasters, in 2011 drought, Kenyans 4 Kenya Initiative by Local communication companies and social media engaged in raising funds to support drought victims. Similarly, these philanthropic engagements have been witnessed in other disasters including Kenya Post Election Violence 2007/2008, 2013 Westgate terror attack, 2015 Garissa University terror attack and Floods in 2018. This demonstrates that the Private Sector is no-longer by-standers in humanitarian situations but active responders. Their engagement however, according to KEPSA (Kenya Private Sector Alliance) and OCHA, have been ad-hoc and/ or short term (KEPSA, 2016; OCHA, 2016).

The concept of private sector engagement in humanitarian aid projects has been discussed and practised for many years, however the private sector has not been considered as a key player in humanitarian aid until recently due to the existing differences in mandate, practices, principles and values within the two sectors. For instance while Organizations in disaster relief engage in humanitarian project implementation as core to their work, the Private sector gets engaged as a business strategy (Zyck and Kent, 2014).

As a perceived new player in humanitarian aid, there are controversies on whether the Private Sector has the ability to apply humanitarian principles, philosophies and practices. Also because within Organizations in disaster relief there are various interpretations of fundamental humanitarian principles that have been experienced (Scott, 2014). Critics argue

that increased engagement by Private Sector may serve to weaken the application of Humanitarian aid principles and practices (Hopgood, 2005). However, supporters of business companies' engagement recognize that there is potential to make humanitarian aid projects implementation more efficient and effective by the value they add in providing logistics, financial support, expertise and technology. In contemporary humanitarianism, the humanitarian and private sectors differ in many crucial aspects, including: mission, principles, procedures, motivation among other aspects. But enforced theory of cooperation argues that even with these differences, strong partnership is possible to improve effectiveness of implemented humanitarian aid projects.

The concept of Private Sector engagement has been motivated by a concern to alleviate suffering of persons in distress during disasters and conflicts. This desire to do well is leadership driven and underlying philanthropic motivators, but it is also reflective on CSR as corporate agencies look to shape their brand image (Drummond and Crawford, 2014). This is because developing an emotional bond with a community resonates with a company's integrity. Businesses are now getting involved in developing innovation social enterprise models as identified by (Zyck and Kent, 2014). This is because almost all the time humanitarian response is short term in nature but many effects are long lasting. Table 2.2 show the chronology of engagement by the private sector over the years.

**Table 2.2 Key humanitarian events**

<b>Year</b>	<b>Event</b>	<b>Key Activity</b>
2016	HPPP Launch in East Africa	Humanitarian Private Sector Partnership Platform (HPPP) brings together private sector, humanitarian NGOs, and government to pool resources and expertise and create sustainable partnerships to respond to disasters
2014	EPSMG	Ebola Private Sector Mobilization Groups formed to support Ebola victims in West Africa
2011	Kenyans for Kenya Initiative (K <sub>4</sub> K)	Mobile banking and social media platforms raising money for drought affected
2001	Global Development Alliance	Global Development Alliance Launch as an innovative Public Private alliance model bringing together USAID, strategic partners and private businesses
2000	Satellite surveillance	Major space agencies agree to allow countries affected by disasters to gain access to satellite data free of charge. Also, relief efforts make increasing use of the Global Positioning System and geographic information systems (GIS).
2000	UN Global Compact	UN Global Compact launched at World Economic Forum in Davos meeting

Source: Author 2019

From Table 2.2 there has been efforts of engagement since the year 2000 of engaging the private sector in order to improve response. The concept of private sector engagement in humanitarian aid project implementation is set to enrich Organizations in disaster relief contributing to effectiveness. OCHA (2016) argues that it is possible for Organizations in disaster relief to implement more focused and efficient humanitarian projects through collaborations with Private sector companies. For instance agencies like Oxfam Great Britain are supporting engagement of the private sector through long term partnership (Walker and Pepper, 2007). This support has enabled their organization to improve the implementation of their projects in different parts of the Country. Notably, if other organization can follow their example then they can offer better support and save more lives in distress. The concept of private sector engagement seems to be improving the implementation of humanitarian aid projects.

## **2.4 Humanitarian logistics and implementation of Humanitarian Aid projects**

The private sector has been engaged in humanitarian logistics during disasters and conflicts. Thomas and Kopczak (2005) define Humanitarian Logistics as the process of planning, implementing, controlling cost effective flow and storage of relief goods and materials for purpose of alleviating the suffering of persons in distress. It encompasses a range of activities including, planning, preparedness, procurement, transportation, tracking and tracing as well as warehousing. Unlike business environment as argued by Oloruntoba (2006) inventory is attached to a particular destination from source which Kovacs and Spens (2011) asserts that humanitarian logistics struggle with destabilized environment such as destruction of infrastructure, illegal road blocks and checkpoints among others making it difficult to access disaster site.

Since most disasters are unpredictable so are demands for supplies, timing, location and scale of disaster (Benita, Beamon and Balcik, 2008). Humanitarian logistics also struggles with poor coordination by agencies during the onset of disasters. Humanitarian logistics is one of the key activities that take place during onset of a disaster, according to sphere standards immediately after a disaster takes place people in distress need healthcare, food, water, shelter and other life supporting basic needs. Akhtar, Marr and Garnevska (2012) argue that due to lack of means of transportation and expertise in moving relief in a timely manner, more often than not Organizations in disaster relief involve the private sector to deliver goods and services. A study done by Walton, May and Haselkorn (2011) on factors affecting experience of speed in humanitarian logistics found out that experience of speed was more often comparative and communication between the helper and the helped hastened the logistics process. Intrinsically humanitarian logistics contains need for speed in-order to save

lives (Kovacs and Spens, 2011). During disasters and conflicts there is need to save lives faster, as asserted by Walton, Mays and Haselkorn (2011) during disasters, time is more important than cost and speed is universally valued, based on the premise that victims in distress cannot wait and humanitarian aid projects must be implemented as soon as possible. NGOs in disaster relief therefore always seek to strike a balance between speed and cost in their supply chain. However, some scholars like Murray and Clarke (2008) emphasize on immediate, appropriate in terms of need, well organized, timely and effective implementation.

During Tsunami in 2004, the logistics, emergency teams initiated by World Economic Forum (WEF) provided logistics specialists, logistic assets and transportation of relief goods. The private sector committed their services and goods to the disaster relief. For instance, pharmaceutical companies contributed products for free in the aftermath of emergency, Coca-Cola Company in coordination with the government and the NGOs provided bottled drinking water, basic foods, tents, cloths and medicine supplies within a short time after the disaster, collaborating with private sector enabled this fast response (Zyck and Kent, 2014). In 2014 during the Ebola outbreak in West Africa, a coalition of 48 companies formed the Ebola Private Sector Mobilization Group (EPSMG). The group availed major assets and operations, provided direct support for equipment, personnel, funding, logistics, building infrastructure and distribution services as mentioned by (Lai and Simpson, 2016). A study done by Sandwell (2011) on understanding the underlying issues of logistics in humanitarian disasters found out that operational issues encountered in humanitarian logistics were asymptotic of wider issues affecting relief organizations and that if these challenges could be overcome it could lead to effective humanitarian aid.

## **2.5 Humanitarian Financing and implementation of Humanitarian Aid projects**

Humanitarian financing during emergencies is critical because without financial resources it is difficult to meet needs of the persons in distress during crises. In times of disasters and conflicts victims face deaths, despair, danger and destruction, if these problems are not addressed immediately they can get worse. Humanitarian funding is mainly from public fundraising, Governments and United Nations bodies, even though the private sector and foundations fund humanitarian aid projects, Walker and Pepper (2007) argue that it was impossible to discern funding directed to humanitarian sector. Financing humanitarian crises is critical to a country's development as crises disrupt immediately the ability of a country's continuity in engaging in economic development projects (Scott, 2015). Since the year 2000 humanitarian funding has continued to grow exponentially, Walker and Pepper (2007) assert that humanitarian cost increased by 660% rising from US \$ 1.9B in year 2000 to US\$18.6B in year 2015. This is over the period of the Millenium Development Goals (2000-2015).

Even with these seemingly big figures, humanitarian needs have been increasing making it difficult to fully support persons in distress. More often than not humanitarian crises remain unfunded, underfunded and sometimes forgotten (Scott, 2015). A study done by Scott (2015) on financing in crises; making humanitarian financing fit for the future, found out that there was need for more predictable humanitarian funding due to increasing people in need. In 2014 according to the United Nations humanitarian report, over US\$13 Billion was needed to reach 52 million people in need in 17 Countries. This was just a fraction of life saving humanitarian action provided globally. There are overwhelming needs and shortage of funding creates a vacuum to be filled by Private Sector companies. In some cases due to low funding donors and Organizations in disaster relief are left to choose which lives to save and

which ones to let go and the future livelihoods of many are left in limbo after a disaster. The shortage of humanitarian financing from the organizations both local and international and the governments has necessitated a call for private funding to close the gap of needs by the persons in distress after onset of disaster. These funds have been raised through philanthropic contributions from individuals and corporate companies through CSR. In 2011 there was famine in the Horn of Africa and heavy flooding in Pakistan and Central America leading to economic crisis in the International Aid budget. The United Nations (UN) appeal reported that there were very many needs and only a few were addressed due to low funding. On a study done by Walker and Pepper (2007) on analysis and review of the state of humanitarian funding found out that research focus on ability of humanitarian funding to meet humanitarian need and that reduced government funding and increasing demand have contributed to an invitation to the private sector to give financial assistance to persons in distress in order to save lives.

According to a study done by Stoianova (2012) on role played by delivery agencies in mobilizing private sector by assessing trends in private funding between 2006 to 2010 found out that private funding has been growing since 2006, as a share of the total humanitarian aid grew from 16% in 2006 to 31% in 2010 and 29% in 2011. This showed that private funding has remained consistent in supporting humanitarian aid activities. However there has been lack of consistent reporting on income and expenditure of private sector funding globally. The private companies contribute funds to UN, Red Cross and the NGOs. Foundations are also supporting the humanitarian work including IKEA Foundation and the Bill and Melinda Gates, Credit Co-operation Swiss Group, ING and the Microsoft Corporation. It is important to note that even though the private sector is contributing a lot, lack of reporting of private

funds contributions to humanitarian needs lead to inaccurate information on private sector engagement in humanitarian financing (Stoianova, 2012). The Table 2.3 shows some sources of financing for humanitarian needs. From the Table 2.3 Business organizations, corporate foundations and trusts have been giving their financial support to Non Governmental Organizations yet a few organization report on the same. Their support demonstrates their interest for collaboration in the sector.

**Table 2.3 NGOs in Kenya Sources of funds FY 2013/2014**

<b>Fund Source Type</b>	<b>Sum of Amount in Ksh</b>
Foreign Government Agency	42,307,118,238.33
Affiliate of NGOs	36,283,315,375.78
NGOs/Foundations/Trusts	20,332,029,206.28
United Nations Agency	9,256,652,290.96
NGOs self generated income	4,280,825,176.17
Individual Donors	3,539,214,412.71
Affiliate FBOs	3,334,178,405.05
Unspecified Sources	2,305,892,195.68
Corporate foundation/trust/business organizations	1,541,005,298.80
Agency of Kenya Government	797,289,817.00
Members/ Directors contribution	637,181,600.76
Research/Academic Institutions	595,349,737.45
<b>Total</b>	<b>125,210,051,754.97</b>

Source, Adopted from NGO Board, (2014)

It is important to note from Table 2.3 that Corporate foundations/trusts and business organizations in 2013/2014 funding level was higher than that of the Agency of Kenya Government demonstrating that they have the ability to get more engaged.



## **2.6 Humanitarian Technology and implementation of Humanitarian Aid projects**

Humanitarian technology has been critical in improving how humanitarian aid projects are implemented during the onset of disasters, much of the technology is sourced from the private sector by the Organizations in disaster relief. In recent times there has been humanitarian transformation through humanitarian technology as disasters are increasing and are more complex in the 21<sup>st</sup> Century than it was in the 19<sup>th</sup> Century. The private sector has been instrumental in innovating creative ways to respond efficiently and effectively to the humanitarian crises caused by natural disasters or human conflict. On the other hand humanitarian sector has little by way of innovation of products and processes (Ramalingam, Scriven and Foley, 2009). Therefore there is need for Organizations in disaster relief to engage the private sector when responding to the ever growing, humanitarian crises; they have had to rely on technology which is becoming a critical component for implementation of humanitarian aid projects.

These technologies have fundamentally altered how humanitarian response is done. Virtual distributions greatly contribute to helping persons in distress in a timely manner, as they do not have to wait for long hours for help to reach them. Cash transfer systems enable the affected population to get food by themselves instead of depending on food from outside their locations (Harvey, 2013). A study done by Sandvick, Jumbert, Karlsrud and Kaufmann (2014) on critical enquiries on the new field of humanitarian technology as applied in humanitarian context found out that humanitarian technology has contributed to reconceptualization of humanitarian space and the relationship between the aid giver and aid receiver. On digital resources mobilization technology, the private sector provides avenues for disaster funds mobilization through the telephone as well as social media. For example,

during the 2011 famine in Kenya there was a Kenyans for Kenya initiative, by the Kenya Red Cross Society. Drummond and Crawford (2014) pointed out that private sector enabled rapid fund raising for the initiative by the Kenya Red Cross where US\$ 8.5M was raised via mobile phones. This technology was offered by Safaricom to raise money using social platforms (Hoxtell, Norz and Teicke, 2015). A study done by Meir (2011) on demonstrating the impact of ICT in humanitarian sector focusing on digital volunteer networks and crisis mapping, found out that crises affected communities were increasingly becoming the source of information changing how humanitarian agencies have been operating. This has enabled crowd sourcing; the process of obtaining online information from a big group of people located at the scene of disaster. It advances humanitarian effort to collect, validate and process information by tapping into the real knowledge and information of persons in needs. For example via short messaging services, Twitter, Face book, WhatsApp or other social media means. In Kenya, Ushahidi open source mapping company pioneered the combination of crowd-sourcing and crisis mapping for humanitarian purpose and it helped focus effort to gain access to persons in distress (Belliveau, 2016). However this information needs to be triangulated and/or verified as it can be open to errors and bias.

On crises mapping and identification technologies, the Haiti earthquake in 2010 was the main contributor to changing humanitarian response (Kovacs and Spens 2007). The private sector brought innovations such as Google person finder system prepared by Google volunteers for response in the Haiti earthquake. Digicel a mobile operator availed its communication data to non-profit initiatives in order to track population displacements in Haiti (Bailey, 2014). This data identified where the displaced people were congregated improving coverage of response. Google also worked with the aerial surveillance company; Geo-eye to take aerial pictures to

assess damage and steer aid to worst hit areas. Another example is 2004 Tsunami where IBM was using technology to track missing persons (Betts and bloom, 2014). Geographical Information Systems (GIS) technology also helps in guiding intervention more effectively for instance, UK Map Action that specializes in satellite earth imaging created real time maps of disaster areas (Stauffacher, Drake, Currion and Steinberger, 2005). A study done by Raymond and Card (2015) on identifying and addressing gaps, challenges and opportunities that face the humanitarian sector as it seeks to apply traditional humanitarian principles to the role ICT plays in the 21<sup>st</sup> Century humanitarian operations, found out that, operationalization of the four humanitarian principles depended on applying traditional humanitarian doctrine to the new operation and organization challenge of ICT. Humanitarian technology has become a game changer in traditional humanitarian response.

## **2.7 Combined Private Sector Engagement and implementation of Humanitarian Aid**

### **Projects**

To enhance the implementation of humanitarian aid projects during disasters there is need to not only engage the private sector in single areas of expertise but in a combination of the three aspects humanitarian logistics, financing and technology. By doing this the Organizations in disaster relief are likely to benefit more from the private sector engagement and as a result help more persons in distress during disasters. Long and Wood (1995) argues that it is possible for organizations in disaster relief to implement humanitarian aid projects that are more focused and efficient through collaborations with the Private sector. Organizations in disaster relief have been struggling with increasing humanitarian needs calling for other actors including business partners to step in and offer their assistance (OCHA, 2016). A study done by Zyck and Kent (2014) on businesses integration within

humanitarian sector found out that there were opportunities for private sector engagement in assisting crisis affected people. Even though there were barriers and constraints they argued that these can be overcome if representatives of organizations, donors and business can cooperate. The Private sector contributes to achieving results after a disaster by ensuring they have proper process, products and services. Private sector engagement has the potential to bring about change in the way humanitarian projects are implemented, increasing funding, the reach, timeliness and giving appropriate aid to persons in distress. A study done by Care (2015) on opportunities on how engaging the private sector can improve humanitarian delivery found out that the changing characteristics of humanitarian aid has brought about potential of private sector engagement to achieve efficient and innovative solutions in humanitarianism.

Organizations in disaster relief sometimes measure their level of assistance by the mere provision of assistance they give to persons in distress (Barnett, 2005). However with the private sector stepping in they provide more measurable indicators to prove evidence of aid through the available technology and expertise. This has contributed to better response to disasters as different organizations have different styles and cultures which are sometimes magnified by rivalry and politics (Hilhorst, 2002). The Private sector is clear on the quality of their services and organizations in disaster relief face big challenges in saying what quality is and what it is not. Even though there were different levels of controls in the form of formal checks on management and finance imposed by donors it did not guarantee quality implementation, there is therefore emphasis on evidence based aid as donors demand to know how their money is spent. The perception of beneficiaries on the crises affected areas also matter in determining how implementation is done. However Dijkzeul and Wakenga (2010) argued that perceptions can differ considerably between local authorities, agencies and

beneficiaries in terms of need based aid. Drifmeyer and Liewellyn (2014) study on ‘towards more effective humanitarian assistance’ determined that the influence of one experience, education and training in humanitarian assistance is key to determining what is considered effective implementation. Proper tools and techniques when delivering aid are also integral to more effective implementation of humanitarian aid projects. Agencies like Oxfam Great Britain are supporting engagement of the private sector through long term partnership (Walker and Pepper, 2007).

## **2.8 Organizational culture, Private Sector engagement and implementation of Humanitarian Aid projects**

Organizational culture influences every aspect of working life in organizations and how they manage changing demands of work environment (Denison, 1990; Jones, 2010). The core identity of organizations and determining employees behavior involves a set of believes, values and behavior (Deal and Kennedy, 1982). According to Lashley and Lee-Ross (2003) organizational culture is related to shared perceptions and responsibilities. It is important to the development of organizations as it enhances working together to reach a common goal and performance. At the heart of Humanitarian aid work are fundamental Humanitarian aid Principles that are important to humanitarian aid projects implementation. These principles are; Humanity, impartiality, Neutrality and Independence. A study done by Jeremie (2015) on how humanitarian principles support humanitarian effectiveness found out that humanitarian principles support and contribute to the effectiveness of humanitarian aid. Applying principles contributed to gaining access, enabling humanitarian agencies to work in proximity to communities in distress. Any actor engaging in humanitarian aid or disaster response is expected to adhere to these key humanitarian principles. According to (Denison, 1990) organizational culture consists of four traits; the first one is involvement of employees in

decision making in day today activities, consistency of organizational procedures, adaptability to change and mission. Involvement and adaptability indicate flexibility, responsiveness and openness and these are strong predictors for growth. On the other hand consistency and mission indicate integration, direction and vision and these are predictors of profitability of the organization.

Organizations in disaster relief when implementing humanitarian aid projects tend to be informed by these Denison traits. However their motivation to be engaged is different given their different business environments and organizational cultures and specifically Organizations in disaster relief have strict obligation to adhere to the humanitarian principles in addition to the Denison traits. As argued by (Betts and Bloom, 2014) the private sector sometimes has aims that are distinct from and sometimes conflicting with those of Organizations in disaster relief. However it is important to note that these differences cannot hinder successful partnerships and culture should never be considered to be an obstacle in business in times of competitiveness. A study done by Djkeul and Wakenga (2009) on perception of externally introduced humanitarian aid found out that perceptions can differ considerably and that how aid is provided can inspire trust by beneficiaries. Organizational policies determine how organizations operate Torjman (2005) as such Humanitarian principles operate within patterns of organizational culture. Humanitarian aid project implementation is expected to be done in compliance with these four key humanitarian principles. First, is the principle of humanity, everyone is human and must be treated with dignity and respected as laid down by the international human rights law (Egeland, 2005). Also, during the onset of disasters the vulnerable persons should not be placed in security compromising situations that could affect or worsen their well-being (Bond, 2002). Second is the principle of impartiality that requires humanitarian response to be based on the

objective criteria of need alone. Hilhorst (2002) argues that for aid delivery to be effective it has to be based on need alone whether delivered by the private or humanitarian sector. Persons in distress should not be discriminated in relation to tribes, political affiliation and absence of subjective distinctions, whether an individual is innocent or guilty, during implementation of humanitarian projects (Pictet, 1979). Implementing humanitarian projects based on need alone ensures even-handedness that minimizes chances of favouritism or corruption (Slim, 1997).

Third is the principle of neutrality that requires humanitarian actors not to take sides in hostilities, the aid workers implementing humanitarian projects need not take sides either for the combatants or non-combatants, and they need not engage in discussion that could lead to confusion to other actors including the beneficiaries. However (Duffield, 1996; Hilhorst, 2002) argue that this is the most controversial principle, with some Organizations in disaster relief taking decisions not to be neutral. Lastly is the fourth principle of independence that requires humanitarian actors not to be compelled by any party during their humanitarian action, humanitarian actors need to independently implement projects without being influenced or coerced by the government or any other authorities. This is because when responding to emergencies they should have freedom of choice to save lives effectively and efficiently. When agencies right to act independently is withdrawn there is a possibility that humanitarian projects being implemented will be negatively affected. For instance combatants such as the Al Shababs may divert aid to areas of their interest meaning that some of the needy persons may never receive aid due to this intentional diversion of relief goods (Mazurana, Benelli, Gupta and Walker, 2011). Charney (2004) emphasises on upholding humanitarian principles during humanitarian aid implementation if NGOs are to be effective. A study done by Hilhorst and Schiemann (2002) on meaning of principles to humanitarian

workers in their everyday lives found out that the difference made on humanitarian principles at the field depends on how workers translate the humanitarian principles and there is need for building organizational capacities. There is need to create a shared vision and clear incentives to help in cases of incongruence in their humanitarian goals (Nelson, Torres and Stibbe, 2012). When organizations with different backgrounds and organizational cultures interact conflict can arise due to structural and operational differences that exist between them creating barriers to their interaction. For instance their values, principles, beliefs, norms and modes of action may be at odds affecting their ability to interact and collaborate. As such organizational culture considerations need to be taken in to account when collaborations are to exist (Hofstede, 2011). It is for this reason that this study is geared towards investigating the extent to which humanitarian principles influence private sector engagement in humanitarian aid projects implementation.

## **2.9 Theoretical Framework**

This study has been elaborated utilizing three theories including; Theory of Change, Diffusion of Innovation theory and Logistics theory.

### **2.9.1 Theory of Change**

Theories of change can be traced back to late 1950 by works of Kirkpatrick on four levels of learning evaluation model (James, 2011). The theory was further expounded by Daniel Stufflebeams Contexts, Inputs, Process, Product (CIPP) and the widely used Logical framework. It is not known when the term was coined but the theory has several contributors including Peter Rossi, Huey Chen, Quinn Patton and Weiss Carol who were evaluation theorists and practitioners. It is Weiss who popularized it in the 1990s when looking at

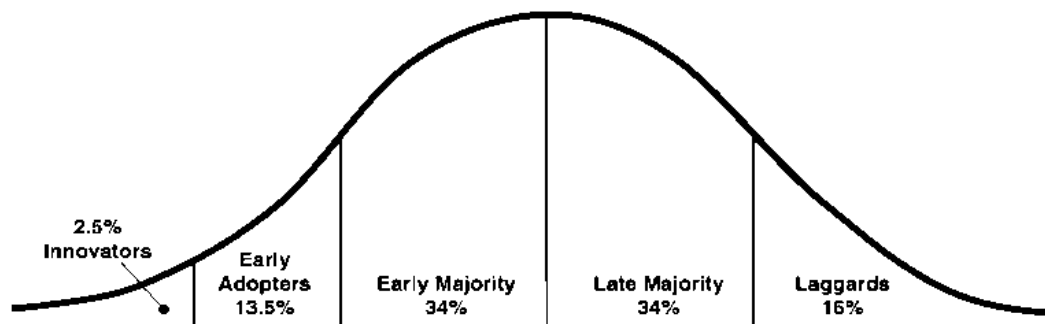


program evaluation. The theory can be traced from a number of academic disciplines including sociology, psychology, environment and political science. The theory of change explains the relationship between a project and expected change in outcome. This study endeavours to examine the influence of Private sector engagement in implementation of humanitarian aid projects. In this study the populations being served are the persons in distress and the suggested strategy for implementation is engaging Private sector in humanitarian logistics, humanitarian financing and humanitarian technology in-order to achieve the desired outcome after occurrence of a disaster. The existing strategies applied by Organizations in disaster relief hinder them from exploiting their potential due to increasing crises and humanitarian needs. Therefore there is a need to apply the theory of change in implementation of humanitarian aid projects and this study has introduced engagement of private sector in the three aforementioned areas. This is in line with Stufflebeam argument of context, input processes and products to bring about change.

### **2.9.2 Diffusion of Innovation Theory**

Innovation in any sector is always viewed as a source of new thinking and change from the normal way of doing things. Humanitarian innovation has brought tremendous change in humanitarian aid. While private sector is regarded as innovators and early adopters organizations in disaster relief are often laggards in adopting changes including technological changes in their sectors regardless of the value they are likely to bring to the sector. According to Ramalingam et.al (2009) innovation focuses on implementation of improved or new products and processes to contribute to effectiveness and efficiency. The concept of diffusion was first studied by sociologist Gabriel Tarde, Friedrich Ratzel and Leo Froberius in late 19<sup>th</sup> century. Diffusion of innovation theory seeks to describe the rate at which new ideas are adopted in different sectors (Dearing, 2009). Diffusion is seen to be in three distinct

phases; presentation of new ideas, acceptance and integration of accepted elements of ideas. Sahin (2006) asserts that statistical and behavioural research on innovation diffusion suggests that preferences to adopt new ideas or products can vary even within a single organization. For instance, in a World Vision case study on Last Mile Mobile Solutions to support field data collection, analysis and management processes in efforts to eliminate duplication during food distributions, the innovation went through several stages. Stage one was recognition stage, invention stage, development stage, implementation stage and diffusion stage (Narhan, Farkas and Maphosa, 2009; Omoto, 2014). On technology acceptance Bagozzi (2007) argue that it depends on the decision on the desired goal, intention of the innovation to be applied and end action desired by an organization. Embracing novelty as demonstrated in figure 1



**Figure 1 Bell curve distribution of types of adopters in the population**

Source: Sahin, 2006

Organizations in disaster relief willingness to accept new innovation range from early adopters to those who accept it far later after being introduced while some drop them all the same. Some Organizations in disaster relief tend to adapt very fast while others tend to weigh advantages and disadvantages before accepting it in their system, as argued by Vinck (2013) managing ethics of data and technology at the field is critical. Also according to Betts and Bloom (2014) a small number of exploitation by innovation could discredit humanitarian

innovation and therefore Organizations in disaster relief are usually cautious in adapting to new technology.

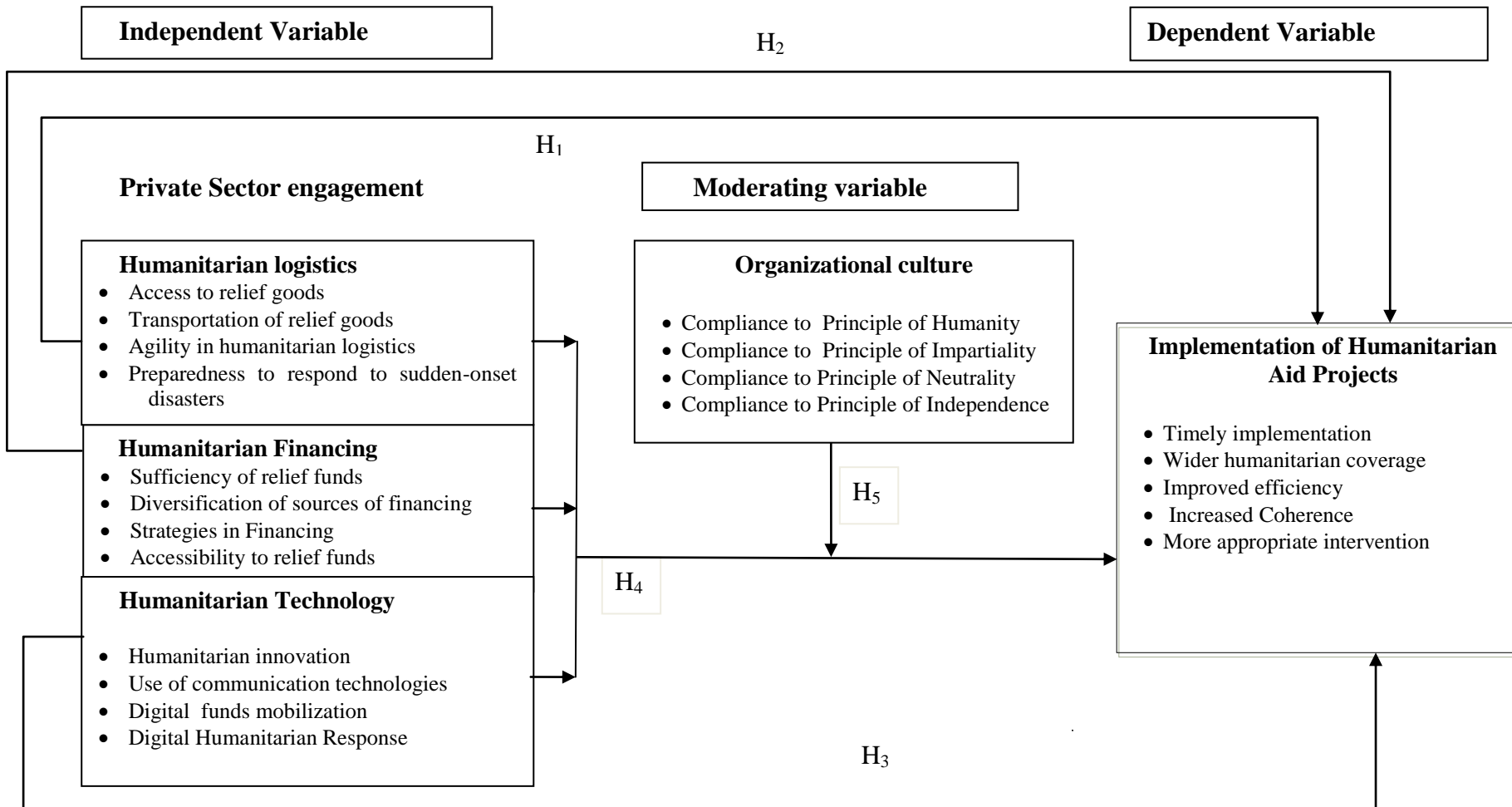
### **2.9.3 Logistics theory**

Logistics is as old as organized warfare it originates from the Greek word Logos and has considerably evolved over time in methods of transportation, new ways of obtaining relief supplies influencing logistics directly. This is one of the reasons why it fits well with this objective on humanitarian logistics. It is a branch of science that has to do with procuring, maintaining and transporting materials, personnel or facilities. Ideal logistics has to deliver items in the right quantities, at the right time and place Wassenhove (2006) adds that in humanitarian logistics speed is given preference over cost as persons in distress cannot wait.

When a disaster happens there is always no much time to prepare and logisticians must respond swiftly and timely to avoid death of masses. Different sources of relief goods from organizations are quickly organized through a process that is clear to the humanitarian aid workers in order to deliver goods efficiently. However humanitarian logistics is further complicated by potential destroyed infrastructure yet there is pressure to save person in distress. Humanitarian Logistics aims to prioritize needs of persons in distress and hence respond within the shortest time possible in order to save lives. The resources must be utilized efficiently even though speed is of more essence than cost of goods (Wassenhove, 2006). Humanitarian Logistics is committed to mitigating suffering of person in distress to the greatest extent possible (Thomas and Kopczak, 2005). Humanitarian logistics and implementation of humanitarian aid projects is anchored on this theoretical framework which comprises of management of different functions and processes in humanitarian logistics.

## **2.10 Conceptual Framework**

The conceptual framework is guided by three variables: one independent variable which is Private sector engagement with three sub-independent variables; Humanitarian logistics, Humanitarian financing and humanitarian technology, one dependent variable which is implementation of humanitarian aid projects and one moderating variable which is organizational culture. Under organizational culture the study focused on Compliance to principle of humanity, impartiality, neutrality and independence. This conceptual framework shows how the dependent, independent and moderating variables are inter-related. The interactions of these variables were further explored and tested to find conclusions of the study. The aim was to find out how these independent variables influence implementation and the extent to which organizational culture moderates the relationship between private sector engagement and implementation of humanitarian aid projects. The conceptual Framework is shown in Figure 2.



**Figure 2 Conceptual Framework on Private Sector Engagement, organizational culture and implementation of Humanitarian Aid Projects**

## **2.11 Summary of Reviewed Literature**

The empirical literature critically examines studies done in relation to the objectives of this study. The summary is organized per study dependent, independent and moderating variables. Torres (2010) asserts that the humanitarian context is rapidly changing and that even veterans in humanitarian aid are evolving albeit slowly. On humanitarian logistics, several scholars agree that it is an emerging field (Heaslip and Barber, 2014; Sandwell, 2011; Totham and Spens, 2011). These studies revealed that humanitarian logistics is under researched and according to Heaslip and Barber (2014) little has been done on cooperation, coordination and collaboration in humanitarian logistics. In order to be timely Organizations in disaster relief have often relied on speedy delivery from the Private sector, mainly because in humanitarian crises speed is highly valued in order to save lives. These findings from past studies reaffirm the importance of further research in humanitarian logistics. Humanitarian crises have remained unfunded, underfunded and sometimes forgotten as argued by (Scotts, 2015).

The trend in financing humanitarian crises has been the responsibility of governments through their foreign policy, public foundations as well as international organizations. However this trend is changing because of donor fatigue and ever increasing crises in numbers and need. Altinger and Totella (2007) reviewed published information sources on humanitarian agencies from 1995-2005 and found out that funding flow was volatile. The private sector has been found to be one of the avenues that can ease the humanitarian financing burden. Nevertheless as Stoianova (2012) asserts much of the private sector funding is not consistently reported and as Walker and Pepper (2007) asserted it was impossible to discern funding directed to the humanitarian sector due to poor coordination. The trend in humanitarian funding by the private sector continues to demonstrate that they

will become more involved in the future to influence effectiveness in implementation of humanitarian aid projects. The 21<sup>st</sup> Century has brought a dramatic increase in utilization of technology in Organizations in disaster relief but they have been stragglers in adopting technology and this has affected their ability to be more effective quicker. According to Sandvick, Jumbert, Karlsrund and Kaufman (2013) humanitarian technology is shaping relief distribution and reshaping the relationship between the helper and the helped. So far there are various technologies innovated to benefit Organizations in disaster relief including digital information, identification technologies, crises mapping, virtual distributions and resource mobilization. However, Belliveau (2016) asserted that care must be taken to ensure technology does not foster more technocrats, less empathetic inappropriate humanitarian aid implementation that could course harm to persons in distress.

Organizations in disaster relief are able to combine different areas and skills of the private sector to improve their response during disasters. Combined private sector engagement in humanitarian logistics, humanitarian financing and humanitarian technology has the potential to improve the implementation of humanitarian aid projects. Zyck and Kent (2014) argued that private sector companies are engaging in humanitarian projects more and this has resulted in more persons in distress being saved during disasters. This engagement enables improved delivery of relief goods, increases funding opportunities and access to finance and also enables utilization of technology easing the way humanitarian organization do things. The empirical literature has revealed that when an NGO engages the three they are more likely to have better response during disasters. This could guarantee better support to persons in distress as they could be able to access relief quicker using current technology, which could help save more lives.

Lastly, fundamental to organizational culture are the four key humanitarian principles; humanity, impartiality, neutrality and independence. There is continuous debate within the humanitarian circles on the best strategy to engage private sector without harming these principles. Several scholars (Shannon 2009; Seybolt, 1996) argue that principles are difficult to apply at all times and in the words of Davies (2011) different platforms of humanitarian and private sector have different practices, principles and ongoing processes. However these differences do not by themselves hinder constructive partnerships, as such the Organizations in disaster relief can devise collaborations utilizing each other's strength to maximize desired goals.

## **2.12 Knowledge Gaps**

This study has revealed several gaps in knowledge in the study area of private sector engagement, organizational culture and implementation of humanitarian aid projects. In a study done by Walton, May and Haselkorn (2011) on humanitarian logistics there was an overview of speed but no indication of the time needed for response in cases of emergency. While the study done by (Sandwell, 2011) failed to give the challenges it also failed to give any solutions to the raised problems which are often necessary for improvement of service in the field. On the other hand Kovac and Spen, (2011) stated that so far there are few education programmes on humanitarian logistics and there is need to consider educating people in the subject for better humanitarian response. In addition there are limited discussions around humanitarian logistics performance measurements and there is need to improve this for the sector. Davidson (2006) asserted that there was less interaction between the private sector and the humanitarian sector which has created gaps in humanitarian logistics. Engaging them could improve the sector as some of the private sector players are more experts in the area of logistics. There is therefore need to put more effort in improving the field of humanitarian



logistics in academic circles and also in improving the practice to ensure better implementation of humanitarian aid projects. Humanitarian financing happens within NGOs by the private sector however this funding is hardly recorded as argued by Altinger and Totella (2007). Also little attention has been paid to private sector financing particularly local and none UN. This failure to record gives a misconception on private sector engagement in humanitarian aid projects. Stoddard (2012) stated that with lack of records it is difficult to know the contribution of the private sector. Furthermore Scott (2015) argued it was also difficult to know what the NGOs had done with the funding. There is therefore need to keep records of private sector funding in the humanitarian sector. Through the gained funding there is still need to know how the humanitarian need can be met and also maintain good quality.

Humanitarian aid projects have for a long time relied on old style implementation during disasters, with technology coming along there is need to do things differently. Meir (2011) argued that crisis affected communities were getting more and more engaged in sharing information on their challenges through the mobile phones and other technology gadgets. The study however failed to mention how information from the persons in distress is triangulated to ensure its authenticity. Sandvik, Jumbert, Karlsrund and Kaufman (2013) stated that the new field of humanitarian technology has reconceptualised the humanitarian space and the relationship between the helper and the helped. However there is need to continue examining humanitarian technology more deeply. Even though humanitarian technology is good and has been applied by many organizations to overcome some challenges there is need to further know how utilizing it can affect the fundamental humanitarian principles. Also there is little information on whether technology complies with humanitarian philosophies, and policies and whether it has potential to harm the persons in distress. There is therefore need for

scholars to dig in to the humanitarian technology to see the advantages and the disadvantages it pose in the humanitarian sector. Combined private sector engagement in humanitarian logistics, humanitarian financing and humanitarian technology has not been embraced by all NGOs and some still depend on their own to respond to disasters which according to Zyck and Kent (2014) is characterised by challenges. Engaging other actors has the capacity to build the humanitarian sector more rather than create competition among the players. Failure to engage the private sector poses challenges to the humanitarian sector as they remain incompetent in the expertise areas and the humanitarian funding continue to condense requiring more actors to engage.

There are knowledge gaps when it comes to organizational culture in the humanitarian sector, Djkeul and Iguma (2009) did a research on perceptions on externally humanitarian aid. The findings determined that perception of the organizational culture can differ considerably among the implementers during disaster response. The persons in distress may not be knowledgeable of the humanitarian principles but they can perceive it as the natural goodness of mankind. Jeremie (2015) researched on humanitarian principles and found out that principles support and contribute in humanitarian response. There was gap in knowledge on whether the private sector also complies with the humanitarian principles when implementing humanitarian aid projects during disasters. Also whether this is possible is also a continuing discussion in the practitioners' circles. Seybolt (1996) research on the significance of the provision adopted by humanitarian aid organizations on principle of neutrality, this research found out that when responding to disasters it was difficult to maintain neutrality. There is a gap in knowledge on whether the principle of neutrality is real or imagined and whether it can hinder implementation of humanitarian aid projects also given the fact that key to humanitarian aid is saving lives. Notably most of the research on this interaction has been

undertaken by agencies and not academic institutions (Barnet and Weiss, 2008), few scholars have so far engaged in research in this realm. Table 2.4 shows the empirical literature review knowledge gap in the study variables.

**Table 2.4 Empirical Literature review knowledge gap matrix**

<b>Variables</b>	<b>Author (Year)</b>	<b>Title of the Study</b>	<b>Methodology</b>	<b>Findings</b>	<b>Knowledge Gaps</b>
Humanitarian logistics	Rebecca Walton, Robin May and Mark Haselkorn (2011)	Factors affecting experience of speed in humanitarian logistics	Phone, in-person and email interviews with 40 employees of humanitarian organizations. Also used ethnographic technique.	Experience of speed is often comparative and the communication between those requesting for goods at the field and the logistics team as well as feeling of control of decision making can make logistics process fast.	The study did not take into account speed in terms of hours.
Humanitarian logistics	Christopher Sandwell (2011).	Understanding the underlying issues of logistics in humanitarian disaster	Qualitative approach was used	The researcher found out that operational issues encountered in humanitarian logistics are asymptotic of wider issues affecting relief organizations. Overcoming these challenges could lead to effective relief missions	The study has focused on challenges but did not offer any possible solutions to the challenges in logistics.
Humanitarian logistics	Gyongyi Kovac, Kren and Spens (2011)	Presenting current trends and developments in humanitarian logistics research, practice and education.	Desk Review of literature	There are gaps in humanitarian logistics research, practice and education. This is because few education programmes consider skills in humanitarian logistics but this can be improved.	So far few education programes consider skills in humanitarian logistics.
Humanitarian logistics	Abidi. H and Klumpp. M (2014)	Humanitarian Logistics performance measurements	Desk review of existing literature	Humanitarian logistics performance measurements is still a gap within logistics research and especially when compared to commercial	There is little discussion about Humanitarian logistics Performance

				logistics	measurement
Humanitarian logistics	Leslie Davidson ( 2006)	Identifying best practices of performance measurement from commercial logistics and applying them to humanitarian logistics in disaster setting	Interview with key IFRC officials	Humanitarian agencies will continue to be challenged by various factors however IT systems developed to provide visibility to supply chain actors is a step forward. As agencies adopt these systems use of key performance indicators will be important in improving supply chain.	There is less interaction between the private sector and humanitarian sector which creates gap in humanitarian logistics as systems are applied differently
Humanitarian Financing	Altinger and Tortella (2007)	To Assess private Sector humanitarian financing trend over 1995-2005	Review of published information sources from humanitarian organizations, Annual reports 1995-2005 and also use of interviews to gather quantitative data	Private sector is powerful in humanitarian action, however fund flows are volatile. There are institutional mechanisms including established partnerships with NGOs and there is better understanding of how Private financing can benefit donors and recipients. There are fundraising mechanisms and guidelines like CERF, this shows Private sector will become more involved in humanitarian crises in future	There is reliable evidence that there is little data on private sector funding to NGOs as most do not keep records
Humanitarian Financing	Sttodard (2009)	Assessment of systems of humanitarian financing, highlighting areas that need improvement	Quantitative and qualitative methods were applied. Key informants interviews, desk based financial data review, literature review`	International response requires diversity of donors. Some of the existing modalities are CERF, CHF ERF among others. There is need to make bilateral funding more predictable and flexible with emphasis on non-UN and local donors	Far too little attention has been paid to Private sector financing local and non-UN bodies

Humanitarian Financing	Stoianova (2012)	Study of the role played by delivery agencies in mobilizing private sector support by assessing trends in private funding between 2006-2010	Direct gathering info on private funding income and expenditure records. Use of annual reports and audited accounts from 62 NGOs, five UN agencies and IFRC /ICRC	Lack of consistent reporting on income and expenditure of private funding globally. Most trace it at National level and direct aggregation is not possible.	It is difficult to know the contribution of the private sector to humanitarian aid as there are few or no records
Humanitarian Financing	(Scott, 2015)	Financing in Crises: Making humanitarian financing fit for the future	Literature and document review	There is need for more predictable funding, need to source for more sources of funding	Few or no report on funding and lack of evidence of what agencies have done
Humanitarian Financing	Walker and Pepper (2007)	An analysis and review of the state of the humanitarian funding	Desk Review	Research focuses on ability of humanitarian funding to meet humanitarian need. Does money promote quality aid and is it enough to respond to needs efficiently	The existing funding mechanisms meet need and quality requirements
Humanitarian Technology	Sandvik, Jumbert, Karlsrund and Kaufman (2013)	Critical enquiries on the new field of humanitarian technology as applied to humanitarian contexts	Desk review	Humanitarian technology has contributed to re-conceptualization of humanitarian space and relationship between the helper and the helped.	Most studies tend to focus on technology as a stand-alone. There is need to examine humanitarian technology more deeply
Humanitarian Technology	Patrick Meir ( 2011)	Demonstrating the impact of ICT in humanitarian sector, focusing on digital volunteer networks and crises mapping.	Desk review of existing literature	Crises affected communities are increasingly becoming the source of information changing how humanitarian agencies have been operating	It is important to seek how the digital information received should

					be triangulated and confirmed before action
Humanitarian Technology	Joe Belliveau ( 2016)	Explore several technologies options to secure and sustain access to information, physical access, enhancing quality and monitoring resource use	Desk Review	New technologies and advances have the potential to help overcome some challenges of humanitarian access. But it can also foster more technocrat, less empathetic, inappropriate and possibly harmful forms of humanitarianism	There is need to examine how technology undermines fundamental principles
Humanitarian Technology	Mubaraka, Kalulu and Salisu (2013)	Evaluating the contribution of Information and Technology in emergency response management	Quantitative and qualitative approaches Tools used were questionnaires	IT plays big role in humanitarian response	There has been little discussion on whether technology complies with humanitarian philosophies, policies and principles
Humanitarian Technology	Raymond and Card (2015)	To identify and address gaps, challenges and opportunities that face the humanitarian sector as it seeks to apply traditional humanitarian principles to the role of ICT plays in the 21st Century humanitarian operations.	Desk review	Operationalizing the four humanitarian principles in the networked age depends not only on applying traditional humanitarian doctrine to the new operation and organization challenge of ICT, supported humanitarian action. I t also depends on the minimum standards for its assessment, provisions, delivery and support	Whether it is possible to utilize technology without harming humanitarian principles
Combined Private sector engagement	Zyck and Kent (2014)	Businesses have integrated themselves within the humanitarian operations	Qualitative methodology, desk review, field work in: Kenya, Jordan, and Indonesia. FGD with	There are opportunities for PS engagement in assisting crises affected people. There are barriers and constraints but they can be overcome. If	There is reliable evidence that agencies capacity to engage effectively is

			representatives of organizations,, donors, business and governments	Humanitarian Aid do not partner with Private Sector they may grow less relevant.	limited
Combined Private sector engagement	Care (June, 2015)	Opportunities on how engaging the Private Sector can improve humanitarian delivery	Review of the key documents, reports peer NGO studies. Interview with emergency specialist	The changing characteristics of Humanitarian Aid has brought potential of private sector engagement to achieve efficient and innovative aid solutions	Humanitarian landscape is changing creating space for other actors.
Combined Private sector engagement	George Kent (2014)	Frameworks for understanding obligation and rights of different actors in international humanitarian assistance	Critical review of past discourse on rights and obligations of past various types of humanitarian emergencies, various moral and legal principles were used to assess this discourse	The researcher determined that many governments emphasize their right to provide international humanitarian assistance, but appear reluctant to acknowledge any obligation to do so. Claims regarding the right to provide assistance under some conditions should be accompanied by acknowledgement of obligation to provide assistance	There is need to recognize private sector as a player in humanitarian sector
Implementation of humanitarian aid projects	Penny Davies (2011)	The private sector role in aid effectiveness; lessons learned, opportunities and challenges	47 qualitative interviews were done with different stakeholders: donors, private sector representative, partners countries, civil society organizations and individual experts	There are different practices, principles and ongoing process referred to by the stakeholders. private sector in context of aid effectiveness is interlinked with Public Private Partnership. There is need for further collaboration	There is no reliable evidence on whether private sector can fit within organizational culture in humanitarian organizations
Implementation of humanitarian aid projects	Drifmeyer, J, and Liewellyn, C. (2014).	Civilians and military humanitarian; the perspectives	Researcher used interviews, survey, briefings and meetings from medical department.	Influence of one experiences, education and training in humanitarian assistance is key to determining what is considered effective. Tools and techniques	Even though the author states the similarity of work between the military and aid



			Published and unpublished literature was reviewed. Centre for lessons learned, more than (100) after action reports were reviewed. Survey respondents included 165 participants and 50 managers of the military humanitarian assistance projects. Additional information was obtained from NGOs, International organizations and researchers.	are also integral to more effective relief.	workers he remains silent on how to measure effective aid.
Implementation of humanitarian aid projects	Dorothea Hilhorst (2002)	The research focuses on quality of Humanitarian Aid	Review of existing literature, 27 interviews with representatives from Humanitarian Organizations, donors and members of humanitarian quality initiative	Research finding found no definition of quality aid. NGOs had different styles and cultures which could be magnified by rivalry and politics. However there were checks imposed by donors; and still external controls could not guarantee quality	The question on quality aid is blurred as Hilhorst argues there is no single definition of quality aid.
Implementation of humanitarian aid projects	Lala Gastelow (1999)	Focus on minimum standards for humanitarian response concerns on its practicality and application	Literature and document review	Research findings indicated that NGOs were elements of the wider humanitarian system and accountability does not start and end with them	Organizations are single elements of accountability other need to be involved for effective aid

					delivery.
Implementation of humanitarian aid projects	Clarke and Ramalingam (2009)	Change in humanitarian organization since early 1990s how the sector responded to change in IT, Increased politicization and management practices	Literature review, three groups of interviews were conducted in three phases with humanitarian practitioners, four case studies each 3-6 interviewees and also document review	The speed and scale of change in the external world force the Humanitarian Organizations to make continuous change in order to remain effective in fulfilling the mandate. Majority of planned change fail to meet objectives and is often slow and difficult process.	There is continuous change but the absorption and implementation are slow.
Organizational culture	Dennis Djkeul and Claude Iguma Wakenga (2009)	Study focuses on perception of externally introduced humanitarian aid; in particular the perception of IRC and Malteser.	Literature review	Study findings determined that perception can differ considerably; DRC authority's perception was negative and that of beneficiaries was positive. Even though beneficiaries did not know about the humanitarian principles they cared about agency taking sides. How aid is provided can inspire trust	Researcher does not tell us to what extent the local authority understands the principles, he mentions the locals do not know the principles and they could be motivated by natural goodness.
Organizational culture	Roisin, Shannon (2009)	The paper focuses on constrained humanitarian aid following the 9/11 invasion in the USA	Interviews took place in Kabul, Afghanistan. 8 stakeholders outside NGOs, 16 individuals in 12 NGOs: 11 directors, Program Managers and Deputy Director.	Findings determined that neutrality has been undermined by agencies	So far Shannon does not dissect the other three principles in the same way as Neutrality, and thus difficult to make a comparison

Organizational culture	Hilhorst, D. and Schmiemann, N. (2002).	Research focus on the meaning of principles to humanitarian workers in their everyday lives in MSF Holland	Literature review and experience reflections in complex emergency contexts	The difference made at field depends on how workers translate the humanitarian principles and there is need for building organizational capacities	Even though Hilhorst and Schieman dissects the principles and dismisses them as practical they have not provided us with a solution or suggestions that could be used instead; and thus there could be a vacuum without use principles
Organizational culture	Seybolt, T.B (1996).	The paper focuses on the significance of the provision adopted by Humanitarian Organizations in 1995 to be neutral about giving humanitarian aid.		Findings determined that when responding to emergencies it was difficult to maintain neutrality and it is naïve to pretend otherwise. Also one should not claim implementation is ineffective because it was not neutral.	So far Seybolt emphasizes it is naive to believe in neutrality yet he fails to see the particularity of contexts explored by previous researchers.
Organizational culture	Labbe Jeremie (2015)	How humanitarian principles support humanitarian effectiveness	Desk review of literature. The study draws heavily from ICRC study conducted in seven field delegations 2013-2014	Humanitarian Principles support and contribute to the effectiveness of humanitarian action. Applying principles contributes to gaining acceptance and securing access, enabling Humanitarian Organizations to work in proximity to communities in distress	There is little discussion on Private sector and compliance to humanitarian aid fundamental principles of the ICRC.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This Chapter describes the research methodology that was applied in the study including, research paradigm, research design, target population, sample and sampling procedures, research instruments, pilot testing of instruments, validity and reliability of instruments, data collection procedures, data analysis techniques, operationalization of the variables and ethical consideration.

#### **3.2 Research Paradigm**

This research is guided by philosophical underpinnings and recognizes that many paradigms exist including; positivism, interpretive, post-structuralism and pragmatism. As argued by Teddlie and Tashakkorie (2010) epistemologically, pragmatism allows the researcher to interact selectively with the research. Positivism and post positivism the researcher distances from the research while constructivism and emancipatory paradigms the researcher and the research are inseparable. As argued by Buchanan and Bryman (2007) there has been increasing epistemological diversity within business and organizational research. This study has been guided by pragmatism paradigm, the choice of this paradigm is informed by ontological, epistemological, axiological and methodological underpinning of pragmatism. The paradigm views that in some situations what seems real may be due to historical situations and therefore, there is need for critical examination through an ideological critique. Creswell (2009) argues that pragmatism researchers focus on the ‘how’ and ‘what’ of the research problem. In this regard the paradigm provides the study with underlying philosophical framework on mixed method approach to understand the issues under

investigation. This study has investigated the multiple realities within the interaction between study variables. This paradigm has enabled the researcher to apply both qualitative and quantitative methods to match the specific questions within the study instruments. In this study the researcher and the research are separated in the quantitative aspects of the study which would have been restricted by both the constructivism and emancipatory paradigms. At the same time the researcher has interacted with the research in the collection and analysis of qualitative data which would have been limited by either positivism or post positivism paradigms. As argued by Krefting (1991) qualitative information in gathering more information that is not represented by the quantitative data. Methodologically, paradigm balances between deductive logic used in quantitative research and inductive logic used in qualitative research. This study desired both deductive and inductive logic and as such the pragmatism paradigm has guided the study methodology.

### **3.2.1 Research Design**

This study employed a cross-sectional survey research design. This design was appropriate as it allowed the researcher to collect data at one point in time as opposed to longitudinal design. The study also applied correlational and descriptive research design. The logic was induction starting with a particular case to construct a theory or empirically develop general conclusions. The strategy of enquiry was mixed methods to ensure that the overall strength of the research is greater than either qualitative or quantitative. Cross sectional survey offered the researcher an opportunity to collect data across different organizations. This design guided methods of sample selection, research instruments and methods of data analysis as elaborated by (Gray, Williamson, Karp and Dalphin, 2007). Cross sectional survey (Oslen and George, 2004) argue that either the entire population or subset thereof is selected to help

collect data to answer the research questions. This design has been used by other researchers (Zyck and Kent, 2014; Hilhorst, 2002) and enabled them to test hypotheses and draw plausible conclusions.

### **3.3 Target Population**

This study population represents organizations engaging in disaster relief in Nairobi Kenya. According to NGOs Coordination Board by December 2017 there were 153 registered NGOs in Nairobi County working in the disaster relief sector. The Kenya Private Sector Alliance had 204 registered corporate members by the same time. Out of this, by January 2018 there were 77 Humanitarian NGOs who were signatories to the International Committee of the Red Cross code of conduct. And according To humanitarian Private Partnership Platform (HPPP) there were 40 private sector companies engaging in humanitarian aid projects implementation through their Corporate Social Responsibility programmes. In each unit senior Humanitarian / disaster relief Program Managers consisted of the target population. Therefore the population was 77 multiplied by 1 which adds up to 77 Senior Humanitarian / disaster relief program managers and 40 multiplied by 1 senior humanitarian program Managers which totals 117. Five key informants with extensive knowledge in implementation of humanitarian aid projects constituted the study population. Lastly one Focus Group Discussion (FGD) with eight members who constituted the population of the study.

### **3.4 Sample size and Sampling Procedure**

This section describes sample size and sampling procedures utilized in the study.

#### **3.4.1 Sample Size**

The sample size of this study was 117 drawn using census.

### **3.4.2 Sampling Procedure**

To achieve the study objectives both probability and non-probability sampling techniques were applied. To sample respondents non-proportional stratified sampling was utilized as stated by Bhattacharjee (2012) either proportional or non proportional stratified can be applied depending with the size of the population in the different strata. The population was first split into two groups Non Governmental Organizations and Private sector such that the overall sample consisted of some population from each group. All cases within each strata were selected as they were less than two hundred that allows for census to be done. Census was therefore utilized to select all those who were members to International Committee of the Red Cross and Humanitarian Private Partnership Platform totalling to one hundred and seventeen sampling units. Non-probability sampling technique was applied in selecting Key Informants and Focus Group Discussions respondents. Five key Informants, who were organization representatives, were selected using purposive sampling technique. Also the Mathare Community was purposively selected because they have been previously affected by conflicts related to elections. Eight members were included as participants during the Focus Group Discussions. As argued by Ogula (1998) selecting respondents from a representative sample can be a basis for generalization about the whole population.

### **3.5 Research Instruments**

Research instruments utilized in data collection were Questionnaires, Key Informant Interviews and Focus Group Discussion Guide. Survey questionnaires as asserted by (De Vaus, 1991) are commonly used in survey research. These instruments were used for systematic questioning of the selected sample to gather empirical data amenable for analysis. The choice of the instruments was informed by the fact that the respondents were within the

field of study and were expected to understand the items in the research instruments (Sekaran and Bougie, 2009). The questionnaires were organized as follows; an introduction by the researcher and consent information from the respondent, clear instructions on how to answer the questions. Section A questions consists of background information and Section B-F were Likert-type scale 1 to 5 where 1 equals strongly agree, 2 equals disagree, 3 equals undecided, 4 equals agree and 5 equals strongly agree. Section B consists of information on Humanitarian logistics, Section C consists of information on Humanitarian Financing, Section D consists of information on Humanitarian Technology, Section E consists of information on Organizational Culture and finally Section F consists of information on implementation of humanitarian aid projects. The questionnaires were both electronic and paper-based and were administered to the senior humanitarian/disaster relief Programme Managers in Organizations in disaster relief. Key Informant Interviews were administered to directors and where the directors were not available assistant Directors were interviewed. Lastly Focus Group Discussion themes were administered to Mathare Community Leaders.

### **3.5.1 Piloting of Research Instruments**

Prior to actual administration of the survey, the researcher did a pilot of research instruments to ensure the instruments measured the study variables under study. Piloting research instruments is good in-order to correct the research instrument and ensure they are measuring what they are meant to measure (Kothari 2004; Mugenda 2008; Sekaran, 2009). This piloting of research instruments was to identify whether respondents understood the questions and instructions in the same way intended by the researcher. This enabled the researcher to check clarity, correctness, unclear wording, double-ended and ambiguous questions and eliminate any unclear questions or instructions in the research instrument. The respondents participating in the pilot testing were exempted from being respondents in the main study in



order to eliminate biasness in research based on prior knowledge of the contents in the research instruments.

### **3.5.2 Validity of Research Instruments**

According to Gray, Williamson, Karp and Dalphin (2007) validity checks the fit between the concept that a researcher wants to examine and the evidence of that concept in the research instrument. Checking validity of the research instruments was an integral part of this study in order to ensure the tools measure what they were meant to measure the researcher tested content validity. This method was selected because it was consistent with the objectives of the study. In general terms validity of instruments has been determined by examining construct, content and criterion related concept. Bhattacharjee (2012) asserts that construct validity checks if given measurement scale is indeed measuring the theoretical constructs that is meant to measure.

Huber (2004) defines content related validity as the format of the instrument, criterion validity as the relationship between scores obtained using an instrument and scores obtained using one or more instruments measure. A measure possesses construct validity to the degree that it conforms to predicted correlation with other theoretical propositions. Based on literature review and theories this study conceptualized the variables to validate them, and therefore construct validity was assured. The validity of research instruments for this study were tested through content method. Kothari (2004) argues that two experts are sufficient, the researcher sought expert opinion from five experts managing humanitarian aid projects in disaster relief to test the instruments. In these discussions the clarity, relevance and appropriateness of the items in the questionnaires were discussed. After this exercise the instruments were corrected and tested again before being used for data collection.

### 3.5.3 Reliability of the Research Instruments

Reliability is the ability of an instrument to give similar results at different times in identical research conditions (Yin, 1994). To check reliability of the research instruments the researcher compared the different sets of data calculated using Cronbach Alpha ( $\alpha$ ) reliability coefficient. Cronbach reliability coefficient normally ranges from 0 to 1. A coefficient of 0 shows that the tool has no internal consistency and a coefficient of 1 implies complete internal consistency. Therefore the closer the Cronbach alpha is to 1.0 the greater the internal consistency of the item in the scale. A reliable instrument should have reliability coefficient of at least 0.7 for all items under study (Kothari 2004; Nachmias and Nachmias 1996; Sekaran, 2009). The research considered any value from 0.7 to be good. In case where  $\alpha < 0.7$  the research instrument was revised before going to the field for data collection. According to Larry (2013) there is a limiting factor in the cronbach alpha when the data analysis involves missing data for different reasons for example poor return rate. The researcher ensured maximum research instruments return rate during data collection by conducting the survey during working hours and giving the respondents more days to fill in the questionnaires. A standardized cronbach alpha is a function of the number of test items and the average inter correlation among the items as shown in equation 3.1

$$\alpha = \frac{N\bar{r}}{1+(N-1)\bar{r}} \dots\dots\dots (3.1)$$

Where

N= Number of items

$\bar{r}$  = Average inter-item correlation among items

From the formula when the number of the items increase the cronbach alpha is theoretically expected to increase. If the average inter item correlation is low, the cronbach alpha will be low. This is one of the main reasons why a single item to measure a construct is not optimal, having multiple items to measure a construct aids in the determination of the reliability of measurement and in general improves the reliability or precision of the measurement. If average of inter item correlation increases, cronbach's alpha increases as well. Cronbach alpha is a coefficient of reliability (or consistency) the study therefore used cronbach alpha to test for reliability of the questionnaire. Cronbach for each construct was computed and data items that did not reach the required Cronbach Alpha of 0.7 were revised, with each construct having a uniform number of 10 data items. The Cronbach Alpha was recomputed and the results obtained tabulated in Table 3.1

**Table 3.1 Cronbach Alpha tabulation after revising the instruments**

<b>Construct</b>	<b>No. of Data Items</b>	<b>Cronbach Alpha</b>
Humanitarian Logistics	10	0.702
Humanitarian Financing	10	0.727
Humanitarian Technology	10	0.738
Organization Culture	10	0.701
Implementation of humanitarian aid projects	10	0.719

With the Cronbach Alpha for all data constructs  $>0.7$ , the questionnaire was found to be fit to conduct a survey for the study.

### **3.6 Data Collection Procedures**

Data for this study was categorized into Secondary and Primary data. Neelankavil (2007) stated that such data can be gathered from literature or directly through surveys and

interviews. Secondary data was collected through review of peer reviewed journals, critical reviews of past discourse on private sector engagement in humanitarian aid projects implementation, published materials, annual reports and grey literature. Primary data was collected utilizing three instruments; questionnaires, focus group discussions and key informant interviews. The researcher engaged three research assistants to assist in the survey. Questionnaires were issued to Senior Humanitarian / disaster relief managers in Organizations in disaster relief. Key informants Interviews and focus group discussions were conducted with Mathare Community Leaders. Other researchers such as Drummond and Crawford (2014) successfully utilized structured interviews and focus group discussions in undertaking a similar study.

Triangulation of data collected from the three different instruments enriched data collected and results of the study. The three research assistants were familiarized with the research instruments, and advised on how, where and when to issue and collect the research instruments. Both key informants and focus group discussions were conducted one on one. For questionnaires the respondent had a maximum of twelve weeks to fill them after which they were collected. Before participating the entire population of target respondents was briefed on the study, they read the consent form and filled the questionnaires voluntarily. During the twelve weeks data collection exercise the respondents and the researcher kept in touch by phone to ensure all filled questionnaires were picked immediately they were completed. Before going to the field researcher sought research authorization letter from NACOSTI and Nairobi City County Department of Education, Youth Affairs and Social Services Sector.

### **3.7 Data analysis Techniques**

Data collected from the survey was examined to make decisions and inferences. After completion of data collection, the researcher checked research instruments for completeness and whether the returned questionnaires reached the required threshold to proceed with analysis. After ensuring that this condition was fulfilled the data went through the process of organization, clustering and coding as argued by Zikmund (2008) to make it amenable for analysis. To analyse the data the researcher used computer software package IBM SPSS which is widely used for analysis of quantitative data. Given that data collected was both quantitative and qualitative data was analysed using both descriptive and inferential statistics. For descriptive data was presented based on likert Table scale 1-5 where line item mean and standard deviation was calculated as well as composite mean and composite Standard deviation. For inferential statistics hypothesis testing was done using correlations and regressions analysis

Hypothesis stated in alternative ( $H_1$ ) were changed to null hypothesis Hypothesis ( $H_0$ ) using  $\alpha=0.05$  significance level. Specific tests performed were Pearson Correlation ( $r$ ). Correlation analysis is useful in testing the relationship strength between given variables. The values of correlation coefficients varies between -1 and 1 with values close to one suggesting perfect correlation. On the other hand, a correlation coefficient close to zero suggests absence of correlation. In this study, Pearson correlation coefficient was used to examine the relationship between implementation of humanitarian aid projects and explanatory variables. Simple and multiple regression models were also utilized. Qualitative data collected from focus group discussions and key informant interviews are analysed using content analysis organized according to research themes. Several statistical assumptions were considered before

adopting the use of correlation and regression analysis. The study tested the significance of each hypothesis in the study as shown in Table 3.2. The null hypothesis was rejected if p value < 0.05 or otherwise H<sub>0</sub> stated in was accepted.

**Table 3.2 Analysis of Hypothesis**

Study objectives	Research Hypotheses	Type of test	Statistical model	Interpretation of results
1.To determine the extent to which humanitarian logistics influences the implementation of humanitarian aid projects.	H <sub>1</sub> : Humanitarian logistics, significantly influence the implementation of humanitarian aid projects.	Simple regression and Pearson's Correlation	$Y=C+\beta_1X_1+e$	For p<0.05, H <sub>0</sub> was rejected and H <sub>1</sub> accepted.  For the strength of the relationships, r values were considered where: +0.10< r <+0.29; weak correlation
2.To examine the extent to which humanitarian financing influences the implementation of humanitarian aid projects.	H <sub>1</sub> :Humanitarian financing, significantly influence the implementation of humanitarian aid projects.	Simple regression and Pearson's Correlation	$Y=C+\beta_2X_2+e$	+0.30< r <+0.49; moderate correlation
3.To examine the extent to which humanitarian technology influences the implementation of humanitarian aid projects.	H <sub>1</sub> :Humanitarian technology, significantly influence the implementation of humanitarian aid projects.	Simple regression and Pearson's Correlation	$Y=C+\beta_3X_3+e$	+0.5 < r <+1.0; Strong correlation
4. To assess the extent to which the combined Private sector engagement influences the implementation of humanitarian aid projects.	H <sub>1</sub> :Combined Private sector engagement has significant influence on implementation of humanitarian aid projects	Pearson's Correlation and Multiple Regression	$Y=C+\beta_1X_1+B_2X_2+B_3X_3+e$	
5.To establish the moderating influence of organizational culture on the relationship between private sector engagement and implementation of humanitarian aid projects.	H <sub>1</sub> Organizational culture moderates the relationship between private sector engagement and the implementation of humanitarian aid projects.	Stepwise Regression	$Y=C+\beta_1X_1X_4+\beta_2X_2X_4+\beta_3X_3X_4+e$	

Y= Implementation of Humanitarian aid projects

X<sub>1</sub>= Humanitarian Logistics

X<sub>2</sub>=Humanitarian financing

X<sub>3</sub>=Humanitarian Technology

X<sub>4</sub>= Organizational culture

X<sub>5</sub>=Combined Private sector engagement

C=Constant or fixed

β= Strength of effect

e=error term

### **3.8 Operationalization of the variables**

The variables in this study have been operationalized in Table 3.3. Operationalization enables the researcher to measure theoretical concepts that are not directly observable and measurable. Sapsford and Jupp (2006) assert that the researcher has to devise ways for recognizing indicators. These indicators are the observable evidence of the degree of presence or absence of the variables under study. Key study variables operationalized in this research are organized according to study objectives.

**Table 3.3 Operationalization of Variables**

Objective	Variable	Variable indicator	Measurement	Research Approach	Measuring scale	Type of Analysis	Tool of analysis
1. To determine the extent to which Humanitarian logistics influences the implementation of humanitarian aid projects.	Humanitarian Logistics	- Reliability	- Level of reliability to deliver appropriate relief goods	Quantitative and Qualitative	-Ordinal	Non-parametric Parametric	Frequencies/percentages/mean Correlation and regression
		- Responsiveness	- Speed of response	Quantitative and Qualitative	- Interval	Non-parametric Parametric	Frequencies/percentages/mean Correlation and regression
		- Agility	- Availability of relief stock to sustain an intervention	Quantitative and Qualitative	-Ordinal	Non-parametric Parametric	Frequencies/percentages/mean Correlation and regression
2. To examine the extent to which humanitarian financing influence the implementation of humanitarian aid projects	Humanitarian Financing	- Sufficiency of humanitarian response funds	- Sufficiency of funds	Quantitative and Qualitative	Ordinal	Non-parametric Parametric	Frequencies/percentages/mean Correlation and regression
		Diversification of sources of financing	- Level of diversification	Quantitative and Qualitative	- Ordinal	Non-parametric Parametric	Frequencies/percentages/mean Correlation and regression
		- Accountability of funds	- Level of Accountability	Quantitative and Qualitative	Ordinal	Non-parametric Parametric	Frequencies/percentages/mean Correlation and regression
		-Accessibility to sources of financing	-Level of Accessibility	Quantitative and Qualitative	-Ordinal	Non-parametric	Frequencies/percentages/mean Correlation and regression



						Parametric	
3. To examine the extent to which humanitarian technology influence the implementation of humanitarian aid projects.	Humanitarian Technology	- Digital funds Mobilization	- Speed of Fundraising	Quantitative and Qualitative	Ordinal	Non-parametric Parametric	Frequencies/percentages/mean Correlation and regression
		- Virtual Community participation	- Level of community participation	Quantitative and Qualitative	- Ordinal	Non-parametric Parametric	Frequencies/percentages/mean Correlation and regression
		- Virtual implementation	- Presence of virtual relief distribution facilities	Quantitative and Qualitative	Ordinal	Non-parametric Parametric	Frequencies/percentages/mean Correlation and regression
		- Coordination of Implementation	- Number of coordination platforms	Quantitative and Qualitative	Ordinal	Non-parametric Parametric	Frequencies/percentages/mean Correlation and regression
4. To assess the extent to which the combined Private Sector engagement influence the implementation of Humanitarian Aid Projects	Combined Private Sector engagement	- Humanitarian Output	- Change in humanitarian aid projects Implementation	Quantitative and Qualitative	Ratio	Non-parametric Parametric	Frequencies/percentages/mean Correlation and regression
5. To establish the moderating influence of organizational culture on the relationship between private sector engagement and the implementation of humanitarian aid project.	Organizational Culture	- Humanity - Impartiality - Neutrality - Independence	Strength of moderation	Quantitative and Qualitative	Ordinal	Non-parametric Parametric	Frequencies/percentages/mean Correlation and regression

### **3.9 Ethical Considerations**

Prior to commencing the research professional ethical standards were maintained and approval was sought from the University of Nairobi, National Commission for Science, Technology and Innovation (NACOSTI) and Nairobi City Council were sought. During the research the data collectors disclosed the purpose of the study, and respected the norms and charters of the selected respondents' organizations. The researcher also minimized disruption of the site during data collection. Names of respondents and any sensitive materials and information remained anonymous for the safety of respondents. When analyzing the study the researcher has given multiple perspectives; reporting contrary findings and reporting honestly. Any works of other scholars used were acknowledged appropriately.

## **CHAPTER FOUR**

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

#### **4.1 Introduction**

This Chapter presents the study findings based on themes drawn from the objectives. The thematic areas include: questionnaire return rate, background characteristics of respondents, implementation of humanitarian aid projects, humanitarian logistics and implementation of humanitarian aid projects, humanitarian financing and implementation of humanitarian aid projects and humanitarian technology and implementation of humanitarian aid projects. Further combined private sector engagement and moderating influence of organizational culture on the relationship between private sector engagement and implementation of humanitarian aid projects has been presented. For each variable hypothesis testing was done using correlation and regression analysis.

#### **4.2 Questionnaire Return Rate**

For this study 117 questionnaires were issued to respondents, 85 were successfully filled and returned. This represented a response rate of 72.65% which is considered statistically significant according to Mugenda (2009) which asserts that a more than 70% response rate is considered excellent for analysis and drawing of statistically significant inferences.

#### **4.3 Background Characteristics of Respondents**

The study sought background information about the respondents as it was important to know the characteristics of the players in provision of humanitarian aid services. This includes; geographic scope of operation, duration of engagement, humanitarian private sector collaboration and mode of collaboration. This information was important to enable

the researcher know where the relief organizations operate, for how long they had been operating, whether they collaborate with the private sector and how they collaborate. This is because the information feeds on their experience in implementation when responding to disasters. The results are presented in Table 4.1

**Table 4.1 Background characteristics of respondents**

<b>Categories of background information</b>	<b>Frequency</b>	<b>Cumulative frequency</b>	<b>Percentage (%)</b>
<b>Geographic scope of operation</b>			
International	58	58	68.2
Regional	18	76	21.2
National	9	85	10.6
<b>Total</b>	<b>85</b>		<b>100</b>
<b>Duration of engagement in the humanitarian sector</b>			
5 years and below	6	6	7.1
6-10 years	23	29	27.1
11-15 years	13	42	15.3
16 years and above	43	85	50.6
<b>Total</b>	<b>85</b>		<b>100</b>
<b>Humanitarian private sector collaboration</b>			
Yes	69	69	81.2
No	16	85	18.8
<b>Total</b>	<b>85</b>		<b>100</b>
<b>Mode of collaboration</b>			
Long term partnership	15	15	17.6
Implementing partner	18	33	21.2
Short term partnership	23	56	27.1
Adhoc partnership	29	85	34.1
<b>Total</b>	<b>85</b>		<b>100</b>

On geographic scope the study findings clearly show that majority of the organizations in disaster relief engaging in humanitarian activities are mainly international organizations constituting of 58 (68.2%) while 18 (21.2%) were operating regionally and 9(10.6%) were operating nationally. This shows that they have experience and exposure to implementation of humanitarian aid projects that have been applied in other countries and have the ability to translate the same experience when implementing humanitarian aid projects in Kenya. On the duration of operation in the humanitarian sector findings indicate that 43 (56.6%) have been engaged for more than 16 years. While 23 (27.1%) have operated for 6-10 years and 13 (15.3%) have been in operation for 11-15 years and 6 (7.1%) have been in operation for 0-5 years. With statistics showing that 50.65% of the respondents have been in the industry for more than 16 years clearly indicating that majority targeted players in the sector understand the nature of disasters in Kenya at large, and know the best way to offer assistance given their years of operation in the country.

On humanitarian private sector collaboration, study findings indicate that 81.2% of the Organizations in disaster relief in Nairobi agree to the fact that humanitarian-private sector collaboration has a huge effect on the implementation of humanitarian aid projects in NGOs within Nairobi. A paltry 16 (18.8%) on the other hand were of the view that humanitarian aid has greatly had not done much to influence implementation of humanitarian aid projects during onset of disasters in the country. These findings seem to confirm the initial assertion by the study that humanitarian-private sector collaboration had a significant influence on the implementation of humanitarian aid projects during disaster management. It also concurs with (Mc Quid, 2000) who argues that few actors have all the required capacity to respond to the ever increasing disasters in size and frequency in Kenya; resource constraints as well as different ideologies always exist in the same space and need

to be well managed. On the mode of collaboration the study findings clearly show that 15 (17.6%) have long term partnership, 18 (21.2%) collaborate as implementing partners, 23 (27.1%) collaborate on short term partnership while 29 (34.1%) collaborate in adhoc partnerships. This indicates that majority of the private humanitarian NGO-private partnerships and collaborations are done on a temporary need basis with short term and adhoc collaborations combined taking 52 (61.2%) of the mode of collaboration. This implies that the NGO's only partner with private entities in addressing a certain humanitarian disaster, after which partnerships are quickly dissolved. In 2016 OCHA and KEPSA also observed that such collaborations were more often adhoc and one off donations.

#### **4.4 Basic test of Statistical Assumptions**

Before testing of hypothesis the study considered several statistical assumptions including key assumptions of linearity, Type I and Type II errors, homoscedasticity and multicollinearity before adopting the use of simple and multiple regression models in the analysis of the study hypotheses. For statistical findings to be valid the study assumed that the independent variable had a linear relationship with the explanatory variables taking into account the other explanatory variables in the model. Type I and Type II errors which occur due to the wrong interpretation of results during test of various statistics was controlled. A Type I error occurs when the null hypothesis is rejected instead of being accepted, while a Type II error occurs when the null hypothesis is accepted when it was supposed to be rejected. In this study Type I errors were minimized by using a confidence level of 95% implying that the standard variant was 1.96 and the sample proportion (p) was less than or equal to 0.05 as recommended by (Larry, 2013). Type II errors were minimized by taking a large enough sample of 117 respondents as recommended by (Sekaran, 2003). The study

assumes lack of heteroscedasticity by checking that variance residues were constant at all levels of predicted outcome from the whole model. Lastly multicollinearity which implies that two or more of the explanatory variables are highly correlated was checked, the study assumed that there was no collinearity between humanitarian logistics, humanitarian financing and humanitarian technology. This study found it important to check these statistical assumptions to enable correlation and regression analysis.

#### **4.5 Implementation of Humanitarian Aid Projects**

Implementation of humanitarian aid projects is the dependent variable in the study therefore the study sought the opinion of the respondents their level of agreement or disagreement with the statements on a likert scale of 1-5 where 1=Strongly Agree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly Agree. The results are presented in Table 4.2

**Table 4.2 Implementation of Humanitarian Aid Projects**

<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Mean</b>	<b>SD</b>
<b>a.</b> Our organization implements humanitarian aid projects on time	2(2.35%)	14(16.47%)	11(2.94%)	42(49.41%)	16(18.82%)	3.59	0.817
<b>b.</b> Laxity by our organizations in responding to disasters can result to loss of lives of persons in distress	1(1.2%)	14(16.5%)	14(16.5%)	43(50.6%)	13(15.3%)	3.73	1.005
<b>c.</b> Our Organization ensure wider geographical coverage of disaster site to ensure most persons in distress get help	4(4.7%)	13 (15.3%)	10(11.76%)	42(49.41%)	16(18.82%)	3.65	0.972
<b>d.</b> Humanitarian aid reach persons in distress without any access difficulties to the disaster site	3 (4%)	17 (20%)	9 (10.6%)	39 (45.8%)	17 (20%)	3.41	1.080
<b>e.</b> Humanitarian aid projects implementation is not efficient	5(5.9%)	6 (7.1%)	12(14.12%)	50 (58.8%)	12(14.12%)	3.27	1.159
<b>f.</b> Efficient implementation puts persons in distress at the core of disaster response	4(4.7%)	8 (9.4%)	10 (11.8%)	51 (60%)	12(14.12%)	3.73	0.822
<b>g.</b> Private sector and Non-Governmental Humanitarian Organizations share common goals	1(1.18%)	9 (10.59%)	15(17.65%)	48(56.47%)	12(14.12%)	3.22	0.993
<b>h.</b> Policies and Principles of Non-Governmental Humanitarian Organizations and Private sector Companies are dissimilar	2(2.35%)	28(32.94%)	13(15.29%)	33(38.82%)	9 (10.59%)	3.40	0.928
<b>i.</b> Humanitarian aid projects implemented do not meet the priority needs of persons in distress	1(1.18%)	20(23.53%)	8 (9.41%)	46(54.12%)	10(11.76%)	3.93	1.078
<b>j.</b> Ownership of Humanitarian Aid Projects by persons in distress lead to provision of appropriate support	2(2.35%)	20(34.12%)	14(16.47%)	34(40%)	15 (17.6%)	3.44	0.970
<b>Composite Mean and Standard Deviation</b>						<b>3.447</b>	<b>0.3718</b>
<b>n=85</b>							



The findings in Table 4.2 are as follows on 'our organization implements humanitarian projects on time' 2 (2.35%) Strongly Disagree, 14 (16.47%) Disagree, 11(2.94%) were Neutral, 39 (45.8%) Agreed and 16 (18.82%) Strongly Agreed. This line item had a mean score of 3.59 and a standard deviation of 0.817 which is above the composite mean of 3.447 and a standard deviation of 0.3718. This implies that the respondents are more certain and therefore agree more with the assertion in this data item than they would for aggregated data items. On 'laxity by our organization in responding to disasters can result in loss of lives of persons in distress' 1 (1.2%) Strongly Disagree, 14 (16.5%) Disagree, 14 (16.5%) were neutral, 43 (50.6%) Agreed and 13 (15.3%) Strongly Agreed. This line item had a mean score of 3.73 and standard deviation of 1.005 which is above the composite mean and standard deviation. This implies that the statement has positive influence on implementation of humanitarian aid projects. This assertion concurs with an observation by Walton, May and Haselkorn (2011) who argue that the first five minutes of a disaster are critical to the survival of the victims, and that delayed humanitarian response exposes victims to more pain and trauma, and in some cases deaths that could have been avoided.

The statement 'our organization ensure wider geographical coverage of disaster site to ensure most persons in distress get help' 4(4.7%) Strongly Disagreed, 13 (15.3%) Disagreed, 10 (11.76%) were neutral, 42 (49.41%) Agreed and 16 (18.82%) Strongly Agreed. This statement has a mean score of 3.65 and standard deviation of 0.972 which is higher than the composite mean and standard deviation. This implies that the line statement has positive influence on implementation of humanitarian aid projects. According to the National Disaster Response Plan, a plain wide area with close proximity to the disaster site should always be selected as an assembly point, to ease the evacuation and victim rescue

process (NDOC, 2009). Fourth statement 'humanitarian aid reach persons in distress without any access difficulties to the site' 3 (4%) Strongly Disagreed, 17 (20%) Disagreed, 9 (10.6) were neutral, 42 (49.4%) Agreed and 17 (20%) Strongly Agreed. This line item has a mean score of 3.41 and a standard deviation of 1.080 which is slightly below the composite mean 3.447 and standard deviation of 0.3718. We can therefore conclude that respondents agreed less with the statement than the aggregate of the implementation of implementation of humanitarian aid projects,

On the fifth statement 'Humanitarian aid projects implementation is not efficient' 5 (5.9%) Strongly Disagreed, 6 (7.1%) Disagreed, 12 (14.12%) were neutral, 50 (58.8%) Agreed and 12 (14.12%) Strongly agreed. This line item has a mean score of 3.27 which is below the composite mean and standard deviation of 1.159 which is above the composite standard deviation. This shows that the respondents are less certain in agreeing with the assertion in this data item and therefore agree less with this statement than they would for aggregated data items. A higher standard deviation than the composite standard deviation implies that there were more widespread responses with figures below the composite mean. On 'efficient implementation puts persons in distress at the core of disaster response' 4(4.7%) Strongly Disagreed, 8(9.4%) Disagreed, 10 (11.8%) were neutral, 51 (60%) Agreed and 12 (14.12%) Strongly agreed. The mean score of this line item is 3.73 and standard deviation is 0.822 which is above the composite mean and standard deviation. This implies that majority of the respondents were in agreement with the assertion made in regard to implementation of humanitarian aid projects.

On the sixth statement 'Private sector and Non-Governmental Humanitarian Organizations share common goals' 1 (1.18%) Strongly Disagreed, 9 (10.59%) Disagreed, 15 (17.65%) were neutral, 48 (56.47%) Agreed and 12 (14.12%) Strongly Agreed. This line item had the least mean of 3.22 which is lower than the composite mean of 3.447 and standard deviation of 0.993. This shows that even though respondents agreed that private sector and humanitarian NGOs share common goals, majority were less certain on the influence of shared common goal on the implementation of humanitarian aid projects. Line item on 'Policies and principles of Non-Governmental Humanitarian Organizations and Private sector companies are dissimilar' 2 (2.35%) Strongly Disagreed, 28 (32.94%) Disagreed, 13 (15.29%) were neutral, 33 (38.82%) Agreed and 9 (10.59%) Strongly Agreed. This line item has a mean score of 3.40 which is lower than the composite mean of 3.447 and standard deviation of 0.3718. This implies that there was unanimity among respondents in agreement with the assertion made in regard to the influence of NGOs and private sector principles and policies on implementation of humanitarian aid projects, even though the responses were widely, hence a higher standard deviation.

On the statement 'Humanitarian aid projects implemented do not meet the priority needs of persons in distress' 1(1.18%) Strongly Disagreed, 20 (23.53%) Disagreed, 8 (9.41%) were neutral, 46 (54.12%) Agreed and 10 (11.76%) Strongly Agreed. This line item had a mean score of 3.93 and standard deviation of 1.078 which is above the composite mean 3.447 and standard deviation of 0.3718. This implies that majority of the respondents were in agreement that most humanitarian projects do not meet the needs of disaster victims. Lastly on 'Ownership of humanitarian aid projects by persons in distress lead to provision of appropriate support' 2 (2.35%) Strongly Disagreed, 20 (34.12%) Disagreed, 14 (16.47%)

were neutral, 34 (40%) Agreed and 15 (17.6%) Strongly Agreed. This line item had a mean score of 3.44 and standard deviation of 0.970 which is slightly below composite mean of 3.447 and standard deviation of 0.3718. This implies that the respondents are more certain and therefore agree more with the assertion that involving local people in implementation of humanitarian projects makes them feel more supported in times of distress, than they agree with aggregated data items. This in line with Leach et.al., (1994) in emphasizing that there should be genuine participation of local community that has been affected by the disaster. Interviews and Focus Group Discussions were conducted to triangulate the results from the questionnaires and there was a similar observation. The issue of implementation of humanitarian aid information was important to the persons in distress. In terms of timelines and appropriateness of the response one of the respondents said;

*‘Sometimes the NGOs are late but the companies are able to help us with water and food which save our lives.’ FGD participant*

This support is critical to life saving in times of disasters and there is need to find solutions quickly and efficiently to prevent further suffering by the persons in distress.

#### **4.6 Humanitarian logistics and implementation of humanitarian aid projects**

In analyzing the extent to which the humanitarian logistics influence implementation of humanitarian aid projects. The study sought to establish the frequencies and percentages for each data item response on the Likert Scale 1-5 where 1=Strongly Disagree, 2 Disagree, 3=Neutral, 4= Agree, 5=Strongly Disagree. The study also assessed the data item mean against the group mean, with the findings as tabulated in Table 4.3.

**Table 4.3 Humanitarian Logistics and Implementation of Humanitarian Aid Projects**

<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Mean</b>	<b>SD</b>
<b>a.</b> Procurement is carried out using available financial credit to ensure access to relief goods on time	3(3.53%)	35(41.18%)	13(15.29%)	24(28.24%)	10(11.76%)	3.04	1.149
<b>b.</b> Relief donations reach persons in distress quicker to save lives	9(10.59%)	41(48.24%)	18(21.18%)	10(11.76%)	7(8.24%)	2.96	0.78
<b>c.</b> There is always means of transport (vehicles, charter aircrafts etc) to transport relief goods	2 (2.35%)	30(35.29%)	16(18.82%)	31(36.47%)	6(7.06%)	3.11	1.047
<b>d.</b> Correct Relief goods are delivered to the persons in distress on time	1(1.18%)	15(17.65%)	17 (20%)	48(56.47%)	4 ( 4.71%)	3.46	0.88
<b>e.</b> Our Humanitarian Logistics allow for real time tracking of relief consignments to disaster sites	10(11.76%)	29(34.12%)	6(7.06%)	34(40%)	6 (7.06%)	3.32	1.026
<b>f.</b> Our humanitarian logistics enable delivery of uncertain large scale demand of relief goods during disasters	3(3.53%)	17 (20%)	6(7.06%)	52(61.18%)	7 (8.24%)	3.51	1.019
<b>g.</b> Our Humanitarian logistics facilitates quick response to unplanned humanitarian need in-order to save lives	2(2.35%)	21(24.71%)	10(11.76%)	44(51.76%)	8 ( 9.41%)	3.41	1.038
<b>h.</b> It is possible to respond to sudden change in need by persons in distress during a disaster	1(1.18%)	14(16.47%)	11(12.94%)	54(63.53%)	5( 5.88%)	3.55	0.866
<b>i.</b> Our Organization has pre-disaster logistical procedures and activities to enable quicker response (tasks, procurement, staff etc).	2(2.35%)	17(20%)	11(12.94%)	48(56.47%)	7 ( 8.24%)	3.48	0.983
<b>j.</b> There are available written contingency plans and procedures to respond to disasters	11(12.94%)	14(16.47%)	13(15.29%)	39(45.88%)	8 (9.41%)	3.61	0.874
<b>Composite Mean and Standard deviation n=85</b>						<b>3.415</b>	<b>0.48896</b>

On the first statement 'procurement is carried out using available financial credit to ensure access to relief goods on time' 3 (3.53%) Strongly Disagreed, 35 (41.18%) Disagreed, 13 (15.29%) were neutral, 24 (28.24%) Agreed and 10 (11.76%) Strongly Agreed. This line item has a mean score of 3.04 which is below composite mean of 3.415 and standard deviation of 1.149 which is above composite standard deviation of 0.48896. This implies that the respondents are less certain about the procurement process and therefore agree less with the assertion that procurement is carried using available credit finances. On 'Relief donation reach persons in distress quicker to save lives' 9(10.59%) Strongly Disagreed, 41(48.24%) Disagreed, 18(21.18%) were neutral, 10 (11.76%) Agreed and 7(8.24%) Strongly Agreed. This line item has a mean score of 2.96 and standard deviation of 0.78 which is lower than the composite mean of 3.415 and standard deviation of 0.48896. This implies relief donations do not reach persons in distress quicker to save lives influencing implementation of humanitarian aid projects negatively. This means people in distress are not supported in good time.

On 'there is always means of transport to transport relief goods' 2(2.35%) Strongly Disagreed, 30(35.29%) Disagreed, 16(18.82%) were neutral, 31 (36.47%) Agreed and 6(7.06%) Strongly Agreed. This line item had a mean score of 3.11 which is lower than the composite mean of 3.415 and standard deviation of 1.047. This implies that even though majority of the respondents agreed with the assertions made about transporting relief goods for people in distress, their agreements were not as strong as those made about the aggregate logistics for humanitarian aid projects in Nairobi implying that they agree less with the assertion.

Statement on 'correct relief goods are delivered to the persons in distress on time' 1(1.18%) Strongly Disagreed, 15 (17.65%) Disagreed, 17 (20%) were neutral, 48 (56.47%) Agreed and

4 (4.71%) Strongly Agreed. This line item had a mean score of 3.46 and standard deviation of 0.88 which is above the composite mean of 3.415 and standard deviation of 0.48896. This implies that the majority of the respondents agreed with the assertion relief goods are delivered to people in distress on time, even though the agreements was not as strong as for the aggregate humanitarian logistics. On 'our humanitarian logistics allow for real time tracking of relief consignments to disaster sites' 10(11.76%) Strongly Disagreed, 29 (34.12%) Disagreed, 6(7.06%) were neutral, 34(40%) Agreed and 16 (7.07%) Strongly Agreed. The mean score of this line item is 3.32 and standard deviation is 1.026. This is lower than the composite mean of 3.415 and standard deviation 0.4889. This implies that the respondents agree less with the assertions made about real time tracking of relief goods to disaster sites during implementation of humanitarian aid projects.

On 'our humanitarian logistics enable delivery of uncertain large scale demand of relief goods during disasters' 20 (23.53%) disagreed while 59(69.41%) Agreed and 6(7.06%) were neutral. The mean score of this line item is 3.51 and standard deviation of 1.019 which is higher than the composite mean of 3.415 and standard deviation of 0.48896. This implies that majority of the respondents agreed with the assertion made with regard to the extent to which the private sector engagement in humanitarian logistics influence implementation of humanitarian aid projects.

Statement 'our humanitarian logistics facilitates quick response to unplanned humanitarian need in order to save lives' 23 (27.06%) disagreed and other respondents 52(61.18%) agreed while 10 (11.76%) were neutral. The mean score of this line item was 3.41 and standard deviation of 1.038 which is equal to composite mean and standard deviation. This implies

than majority of the respondents agree with the assertion made. This finding is in line with Walton, May and Haselkorn (2011) who argued that Humanitarian logistics offer faster movement of relief goods to disaster sites. On the statement 'it is possible to respond to sudden change in need by persons in distress during a disasters' 15(17.65%) disagreed while 60 (70.59) agreed and 11(12.94%) were neutral. This line item had a mean score of 3.55 and standard deviation of 0.866 which is higher than the composite mean of 3.415 and standard deviation of 0.4889. This implies that the majority of the respondents were in agreement with the statement. Statement (i) 'Our organization has pre-disaster logistical procedures and activities to enable quicker response' 19(22.35%) disagreed, 11(12.94%) were neutral while 54(63.53%) Agreed which is more than half of the respondents agreed. This line item has a mean score of 3.48 and standard deviation of 0.983 which is higher than the composite mean of 3.415 and standard deviation of 0.4889. This implies that the statement has a positive influence and should be maintained in private sector engagement in humanitarian logistics. Statement (j) 'there are available written contingency plans and procedures to respond to disasters' 24(29.41%) disagreed, 13 (15.29%) were neutral while 47(55.29%) agreed with the assertion humanitarian logistics influence implementation of humanitarian aid projects. The mean score of this line item was 3.61 and standard deviation was 0.874 is higher than the composite mean of 3.415 and standard deviation 0.4889. This implies that there is positive influence on the assertion made.

Information gathered from key informants and focus group discussions confirmed that Private sector often has better facilities of transportation and they are able to deliver goods quicker. This is because they have better transport networks. Some argued that despite the potential to make an impact, Humanitarian logistics has not been tapped well by



organizations in disaster relief to benefit fully from the services. There is need to harmonize these services for persons in distress to benefit. The Focus Group Discussions data revealed that sometimes access is a challenge as the roads are closed during conflicts and there is heavy police presence that makes it difficult for NGOs to access the persons in distress. One of the respondents said

*“If the roads are closed we also cannot go to the shops to buy food, even if we have money, so humanitarian logistics is only possible if the roads will be open”*. FGD Participant

This demonstrates the complexity of humanitarianism on the ground and that there must be ways and mechanisms to ensure that persons in needs receive the appropriate relief goods they need.

#### **4.6.1 Inferential Statistics for humanitarian logistics and implementation of humanitarian aid projects**

The inferential statistics in this section covered hypothesis testing using correlations and regression analysis of humanitarian logistics and implementation of humanitarian aid projects. The hypotheses are stated as follows:

$H_0$ : Humanitarian logistics does not significantly influence the implementation of Humanitarian aid projects.

$H_1$ : Humanitarian logistics significantly influences the implementation of Humanitarian aid projects.

#### 4.6.1.1 Correlation Analysis of humanitarian logistics and implementation of humanitarian aid projects

Correlation analysis was employed to establish the strength and the direction of the interaction between humanitarian logistics and implementation of humanitarian aid projects. The results obtained were as shown in Table 4.4.

**Table 4.4 Correlation Matrix for Humanitarian Logistics**

Variables		Implementation of humanitarian aid projects	Humanitarian Logistics
Implementation of humanitarian aid projects	Pearson Correlation	1	0.739
	Sig. (2-tailed)		0.013
	n	85	85
Humanitarian Logistics	Pearson Correlation	0.739	1
	Sig. (2-tailed)	0.013	
	n	85	85

The results in Table 4.4 indicate that there exists a strong positive relationship between humanitarian logistics and implementation of humanitarian aid projects, with a correlation coefficient of 0.739. The relationship is statistically significant since the p-value is 0.013, which is below the statistically accepted significance level of 0.05.

#### 4.6.1.2 Regression Analysis of Humanitarian Logistics and implementation of humanitarian aid projects

The study assessed the effect of private sector engagement in humanitarian logistics on Implementation of Humanitarian aid project and obtained the model specification results as presented in Table 4.5.

**Table 4.5 Model specification for Humanitarian Logistics**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	0.739	0.546	0.542	0.0132489

a. Predictors: (Constant), Humanitarian Logistics.

b. Dependent Variable: Implementation of Humanitarian Aid projects

The study found that humanitarian logistics has a high correlation index of 0.739 against implementation of aid projects in Organizations in disaster relief. This is an indication that there is a defined relationship between the implementation of humanitarian aid projects and humanitarian logistics. Humanitarian logistics was also observed to have very high coefficient of determination of 0.542 against implementation of aid projects, an indication that it has the ability to explain 54.2% of the changes in aid project implementation. This is an indication of a very high ability of the humanitarian logistics affecting implementation of humanitarian aid project implementation, with 45.8% of the outcomes not explained by the model.

**Table 4.6: Model ANOVA Table for humanitarian logistics**

<b>Model</b>	<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Regression	6.840	4	1.494	13.217	.002 <sup>b</sup>
Residual	4.152	81	.091		
Total	10.992	85			

The ANOVA Table 4.6 shows that the model has a p-value of  $0.002 < 0.05$ , which implies that the humanitarian logistics is suitable to be used in the model, since inferences are statistically significant. The F-statistic of 13.217 in Table 4.6 is statistically significant at

95% confidence level  $p=0.002<0.05$ , implying that humanitarian logistics has significant influence on the implementation of humanitarian aid projects in Nairobi Kenya. The results of the regression coefficients are shown in Table 4.7.

**Table 4.7 Humanitarian Logistics Regression Model Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients		T	Sig.
	B	Std. Error	Beta			
1 (Constant)	4.525	0.242			0.703	0.012
Humanitarian Logistics	0.739	0.032	0.729		1.084	0.000

a. Dependent Variable: Implementation of Humanitarian Aid Projects

The regression model constant was observed to be positive, an indication that humanitarian logistics and aid project implementation are positively correlated. The variable was used in the study model, and provided the following regression model:

$$Y = 4.525 + 0.739X_1$$

The regression outcome indicates that humanitarian logistics has a significantly positive influence on the implementation of aid projects in Kenya. This implies that a unit change in humanitarian logistics leads to a 4.525 variation in the implementation of humanitarian aid projects.

#### **4.6.1.3 Test of Hypothesis one**

In order to address the first objective of the study, hypothesis one was tested and findings given as follows.

*H<sub>0</sub>*: Humanitarian logistics does not significantly influence the implementation of Humanitarian aid projects.

*H<sub>1</sub>*: Humanitarian logistics significantly influences the implementation of Humanitarian aid projects.

At a 95% confidence level presumed in the study, humanitarian logistics had a p-value (sig.) of less than 0.05 ( $p < 0.05$ ), indicating that the variable is statistically significant and has the ability to be used in the study. Given that the p-value (0.013) is below 0.05, we reject the null hypothesis in favour of the alternative, and conclude that humanitarian logistics has a statistically significant influence on the implementation of humanitarian aid projects.

#### **4.7 Humanitarian financing and implementation of humanitarian aid projects.**

In analyzing the extent to which humanitarian financing influences implementation of humanitarian aid projects, the study carried out the following tests and findings given as explained in the section. The study sought to establish the frequencies for each data item response on the Likert Scale of 1-5 where 1=Strongly agree, 2= Disagree, 3=Neutral, 4= Agree, 5= Strongly Agree. The study also assessed the data item mean against the group mean, with the findings as tabulated in Table 4.8

**Table 4.8 Humanitarian Financing and Implementation of Humanitarian Aid Projects**

<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Mean</b>	<b>SD</b>
a. Humanitarian funding for sudden on-set disasters is sufficient	6(7.06%)	26(30.59%)	8(9.41%)	30(44.71%)	15(17.64%)	3.16	1.163
b. Limited financial resources restrict professional implementation	1(1.18%)	19(22.35%)	15(17.65%)	41(48.24%)	9(10.59%)	3.45	0.994
c. Our Organization diversifies sources of financing	10(11.76%)	13(15.29%)	12(14.12%)	38(44.71%)	12(14.12%)	3.69	0.9
d. Over dependency on one donor leads to less humanitarian funding	1 (1.18%)	15(17.65%)	6 (7.06%)	46(54.12%)	17 (20%)	3.74	1.014
e. Our organization has different strategies in humanitarian financing	1 (1.18%)	17 ( 20%)	12(14.12%)	49(57.65%)	6 (7.06%)	3.49	0.934
f. Different humanitarian financing strategies have improved our ability to respond to humanitarian crises	8 (9.41%)	17 (20%)	10(11.76%)	37(43.53%)	13(15.29%)	3.64	0.974
g. Private sector issue grants to Humanitarian organizations for sudden on-set disasters	8 (9.41%)	7 (8.24%)	13(15.29%)	40(47.06%)	17 (20%)	3.88	0.822
h. Private sector offer free technical assistants in sudden on-set disaster	10(11.76%)	11(12.94%)	11(12.94%)	41(48.24%)	12(14.12%)	3.75	0.858
i. Humanitarian funding can be easily accessed whenever it is required in disasters	9(10.59%)	10(11.76%)	20(23.53%)	37 (43.53%)	9(10.59%)	3.42	0.956
j. We have multiple funding plans for disaster projects each year	3(3.53%)	26(30.59%)	13(15.29%)	40(47.06%)	3 (3.53%)	3.16	1.022
<b>Composite Mean and standard deviation n=85</b>						<b>3.538</b>	<b>0.41005</b>

Statement (a) 'The humanitarian funding for sudden onset disasters is sufficient' of the respondents 32(37.65%) disagreed while 45(43.53%) agreed and 8 (9.41%) were neutral. The mean score of this line item is 3.16 and standard deviation of 1.163 which is lower than the composite mean of 3.538 and standard deviation of 0.41005. This implies that even though majority of the respondents agreed with the assertions made about adequacy of humanitarian funding, their agreements were not as strong as those made about the aggregate humanitarian financing for humanitarian aid projects. Statement (b) 'Limited financial resources restrict professional implementation' of the senior disaster and humanitarian managers who responded 20(23.53%) disagreed while 50(58.82%) agreed and 15(17.65%) were neutral. The mean score for this line item was 3.45 and standard deviation was 0.994 which is lower than the composite mean of 3.538 standard deviation of 0.41005. This implies that majority of the respondents agreed less with the assertions about limited financial resources suggesting that limited financial resources for implementation of humanitarian aid projects does not influence implementation positively.

Statement (c) 'Our organization diversifies sources of financing' of the respondents 23(27.06%) disagreed while 50(58.82%) agreed and 12(14.12%) were neutral. The mean score of this line item was 3.69 standard deviation of 0.9 which is higher than the composite mean of 3.538. This implies positive influence on implementation of humanitarian aid projects, this supports (Stoianova, 2013; Altinger and Totella, 2007) who asserts that many Private sector actors give support to humanitarian organizations and this contributes to diversification of funding. Statement (d) 'Over dependency on one donor leads to less humanitarian funding' 16(18.82%) disagreed while 63(74.41%) agreed and 6 (7.06%) were neutral. This line item had a mean score of 3.74 and standard deviation of 1.014 which is higher than the composite mean of 3.538 and standard deviation of 0.41005.

This implies that majority of the respondents were in agreement with the assertion. Statement (e) 'Our organization has different strategies in humanitarian financing' 18 (21.18%) disagreed while 55(64.71%) agreed and 12(14.12%) were neutral. The mean score on this line item is 3.49 and standard deviation of 0.934 which is lower than the composite mean of 3.538 and has a standard deviation of 0.41005. This implies that even though majority of the respondents agreed with the assertions made financing strategies, their agreements were not as strong as those made about the aggregate financing of humanitarian aid projects in Nairobi. Statement (f) 'Different humanitarian financing strategies have improved our ability to respond to humanitarian crises' 25(29.41%) disagreed while 50 (58.82%) agreed and 10(11.76%) were neutral. The means score of this line item is 3.64 and standard deviation of 0.974 which is higher than the composite mean of 3.538 and standard deviation of 0.41005. This implies that majority agree with the assertion made on the Private sector engagement in humanitarian funding on the implementation of humanitarian aid projects. Statement (g) 'Private sector issue grants to humanitarian organizations for sudden onset disasters' of the senior humanitarian disaster managers 15(17.65%) disagreed while 57(67.06%) agreed and 13(15.29%) were neutral. The mean score of this line item of 3.88 and standard deviation of 0.822 is higher than the composite mean of 3.538 and standard deviation of 0.41005. This implies that the managers agreed on the stated assertion on humanitarian funding and implementation of humanitarian aid projects.

Statement (h) 'Private sector offer free technical assistants in sudden onset disasters' of the respondents 21 (24.71%) disagreed while 53 (62.36%) agreed and 11(12.94%) were neutral. The mean score of this line item is 3.75 and standard deviation is 0.858 which is higher than the composite mean of 3.538 and standard deviation 0.41005. This implies the



managers were in agreement with the assertion made on humanitarian funding and implementation of humanitarian aid projects. Statement (i) 'Humanitarian funding can be easily accessed whenever it is required in disasters' 19 (22.35%) disagreed while 46 (54.12%) agreed and 20 (23.53%) were neutral. The mean score of this line item is 3.42 and standard deviation of 0.956 which is lower than the composite mean of 3.538 and standard deviation of 0.41005. Lastly the statement on humanitarian funding (j) we have multiple funding plans for disaster projects each year' of the senior humanitarian/ disaster managers who responded to this statement 29 (34.12%) disagreed while 43 (50.59%) agreed and 13(15.29%) were neutral. The mean score on this line item is 3.16 and standard deviation of 1.022 which is lower than the composite mean of 3.538 and standard deviation of 0.41005. This implies that even though majority of respondents were in agreement with the assertion, the agreement was not as strong as of the aggregate humanitarian financing for humanitarian aid projects.

Qualitative data gathered by the use focus group discussions and key informant interviews were instrumental in answering the question why humanitarian finance has a significant influence on the implementation of humanitarian aid projects. An interviewee mentioned that private sector humanitarian financing is evident and it is often done through Corporate Social Responsibility and others giving support in kind. In focus group discussions one of the respondents said that;

*'Sometimes NGOs did not help us we got help from the nearby shops who donated free food to us when we could not leave the house, they are close to us '*. FGD participant

This kind of support from small micro enterprises is not recorded anywhere and therefore goes unnoticed. Key informants argued that Private sector is sometimes working with NGOs in humanitarian financing and sometimes they do it on their own. Either way the persons in distress get support and lives are saved. The strategic alliance of the two sectors is crucial and has supported efficiency for instance in cash programming. Other strategies being applied include bank transfers, use of smart cards or mobile money transfers to persons in distress.

#### **4.7.1 Inferential Statistics for humanitarian financing and implementation of humanitarian aid projects**

The inferential statistics in this section covered hypothesis testing using correlations and regression analysis of humanitarian financing and implementation of humanitarian aid projects. The hypothesis two was stated as follows:

$H_0$ : Humanitarian financing does not significantly influence the implementation of Humanitarian aid projects.

$H_1$ : Humanitarian financing significantly influences the implementation of Humanitarian aid projects.

##### **4.7.1.1 Correlations of humanitarian financing and implementation of humanitarian aid projects**

Correlation analysis was employed to establish the strength and the direction of the relationship between humanitarian financing and implementation of humanitarian aid projects. The results obtained are shown in Table 4.9.

**Table 4.9: Correlation Matrix for Humanitarian Financing**

Variables	Implementation of humanitarian aid projects	of Humanitarian Financing
Implementation of humanitarian projects	Pearson Correlation Sig. (2-tailed) n	0.642 0.027 85
Humanitarian Financing	Pearson Correlation Sig. (2-tailed) n	0.642 0.027 85

The results in Table 4.9 indicate that there exists significantly moderate positive relationship between humanitarian financing and Implementation of humanitarian aid projects, with a correlation of 0.642. The relationship is significant since the p-value is 0.027 which is below the statistically accepted significance level of 0.05.

#### 4.7.1.2 Regression Analysis of humanitarian financing and implementation of humanitarian aid projects

The study assessed the effect of private sector engagement in humanitarian financing on implementation of humanitarian aid projects and obtained the model specification results as shown in Table 4.10.

**Table 4.10 Model Specification for humanitarian financing**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.642	0.412	0.412	0.0132

a. Predictors: (Constant), Humanitarian Financing.

b. Dependent Variable: implementation of humanitarian aid projects

The study found that humanitarian financing has a very high correlation index of 0.642 against implementation of aid projects in humanitarian organizations. This is an indication that there is a defined relationship between implementation of aid projects and

humanitarian financing. Humanitarian financing was also observed to have a coefficient of determination of 0.412 against implementation of aid projects, an indication that it has the ability to explain 42.1% of the changes in aid project implementation. This is an indication of a moderate ability of the humanitarian financing affecting implementation of humanitarian aid project implementation, with 58.8% of the outcomes not explained by the model.

**Table 4.11: Model ANOVA Table for Humanitarian financing**

<b>Model</b>	<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Regression	5.976	4	1.117	16.377	.000 <sup>b</sup>
Residual	3.466	81	.723		
<b>Total</b>	<b>9.442</b>	<b>85</b>			

The ANOVA Table 4.11 shows that the model has a p-value of  $0.000 < 0.05$ , which implies that the humanitarian financing is suitable to be used in the model, since inferences are statistically significant. The F-statistic of 16.377 in Table 4.11 is statistically significant at 95% confidence level  $p=0.000 < 0.05$ , implying that humanitarian financing has significant influence on the implementation of humanitarian aid projects in Nairobi Kenya. The results of regression coefficients are shown in Table 4.12.

**Table 4.12: Humanitarian Financing Regression Model Coefficients**

<b>Model</b>	<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>t</b>	<b>Sig.</b>
	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
1 (Constant)	3.628	0.734		0.925	0.019
Humanitarian Financing	0.642	0.092	0.639	1.456	0.000

a. Dependent Variable: Implementation of humanitarian aid projects

The regression model constant was observed to be positive, an indication that humanitarian logistics and aid project implementation are positively correlated. The variable was used in the study model, and provided the following regression model:

$$Y = 3.628 + 0.642X_2$$

The regression outcome indicates that humanitarian financing has a positive influence on the implementation of aid projects in Kenya. This implies that a unit change in humanitarian financing leads to a 3.628 variation in the implementation of humanitarian aid projects.

#### **4.7.1.1 Test of Hypothesis two**

The second objective of the study was analyzed by carrying out a regression analysis in testing the following hypothesis.

$H_0$ : Humanitarian financing does not significantly influence the implementation of Humanitarian aid projects.

$H_1$ : Humanitarian financing significantly influences the implementation of Humanitarian aid projects.

At the 95% confidence level presumed in the study, humanitarian financing has a p-value (sig.) of less than 0.05 ( $p < 0.05$ ) indicating that the variable is statistically significant and has the ability to be used in the study. Given that the p-value (0.027) is below 0.05, we reject the null hypothesis in favour of the alternative and conclude that humanitarian financing has a statistically significant influence on the implementation of humanitarian aid projects.

#### **4.8 Humanitarian technology and implementation of humanitarian aid projects.**

In analyzing the extent to which the Humanitarian technology influences implementation of humanitarian aid projects, the study carried out the following tests and findings given as explained below. The study sought to establish the frequencies and percentages for each data item response on the Likert Scale of 1-5 where 1=Strongly Disagree, 2=Agree, 3=Neutral, 4=Agree, 5=Strongly Agree. And also assessed the data items mean against the group mean with findings as tabulated in Table 4.13

**Table 4.13: Humanitarian Technology and implementation of humanitarian aid projects**

Statements	1	2	3	4	5	Mean	SD
a. Humanitarian innovation has fundamentally changed humanitarian aid projects implementation	6(7.06%)	25(29.41%)	7 (8.24%)	34(40%)	13(15.29%)	3.27	1.238
b. Innovation of Humanitarian Products (GPS systems, Thuraya, mobile phones) contribute to saving persons in distress during disasters	8(9.41%)	15(17.65%)	18(21.18%)	33(38.82%)	11(12.94%)	3.56	0.932
c. Communication technologies have assisted in communities in distress participation during disasters	3(3.53%)	26(30.59%)	19(22.35%)	31(36.37%)	6 (7.06%)	3.43	1.044
d. Use of mobile phones by persons in distress has eased communication during disasters	8(9.41%)	17 (20%)	8 (9.41%)	44(51.76%)	8(9.41%)	3.6	0.915
e. Instant communication on humanitarian needs by persons in distress has contributed to their empowerment	2(2.35%)	23(27.06%)	9 (10.59%)	40(47.06%)	11(12.94%)	3.41	1.094
f. Digital fund mobilization has transformed humanitarian financing	1(1.18%)	37(43.53%)	6(7.06%)	32(37.65%)	9(10.59%)	3.13	1.132
g. Raising humanitarian funds through mobile money (M-pesa, T-cash, Aortal money) has been a success	5(5.88%)	6 (7.06%)	14(16.47%)	50(58.82%)	10 (11.76%)	3.81	0.732
h. Cash transfer through mobile money enable quicker access to relief aid	3(3.53%)	13(15.29%)	12 (14.12%)	47(55.29%)	10(11.76%)	3.56	1.005
i. Biometric Identification technology (use of finger prints using electronic gadgets) enable identification of persons in distress	5(5.88%)	11(12.94%)	10(11.76%)	50(58.82%)	9(10.59%)	3.67	0.836
j. Implementation of projects using (master cards, mobile phones etc) enable wide geographical coverage helping many persons in distress	3(3.53%)	29(34.12%)	12(14.12%)	(34) 40%	7(8.24%)	3.45	1.097
<b>Composite Mean and standard deviation</b> <b>n=85</b>						<b>3.429</b>	<b>0.45304</b>

Statement (a) humanitarian innovation has fundamentally changed humanitarian aid projects implementation' 31 (36.47%) either disagreed while 47 (55.29%) agreed and 7(8.24%) were neutral. The mean score of the line item is 3.27 and standard deviation of 1.238 which is lower than the composite mean 3.429 standard deviation of 0.45305. This implies that even though majority of the respondents agreed with the assertions made about innovations in humanitarian world, their agreements were not as strong as those made about the aggregate humanitarian technology for implementation of humanitarian aid projects. However, the data item responses were less dispersed compared to the aggregate responses. This finding is in line with Sandvik and Kaufman (2013) who argued that technology has reconceptualised humanitarian space reducing the gap between the helper and the helped. Private sector engagement as argued by (Care, 2015) has brought innovative technology change in humanitarian aid sector that should be exploited to continue improving the sector.

Statement (b) 'Innovation of humanitarian products contribute to saving persons in distress during disasters' 23 (27.06%) disagreed while 44 (51.76%) agreed and 18(21.18%) were neutral. The mean score of this line item is 3.56 and standard deviation of 0.932 of 0.932 which is higher than the composite mean 3.429 and standard deviation of 0.4530. This implies that majority of the respondents were in agreement with the assertion made on the extent to which humanitarian technology influences implementation of humanitarian aid projects. Statement (c) communication technologies have assisted in communities in distress participation during disasters' of the respondents 29 (34.12%) disagreed while 37 (43.53%) agreed and 19 (22.35%) were neutral. The mean score of this line item is 3.43 and standard deviation of 1.1044 which is higher than the composite mean of 3.421 and standard deviation of 0.4530. This implies that the respondents were in agreement with the assertion made on the independent variable. This finding is in line with argument of



Belliveau (2016) communication technologies contribute in assisting the persons in distress to participate in their own needs when disaster happens. Statement (d) 'Use of mobile phones by persons in distress has eased communication during disasters' 25 (29.41%) disagreed while 52 (61.18%) agreed and 8 (9.41%) were neutral. The mean score for this line item is 3.6 and standard deviation is 0.915 which is higher than the composite mean of 3.429 and standard deviation of 0.4530. This implies that the majority were in agreement with the assertion on humanitarian technology. Statement (e) Instant communication on humanitarian needs by persons in distress has contributed to their empowerment' 25 (29.41%) disagreed while 51 (60%) agreed and 9(10.59) were neutral. The mean score of this line item was 3.41 and a standard deviation of 1.094 that is higher than the composite mean of 3.429 standard deviation of 0.4530. This implies that even though majority of the respondents agreed with the assertions made about communicating humanitarian needs for people in distress, their agreements were not as strong as those made about the aggregate humanitarian technology for humanitarian aid projects.

Statement (f) Digital fund mobilization has transformed humanitarian financing' of the respondents 38 (44.71%) disagreed while 41 (40.24%) agreed and 6 (7.07%) were neutral. The mean score on this line item was 3.13 and standard deviation of 1.132 which is lower than the composite mean of 3.429 and standard deviation of 0.4530. This implies that even though majority of the respondents agreed with the assertions made about digital fund mobilization, their agreements were not as strong as those made about the aggregate humanitarian technology for humanitarian aid projects, and this influence implementation negatively. Statement (g) 'Raising humanitarian funds through mobile money has been a success' of the respondents 11 (12.94%) disagreed while 60 (70.59%) agreed and 14(16.47%) were neutral. The mean score of this line item 3.81 and standard deviation of

0.732 which is higher than the composite mean of 3.429 and standard deviation of 0.4530. This implies that majority were in agreement with the assertion made on humanitarian technology. This finding is in line with Belliveau (2016) argument that new technologies have been instrumental in overcoming some of the challenges that existed in humanitarian aid for instance issues of distributing cash through visa cards and mobile money. Statement (h) 'Cash transfer through mobile money enables quicker access to relief aid' of the respondents 16 (18.82%) disagreed while 57 (67.06%) agreed and 12(14.12%) were neutral. The mean score of this line item is 3.56 and standard deviation of 1.005 which is higher than the composite mean of 3.429 and standard deviation 0.4530. This implies that most of the respondents agreed with the assertions made about mobile money transfer for people in distress. Higher standard deviation also means that the data item responses were more dispersed compared to the aggregate responses. Statement (i) 'Biometric identification technology enable identification of persons in distress' of the respondents 16 (18.32%) disagreed while 59 (69.41%) agreed and 10(11.76%) were neutral. The mean score on this line item was 3.67 and standard deviation 0.836 and this is higher than the composite mean of 3.429 and standard deviation 0.4530. This implies that there was agreement with the assertion made on the statement.

Lastly statement (j) 'Implementation of projects master card, mobile phones enable wide geographic coverage helping many persons in distress' of the respondents 32 (37.65%) disagreed while 44(51.76%) agreed and 12(14.12%) were neutral. The mean score on this line item is 3.45 and standard deviation was 1.097 and this is higher than the composite mean of 3.429 and standard deviation 0.4530. From the data collected from key informants and the focus group discussions indicated that the reason why there is high significance is because of the presence of mobile phones, mobile money and other digital gadgets.

*‘When we are in a crises we are able to inform other people to help us using our mobile phones, sometimes they send us money that we can buy food and other basic needs’.*

FGD participant

Humanitarian implementation has been revolutionized by humanitarian technology and now there are customer developed applications commonly known as Apps used to fundraise for humanitarian disasters for instance there are water distribution Apps. There is need for more collaboration here in order to improve delivery. Without digitization, real time access, monitoring and control of humanitarian projects could be difficult. The fusion of the privates sector and programmes and application for humanitarian sector has a widely acceptable relation. However, there could be a challenge in security and safety of information and access control. The focus group discussions determined that when technology is used it is easier to access help. The residents of Mathare during conflicts they were able to receive cash on their mobile phones to buy foods and drinks for their families during conflicts. They were also able to tell others of the challenges they were facing that made easier for them to be reached and helped.

#### **4.8.1 Inferential Statistics for Humanitarian Technology and implementation of humanitarian aid projects**

The inferential statistics in this section covered hypothesis testing using correlations and regression analysis of humanitarian technology and implementation of humanitarian aid projects. The hypotheses are stated as follows:

H<sub>0</sub>: Humanitarian technology does not significantly influence the implementation of Humanitarian aid projects.

H<sub>1</sub>: Humanitarian technology significantly influences the implementation of Humanitarian aid projects.

#### 4.8.1.1 Correlations of humanitarian technology and implementation of humanitarian aid projects

The correlation analysis was employed to establish the strength and the direction of the interaction between humanitarian technology and implementation of humanitarian aid projects. The results obtained have been tabulated in Table 4.14.

**Table 4.14 Correlation Matrix for Humanitarian Technology**

Variables	Implementation of Humanitarian aid projects	of Humanitarian Technology
Implementation of humanitarian aid projects	Pearson Correlation Sig. (2 tailed) n	1 0.774 85
Humanitarian Technology	Pearson Correlation Sig. (2 tailed) n	0.774 1 85

The results in Table 4.14 indicate that there exists significantly positive relationship between humanitarian technology and implementation of humanitarian aid projects, with a correlation coefficient of 0.774. The relationship is statistically significant since the p-value is 0.011, which is below the statistically accepted significance of 0.05.

#### 4.8.1.2 Regressions of humanitarian technology and implementation of humanitarian aid projects

The study assessed the influence of humanitarian technology on implementation of humanitarian aid projects and obtained the model specification results as shown in Table 4.15

**Table 4.15 Model Specification for Humanitarian Technology**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.774	0.599	0.596	0.0012

Predicator: (constant) Humanitarian Technology.

Dependent variable: Implementation of Humanitarian aid projects

The study found that humanitarian technology has a high correlation index of 0.774 against implementation of aid projects in Organizations in disaster relief. This is an indication that there is a strongly defined relationship between the implementation of humanitarian aid projects and humanitarian technology. Humanitarian technology was also observed to have high coefficient of determination of 0.596 against implementation of aid projects, an indication that humanitarian technology is able to explain 59.6% of the changes in aid project implementation. This is an indication of a moderate ability of the humanitarian technology affecting implementation of humanitarian aid project implementation, with 40.4% of the outcomes not explained by the model.

**Table 4.16: Model ANOVA table for Humanitarian Technology**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	7.193	4	.834	5.245	.005 <sup>b</sup>
Residual	3.289	81	.159		
<b>Total</b>	<b>10.482</b>	<b>85</b>			

The ANOVA Table 4.16 shows that the model has a p-value of  $0.005 < 0.05$ , which implies that the humanitarian technology is suitable to be used in the model, since inferences are statistically significant. The F-statistic of 5.245 in Table 4.16 is statistically significant at 95% confidence level  $p=0.000 < 0.05$ , implying that humanitarian technology has significant influence on the implementation of humanitarian aid projects in Nairobi

Kenya. The regression analysis was done and the following outcomes shown in Table 4.17

**Table 4.17: Humanitarian Technology Regression Model Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.398	0.767		1.025	0.016
Humanitarian Technology	0.774	0.081	0.764	1.119	0.000

a. Dependent Variable: Implementation of humanitarian aid projects

The regression model constant was observed to be positive, an indication that humanitarian technology and aid project implementation are positively correlated. The variable was used in the study model, and provided the following regression model:

$$Y = 2.398 + 0.774X_3$$

The regression outcome indicates that humanitarian logistic has a positive influence on the implementation of aid projects in Kenya. This implies that a unit change in humanitarian technology leads to a 2.398 variation in the implementation of humanitarian aid projects.

#### **4.8.1.1 Test of Hypothesis three**

The third objective of the study was analyzed by carrying out regression analysis in testing the following hypothesis.

H<sub>0</sub>: Humanitarian technology does not significantly influence the implementation of Humanitarian aid projects.

H<sub>1</sub>: Humanitarian technology significantly influences the implementation of Humanitarian aid projects.

At a 95% confidence level presumed in the study, humanitarian technology has a p-value (sig.) of less than 0.05 indicating that the variable is statistically significant and has the ability to be used in the study. Given that the p-value (0.011) is below 0.05 as such we reject the null in favour of the alternative and conclude that humanitarian technology has a statistically significant influence on the implementation of humanitarian aid projects.

#### **4.9 Combined Private sector engagement and implementation of humanitarian aid projects**

In assessing the influence of combined private sector engagements on implementation of humanitarian aid projects in Kenya, the composite means of all the private sector engagements were used to offer a descriptive analysis of the variables used in the study.

The findings were as shown in Table 4.18.

**Table 4.18: Combined Private Sector Engagement and implementation of humanitarian aid projects**

<b>Description</b>	<b>n</b>	<b>Mean</b>	<b>Std. Deviation</b>
Humanitarian Logistics	85	3.4141	0.48896
Humanitarian Financing	85	3.5400	0.41005
Humanitarian Technology.	85	3.4306	0.45304
Organizational Culture	85	3.5953	0.43312
<b>Composite mean and standard deviation</b>	<b>85</b>	<b>3.4616</b>	<b>0.34677</b>
<b>n=85</b>			

Descriptive statistics in Table 4.18 shows that all the three private sector engagements had a huge influence on the implementation of humanitarian aid projects with composite mean of 3.4616 and standard deviation of 0.34677. Since the measurements were carried out using a 5 pointer Likert Scale, a mean of 3.4616 indicates a more than average influence of private engagements in implementation. On Humanitarian Logistics the mean score is 3.4141 which is lower than the composite mean of 3.4616 and standard deviation of 0.48896 which is higher than the composite standard deviation. This implies that even though majority of the respondents agreed with assertions on the influence of humanitarian logistics on implementation of humanitarian aid projects, the agreements were not as strong as those made in support of the influence of combined private sector engagements in humanitarian aid projects in NGOs based in Nairobi. The distribution of responses in favour humanitarian logistics were however more dispersed compared to the combined private sector engagement responses.

On Humanitarian financing the mean score is 3.5400 and standard deviation of 0.48896 which is higher than the composite mean and standard deviation. This implies that the most of the respondents agreed with assertions on the influence of humanitarian financing on



implementation of humanitarian aid projects. Higher standard deviation shows the distribution of responses in favour humanitarian financing were more dispersed compared to the combined private sector engagement responses. On Humanitarian technology the mean score is 3.4306 which is lower than the composite mean and standard deviation of 0.45304 which is higher than the composite mean. This implies that even though majority of the respondents agreed with assertions on the influence of humanitarian technology on implementation of humanitarian aid projects, the agreements were not as strong as those made in support of the influence of combined private sector engagements in humanitarian aid projects in Nairobi. The distribution of responses in favour humanitarian technology was however more dispersed compared to the combined private sector engagement responses. For organizational culture the mean score is 3.5953 and 0.43312 which is higher than the composite mean. This implies that most of the respondents agreed with assertions. Key informant interviews and focus group discussion conducted revealed that when technology was used either use of phones or other social media to reach persons in distress help arrived quicker. As such humanitarian finances set were utilized to get relief items that were helpful to the affected, because there was prior communication on relief goods needed. If organizations in disaster relief continue to apply all techniques and skills in combinations there are higher chances of saving more lives during disasters.

#### **4.9.1 Inferential Statistics for combined private sector engagement and implementation of humanitarian aid projects**

The inferential statistics in this section covered hypothesis testing using correlations and regression analysis of combined private sector engagement and implementation of humanitarian aid projects. The hypothesis four is stated as follows:

$H_0$ : Combined Private sector engagement does not significant influence implementation of humanitarian aid projects.

$H_1$ : Combined Private sector engagement has significant influence on implementation of humanitarian aid projects.

#### 4.9.1.1 Correlation matrix for combined private sector engagement

Correlation analysis was employed to establish the nature and degree of the interaction between combined private sector engagement and implementation of humanitarian aid projects. The results obtained are shown in Table 4.19

**Table 4.19: Correlation Matrix for Combined Private sector engagement**

		<b>Implementation of Humanitarian Aid Projects</b>	<b>Combined Private Sector Engagement</b>
<b>Implementation of Humanitarian Aid Projects</b>	Pearson Correlation	1	0.723
	Sig. (2-tailed)		0.004
<b>Combined Private Sector Engagement</b>	n	85	85
	Pearson Correlation	0.723	1
	Sig. (2-tailed)	0.004	
	n	85	85

The results in Table 4.19 indicate that there exists a strong relationship between implementation of humanitarian aid projects and the combined private sector engagement in Humanitarian logistics, humanitarian financing and humanitarian technology, with a correlation coefficient of 0.723. The relationship is statistically significant since the p value is 0.004 which is below the statistically accepted significance level of  $p < 0.05$ . This shows that combining the three variables improve implementation of humanitarian aid projects.

#### 4.9.1.2 Regression Analysis of combined privates sector engagement and implementation of humanitarian aid projects

The study assessed the effect of combined private sector engagement on implementation of humanitarian aid projects and obtained the model specification results as presented in Table 4.20, 4.21 and 4.22.

**Table 4. 20: Model Specification for Combined Private Sector Engagement**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.723	.523	.518	.0093

a. Predictors: (Constant), Combined Private Sector Engagement.

b. Dependent Variable: Implementation of Humanitarian Aid projects

The study found that combined private sector engagement has a high correlation index of 0.723 against implementation of aid projects in disaster relief. This is an indication that there is a strongly defined relationship between the implementation of humanitarian aid projects and the private sector engagement. The coefficient of determination was 0.518, implying that combined private sector engagement explains 51.8% of the change in aid project implementation.

**Table 4.21: Model ANOVA Table for combined private sector engagement**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	6.267	1	1.062	3.471	.001 <sup>b</sup>
Residual	2.745	84	.306		
<b>Total</b>	<b>9.012</b>	<b>85</b>			

The ANOVA Table 4.21 shows that the model has a p-value of  $0.001 < 0.05$ , which implies that the combined private sector engagement is suitable to be used in the model, since inferences are statistically significant. The F-statistic of 3.471 in Table 4.24 is statistically significant at 95% confidence level  $p=0.001 < 0.05$ , implying that the combined private sector engagement has significant influence on the implementation of humanitarian aid projects in Nairobi Kenya. Following is the regression analysis carried out, the model coefficients in Table 4.22 were observed.

**Table 4.22: Combined Private Sector engagement regression Model Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.163	0.993		1.298	.003
Combined Private Sector engagement	0.723	0.302	0.718	1.013	.001

a. Dependent Variable: Implementation of humanitarian aid projects

The positive regression model constant is an indication that combined private sector engagement and aid project implementation are positively correlated. The variable was used in the study model, and provided the following regression model:

$$Y = 3.163 + 0.723X_5$$

Where

$X_5$  = Combined private sector engagements

$$X_5 = X_1 + X_2 + X_3$$

The regression outcome indicates that combined private sector engagement has a positive influence on the implementation of aid projects in Kenya. This implies that a unit change in

the combined private sector engagement leads to a 3.163 variation in implementation of humanitarian aid projects.

#### **4.9.1.3 Test of Hypothesis four**

The fourth objective of the study was analysed by carrying out a regression analysis in testing hypothesis four.

*H<sub>0</sub>*: Combined Private sector engagement does not significantly influence implementation of humanitarian aid projects.

*H<sub>1</sub>*: Combined Private sector engagement has significant influence on implementation of humanitarian aid projects.

At 95% confidence level combined private sector engagement in Humanitarian logistics, humanitarian financing and humanitarian technology have p-values (sig.) of less than 0.05 ( $p < 0.05$ ), indicating that the variables are statistically significant and therefore have the ability to be used in the study. Given that the p-values were 0.004 which is below the statistically accepted significance level of 0.05, we reject the null hypothesis in favour of the alternative, and conclude that combined private sector engagement has a statistically significant influence on the implementation of humanitarian aid projects.

#### **4.10 Organizational culture, private sector engagement and implementation of humanitarian aid projects**

In analyzing the extent to which organizational culture moderates the relationship between private sector engagement and implementation of humanitarian aid projects, the study carried out the following tests and the findings are as explained in Table 4.18. The study sought to establish the frequencies and percentages for each data item response on Likert scale of 1-5

where 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree. As well as measuring the data item means against the group mean, with findings as shown in Table 4.23

**Table 4.23: Organizational Culture moderates the relationship between Private sector engagement and implementation of humanitarian aid projects.**

Statements	1	2	3	4	5	Mean	SD
a.Our organization treats all persons in distress with dignity during implementation	2(2.35%)	14(16.47%)	11(12.94%)	42(49.41%)	16(18.82%)	3.66	1.041
b.Our organization signs an agreement with other organizations to ensure compliance to humanitarian principles	1(1.18%)	14(16.47%)	14 (16.47)	43(50.59%)	13(15.29%)	3.62	0.976
c.Staff are informed on application of humanitarian principles when engaging in implementation	1(1.18%)	13(15.29%)	14(16.47%)	41(48.24%)	16(18.82%)	3.72	0.946
d.Our organization helps all people without discrimination in regard to race, religion, political affiliation or other modes of discrimination	3(3.53%)	14(16.47%)	9(10.59%)	42(49.41%)	17(20%)	3.69	1.012
e.Our organization do not take sides in hostilities with those fighting or those being fought	2(2.35%)	6(7.06%)	10(11.76%)	55(64.71%)	12(14.12%)	3.86	0.742
f.Our organization is free to implement without being forced by other stakeholders	3(3.53%)	8(9.41%)	12(14.12%)	50(58.82%)	12(14.12%)	3.81	0.794
g.The organizational culture of Private sector companies and Non-Governmental Humanitarian Organizations are different.	1(1.18%)	9 (10.59%)	15(17.65%)	50(58.82%)	10(11.76%)	3.69	0.859
h.Different organizational cultures have negatively affected collaboration	2(2.35%)	28(32.94%)	13(15.29%)	33(38.82%)	9(10.59%)	3.22	1.095
i.When our organization complies to humanitarian principles there is improvement in implementation	1(1.18%)	20(23.53%)	8(9.41%)	46(54.11%)	10(11.76%)	3.52	1.019
j.When Our organization does not apply humanitarian principles during implementation persons in distress complain	2(2.35%)	29(34.12%)	14(16.47%)	34 (40%)	6(7.06%)	3.15	1.052
<b>Composite Mean and standard deviation</b>						<b>3.594</b>	<b>0.433</b>
<b>n=85</b>							

On statement (a) our organization treats all persons in distress with dignity during implementation' 16 (18.82%) disagreed while 58 (68.23%) agreed and 11 (12.94) were neutral. The mean score of this line item is 3.66 and standard deviation is 1.041 which is higher than the composite mean of 3.594 and standard deviation 0.43312. This implies that the majority of the respondents in agreement with the assertion on the moderating influence between combined private sector engagement and implementation of humanitarian aid project. On statement (b) our organization signs an agreement with other organizations to ensure compliance to humanitarian principles' 15 (17.65%) disagreed while 56 (65.88%) agreed and 14(16.47%) were neutral. This line item had a mean score of 3.62 and standard deviation of 0.976 which is higher than the composite mean of 3.594 and standard deviation of 0.433. This implies that the majority of the respondents were in agreement with the assertion made in regard to the moderating influence of inter-organizational agreements on the relationship between private sector engagement and implementation of humanitarian aid project.

On statement (c) Staff are informed on application of humanitarian principles when engaging in implementation' 14 (16.47%) disagreed while 57 (67.06%) agreed and 14(16.47%) were neutral. This line item has a mean score of 3.72 and standard deviation of 0.946 which is higher than the composite mean of 3.594 and standard deviation of 0.433. This implies that majority of the respondents were in agreement with the assertion made in regard to the moderating influence of staff awareness on application of humanitarian principles on the relationship between Private Sector Engagement and implementation of humanitarian aid project. Hilhorst and Schiemann (2002) in their research humanitarian principles and organizational culture examined the principles in the eye of the humanitarian worker in their everyday practice. They observed that principles can be negotiated in working arrangements

and in the code of conduct, the effect of this in practice sometimes depends on how they are translated by aid workers. On statement (d) 'Our organization helps all people without discrimination in regard to race, religion, political affiliation or other modes of discrimination' 17 (20%) disagreed while 59 (69.41%) agreed and 9(10.59%) were neutral. This line item had a mean score of 3.69 and standard deviation of 1.012 which is higher than the composite mean of 3.594 and standard deviation of 0.433. This shows that most of the respondents were in agreement with the assertion made in regard to the moderating influence of racial discrimination on the relationship between private sector engagement and implementation of humanitarian aid projects.

On statement (e) 'Our organization does not take sides in hostilities with those fighting or those being fought' of the respondents 8 (9.41%) disagreed while 67 (78.82%) agreed and 10(11.76%) were neutral. The mean score of this line item was 3.86 and standard deviation of 0.742 which is higher than the composite mean of 3.594 and standard deviation of 0.433. This implies that the majority of the respondents were in agreement with the assertion made in regard to the moderating influence of organizations taking sides in hostilities on the relationship between private sector engagement and implementation of humanitarian aid project. On statement (f) 'our organization is free to implement without being forced by other stakeholders' 11 (12.94%) disagreed while 62 (72.94%) agreed and 12(14.12%) were neutral. This line item had a mean score of 3.81 and standard deviation of 0.794 which is higher than the composite mean 3.594 and standard deviation of 0.433. This implies that majority of the respondents were in agreement with the assertion made in regard to the moderating influence of stakeholder interference on the relationship between Private Sector Engagement and implementation of humanitarian aid project.



On statement (g) 'The organizational culture of private sector companies and NGOs are different' 10 (11.76%) disagreed while 60 (70.59%) agreed and 15 (17.65%) were neutral. This line item had a mean score of 3.69 and standard deviation of 0.859 which is higher than the composite mean 3.594 and standard deviation 0.433. This implies that majority of the respondents were in agreement with the assertion made in regard to the moderating influence of different organizational cultures on the relationship between private sector engagement and implementation of humanitarian aid projects. This response concurs with study by Betts and Bloom (2014) who argued that private sector sometimes has aims distinct from and sometimes conflicting with humanitarian actors. However Denison (1990) argues that organizational culture can influence the way organization reacts to change in demands by business environments. As this changes occur leaders actively monitor the demands of the environment and the capabilities of the organizations to help respond effectively.

On statement (h) 'Different organizational cultures have negatively affected collaboration' 30 (35.29%) disagreed while 42 (49.41%) agreed and 13(15.29%) were neutral. This line item had a mean score of 3.22 and standard deviation of 1.095 which is lower than the composite mean of 3.594 and standard deviation of 0.433. This implies that majority of the respondents were in agreement with the assertion made in regard to the moderating influence of organizational culture data item on the relationship between Private Sector Engagement and implementation of humanitarian aid project, though not as strong as the agreement for the moderating influence of the aggregate organizational culture construct. This is in line with Hilhorst and Schiemann (2002) who argued that humanitarian aid is not often conducive to standardized practices because of its emergency nature and the volatility of political contexts. As such differences that exist within organizational cultures do not necessary affect collaboration negatively during implementation of humanitarian aid projects.

On the statement (i) 'When our organization complies with humanitarian principles there is improvement in implementation' 21 (24.71%) disagreed while 56 (65.88%) agreed and 8(9.41%) were neutral. The mean score of this line item was 3.52 and standard deviation of 1.019 which is lower than the composite mean of 3.594 and standard deviation of 0.433. This implies that majority of the respondents were in agreement with the assertion made in regard to the moderating influence of organizational compliance with humanitarian principles data item on the relationship between private sector engagement and implementation of humanitarian aid projects, though not as strong as the agreement for the moderating influence of the aggregate organizational culture constructs. Study by (Jeremie, 2015) organizational culture and specifically the humanitarian principles support and contribute to humanitarian aid project implementation making it easier for helpers to access disaster sites and reach persons in distress.

Finally statement (j) 'When our organization does not apply humanitarian principles during implementation persons in distress complain' 31 (36.47%) disagreed while 40 (47.06%) agreed and 14(16.47%) were neutral. This line item had a mean score of 3.15 which is lower than the composite mean and a standard deviation of 1.052 which is higher than the composite standard deviation. This implies that majority of the respondents were in agreement with the assertion made in regard to the moderating influence of an organizations' non-compliance to humanitarian principles on the relationship between private sector engagement and implementation of humanitarian aid project. From the key informant interviews and focus group discussions data gathered it was evident that during support to persons in distress there was general adherence to humanitarian principles. There was no outright discrimination of any kind and all the people suffering were given assistance based on their need. There is no seamless bridge between the organizations when it comes to

implementation of humanitarian aid projects. However some interviewed revealed that in some cases there were difficulties especially when private sector decided to side with one of the conflicting parties which could adversely affect results.

#### **4.10.1 Inferential Statistics of private sector engagement Organizational culture and implementation of humanitarian aid projects**

The inferential statistics in this section covered hypothesis testing using correlations and regression analysis of organizational culture, private sector engagement and implementation of humanitarian aid projects. The hypotheses five is stated as follows:

H<sub>0</sub>: Organizational culture does not moderate the relationship between private sector engagement and implementation of humanitarian aid projects

H<sub>1</sub>: Organizational culture moderates the relationship between private sector engagement and implementation of humanitarian aid projects

##### **4.10.1.1 Correlations of Organizational culture, private sector engagement and implementation of humanitarian aid projects**

For this objective correlation analysis was employed to establish the nature and the degree of the interaction between organizational culture and implementation of humanitarian aid projects. The results obtained are as shown in Table 4.24

**Table 4.24 Correlation Matrix for Organizational culture**

		<b>Implementation of humanitarian projects</b>	<b>of aid</b>	<b>Organizational Culture</b>
<b>Implementation of humanitarian aid projects</b>	Pearson Correlation			0.702
	Sig. (2-tailed)			0.008
	n	85		85
<b>Organizational Culture</b>	Pearson Correlation	0.702		1
	Sig. (2-tailed)	0.008		
	n			85

The results in Table 4.24 indicate that there exists a strong relationship between organizational culture and implementation of humanitarian aid projects, with a correlation coefficient of 0.702. The relationship is statistically significant since the p-value is 0.008, which is below the statistically accepted significance level of 0.05. This implies that organizational culture is an important factor when implementing humanitarian aid projects.

#### **4.10.1.2 Regression Analysis of organizational culture, private sector engagement and implementation of humanitarian aid projects**

The fifth and final objective of the study was to establish the moderating influence of organizational culture on the relationship between private sector engagement and implementation of humanitarian aid projects. To assess this, the study used stepwise regression of the following regression models:

$$\text{Step 1: } Y = \beta_0 + \beta_4 X_4 + \varepsilon$$

$$\text{Step 2: } Y = \beta_0 + \beta_5 X_5 + \varepsilon$$

$$\text{Step 3: } Y = \beta_0 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon$$

Where

$Y$  = Implementation of humanitarian aid projects

$X_4$  = Organizational Culture

$X_5$  = Combined private sector engagements in humanitarian aid

$$X_5 = X_1 X_2 X_3$$

The regression findings were as shown in Tables 4.25, 4.26, 4.27, 4.28, 4.29, 4.30, 4.31, 4.32, and Table 4.33.

Step 1: Relationship between Organizational culture and implementation of humanitarian aid projects

**Table 4.25: Step 1 –Model Specification Organizational culture and implementation**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
<b>1</b>	0.556	0.309	0.305	0.3762

The model specification Table 4.25 findings indicate that organizational culture has a moderate correlation index of 0.556 against humanitarian aid project implementation. This is an indication that there is a well-defined relationship between implementation of humanitarian aid projects and organizational culture. The coefficient of determination of 0.305, implies that organizational culture alone explains 30.5% of the fluctuations in humanitarian aid project implementation.

**Table 4.26: Model ANOVA Table for organizational culture and implementation**

<b>Model</b>		<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
<b>1</b>	Regression	6.378	2	10.348	4.793	0.000 <sup>b</sup>
	Residual	4.208	83	2.159		
	<b>Total</b>	<b>10.586</b>	<b>85</b>			

The ANOVA Table 4.26 shows that the model has a p-value of  $0.000 < 0.05$ , which implies that the organizational culture variable is suitable to be used in the model, since inferences thereof are statistically significant. The F-statistic of 4.793 in Table 4.26 is statistically significant at 95% confidence level  $p=0.000 < 0.05$ , implying that organizational culture has significant influence on the implementation of humanitarian aid projects in Nairobi Kenya.

**Table 4.27: Regression Model Coefficients for organizational culture and implementation**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.030	1.361		0.853	0.005
	Organizational Culture	.556	1.089	0.516	1.564	0.000

Dependent Variable: Implementation of humanitarian aid projects

The positive regression model constant is an indication that organizational culture and aid project implementation are positively correlated. The variable was used in the study model, and provided the following regression model:

$$Y = 1.030 + 0.556X_4$$

Step 2 – Relationship between combined private sector engagement and implementation of humanitarian aid projects

**Table 4.28: Model Specification for Combined Private Sector Engagement and implementation**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.723	0.523	0.518	0.0093

a. Predictors: (Constant), Combined Private Sector Engagement.

b. Dependent Variable: Implementation of Humanitarian Aid projects

The study found that combined private sector engagement has a high correlation index of 0.723 against implementation of aid projects in disaster relief. This is an indication that there is a strongly defined relationship between the implementation of humanitarian aid projects and

the private sector engagement. The coefficient of determination was 0.518, implying that private sector engagement explains 51.8% of the fluctuations in aid project implementation.

**Table 4.29: Model ANOVA Table for combined private sector engagement and implementation**

<b>Model</b>		<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
<b>1</b>	Regression	6.267	1	1.062	3.471	0.001 <sup>b</sup>
	Residual	2.745	84	.306		
<b>Total</b>		<b>9.012</b>	<b>85</b>			

The ANOVA Table 4.29 shows that the model has a p-value of  $0.001 < 0.05$ , which implies that the combined private sector engagement is suitable to be used in the model, since inferences are statistically significant. The F-statistic of 3.471 in Table 4.29 is statistically significant at 95% confidence level  $p=0.001 < 0.05$ , implying that the combined private sector engagement has significant influence on the implementation of humanitarian aid projects in Nairobi Kenya. Following the regression analysis carried out, the model coefficients in Table 4.30 were observed.

**Table 4. 30: Regression Model Coefficients combined private sector engagement and implementation**

<b>Model</b>		<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>T</b>	<b>Sig.</b>
		<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
<b>1</b>	(Constant)	3.163	0.993		1.298	0.003
	Combined Private Sector engagement	0.723	0.302	0.718	1.013	0.001

a. Dependent Variable: Implementation of humanitarian aid projects

The positive regression model constant is an indication that combined private sector engagement and aid project implementation are positively correlated. The variable was used in the study model, and provided the following regression model:

$$Y = 3.163 + 0.723X_5$$

Step 3 –Relationship between Combined private sector engagement, Organizational culture, and Implementation of humanitarian aid projects

**Table 4.31: Model Specification for combined private sector engagement, organizational culture and implementation**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.789	0.622	0.611	0.0196

a. Predictors: (Constant), Organizational culture, Combined Private Sector Engagement.

b. Dependent Variable: Implementation of Humanitarian Aid projects

**Table 4. 32: Model ANOVA Table for combined private sector engagement, organizational culture and implementation**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6.936	2	8.468	10.277	0.004 <sup>b</sup>
	Residual	4.530	84	.824		
	<b>Total</b>	<b>11.466</b>	<b>85</b>			

**Table 4. 33: Regression Model Coefficients for combined private sector engagement, organizational culture and implementation**

Model	Unstandardized Coefficients		Standardized Coefficients	Sig.	
	B	Std. Error	Beta		
Constant)	2.189	0.328	0.272	0.006	
Organizational Culture	0.416	0.052	0.462	8.013	0.000
Combined Private Sector Engagement	0.577	0.079	0.421	7.291	0.000

The study findings show that R<sup>2</sup> is 0.305 in step 1 meaning that organizational culture explains 30.5% of the variations in humanitarian aid project implementation; R<sup>2</sup> is 0.518 in



step 2 meaning that organizational culture explains 51.8% of the variations in humanitarian aid project implementation; while  $R^2$  is 0.611 in step 3 meaning that both organizational culture and combined private sector engagement explain 61.1% of the variations in humanitarian aid project implementation.

In step one, the F-statistic  $F(1,84)=4.793$ , p-value of  $0.000<0.05$ ; model in step 2,  $F(1.84) = 3.471$ , with P-value of  $0.001<0.05$ ; while model in step 3 had  $F(2.83)=10.277$  and P-value of  $0.004<0.05$ . This gave a 0.093 increase in  $R^2$ . The F ratio was  $F(2.83) = 10.277$  and P-value of  $0.004<0.05$  implying that the model was statistically significant. The F changed from 3.471 to 10.277 showing an increase when the interaction term (organizational culture) was added indicating that the regression with the interactive term was statistically significant at 95% confidence level  $p=0.004<0.05$ . This implies that organizational culture moderates the relationship between private sector engagement and implementation of humanitarian aid projects in NGOs within Nairobi Kenya. The results lead to the rejection of the null hypothesis in favour of the alternative hypothesis, and a conclusion that organizational culture moderates the relationship between private sector engagement and implementation of humanitarian aid projects among NGOs within Nairobi Kenya. Given that the organizational culture variable is suitable to be used in the study model, the coefficients in Tables 4.27, 4.30, and 4.33 lead to the linear regression models below.

Step 1:  $Y = 1.030 + 0.556X_4$

Step 2:  $Y = 3.163 + 0.723X_5$

Step 3:  $Y = 2.189 + 0.416X_4 + 0.577X_5$

#### **4.10.1.3 Test of Hypothesis five**

The fifth and final objective of the study was analyzed by carrying out hypothesis testing on the following hypothesis.

*H<sub>0</sub>*: Organizational culture does not moderate the relationship between private sector engagement and the implementation of humanitarian aid projects.

*H<sub>1</sub>*: Organizational culture moderates the relationship between private sector engagement and the implementation of humanitarian aid projects.

At a 95% confidence level, the interactions between organizational culture and combined private sector engagements in humanitarian logistics, humanitarian financing, and humanitarian technology have p-values (sig.) of less than 0.05 ( $0.004 < 0.05$ ), indicating that the variables are statistically significant and therefore suitable to be used in the study. The relationships between humanitarian aid project implementation and interactions between organizational culture and combined private sector engagements in humanitarian logistics, humanitarian financing, and humanitarian technology are statistically significant since the p-value of 0.004 is below the statistically accepted significance level of 0.05. We therefore reject the null hypothesis in favour of the alternative, and conclude that organizational culture has significant moderating effect on the relationship between private sector engagement and implementation of humanitarian aid projects.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This Chapter consists of summary of findings, conclusions, recommendations, suggested areas for further research and contributions to knowledge.

#### **5.2 Summary of Findings**

This section describes the study findings organized according to each study objective.

##### **5.2.1 Humanitarian Logistics and Implementation of Humanitarian Aid Projects**

The findings of this objective indicate that the respondents were in agreement with the Likert items assertions made in Table 4.3 in regard to humanitarian logistics and implementation of humanitarian aid projects. On the question whether humanitarian logistics access to relief goods, transportation, agility and preparedness contributes to timely implementation, wider humanitarian coverage, improved efficiency, increased coherence and more appropriate intervention. This study found out that the likert statements, it is possible to respond to sudden change in need by persons in distress during a disaster; and there are available written contingency plans and procedures to respond to disasters as well as our humanitarian logistics enable delivery of uncertain large scale demand of relief goods during disasters. To these statements the respondents were on the affirmative with the line item garnering higher line mean item than the composite mean. This shows that the respondents agreed more with the statements than the aggregate humanitarian logistics therefore there is need to enhance on these line items to improve implementation. Another important finding was that humanitarian logistics and implementation of humanitarian aid projects had a high correlation

of 0.739 proving that there is a definite relationship between the variables. Also in this study Humanitarian Logistics had a high coefficient of determination of 0.542 indicating that 54.2% of the changes in implementation of humanitarian aid projects can be explained by Humanitarian Logistics. At a 95% confidence level presumed in the study, humanitarian logistics had a p-value 0.013 (sig.) which is less than 0.05 ( $p < 0.05$ ), indicating that the variable is statistically significant and has the ability to influence implementation. The findings of this objective show that it is an important variable when making decisions in organizations in disaster relief on implementation of humanitarian aid projects after disasters.

### **5.2.2 Humanitarian Financing and Implementation of Humanitarian Aid Projects**

On question of humanitarian financing and implementation of humanitarian aid projects this study show that a set of clusters in the Likert Table 4.8 had a higher mean on the line items than the composite mean. The likert statements, over dependency on one donor leads to less humanitarian funding, private sector issue grants to humanitarian organizations for sudden on-set disasters and private sector offer free technical assistance in sudden on-set disasters recorded a higher mean than the aggregate composite mean. These statements explain that organizations in disaster relief should not rely on one donor because it could lead to insufficiency in funding. Further showing that diversification in sources of financing is important and reaching to the private sector for grants can be helpful. These different strategies in humanitarian financing therefore can help in accessibility of relief funds providing more money to save persons in distress during disasters. These findings support previous research into this brain area that link humanitarian financing and implementation of humanitarian aid projects. When this hypothesis was tested the study showed a high correlation index of 0.642 indicating that there is defined relationship between humanitarian financing and implementation of humanitarian aid projects in Kenya. The hypothesis testing

also revealed a high coefficient of determination of 0.412 which shows that 41.2% of the changes in implementation of humanitarian aid projects can be explained by humanitarian financing. At a 95% confidence level presumed in the study, humanitarian financing has a p-value 0.027 (sig.) of less than 0.05 ( $p < 0.05$ ), indicating that the variable is statistically significant. These findings therefore strongly support the link between Humanitarian financing and implementing humanitarian aid projects during disasters.

### **5.2.3 Humanitarian Technology and Implementation of Humanitarian Aid Projects**

It has become increasingly difficult for organizations in disaster relief to ignore humanitarian technology in relation to implementation of humanitarian aid projects. The finding of this study objective has tended to focus on this very problem. Likert Table 4.13 statements; raising humanitarian funds through mobile money has been a success, biometric identification technology enable identification of persons in distress and cash transfer through mobile money enable quicker access to relief aid; these three statements had higher line item mean than the composite mean indicating that the respondents agreed more with the statements than the aggregate composite mean of humanitarian technology. These statements elaborate on importance of organizations in disaster relief to give more attention to humanitarian technology continuing to engage more humanitarian innovation, communication technologies, digital fund mobilization and digital humanitarian response. These together have the ability to improve implementation during disasters. Further, when hypothesis were tested it had a correlation of 0.774 indicating that there exists a positive relationship between humanitarian technology and implementation of humanitarian aid projects. It recorded a coefficient of determination index of 0.596 indicating that 59.6% of the changes in implementation could be explained by humanitarian technology. At a 95% confidence level presumed in the study, humanitarian technology has a p-value 0.011 (sig.) of

less than 0.05 ( $p < 0.05$ ), indicating that the variable is statistically significant. This statistical evidence confirms the importance of humanitarian technology in implementation of humanitarian aid projects and there is need for decision makers to focus more on this variable to improve response during disasters.

#### **5.2.4 Combined Private Sector Engagement and Implementation of Humanitarian Aid Projects**

Findings of this objective indicated that when combined private sector engagement in humanitarian logistics, humanitarian financing and humanitarian technology there were positive changes in implement humanitarian aid projects. There was more access to relief good, better transportation, agility, preparedness, solutions to insufficient funds through diversification, funding strategies and the relief funds were also more accessible to organizations in disaster relief. Further humanitarian innovation, utilization of communication technologies, digital fund mobilization and digital humanitarian response contributed to improved implementation of humanitarian aid projects. This can be further explained by some of the combination of expertise given in the likert statements found in Tables 4.3; 4.8 and 4;13. Stating that it is possible to respond to sudden change in need by persons in distress during a disaster; and there are available written contingency plans and procedures to respond to disasters. Needless to say over dependency on one donor leads to less humanitarian funding and private sector issue grants to humanitarian organizations for sudden on-set disasters. Also, raising humanitarian funds through mobile money has been a success; cash transfer through mobile money enable quicker access to relief aid.

To elaborate this means that through humanitarian logistics organizations can deliver when there are sudden changes in relief need as they have written contingency plans. At the same time the organizations are not depending on one donor for funding and therefore they are

likely to access funds easily from other sectors such as private sector and lastly by utilizing humanitarian technology money can be easily raised through digital means and transferred to persons in distress through mobile cash transfers. Combined private sector engagement in humanitarian logistics, humanitarian financing and humanitarian technology had a composite mean of 3.4616 and standard deviation of 0.34677 as shown in Table 4.13. Since the measurements were carried out using a 5 pointer Likert Scale, a mean of 3.4616 indicates a more than average influence of combined private engagement in implementation of humanitarian aid projects. When the hypothesis was tested the combined Private sector engagement correlation index was 0.723 against the implementation of humanitarian aid project, this shows that there is clear defined relationship between combined private sector engagement and the implementation of humanitarian aid projects in Kenya. A Coefficient of determination of 0.518 was recorded showing that combining the three private sector engagement in humanitarian Logistics, humanitarian financing and humanitarian technology, have the ability to explain 51.8% of change in implementation of humanitarian aid projects. The regression outcome indicates that combined private sector engagement has a significantly positive influence on the implementation of humanitarian aid projects in Kenya. So far, however there has been little research on combined variables to influence implementation of humanitarian aid projects rather focus has been on influence by a single variable.

#### **5.2.5 Private Sector Engagement Organizational culture and Implementation of Humanitarian Aid Projects**

This study objective finding was on the moderating influence of the organizational culture on the relationship between private sector engagement and implementation of humanitarian aid projects. In this study the components of organizational culture considered were the

humanitarian principles. The likert statements on Table 4.23; our organization do not take sides in hostilities with those fighting or those being fought, this statement is linked to principle of neutrality. It garnered a higher line item mean than the composite mean which implies that respondents agreed more to this statement. A possible explanation for this could be that Kenya has a rich ethnic diversity and organizations pull away from any implication that they support one ethnic group or the other. Another statement is our organization is free to implement without being forced by other stakeholders, this statement is linked to principle of independence, and it had a higher mean than the composite mean indicating that respondents agreed more with the statement than the aggregate composite mean of the variable. This finding may be explained by the fact that Kenya has various political groups, government, opposition, religious institutions as well as foreign donors.

By showing autonomy during implementation they are trusted more and communities in distress accept them and grant them access much easily. Statement on; staff are informed on application of humanitarian principles when engaging in implementation, also had a higher line item mean than the composite mean depicting that respondents agreed more to the statement. It seems possible that this finding is due to continuous staff training and the universality of the humanitarian principles during implementation of humanitarian aid projects. Another interesting finding is on statement; the organizational culture of the private sector companies and humanitarian organizations are different, this statement also had a higher mean than composite mean indicating that the respondents were in agreement. There could be several possible explanations to this finding. First it could be attributed to the fact that despite the differences the humanitarian motive is similar to both sector; saving lives. Also, the nature of humanitarian response requires those engaging in humanitarian aid be moderated by the humanitarian principles. As such during implementation persons in



distress are treated in humane manner without discrimination of any nature. When the hypothesis was tested the relationships between humanitarian aid project implementation and interactions between organizational culture and private sector engagements in humanitarian logistics, humanitarian financing, and humanitarian technology were seen to be statistically significant since the p-value of 0.004 is below the statistically accepted significance level of 0.05. The regression model constant was observed to be positive, an indication that the organizational culture has a positive influence on the relationship between the deterministic variables and humanitarian aid project implementation. From this statistical evidence there is clear indication that during implementation there is adherence to organizational culture; humanitarian principles are respected and observed during disasters giving persons in distress support they need in humane manner, without coercion, without discrimination and support is based on need alone as laid out by the principle of humanity, impartiality, neutrality and independence. This moderation contributes to better implementation of humanitarian aid projects.

### **5.3 Conclusions**

The study critically examined existing literature identifying gaps in research and further discussed study findings. The conclusions are organized according to research objectives.

Objective 1: In relation to Objective one of the study, Humanitarian Logistics is a major topic in the humanitarian sector as it is a critical process during implementation of humanitarian aid projects. Globally humanitarian logistics is important during natural disasters such as earthquakes, floods, tsunami, and hurricanes as well as during man-made disasters such as ethnic clashes, internal conflicts and international conflicts causing deaths and displacements. In Kenya, humanitarian logistics is equally important as Kenya

experiences periodic ethnic clashes, floods, famine and terror attacks that if not attended can cause deaths and displacements. The aim of this objective was to determine whether humanitarian logistics influence implementation of humanitarian aid projects managed by organizations in disaster relief in Kenya. The study determined that humanitarian logistics eases transportation to disaster sites and improve access to relief goods as it is possible to plan for huge supplies to save lives when a disaster happens. This means more timely delivery of relief goods and ability to cover wider geographical locations as there are existing plans. As such humanitarian logistics is a critical process in implementation of humanitarian aid projects without which relief goods could be delayed causing deaths of persons in distress.

Objective 2: This objective focused on humanitarian financing and implementation of humanitarian aid projects. Humanitarian aid projects are financed globally and more often than not the humanitarian needs are always higher than the funds available. This can be attributed to the fact that we can never accurately plan for the unknown. The literature identified gaps in research in regard to humanitarian financing and this study has attempted to give solutions to these challenges. To improve implementation of humanitarian aid project the study determined that there is need for diversification of sources of financing and identify new financing strategies, such sources can be funding from the private sector that is set aside for corporate social responsibility, instead of solely relying on one donor which leads to restrained resources. Also when this funds are identified there is need to ensure that they are accessible when a disaster happens. This flexibility in financing can save lives in times of disaster. Given the findings of this study humanitarian financing remain to be core in implementation of humanitarian aid projects and there is need to put

more emphasis when raising funds, to ensure that the funds are not only available but also accessible.

Objective 3: Current developments indicate that humanitarian technology is likely to grow and thrive rather than reduce; this is because there are growing needs that require advanced technology to solve humanitarian challenges. Globally, humanitarian technology is getting more and more accepted, including use of biometric, cash cards, GPS systems, robotics and drones to save lives. In Kenya there have been efforts to use digital fund mobilization, existing communication technologies, and cash transfers through mobile money during disasters. Most of these innovations are from the private sector, Private sector has been a driver in humanitarian innovations and there is need for them to work closely and solve humanitarian challenges. In both Chapter two and four the study determined that organizations in disaster relief are laggards in adopting technology, even though technology has continued to improve and solve complex humanitarian needs. This study advances the knowledge on humanitarian technology and argues that humanitarian work is becoming more and more digitalized moving away from traditional way of implementing humanitarian aid projects and organizations in disaster relief cannot continue ignoring these changes in their everyday humanitarian response activities.

Objective 4: Fundamental focus of this objective was to examine the extent to which combined private sector engagement influence implementation of humanitarian aid projects. This study combined private sector engagement in humanitarian logistics, humanitarian financing and humanitarian technology to determine how the three contributed to implementation. So far, in empirical literature reviewed in chapter two studies have been done on each of these variables independently however far too little

attention has been paid to combined influence of the three variables. This study has examined these combination efforts to see how they influence implementation of humanitarian aid projects. From the findings, the study has determined that combining the three variables offer stronger support and improve implementation. Organizations in disaster relief that can apply humanitarian logistics, humanitarian financing and humanitarian technology together are likely to benefit more when engaging in implementation. This study is advancing the knowledge that this combination can be applied as a powerful strategy tool to improve implementation of humanitarian aid projects when a disaster happens.

Objective 5: In regard to this objective the researcher critically examined the existing literature on the moderating influence of organizational culture on the relationship between private sector engagement and implementation of humanitarian aid projects. The study findings determined that during implementation there is respect on how persons in distress are treated when getting help. The organizations in disaster relief intrinsically comply with the four fundamental principles highlighted in the organizational culture. Particularly organizations showed that they did not take sides in hostilities and that they preferred to be neutral and that there were no pressure from other stakeholder when implementing that demonstrated compliance to principle of independence. Further the persons in distress were treated with utmost dignity in a humane way without any form of discrimination in regard to race, religion or political affiliation showing commitment to principle of impartiality. These principles though they may seem unique and difficult to go by they are natural to humanity when it comes to treatment of persons in distress. This study therefore finds that organizational culture moderates the relationship of private sector engagement and implementation of humanitarian aid projects for improved services during disasters. This

moderation do not act as a hindrance when responding to disasters and it improves chances of acceptance by the communities in distress making it easier for organizations in disaster relief when engaging in implementation.

#### **5.4 Recommendations of the Study**

From the findings of this study, the following recommendations have been made.

##### **1. Enhance humanitarian logistics as a strategy in implementation**

This study determined that when humanitarian logistics was applied there was improvement in implementation of humanitarian aid projects in areas of timeliness of delivery, ability to cover wider geographic space as well as efficiency. This study therefore recommends that organizations in disaster relief communicate the strategic advantage of applying humanitarian logistics in their humanitarian activities. Perhaps it is time for the humanitarian sector to also focus more on outsourcing humanitarian logistics services from the private sector in order to improve their response during disasters. Also, more often than not organizations in disaster relief lack means of transportation such as vehicles and fleet management expertise that is critical during disasters. This study also determined that it is becoming increasingly difficult to ignore the contribution of the humanitarian logistics in sudden onset disasters. More so, few academic institutions focus on training in humanitarian logistics and this study recommends that more teaching in the subject is considered by academic institutions.

##### **2. Encourage diversification of sources of financing**

The study determined that besides traditional funding that is sourced from governments, United Nations, International organizations among others. The private sector is also making tremendous contribution to support humanitarian work by issuing grants. While some support

is adhoc and one of donations some organizations in disaster relief have negotiated for longer more sustainable collaborations to sustain their humanitarian response. This form of diversification of sources of financing is important and good for organizations. Also sometimes the funds are raised in digital social platform and it is easy to raise and access. However, little has been discussed on how to treat private sector funding which in some organizations is only reported as other sources of funding rather than giving it the right name and sometimes is completely unrecorded in financial documents. This has often overshadowed the good work done by the private sector during disasters. Probably it is time to appreciate private sector contribution to humanitarian work.

### 3. Implement utilizing more humanitarian technology rather than traditional response

Innovative humanitarian products and processes have been availed in the humanitarian sector to ease implementation of humanitarian aid project and response after disaster happen. However organizations in disaster relief have been slow in adopting new technology for various reasons. Consequently, this slowness in adopting technology slows down implementation. So far, private sector companies have been in the fore front in new humanitarian technologies across the globe and also in Kenya. Their contribution in the humanitarian sector cannot go unnoticed due to the immense contribution during disasters ensuring support reach the persons in distress. The study highlighted the importance of technology in humanitarian aid and perhaps organizations are still testing the waters or they could be risk averse shielding themselves from the challenges that maybe related to opening up to technology. This study recommends, developing flexible strategies in line with humanitarian technology to improve responsiveness and also create awareness on application so that they can be able to embrace the emerging new technology faster.

#### 4. Engage private sector in more areas of expertise in humanitarian sector

This study shows that engaging the private sector in a combination of expertise can bring benefit to implementation of humanitarian aid projects. This could relieve worrying about services they can get from the private sector and therefore be able to concentrate more on their humanitarian mandate. The strategy of engaging the private sector in humanitarian projects implementation has grown in importance due to the increasing number of disasters that have become more frequent placing more people in danger. Engaging the private sector in various fields therefore could immensely benefit the humanitarian sector. Combined private sector engagement in humanitarian logistics, humanitarian financing and humanitarian technology has potential to improve impact of humanitarian projects. This study therefore recommends that organization outsource multiple skills and expertise in order to remain efficient.

#### 5. Enhance application of organizational culture and specifically humanitarian principles

The study findings suggested that when organizational culture is complied to, the implementation of humanitarian projects become easier as communities in distress accept the support being offered without feeling unfairly treated or discriminated. The nature of the humanitarian principles is such that they are friendlier to persons in distress as they try to protect them and ensure they are helped as needed. This study therefore recommends that organizational culture be more enhanced to ensure it remains to be a bridge and not a barrier to humanitarian response.

#### 6. Strategic Collaboration with the private sector

There is need for strategic inter sector collaboration such as private sector-humanitarian collaboration which can be helpful in responding to the ever growing disasters in Kenya. This study showed that more often than not organizations in disaster relief take it alone and sometimes they are overwhelmed by the size and complexity of disasters affecting their ability to respond effectively. This study therefore recommends that collaborations be formed to help in sharing different areas of expertise that can benefit humanitarian projects.

#### 7. Invest in humanitarian research

From the empirical study reviewed it is clear that very few academic institutions invest in humanitarian research. Most studies in the humanitarian field have been carried out in small numbers by universities, organizations and a few research institutions. Also, few institutions offer skills in humanitarian aid yet it consists of a whole ecosystem in our economic, social and political life. This study shows that if more research is done on humanitarianism then there will be better preparedness and response to disasters in Kenya. Perhaps it is time to focus more on humanitarian research in academic institutions and also invest more money for the same.

#### **5.5 Areas for Further Studies**

1. The study established that organizations in disasters relief have remain laggards in adopting humanitarian technology and when they do they are slow in their application. There is need to do further research to establish why organizations in disaster relief do not embrace technology as fast as they should despite the fact that technology has many benefits to the implementation of humanitarian aid projects.
2. The study has revealed that humanitarian organizations benefit from private sector engagement but often the engagement is adhoc or short term there is need to do a research



to establish why most private sector organizations are not engaging in long term partnerships in humanitarian aid yet there are frequent disasters in Kenya that need immediate response.

### 5.6 Contribution to the body of Knowledge

This study has built on existing knowledge in the area of private sector engagement and implementation of humanitarian aid projects in Kenya and has added new knowledge on the study variable as elaborated in the following Table.

Objectives	Contribution to knowledge
1. To determine the extent to which private sector engagement in humanitarian logistics influences the implementation of humanitarian aid projects.	1. This study has build on existing knowledge on humanitarian logistics and confirmed that humanitarian aid implementation is improved when humanitarian logistics is applied. Also, the term is poorly understood and this study has delved in to shedding more light on its application and relevance.
2.To determine the extent to which private sector engagement in humanitarian financing influences the implementation of humanitarian aid projects.	2. Existing research on this objective indicate that there is always shortage of financing which is volatile, unpredictable, un flexible and sometimes unreported. This study has found out that even though funding might be insufficient, other factors such as technology and logistics contribute to implementation and therefore even though funding could be good persons in distress could still die due to other reasons.
3.To determine the extent to which private sector engagement in humanitarian technology influences the implementation of humanitarian	3. Empirical literature place technology high in its potential to overcome some humanitarian challenges. While this may be true this study found out that it only explains 59.6% of implementation. There is need for more sensitization to organizations in order to move

aid projects.	them from being laggards to fast adopters of technology
4.To assess the extent to which the combined private sector engagement influences the implementation of humanitarian aid projects	4. Empirical literature tended to only concentrate on each variable independently. This study has combined the three together; logistics, financing and technology to establish how they influence implementation. The study has determined that there is improvement in implementation when the three are applied together. And that there is need for collaboration during disasters.
5.To establish the moderating influence of organizational culture on the relationship between private sector engagement and implementation of humanitarian aid projects	5. Existing literature indicate unfriendly and non compliance by the private sector to principle of humanity, impartiality, neutrality and independence. Hilhorst and Schiemann (2002) argued that humanitarian is not good to standardized practice and that principles are difficult to apply. Hopgood (2005) asserted that Private sector may serve to weaken humanitarian principles application. However this study has found out that private sector engagement is moderated by the humanitarian principles and serves to enrich implementation of humanitarian aid projects. The principles integrated within the organizational culture have a natural reflex to go by making implementation more acceptable.

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## APPENDICES

### Appendix I: Letter of Transmittal

Catherine Wanjiku

The University of Nairobi

P.O Box 30197, Nairobi

Email:Catherine.wanjiku@students.uonbi.ac.ke

Dear Sir / Madam,

**REF: REQUEST FOR YOUR PARTICIPATION IN ACADEMIC STUDY**

My name is Catherine Wanjiku, a student at The University of Nairobi undertaking Ph.D in Project Planning and Management. You have been specifically selected and requested to provide information on, *‘Private Sector engagement, organizational culture and implementation of humanitarian aid projects in Non Governmental organizations based in Nairobi, Kenya’*. It is expected that the study will reveal gaps in this specific field and contribute to existing body of knowledge in Private sector engagement in humanitarian aid projects. Your view is important to this study and you are encouraged to provide accurate information when filling in the questionnaire. After completion kindly return it to the researcher. Your participation is completely voluntary. Filling in the questionnaire is estimated to take 15-20 minutes, please proceed to fill the questionnaire. In case of enquiries kindly contact me on provided contact information above. Thank you

Yours Sincerely,  
Ms Catherine Wanjiku  
University of Nairobi Student

## Appendix II: Research Authorization Letter



### NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

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Email: dg@nacosti.go.ke  
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When replying please quote

NACOSTI, Upper Kabete  
Off Waiyaki Way  
P.O. Box 30623-00100  
NAIROBI-KENYA

Ref. No. **NACOSTI/P/18/52473/21050**

Date: **26<sup>th</sup> January, 2018**

Catherine W Nyambura  
University of Nairobi  
P.O. Box 30197-00100  
**NAIROBI.**

#### **RE: RESEARCH AUTHORIZATION**

Following your application for authority to carry out research on *“Private sector engagement, organizational culture and implementation of humanitarian aid projects in non-governmental organizations based in Nairobi Kenya”* I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **26<sup>th</sup> January, 2019.**

You are advised to report to **the County Commissioner and the County Director of Education, Nairobi County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a **copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

  
**GODFREY P. KALERWA MSc., MBA, MKIM**  
**FOR: DIRECTOR-GENERAL/CEO**

Copy to:

The County Commissioner  
Nairobi County.

The County Director of Education  
Nairobi County.

*National Commission for Science, Technology and Innovation is ISO9001:2008 Certified*

## Appendix III: Research Authorization for Nairobi County

NAIROBI CITY COUNTY



TELEGRAM "SCHOOLING"  
TELEPHONE: 2221166/224281  
EXT: 2426 /2590

CITY HALL ANNEXE:  
P. O. BOX 30298 GPO- 00100,  
NAIROBI, KENYA

GL/NC/141 VOL.VI/41

EDUCATION, YOUTH AFFAIRS & SOCIAL SERVICES SECTOR  
EDUCATION DEPARTMENT

8<sup>th</sup> February 2018

Catherine W. Nyambura  
University of Nairobi  
P.O. Box 30197-00100  
NAIROBI

**RE: RESEARCH AUTHORIZATION**

Following your application to carry out research and subsequent approval by the National Commission for Science, Technology and Innovation vide letter **Ref. NACOST/P/18/52473/21050** dated 26<sup>th</sup> January 2018.

This is to inform you that authority has been granted to you to carry out research on **"Private sector engagement, organizational culture and implementation of humanitarian aid project in non-governmental organization based in Nairobi, Kenya' 'case of Nairobi County for period ending 26<sup>th</sup> January, 2019.**

On conclusion of the study, you are expected to submit a copy of the research finding to the office of the undersigned.

  
**JECINTA CHARLES**  
**CHIEF QUALITY ASSURANCE & STANDARDS OFFICER**

*"The City of Choice to Invest, Work and Live in"*

## Appendix IV: Questionnaire for Organizations in disasters relief

### SECTION A: BACKGROUND INFORMATION

Serial No.  Name of Organization: \_\_\_\_\_

1. Your Geographic scope of operation is
  - a. International [ ]
  - b. Regional [ ]
  - c. National [ ]
  - d. Local [ ]
  
2. Humanitarian-Private sector collaboration in your organization has improved implementation of humanitarian aid projects during sudden onset disasters
  - a. Yes [ ]
  - b. No [ ]
  
3. How long has your organization been involved in humanitarian aid projects implementation in sudden onset disasters.
  - a. 5 years and below [ ]
  - b. 6-10 [ ]
  - c. 11-15 [ ]
  - d. 16 years and longer [ ]
  
4. How does your organization collaborate during implementation of humanitarian aid projects (**Tick ALL that apply**)
  - a. Long-term partnership
  - b. Implementing partner
  - c. Short-term partnership
  - d. Ad-hocOther \_\_\_\_\_

## SECTION B: HUMANITARIAN LOGISTICS

One aspect of this study is to determine how Non-Governmental Humanitarian Organizations engage Private Sector in humanitarian logistics when implementing Humanitarian Aid Projects after sudden onset natural or man-made disaster in Kenya, and to investigate whether their engagement has any influence on implementation of Humanitarian Aid Projects.

5. The following statements relate to Private sector engagement in Humanitarian Logistics. To what extent do you agree or disagree with the following statements where 1= Strongly Disagree 2= Disagree 3= Undecided 4= Agree 5= Strongly Agree (**Kindly Tick as appropriate**)

Statements	1	2	3	4	5
a. Procurement is carried out using available financial credit to ensure access to relief goods on time					
b. Relief donations reach persons in distress quicker to save lives					
c. There is always means of transport (vehicles, charter aircrafts etc) to transport relief goods					
d. Correct Relief goods are delivered to the persons in distress on time					
e. Our Humanitarian Logistics allow for real time tracking of relief consignments to disaster sites					
f. Our humanitarian logistics enable delivery of uncertain large scale demand of relief goods during disasters					
g. Our Humanitarian logistics facilitates quick response to unplanned humanitarian need in-order to save lives					
h. It is possible to respond to sudden change in need by persons in distress during a disaster					
i. Our Organization has pre-disaster logistical procedures and activities to enable quicker response (tasks, procurement, staff etc).					
j. There are available written contingency plans and procedures to respond to disasters					



## SECTION C: HUMANITARIAN FINANCING

Second aspect of this study is to determine how Non-Governmental Humanitarian Organizations engage Private Sector in humanitarian financing when implementing Humanitarian Aid Projects after sudden onset of a natural or man-made disaster in Kenya, and to investigate whether their engagement has any influence on implementation of Humanitarian Aid Projects.

6. The following statements relate to Private sector engagement in humanitarian financing.

To what extent do you agree or disagree with the following statements where 1= Strongly Disagree 2= Disagree 3= Undecided 4= Agree 5= Strongly Agree (**Kindly Tick as appropriate**)

Statements	1	2	3	4	5
a. The Humanitarian funding for sudden on-set disasters is sufficient					
b. Limited financial resources restrict professional implementation					
c. Our Organization diversifies sources of financing					
d. Over dependency on one donor leads to less humanitarian funding					
e. Our organization has different strategies in humanitarian financing					
f. Different humanitarian financing strategies have improved our ability to respond to humanitarian crises					
g. Private sector issue grants to Humanitarian organizations for sudden on-set disasters					
h. Private sector offer free technical assistants in sudden on-set disaster					
i. Humanitarian funding can be easily accessed whenever it is required in disasters					
j. We have multiple funding plans for disaster projects each year					

## SECTION D: HUMANITARIAN TECHNOLOGY

Third aspect of this study is to determine how Non-Governmental Humanitarian Organizations engage Private Sector in humanitarian technology when implementing Humanitarian Aid Projects after onset of a natural or man-made disaster in Kenya, and to investigate whether their engagement has any influence on implementation of Humanitarian Aid Projects.

7. The following statements relate to Private sector engagement in humanitarian technology. To what extent do you agree or disagree with the following statements where 1= Strongly Disagree 2= Disagree 3= Undecided 4= Agree 5= Strongly Agree (**Kindly Tick as appropriate**)

Statements	1	2	3	4	5
a. Humanitarian innovation has fundamentally changed humanitarian aid projects implementation					
b. Innovation of Humanitarian Products (GPS systems, Thuraya, mobile phones) contribute to saving persons in distress during disasters					
c. Communication technologies have assisted in communities in distress participation during disasters					
d. Use of mobile phones by persons in distress has eased communication during disasters					
e. Instant communication on humanitarian needs by persons in distress has contributed to their empowerment					
f. Digital fund mobilization has transformed humanitarian financing					
g. Raising humanitarian funds through mobile money (M-pesa, T-cash, Airtel money) has been a success					
h. Cash transfer through mobile money enable quicker access to relief aid					
i. Biometric Identification technology (use of finger prints using electronic gadgets) enable identification of persons in distress					
j. Implementation of projects using (master cards, mobile phones etc) enable wide geographical coverage helping many persons in distress					

## SECTION E: ORGANIZATIONAL CULTURE

Fourth aspect of this study is to determine whether Private Sector Companies comply to Organizational Culture of Non-Governmental humanitarian organizations and specifically with the Humanitarian Principles: principle of humanity, principle of impartiality, principle of neutrality and principle of independence; when implementing humanitarian aid projects during sudden on-set of natural or man-made disasters in Kenya. And to investigate whether their engagement is moderated by humanitarian principles when implementation Humanitarian Aid Projects.

8. In the light of compliance to organizational culture of Non-Governmental Humanitarian organizations by Private sector when implementing humanitarian aid projects. To what extent do you agree or disagree with the following statements where 1= Strongly Disagree 2= Disagree 3= Undecided 4= Agree 5= Strongly Agree **(Kindly Tick as appropriate)**

Statements	1	2	3	4	5
a. Our organization treats all persons in distress with dignity during implementation					
b. Our organization signs an agreement with other organizations to ensure compliance to humanitarian principles					
c. Staff are informed on application of humanitarian principles when engaging in implementation					
d. Our organization helps all people without discrimination in regard to race, religion, political affiliation or other modes of discrimination					
e. Our organization do not take sides in hostilities with those fighting or those being fought					
f. Our organization is free to implement without being forced by other stakeholders					
g. The organizational culture of Private sector companies and Non-Governmental Humanitarian Organizations are different.					
h. Different organizational cultures have negatively affected collaboration					
i. When our organization complies to humanitarian principles there is improvement in implementation					
j. When Our organization does not apply humanitarian principles during implementation persons in distress complain					

## SECTION F: IMPLEMENTATION OF HUMANITARIAN AID PROJECTS

The Last aspect of this study is on implementation of humanitarian aid projects after sudden on-set of natural or man-made disasters

9. To what extent do you agree or disagree with the following statements where 1= Strongly Disagree 2= Disagree 3= Undecided 4= Agree 5= Strongly Agree  
(Kindly Tick as appropriate)

Statements	1	2	3	4	5
a. Our organization implements humanitarian aid projects on time					
b. Laxity by our organizations in responding to disasters can result to loss of lives of persons in distress					
c. Our Organization ensure wider geographical coverage of disaster site to ensure most persons in distress get help					
d. Humanitarian aid reach persons in distress without any access difficulties to the disaster site					
e. Humanitarian aid projects implementation is not efficient					
f. Efficient implementation puts persons in distress at the core of disaster response					
g. Private sector and Non-Governmental Humanitarian Organizations share common goals					
h. Policies and Principles of Non-Governmental Humanitarian Organizations and Private sector Companies are dissimilar					
i. Humanitarian aid projects implemented do not meet the priority needs of persons in distress					
j. Ownership of Humanitarian Aid Projects by persons in distress lead to provision of appropriate support					

**Thank you for taking your valuable time to help with this survey**

**The End**

## Appendix V: Key Informant Interview

- 1) What is your perception on Private sector engagement in humanitarian logistics (Procurement and donations of relief goods, Transportation, speed of response and Preparedness to respond to sudden onset disasters)?
- 2) What is your perception on Private sector engagement in humanitarian financing (Sufficiency of funds, diversification of sources of financing, Strategies in financing and accessibility to relief funds).
- 3) What is your perception on Private sector engagement on humanitarian technology (Humanitarian innovation, use of communication technologies, digital funds mobilization and digital humanitarian response).
- 4) What is your perception on Private sector compliance to organizational culture in Humanitarian NGO's during implementation and especially compliance to humanitarian principles: Humanity, neutrality, impartiality and independence during disasters?
- 5) Has your organization experienced any change resulting from Private sector engagement in regard to implementation of humanitarian aid projects during disasters?
- 6) What opportunities and challenges exist when private sector engage in implementation of humanitarian aid projects within Humanitarian NGO's; in relation to Humanitarian Logistics, Humanitarian Financing and Humanitarian Technology?
- 7) What is your perception on how humanitarian aid projects are implemented during disasters in relation to timeliness, coverage, efficiency, coherence and appropriateness?

**The End**

## Appendix VI: Focus Group Discussion

1. In cases of sudden disasters and conflicts, who is the first one to help the distressed community? Reflect on (Community, NGOs, Private companies).
2. In your opinion, after a disaster happens, is the support given to you on time to ensure no deaths occur?
3. Does the help cover all persons in need at the time?
4. In your opinion is there value for money on the help you receive? Reflect on whether the goods you receive are appropriate to help solve your need at the time.
5. When you get help do you feel that you were treated with dignity and that there was no discrimination of any kind?
6. In your opinion, are the finances utilized by the helper sufficient to meet all your needs in sudden disasters?
7. In your opinion has humanitarian technology (use of mobile phones, cash transfers etc) improved how you receive help after disaster happens?

**The End**

## Appendix VII: List of Organizations

Lutheran world Federation	World Concern Development Organization
Concern World wide	Women and Child Care Organization
Solidarity international	Christian Aid
American Refugee Committee	Danish Refugee Council
Cocacola Foundation	Tear Fund
Islamic Relief Kenya	Trocaire
Equity Group Foundation	Medair
Airtel Kenya	Unilever
ADRA Kenya	Cooperative Bank Foundation
ACTED	Nielsen
World Renew	Muslim Aid Kenya
Erikson	CAFOD
Bollore Transport and Logistics	Care International
Telkom Kenya	CARITAS Kenya
Development Initiative	CESVI
Gina Din Corporate Communication	AMREF
Kenya Commercial Bank	ADESO
Action Against Hunger	COSV
World Relief	Islamic Aid
GOAL	Norwegian Refugee Council
Diakonia Sweden	Church World Services
Pan-African Express	Master Card Kenya
Catholic Relief Services	Mercy Corps
World Vision	INTERSOS
Well Fargo	International Medical Corps
Freight Forwarders Kenya	International Aid Sweden
D-Light	Finchurch Aid
Google Kenya	Danchurch Aid
G4S	COOPI
Proctor and Allan	International Rescue Committee
Dahabshil	MSF

Oxfam International	CORDAID
Hope for the Horn	Doctors World Wide
Pfizer Foundation	Direct Aid
Almond Air and Logistics	HIJRA
Zam Zam	Terres des Home
Lutheran World Relief	World Relief
Action Africa Help	Soy Afric Limited
SNV Kenya	FLARE
CCM Kenya	DSM
Terre Solidali kenya	FSD Kenya
Malteser	Grundfos
Relief Reconstruction and Development	Global Star Logistics

### **Focus Group Discussion**

Committee Members, Mathare Community Leaders, Mathare