

**IMPACT OF SUPPLY CHAIN MANAGEMENT CHALLENGES  
ON HUMANITARIAN ORGANIZATIONS IN KENYA**

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**DECLARATION**

I declare that this research project is my original work and has never been submitted to any other University for assessment or award of a degree.

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This research project has been submitted with my authority as the university supervisor.

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## **DEDICATION**

This research project is dedicated to my wife Rose Kiura, my loving sons William and Sam. For all the support they gave me as they patiently waited my completion of MBA programme.

## **ACKNOWLEDGEMENT**

I am grateful to my heavenly Father who is the source of all my help. I am immensely indebted to my supervisor Onserio Nyamwange who did not stop at anything to make sure that I produce this work. May God bless you abundantly.

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## **ABSTRACT**

Supply chain challenges worsen humanitarian situations creating a lot of uncertainty among humanitarian organizations. This study was carried out to ascertain the impact of supply chain management challenges facing humanitarian organizations in Kenya. The study had two objectives: To establish the challenges facing humanitarian supply chain management in Kenya and to determine the effects of supply chain challenges on performance of humanitarian organizations in Kenya. The study adopted a descriptive survey research design where a sample survey of 40 humanitarian organizations was conducted. Data was successfully collected from 40 supply chain managers, analyzed using SPSS and presented using frequencies, percentages and mean scores in the form of tables and graphs. Factor analysis was also conducted in order to establish the main challenges facing humanitarian supply chain management in Kenya.

The findings of the study indicate that the main challenges facing humanitarian supply chain management are: lack of recognition of the role of supply chain management in humanitarian operations; delays in humanitarian operations due to domestic barriers; demand uncertainty; challenges in accessing affected population due to inadequate transportation modes; high costs inhibiting accessibility of the affected areas and inability to anticipate disaster. The effects of supply chain challenges on performance of humanitarian organizations are: delay in the delivery of the right products, poor information integration, and uncertainty in demand among others. The study encountered limitations such as inadequate time and finances to hire the personnel for collecting data as well as delays by respondents putting pressure on the time allocated for completing the project.

# CHAPTER ONE: INTRODUCTION

## 1.1 Background of the Study

The recent World Conference on Disaster Reduction that was held in Japan in January 2005, called for better preparedness for disaster relief during natural disasters, but being better prepared can also mitigate the effects of man-made disasters such as wars. In addition to this, humanitarians have also come under increasing pressure to prove to donors, pledging millions in aid and goods that they are reaching those in need (Wassenhove, 2006). Since donors are becoming more aware when it comes to expenses humanitarian organizations are under greater scrutiny to monitor the impact of aid, not just the input and output but the whole operation. This means they must be more results-oriented as they become ever more accountable and therefore their operations must be more transparent. Since disaster relief is about 80% logistics it would follow then that the only way to achieve this is through slick, efficient, and effective logistics operations and more precisely, supply chain management (Wassenhove, 2006).

Therefore, just as the science of logistics and supply chain management has become critically important for private sector logisticians, so too it is becoming more important for humanitarians. Until fairly recently humanitarian logistics was a back-office function that was not given proper attention and logistics skills remained underdeveloped. That is changing, albeit fairly slowly, as logistics has started to be recognized as integral to any relief operation. This was the case even before recent events but what the Indian Ocean Tsunami has done is to move logistics to centre stage (Wassenhove, 2006).

### **1.1.1 Humanitarian supply chain management**

According to Ganeshan, Ram and Harrison (1995), a supply chain is a network of facilities and distribution options that performs the functions of procurement of materials, transformation of these materials into intermediate and finished products to customers. Therefore SCM entails the systematic, strategic coordination of the traditional business functions and the tactics across these business functions within a particular company and across businesses within the supply chain, for the purposes of improving long term performance of individual companies and the supply chain as a whole.

Stank et al (2005) describe supply chain management as a strategic level concept. Managing at the level of a supply chain requires a new form and new ways of thinking as by Lambert et al (1998). Managers must learn to communicate, coordinate, and cooperate with supply chain partners.

Ho et al. (2002) conceptualized supply chain management as having three core elements: value creation, integration of key business processes and collaboration. Thus the SCM is therefore the philosophy of management that involves the management and integration of a set of selected key business processes from end user through original suppliers that provides products, services and information that add value for customers and other stakeholders through collaborative efforts of supply chain members.

Humanitarian supply chain is often referred to as human logistics and is defined to as “the process of planning, implementing and controlling the efficient cost effective flow and storage of goods and materials as well as related information from the point of origin to the point of

consumption for purposes of alleviating the suffering of vulnerable people. The function encompasses a range of activities including preparedness, planning, procurement, transport, warehousing, tracking and trailing, customs and clearance (Thomas, 2004).

According to Ergun et al., (2009) whether there is actual or potential large-scale displacement, agencies have to get the right assistance to the right place at the right time at the right cost. The challenges faced in achieving this are many and complex. They include: speed of delivery; Influx of humanitarian staff; Gaps in NGO capacity; Lack of depth in knowledge; Funding biased towards short-term and Lack of investment in technology and communication.

The impact of different components of supply chain can be recognized in achieving SCC. The different components of supply chain have to be competitive enough so that the overall competitiveness can be achieved. Lalonde suggested information and communication as the most profound and influencing changes that affect the companies as well as the SCC (Lalonde and Powers, 1993).

Supply chain challenges can lead to delays in delivery of materials to the affected areas that are targeted by humanitarian organizations. When this happens, it is likely that the humanitarian situation may worsen since the required materials cannot be delivered to where they are to be used. The challenges also create a lot of uncertainty among humanitarian organizations. When there is high uncertainty, it becomes very difficult to respond effectively towards a humanitarian crisis (Thomas, 2004).

### **1.1.2 Humanitarian Organizations in Kenya**

There are several humanitarian organizations that currently operate in Kenya. The reasons for the existence of such organizations are diverse. According to Barcelo, Massaud and Davies (2011), there are many situations that warrant humanitarian response. Chronic vulnerability due to food insecurity is likely to lead to the need for humanitarian aid, the existence of informal settlements in cities such as Nairobi where more than 60% of the population in the city resides poses shelter challenges, ethnic related violence and drought.

There are basically four types of humanitarian organizations operating in Kenya. The first category includes government sponsored humanitarian organizations such as the Kenya Red Cross Society (KRCS) which was established through an act of parliament in 1965. It operated as the BRCS between 1939 and 1965. The organization has been recognized by ICRC and other international bodies since 1966 ([www. Krcs.co.ke](http://www.Krcs.co.ke)). The second category of humanitarian organizations is those that are privately sponsored and are registered as NGOs with the NGO council. This category also includes other international organizations such as Oxfam, Save the Children, MSF just to mention but a few.

The third category of humanitarian organizations is those run and funded by religious groups such as churches and mosques. They include the CRS, Adventist relief association, the LWR and many others. The last category of humanitarian organizations is the ones affiliated with the UNO. There are several humanitarian organizations under the umbrella of the UNO such as the UNICEF that deals with children's rights, UNDP which addresses issues concerning development projects in various countries, WHO which handles issues to do with health of

people around the world and UNHCR that handles the concerns of refugees including resettlement (Coipuram, 2003).

Emergency situations such as terrorist attacks, natural disasters, and regional power outages from the past several years have all highlighted the low levels of disaster preparedness that exist at many firms. Supply chain disruptions caused by external events can have a significant financial and operational impact on firms not properly prepared. Therefore, improving disaster preparedness in supply chains is critical (Hale and Moberg, 2005). One critical component of disaster management planning in supply chains is the storage of emergency supplies, equipment, and vital documents that will be needed in times of crisis. Storing emergency supplies at every supply chain facility can be cost-prohibitive. In addition, gaining access to emergency supplies that are stored at each facility may be prevented by some external events, such as fires or hurricanes, because items stored on-site are destroyed or are inaccessible. Therefore, the proposed secure site selection process can balance operational effectiveness and cost-efficiency by identifying the minimum number and possible locations of off-site storage facilities (Hale and Moberg, 2005).

## **1.2 Statement of the Problem**

Supply chains link the sources of “supply” (suppliers) to the owners of “demand” (end customers). In a typical humanitarian supply chain, governments and NGOs are the primary parties involved. Governments hold the main power with the control they have over political and economical conditions and directly affect supply chain processes with their decisions. Coordination and management of disaster supply chains has challenging problems. The supply network is huge and complicated with numerous players (donors, NGOs, government, military,

and suppliers), and it is hard to coordinate all of them along with all the items that need to be delivered. Despite the different cultural, political, geographical and historical differences among them, collaboration and specialization of the tasks between NGOs, military, government and private business are increasingly needed in the humanitarian supply chains (Wassenhove, 2006).

Despite being experienced and aware of the key points in humanitarian supply chains, people in charge of logistics and supply chain management in most humanitarian organizations are not often specialized in this area, thus they are not experts in the tools for solving the problems that might occur during the operations. There could also be domestic barriers such as the need of excessive paper work, and specific policies of the region that may cause additional delays, as well as external complications due to foreign relations (Ergun et al., 2009).

Humanitarian supply chain management has attracted a number of researchers. Torabi (2011) conducted a study on humanitarian supply chain management. The study focused on a framework for humanitarian relief in France. The study established that humanitarian supply chain management is becoming a mainstream of research among business schools in response to the growing trend of disasters around the globe. Ergun et al., (2009) also carried out a study on humanitarian supply chain management. The study established that most of the challenges of the challenges of humanitarian supply chain are associated with the demand and supply of materials. EUISS and ICRC (2012) in a joint report on urban challenges on humanitarian challenges indicate that the challenge is to focus projects on core humanitarian action knowing that it takes place in an environment characterized by larger developmental and structural shortcomings. Nyamwange and Nyaguthie (2004) in their study on humanitarian logistics challenges focusing on lessons learnt from Somalia conclude that logistics of humanitarian aid are faced by many

challenges and stressed the need for further knowledge and standards to help in effective and efficient humanitarian supply chains.

The above studies have not focused specifically on challenges of humanitarian supply chain management and how they affect their performance. Though these challenges have been mentioned in the studies, they refer to other countries and not in Kenya. The challenges humanitarian organizations face differs from one country to another. One country's challenges may not be another country's challenges. Therefore, there was need to conduct a study to establish the humanitarian supply chain management challenges in Kenya. This assists in comparing the situation in Kenya with other countries. This study therefore sought to establish the challenges of humanitarian supply chain management.

### **1.3 Objective of the study**

- (i) To establish the challenges facing humanitarian supply chain management in Kenya
- (ii) To determine the effects of supply chain challenges on performance of humanitarian organizations in Kenya

### **1.4 Value of the study**

The findings of the study will be of particular value to various people. Humanitarian organization operating in Kenya and the entire region of the horn of Africa. It will enable them to better understand the SCM challenges by face and develop appropriate strategies to manage them.



To researchers and academicians, it is expected to provide them with valuable information in the areas of interest either for study or application. It will also be an area of referencing for them. The study will also contribute to the body of knowledge in humanitarian supply chain management that already exists.

Other organizations like UN agencies, religious organizations and the general public may derive some information from the findings for their own interest and advice. Humanitarian agencies contemplating entering into sector.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Overview of Supply Chain Management**

Supply chain management is the task of integrating organizational units along a supply chain and coordinating materials, information and financial flows in order to fulfill ultimate customer demands with the aim of improving competitiveness of the supply chain as a whole (Stadler, 2004). Christopher (1998) views supply chain management as the network of various organizations involved both through upstream and downstream linkages in different kinds of activities and processes. These linkages entail a set of approaches that are aimed to efficiently integrate suppliers, manufacturers, warehouses, and stores, so that merchandise is produced and distributed at the right quantities, to the right locations, and at the right time, in order to minimize system wide costs while satisfying service level requirements. Thus, in the end, the aim of supply chain management is to produce value whether in the form of products or services to the end.

Handfield and Nichols (1999) assert that the key elements of supply chain management are the upstream parties, the downstream parties and the integration of all the organizations involved, together with the internal function of an organization itself. Handfield and Nichols (1999) further point out that the upstream parties consists of an organization's functions, processes and network of suppliers while the downstream function on the other hand concerns the distribution channels, processes and functions where the product passes through to the end customer. Where external downstream and upstream functions are concerned, the managers involved in each upstream and downstream supplier and functions are responsible in making sure that the deliveries of products and services are done as scheduled to their destinations. If there are cases where delays are

inevitable, the managers are to ensure that the impact of the delays to the supply chain and the value it carries are minimal.

An organization's supply chain is comprised of geographically dispersed facilities where raw materials, intermediate products, or finished products are acquired, transformed, stored, or sold and transportation links connecting facilities along which products flow. Therefore, supply chain management requires proper planning and control of materials. As pointed out by Cooper et al. (1997), the planning and control of materials and information flows as well as logistics activities in supply chain management not only involve the internally activities within a company, but also externally activities between companies. As a result, due to the increasing number of players and forces, a supply chain may develop into a supply network which will require a more complex and complicated management system.

## **2.2 Humanitarian Supply Chain Management**

According to Anisya and Kopczak (2005), humanitarian supply chain management is the process of planning, implementing and controlling the efficient, cost-effective flow and storage of goods and materials, as well as related information, from the point of origin to the point of consumption for the purpose of alleviating the suffering of vulnerable people. The function encompasses a range of activities, including preparedness, planning, procurement, transport, warehousing, tracking and tracing, and customs clearance. Anisya and Kopczak (2005) further point out that humanitarian supply chains typically create a bridge between the world's wealthiest countries, where most of the funding originates, and the world's poorest, where most of the world's disasters occur. Large governmental donors exert a strong influence over the sector, as they provide the bulk of the funding for major relief and development activities.

Humanitarian supply chain management is central to providing humanitarian assistance. The way that supply chains are operated has a massive impact on the speed and quality of the assistance that can be provided. In addition supply chain activities from purchasing to the last-mile delivery of items account for a very large share of the cost in a disaster relief operation. Any improvement in the way supply chain provides humanitarian assistance has the potential to deliver a huge positive impact for people affected by disasters. There is also an increasing awareness as to the link between preparedness, response and recovery in that the better supply chain preparedness, the better and quicker response and the better response, the earlier recovery back towards a normal state can occur (Kovacs and Spen, 2007).

The ultimate goal of humanitarian supply chain management is to respond to multiple interventions, often on a global scale, as quickly as possible and within a short time frame. According to Cuervo et al. (n.d.), the supply chain of humanitarian aid is a complex and interlinked network in which different actors, processes, decisions and information are mixed to serve the needs of the victims in a catastrophe. As aid can be vital, also the correct management of the supply chain in each one of its stages is important not only to support the reconstruction efforts, but to allow a correct and pertinent assistance of the needy population. In a disaster, arrivals, transportation, storage and delivery of necessary goods is a difficult task that requires the mobilization of a great amount of resources. The supply chain is therefore stretched to their limits; that is why, it is so important to understand its behavior, the handling of shelter, food, water, and health care.

As pointed out by Anisya and Kopczak (2005), humanitarian supply chain management is central to disaster relief because it is crucial to the effectiveness and speed of response for major humanitarian programs, such as health, food, shelter, water, and sanitation and with procurement and transportation included in the function, it can be one of the most expensive parts of a relief effort. Similarly since the management of humanitarian supply chain entails the tracking of goods through the supply chain; it reflects all aspects of execution, from the effectiveness of suppliers and transportation providers, to the cost and timeliness of response, to the appropriateness of donated goods and the management of information.

According to McLachlin, Larson and Khan (2009), humanitarian supply chains tend to be unstable, prone to political and military influence, and inefficient due to lack of joint planning and inter-organizational collaboration. They deal with inadequate logistics infrastructure, along with shifting origins of and/or destinations for relief supplies without warning. Further, donors often request their funds be spent on direct materials and food, and even at a particular disaster location, rather than on crucial but indirect services such as information systems, staff training, and/or disaster preparedness (Kovacs and Spen, 2007). Therefore, humanitarian supply chain management does not only deal with delivering goods, materials or information to the point of consumption for the purpose of alleviating the suffering of vulnerable people, but also need to manage value to donors and other stakeholders.

### **2.3 Challenges of Humanitarian Supply Chain Management**

Disasters are wreaking havoc on human lives and nations' economies at an alarming and rising rate. Humanitarian organizations need to be better prepared to respond and recover from disasters, offering timely and necessary aid to those in need through efficient humanitarian

supply chains. However, these organizations face a number of challenges that must be acknowledged. The following challenges of humanitarian supply chain management are discussed in this section: high uncertainty in demand, challenges in coordinating and managing supply chains among multiple players, challenges in measuring the success of humanitarian operations, lack of investment in technology and communication, challenges of transportation and accessibility, poor information integration, high uncertainty in location and ambiguity of activities.

### **2.3.1 Challenges related to uncertainty in demand**

In the context of humanitarian supply management, there is a very high level of uncertainty in demand. This is because relief demand is unknown both in size and type, and it is affected by dynamic and hard-to-measure factors such as disaster characteristics, local economy and infrastructure, social and political conditions. Irregularity in terms of size, timings, and locations is a characteristic feature of demand patterns for relief items. This irregularity presents unique challenges to relief fulfillment system. As the number, magnitude, and complexity of global emergencies continue to increase, inventory management methods must adapt to meet these challenges (Beamon, 2004). Equally, there are specific challenges related to supplies that come from in-kind donations. First, since the quantity and mix of the supplies depend at least to some degree on the donor, there is a high uncertainty of what is going to be received. Moreover, the timing of these supplies might not be appropriate: for example, consumables that arrive too early and cannot be stored for a long time, or non-consumables that arrive after the operation was set up are wasted (Ozlem et al., 2009).

Equally, in humanitarian supply chain management, disaster demand forecasting is difficult due to the lack of historical data. The customers in a disaster supply chain include the population at the affected area, as well as intermediate customers at local or global storage facilities. Their needs change significantly according to disaster types and the phases in the disaster timeline. Dependency of demand in disasters on these hard to measure factors and its high uncertainty are the main differences from the demand in regular supply chains. Unlike logisticians in the private sector, humanitarian workers are always faced with the unknown: when, where, what, how much, where from and how many times; in short, the basic parameters needed for an efficient supply chain setup are highly uncertain (Van Wassenhove, 2006).

### **2.3.2 Supply chain Coordination and Management Challenges**

Coordination and management of disaster supply chains has challenging problems. The supply network is huge and complicated with numerous players that are the donors, non-government organizations, government, military, and suppliers, and it is hard to coordinate all of them along with all the items that need to be delivered. Despite the different cultural, political, geographical and historical differences among them, collaboration and specialization of the tasks between non-government organizations, military, government and private business are increasingly needed in the humanitarian supply chains (Van Wassenhove, 2006). Despite being experienced and aware of the key points in humanitarian supply chains, people in charge of supply chain management in most humanitarian organizations are not often specialized in this area, thus they are not experts in the tools for solving the problems that might occur during the operations. There could also be domestic barriers such as the need of excessive paper work, and specific

policies of the region that may cause additional delays, as well as external complications due to foreign relations.

### **2.3.3 Operations measurement challenges**

Keeping complete track, control, and accountability of the humanitarian programs and their outcomes is challenged by the high urgency and pace of this type of operations, and time for analyzing and recording is usually tight. Goals and performance metrics of humanitarian and regular supply chains differ notably. Unlike the humanitarian supply chains, which do not have any profit targets and rely heavily on volunteers and donors, in regular supply chains, stakeholders are the “owners” of the chain. Nevertheless, the numerous models based on minimizing cost (or equivalently, maximizing profit) for building efficient supply chains can be applied to the humanitarian supply chains directly or with modifications (Thomas and Fritz, 2006).

According to Beamon (2004) measuring the success is vital to humanitarian organizations. This translates directly to an increased focus on supply chain management for improved transparency of operations and measurement of supply chain performance. Beamon (2004) further argues that today, contributors, donor agencies, scholars, and relief and development practitioners are all interested in assessing the activities of humanitarian organizations. Therefore, effective and efficient logistics processes are vital to these organizations and performance measurement is important for their accountability. But, performance management in the humanitarian supply chain system is not simple. Critical issues remain regarding which measures are the most appropriate indicators of performance and how these factors influence the flow of information



for decision making. Supply chain management performance reporting becomes more difficult as a result of the lack of information and communication technology, as well as the limited training of field workers.

#### **2.3.4 Technological challenges**

Majority of the humanitarian organizations have invested very little capital in the development and implementation of modern management information systems, information technology or logistics systems. Most humanitarian organization lack modern systems capacity in just about any category. Most of these organizations have also greatly undervalued the role of supply chain management and integrated systems support. This is an area that, if better valued, could have a significant financial return on investment. Resources could be saved by simply being able to work more smartly more efficiently (Gustavsson, n.d). According to Thomas and Kopczak (2005), the underdeveloped state of humanitarian supply chain sector closely resembles the state of corporate supply chains twenty years ago, by displaying underinvestment, lack of recognition, and the absence of a fulfilling professional career path for those working in the humanitarian supply chain domain.

#### **2.3.5 Infrastructural challenges**

Humanitarian supply chain is characterized by complex transportation and accessibility issues. These transportation issues are due to lack of mobility or the high cost associated with it during disaster period. In most disaster scenarios, humanitarian organizations typically rent local vehicles and drivers, which may be extremely scarce and/or characterized by sudden high demand, leading to inflated rental cost. Equally, geographical characteristics and topographical

nature of the affected region also present challenges in accessing affected population (Balcik et al., 2009).

### **2.3.6 Information Integration challenges**

Information integration in humanitarian supply chain enhances supply chain and logistics operation that involve procurement, storage and distribution of supplies to beneficiaries. It also enhances effective functionality of humanitarian logistics and coordination with actors throughout the entire operation. Inability to integrate the most required and appropriate information on a real-time basis with the supply chain leaves the organization confused about what supplies needs to be delivered to what segment of beneficiaries at what quantity and in what location (Howden, 2009). Location uncertainty imposes additional challenges to preparedness activities such as relief supplies and equipment pre-positioning, infrastructure investment among many others. Since humanitarian organizations deal with sudden occurrences, it is hard to predict either when or where a disaster will happen. This therefore makes affected locations to be dynamic and hard to plan for operations (Ozlem et al., 2011).

### **2.3.8 Challenges Related to Ambiguity of Activities**

Another challenge of humanitarian supply chain is the fact that it has ambiguous objective. According to Wassenhove (2006), ambiguity of humanitarian supply chain activities result in resource limitation, high uncertainties and acute urgency, thereby making it difficult to assess the spontaneous and uncoordinated commitments of stakeholders. Equally, the quality of the relief provided suffers when relief agencies lack a clear overview of their own performance, because this sector rarely measures supply chain management.

## **2.4 Effects of Challenges on Organizational performance**

Organizational performance comprises the actual output or results of an organization as measured against its intended outputs. According to Richard et al. (2009) organizational performance encompasses three specific areas of firm outcomes: (a) financial performance (profits, return on assets, return on investment, etc.); (b) product market performance (sales, market share, etc.); and (c) shareholder return (total shareholder return and economic value). Specialists in many fields are concerned with organizational performance including strategic planners, operations, finance, legal, and organizational development. In recent years, many organizations have attempted to manage organizational performance using the balanced scorecard methodology where performance is tracked and measured in multiple dimensions such as: financial performance e.g. shareholder return; customer service; social responsibility e.g. corporate citizenship, community outreach and employee.

When organizations are faced with various challenges, the performance of the organization may end up becoming dismal if the challenges are not adequately addressed. Supply chain challenges are among the challenges that can adversely affect the performance of an organization and may even lead to closure of an organization. Challenges can also make it impossible for an organization to realize the six rights of a supply chain i.e. right place, right product, right quality, right time, right cost and right delivery.

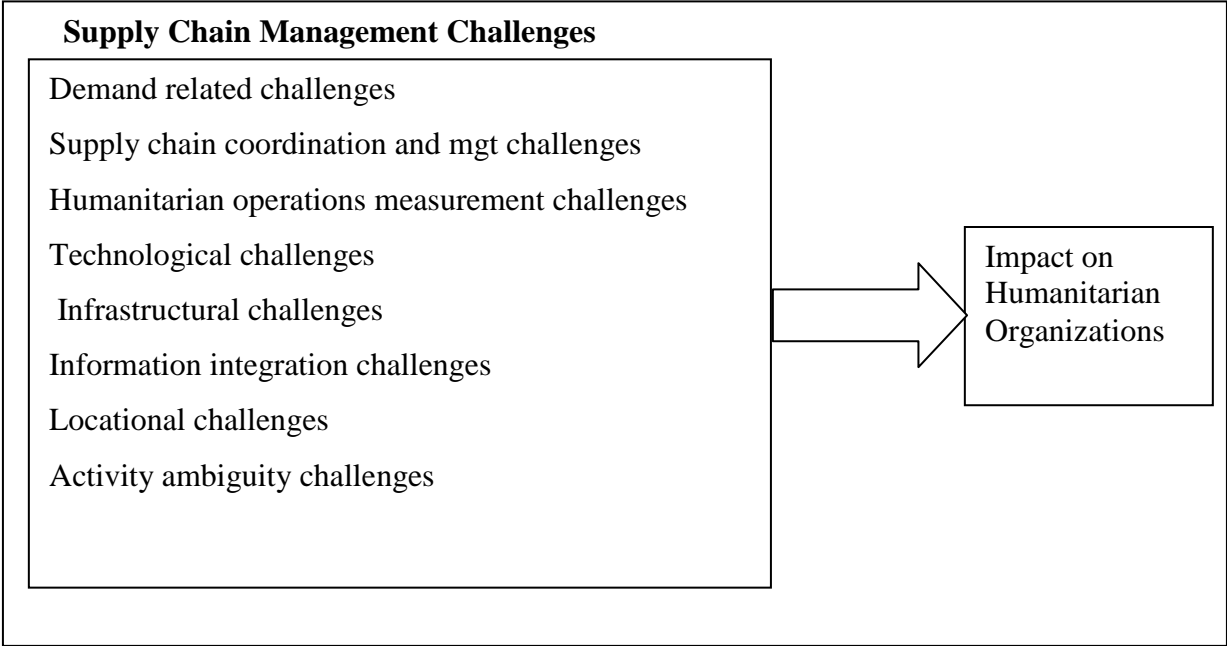
## **2.5 Summary and Research Gap**

Humanitarian supply chain management is central to providing humanitarian assistance. The way that supply chains are operated has a massive impact on the speed and quality of the assistance

that can be provided. A number of challenges have been identified as affecting humanitarian supply chains. These challenges are in most cases country specific. There is need to find out the challenges that face humanitarian supply chains in Kenya and their impact on service delivery.

**2.6 Conceptual Framework**

The supply chain management challenges have an impact on the operations of humanitarian organizations. In the conceptual framework below, they are treated as independent variables that determine the level of impact on humanitarian organizations. Thus organizations should therefore identify and mitigate these challenges so that they can be able to provide relief assistance when required.



**Source: Researcher (2012)**

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

In this chapter, the researcher discusses the research methodology that was applied in this study. The methodology used enabled the researcher to accomplish the research objectives and questions. Among the issues discussed include: the research design, the target population, data collection procedures and instruments and the techniques employed in conducting data analysis.

### **3.2 Research design**

The research adopted a descriptive survey research design in conducting this study. The design was most convenient since it ensured that the data obtained gave appropriate answers to the research questions. According to Kothari (2003) a descriptive survey method is used when a researcher intends to describe a situation or a condition as it is. It also offered the opportunity for a logical structure of the inquiry into the problem of study.

### **3.3 Target population and sampling**

The research targeted all the humanitarian organizations operating in Kenya. According to the NGO council, there are a total of 168 organizations that spend money on humanitarian activities. The 168 organizations was therefore the target population for this study. The researcher adopted purposeful or judgmental sampling in arriving at the required sample size. The reason for this is was because some of these organizations were out of reach hence the need to sample those the researcher easily accessed. The researcher adopted the following formula by Cooper and Schindler (2006) in determining the sample size:

$0.238 = \frac{\text{Sample size}}{168}$  this gave a sample size of 40 respondents.

### **3.4 Data Collection**

The researcher collected primary data from supply chain managers or their equivalents. Supply chain managers were preferred since they understood the challenges their organizations encountered. Where the position did not exist, the researcher selected a manager from the department that handles supply chain issues such as logistics or procurement. The questionnaire was divided into two parts: Part I dealt with the profile of the company and Part II solicited data on the challenges of humanitarian supply chain management in Kenya.

### **3.5 Data Analysis**

The data collected was analyzed using statistical package for social sciences (SPSS), and according to descriptive information following research questions. Frequencies, percentages and mean scores were calculated. Descriptive statistical analysis was employed in order to enable the researcher to summarize, organize, evaluate, and interpret the numeric information. The researcher also conducted factor analysis in order to come up with the main supply chain challenges affecting humanitarian organizations. The findings were presented in tables and graphs.

## **CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSIONS**

### **4.1 Introduction**

This chapter presents the data analysis, findings, and interpretations of the study. The data was collected from humanitarian organizations in Kenya, analyzed and presented in the form of tables and charts in line with the objectives of the study.

All forty questionnaires that were distributed to 40 supply chain managers who were sampled to participate in the study were successfully filled and collected by the researcher. This gave a response rate of 100%. This is a very high response rate implying that the findings can be used for generalization.

### **4.2 Organizational Profile**

The respondents were asked to indicate the type of their organizations. The data analysis showed majority (62.5%) of the humanitarian organizations in Kenya are UN affiliated. The type of an organization determines the nature of operations the organization is involved in hence the nature of supply chain challenges it encounters.

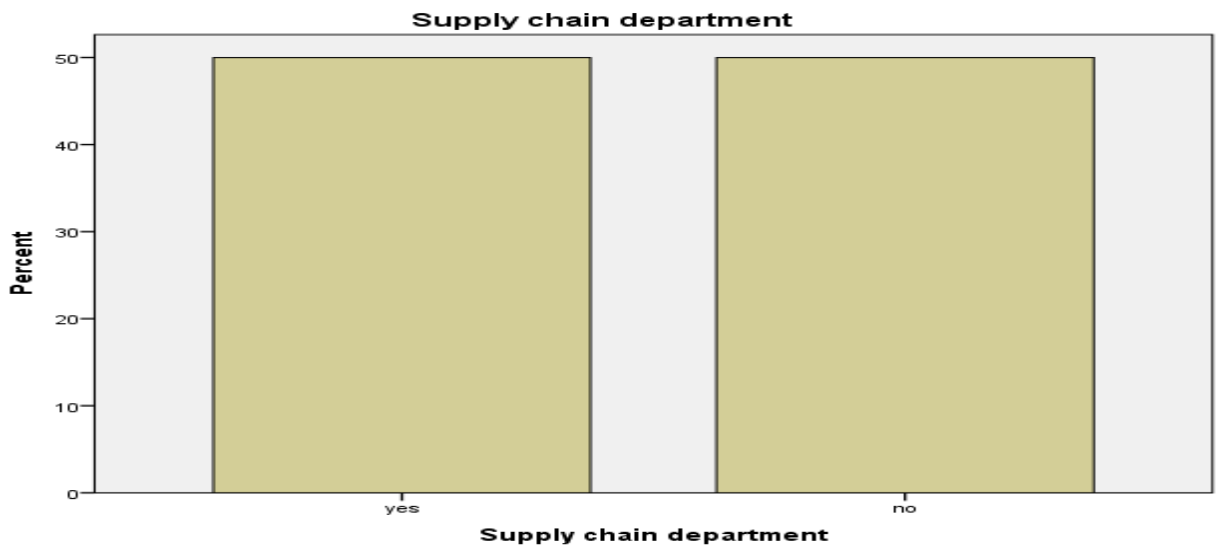
#### **4.2.2 Duration in Operations**

The respondents were also asked to indicate the duration their respective firms had been in operations. The analysis showed, majority of humanitarian organizations in Kenya have been in operation for a period of 1 to 10 years. The duration an organization has been in operations influences the firm's mechanisms in dealing with various barriers due to experiences.

### 4.2.3 Existence of Supply Chain Management Department

The researcher sought to determine from the respondents whether their respective firms had established supply chain departments. As shown in figure 4.2 half of the humanitarian organizations in Kenya who participated in the study had supply chain departments while half did not. This is an indication that the impact of supply chain management challenges facing humanitarian organizations in Kenya differs from one firm to another since the availability of a supply chain department with an organization enables the company to properly plan in advance on how to deal with various supply chain activities.

**Figure 4.1: Existence of Supply Chain Management Department**



### 4.3 Supply Chain Challenges Affecting Humanitarian Organizations in Kenya

In this section, the researcher was interested in finding out the main supply chain challenges affecting humanitarian organizations in Kenya. Factor analysis was conducted on nineteen supply chain challenges in order to identify the challenges with more weight and the results are presented and explained in the following subsections.



**Table 4.1: KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.615
Bartlett's Test of Sphericity	Approx. Chi-Square	286.109
	df	171
	Sig.	.000

As shown in table 4.1, the KMO value is 0.615, and the Bartlett's test of significant is  $p=.000$ . This clearly indicates that the factor analysis that was conducted is appropriate and therefore suitable for analysis.

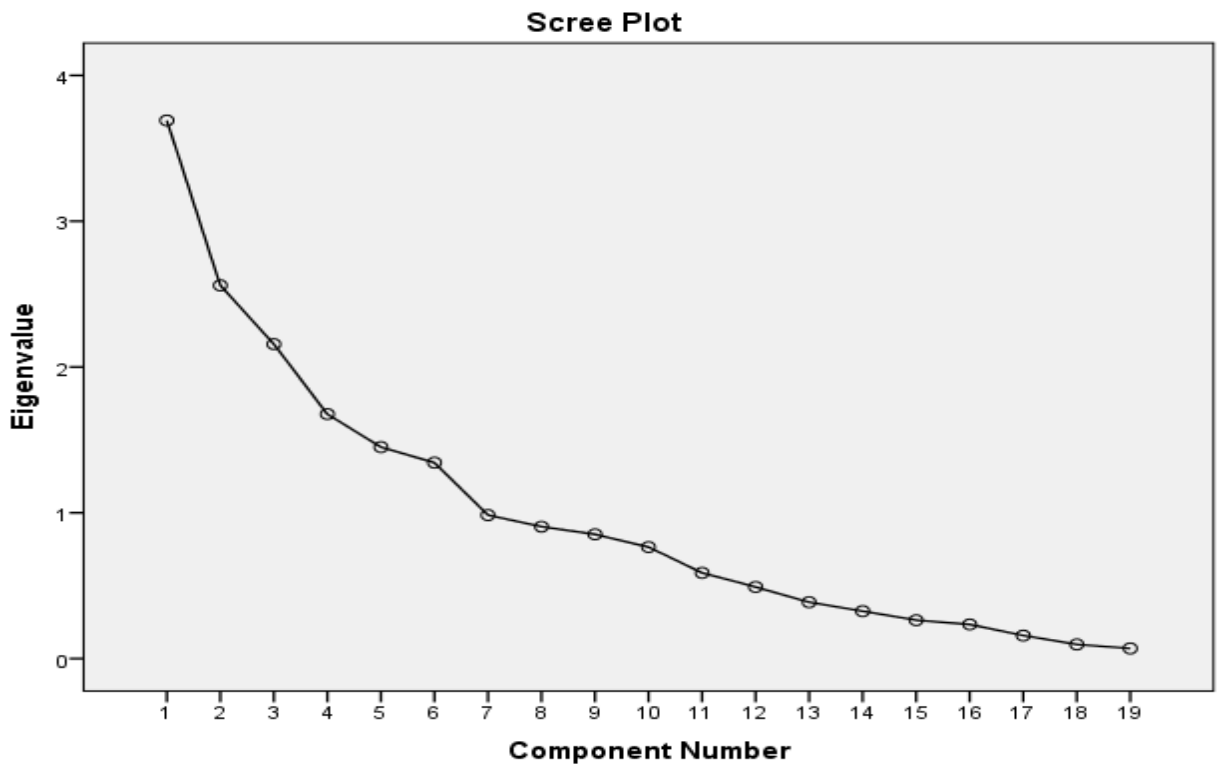
**Table 4.2 Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.691	19.427	19.427	3.691	19.427	19.427
2	2.559	13.471	32.897	2.559	13.471	32.897
3	2.157	11.350	44.247	2.157	11.350	44.247
4	1.677	8.824	53.072	1.677	8.824	53.072
5	1.451	7.636	60.708	1.451	7.636	60.708
6	1.344	7.073	67.781	1.344	7.073	67.781
7	.984	5.181	72.961			
8	.905	4.762	77.723			
9	.852	4.487	82.210			
10	.765	4.026	86.236			
11	.588	3.095	89.331			
12	.491	2.587	91.918			
13	.387	2.036	93.954			
14	.325	1.713	95.667			

15	.263	1.387	97.054		
16	.235	1.235	98.288		
17	.158	.833	99.121		
18	.097	.512	99.633		
19	.070	.367	100.000		

Table 4.2, Total Variance Explained, shows that six supply chain challenges affecting humanitarian organizations out of nineteen recorded eigenvalues above 1 i.e. 3.691, 2.559, 2.157, 1.677, 1.451 and 1.344. Further, the table indicates that the extracted humanitarian supply chain challenges account for 19.427%, 13.471%, 11.350%, 8.824%, 7.636%, and 7.073% respectively of the total variability in all of the nineteen variables together.

**Figure 4.2: Scree plot**



From the Scree plot in figure 4.2, it can be observed that the factors within the steep gradient are six. After factor number six, the gradient assumes a plateau shape hence they are not very important in this study and will not be considered. This therefore means that the study will extract main supply chain challenges affecting humanitarian organizations in Kenya.

**Table 4.3: Component Matrix<sup>a</sup>**

	Component					
	1	2	3	4	5	6
No recognition of the role of supply chain management	.765			-.332		
Supply chain management planning	.764					
Supply chain integration	.744					.358
Ambiguity ,uncertainties inhibit donor commitments	.581				-.333	
Capital investment in supply chain management	.579			.378		
Domestic barriers cause delays		.745				
Foreign relations may inhibit performance		.633			-.440	-.392
Tracking and controlling of humanitarian programs is hard		.629			.413	
Goals and performance metrics hard to establish	.314	.486			.382	
Demand uncertainty		.383	.639			
Limited transparency of information across supply chain			-.621	.493		
Relief demand dependant on myriad of factors			.612	.308		
Poor infrastructure	-.303	.389	.561			
Limited training	.381		-.488			.306
Inadequate transportation modes hinder accessibility of victims	.468	-.326		.560		
Coordination is hard	.371	.443		-.491		
Geographical barriers inhibits accessibility	-.303			-.449	.391	
Inability to anticipate disaster	-.403		-.452			.571
High costs inhibit accessibility of the affected areas	.415				.479	-.530

Extraction Method: Principal Component Analysis.

a. 6 components extracted.

From each of the columns in table 4.3, the humanitarian challenges with the highest loading will be selected. Based on this, the following humanitarian challenges are selected from the component matrix table above: No recognition of the role of supply chain management in humanitarian operations; delays in humanitarian operations due to domestic barriers; demand

uncertainty; challenges in accessing affected population due to inadequate transportation modes; high costs inhibiting accessibility of the affected areas and inability to anticipate disaster. This therefore means that the identified six challenges are the main supply chain challenges affecting humanitarian organizations in Kenya.

The study findings are in agreement with the observations made by Beamon (2004) that in the context of humanitarian supply management, there is a very high level of uncertainty in demand. This is because relief demand is unknown both in size and type, and it is affected by dynamic and hard-to-measure factors such as disaster characteristics, local economy and infrastructure as well as social and political conditions that present unique challenges to relief fulfillment systems. Equally the study results coincide with Balcik et al. (2009) who assert that humanitarian supply chains are characterized by complex transportation and accessibility issues due to lack of mobility or the high costs during disaster period.

#### **4.4 Effects of Supply Chain Challenges on Service Delivery**

In this section, the researcher sought to determine from the respondents the extent to which they agreed with various statements concerning the effects of supply chain challenges on service delivery among humanitarian organizations in Kenya using a five likert scale of 1= Strongly agree 2= Agree 3= Not sure 4= Disagree 5= Strongly disagree and the results are as in table 4.5 below.

**Table 4.5: Effects of supply chain challenges on service delivery**

Effects of supply chain challenges on service delivery	N	Mean	Std. Deviation
Lack of proper information affects delivery of the right product	40	1.88	.463
Uncertainty in demand inhibits delivery of the right quantity	40	1.80	.405
Supplier failure may affect quantity delivered	40	2.47	.877
Poor storage facilities affects the right condition of products	40	1.97	.620
Poor information integration hinders delivery of the products	40	2.05	.714
Inaccessible locations may affect delivery at the right time	40	1.65	.483
Poor operations may derail delivery of products at the right time	40	2.55	3.351
Poor infrastructure affects delivery of the right product	40	2.35	1.369

The study findings presented in table 4.5 show that majority of the respondents strongly agreed (mean  $\leq 1.99$ , with a significant standard deviation) that lack of proper information affects the delivery of the right product; uncertainty in demand inhibits delivery of the right quantity; poor storage facilities affects the right condition of products as well as inaccessible locations affects delivery of services at the right time among the humanitarian organizations in Kenya. It is also clear from the table that, the study participants agreed (mean  $\leq 2.99$ ) that supplier failure affects quantity delivered, poor information integration hinders delivery of the products, poor operations derail delivery of products at the right time, and poor infrastructure affects delivery of the right product among humanitarian organizations in Kenya.

The findings are in line with the observations made by McLachlin, Larson and Khan (2009) that humanitarian supply chains tend to be unstable and inefficient due to lack of joint planning and inter-organizational collaboration. They deal with inadequate logistics infrastructure, along with shifting origins of and/or destinations for relief supplies without warning. The findings also agree with the assertion made by Cuervo et al. (n.d) that in a disaster, arrivals, transportation, storage,

and delivery of necessary goods is a difficult task that requires the mobilization of a great amount of resources. The findings that uncertainty in demand inhibits delivery of the right quantity, poor storage facilities affects the right condition of products and inaccessible locations affects the delivery of services at the right time among humanitarian organizations in Kenya agrees with Ozlem et al. (2009) who also confirm that in disaster operations there is a high uncertainty of the quantity and mix of the supplies to be received implying therefore that supplies may arrive too early and cannot be stored for a long time or arrive after the operation was set up resulting to wastes particularly for consumables.

# **CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

## **5.1 Introduction**

This chapter presents a summary of the findings from the study, the conclusions that have been arrived at, the recommendations made by the researcher based on the findings and suggestions on the areas the researcher felt may require further investigation through research activity. The aim of the study was to ascertain the impact of supply chain management challenges facing humanitarian organizations in Kenya. The study had two objectives: To establish the challenges facing humanitarian supply chain management in Kenya and to determine the effects of supply chain challenges on performance of humanitarian organizations in Kenya.

## **5.2 Summary of Findings**

The study ascertained that majority (62.5%) of the humanitarian organizations in Kenya are UN affiliated, they have been in operation for a period of 1 to 10 years and only half of them had supply chain departments. This is an indication that the impact of supply chain management challenges facing humanitarian organizations in Kenya definitely differs from one firm to another.

From the factor analysis conducted on the challenges facing humanitarian supply chain management in Kenya, the study identified the following six main challenges: lack of recognition of the role of supply chain management in humanitarian operations; delays in humanitarian operations due to domestic barriers; demand uncertainty; challenges in accessing

affected population due to inadequate transportation modes; high costs inhibiting accessibility of the affected areas and inability to anticipate disaster.

Concerning the effects of supply chain challenges on performance of humanitarian organizations in Kenya, majority of the respondents strongly agreed that lack of proper information affects the delivery of the right product; uncertainty in demand inhibits delivery of the right quantity; poor storage facilities affects the right condition of products as well as inaccessible locations affects delivery of services at the right time among the humanitarian organizations in Kenya. Further the study found out that supplier failure affects quantity delivered, poor information integration hinders delivery of the products, poor operations derail delivery of products at the right time, and poor infrastructure affects delivery of the right product among humanitarian organizations in Kenya.

### **5.3 Conclusions**

From the study findings, it can be concluded that the main challenges facing humanitarian supply chain management in Kenya are: lack of recognition of the role of supply chain management in humanitarian operations; delays in humanitarian operations due to domestic barriers; demand uncertainty; challenges in accessing affected population due to inadequate transportation modes; high costs inhibiting accessibility of the affected areas and inability to anticipate disaster.

Further, the study concludes that lack of proper information affects the delivery of the right products among humanitarian organizations in Kenya; uncertainty in demand inhibits delivery of the right quantities among the firms, poor storage facilities affects the right condition of products



and inaccessible locations affects delivery of services at the right time among the humanitarian organizations. Equally, supplier failure affects quantity delivered, poor information integration hinders delivery of the products, poor operations derail delivery of products at the right time, and poor infrastructure affects delivery of the right product among the humanitarian organizations in Kenya.

#### **5.4 Recommendations**

All humanitarian organizations in Kenya should establish supply chain departments and furnish them well. This would help in recognizing the role of supply chain management in humanitarian operations hence enable the organizations to properly plan in advance on how to deal with various supply chain activities and reduce the impact of supply chain management challenges facing them. The humanitarian organizations in Kenya should also ensure that they gather proper information in order for them to deliver right products to disaster areas. Equally, humanitarian organizations should collaborate with other entities such as the government to develop infrastructures countrywide especially in disaster prone areas. This will facilitate easy accessibility of the affected locations and enable delivery of services at the right time.

#### **5.5 Limitations of the Study**

Inadequate time and finances were the major limitations in this study. There were no adequate funds to hire the personnel for collecting data. There were also some delays by respondents putting pressure on the time allocated for completing the project.

## **5.6 Suggestions for Further Research**

This same study can also be replicated after some time to find out whether the findings will still remain the same or there will be major shifts in the observations that have been made in this study.

A comparative study can also be conducted to establish similarities and differences between Kenya and another country. This will bring more understanding on this issue.

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## APPENDICES

### Appendix I: Research Questionnaire

#### Section A: Organizational Profile

1. Name of the organization (Optional).....
2. Type of the organization (please choose from the following)
 

<input type="checkbox"/> Public	<input type="checkbox"/> Private
<input type="checkbox"/> International	<input type="checkbox"/> UN affiliated
3. The duration you have been in operations?
 

<input type="checkbox"/> 1 – 10 years	<input type="checkbox"/> 21 – 30 years
<input type="checkbox"/> 11 – 20 years	<input type="checkbox"/> 31 years and above
4. Do you have a supply chain management department?
 

<input type="checkbox"/> Yes	<input type="checkbox"/> No
------------------------------	-----------------------------

#### SECTION B: CHALLENGES

- (i) State the extent to which you agree with the following statements concerning the extent to which your organization faces the following challenges. Use the scale of 1= Strongly agree 2= Agree 3= Not sure 4= Disagree 5= Strongly disagree

No.	Challenges	1	2	3	4	5
1	The role of supply chain management in humanitarian operations is yet to be recognized					
2	Supply chain management is not given emphasis and integrated systems support					
3	Lack of capital investment commitments in supply chain activities					

4	Lack of proper planning of supply chain management					
5	There is a very high level of uncertainty in demand					
6	Relief demand is affected by dynamic and hard-to-measure factors such as disaster characteristics, local economy, and infrastructure, social and political conditions.					
7	Poor infrastructure					
8	It is hard to coordinate and manage multiple players along with all the items that need to be delivered					
9	External complications due to foreign relations limit our performance.					
10	Domestic barriers such as specific policies of the disaster regions cause additional delays					
11	It is hard to keep complete track, control and accountability of the humanitarian programs and their outcomes.					
12	It is difficult to establish goals and performance metrics of humanitarian supply chains					
13	Inability to anticipate disaster					
14	Lack of transparency of information and knowledge across the supply chain					
15	Lack of training programs on relief supply chain operations					
16	Inadequate transportation modes present challenges in accessing affected population					
17	Geographical characteristics of the affected region present challenges in accessing affected population					
18	High costs during disaster period inhibit our ability to access affected areas					
19	Ambiguity of supply chain activities result in resource limitation, high uncertainties and thereby making it difficult to assess the uncoordinated commitments of stakeholders					

a) Kindly mention any other challenges of supply chain management in your organization

.....

.....

.....

.....

.....

.....

**SECTION C: Effects of supply chain challenges on service delivery in humanitarian organizations**

(i) State the extent to which you agree with the following statements concerning the effects of supply chain challenges on humanitarian organizations. Use the scale of 1= Strongly agree 2= Agree 3= Not sure 4= Disagree 5= Strongly disagree

		1	2	3	4	5
1	Poor infrastructure affects delivery of the right product					
2	Lack of proper information affects delivery of the right product					
3	Uncertainty in demand inhibits delivery of the right quantity					
4	Supplier failure may affect quantity delivered					
5	Poor storage facilities affects the right condition of products					
6	Poor information integration hinders delivery of the products to the right place					
7	Inaccessible locations may affect delivery at the right time					
8	Poor operations may derail delivery of products at the right time					



## Appendix II: List of Humanitarian Organizations in Kenya

WORLD VISION KENYA
OXFAM GB
GERMAN AGRO ACTION
COOPT-COOPERAZIONE INTERNAZIONALE
CONCERN WORLDWIDE
CONSORTIUM OF COOPERATING PARTNERS
CONSORTIUM OF COOPERATING PARTNERS
ARID LANDS DEVELOPMENT FOCUS, KENYA (ALDEF-KENYA)
CHILDFUND KENYA
CONSORTIUM OF COOPERATING PARTNERS
TEAR FUND
SAMARITAN'S PURSE INTERNATIONAL RELIEF
HORN RELIEF
COOPT-COOPERAZIONE INTERNAZIONALE
MERCY CORPS
NEIGHBOURS INITIATIVES ALLIANCE
CHURCH WORLD SERVICE AND WITNESS
CATHOLIC ORGANIZATION FOR RELIEF AND DEVELOPMENT
LIVING WATER INTERNATIONAL
CHRISTIAN AID ( UK/1 )
MENNONITE BOARD IN EASTERN AFRICA
MEDAIR EAST AFRICA
WAJIR SOUTH DEVELOPMENT ASSOCIATION (WASDA)
CHURCH WORLD SERVICE AND WITNESS
MEDAIR EAST AFRICA
MERCY CORPS
DORCAS AID INTERNATIONAL - KENYA
THE KALONZO MUSYOKA FOUNDATION
DORCAS AID INTERNATIONAL - AFRICA
SAHELIAN SOLUTIONS KENYA
MAAHAD DAAWAH ORGANISATION
CHRISTIAN REFORMED WORLD RELIEF COMMITTEE- KENYA
NEW LIFE MISSION KENYA
DORCAS AID INTERNATIONAL - KENYA
MERTI INTEGRATED DEVELOPMENT PROGRAMME ( MID - PROGRAMME )
MERTI INTEGRATED DEVELOPMENT PROGRAMME ( MID - PROGRAMME )
MUSLIM AID

MERTI INTEGRATED DEVELOPMENT PROGRAMME ( MID - PROGRAMME )
MUNADHAMAT AL-DAWA AL-ISLAMIA (M.D.I MISSION OF KENYA)
ACTION IN THE COMMUNITY ENVIRONMENT IN AFRICA (ACE- AFRICA)
UPENDO FOUNDATION
CARE INTERNATIONAL
DIRECT AID INTERNATIONAL
MEDICAL ASSISTANCE IN AFRICA
SERVANT'S HEART, KENYA (SHK)
RELIEF FOUNDATION
SHARE AN OPPORTUNITY (S.A.O) KENYA
WINGS FOR EARTH - KENYA
EACH ONE FEED ONE KENYA
YOUNG MUSLIM ASSOCIATION
CHRISTIAN MISSIONARY FELLOWSHIP, INC.
EACH ONE FEED ONE KENYA
DIAKONIE EMERGENCY AID
FOUNDATION FOR HEALTH AND SOCIAL ECONOMIC DEVELOPMENT AFRICA
WOMANKIND KENYA
WORLD CONCERN INTERNATIONAL
SAFE WATER AND AIDS PROJECT
SERVANT'S HEART, KENYA (SHK)
NEW LIFE MISSION KENYA
AFRICA MUSLIMS AGENCY - KENYA
COMPASSION INTERNATIONAL INC.
EACH ONE FEED ONE KENYA
AGAPE DEVELOPMENT MINISTRIES
ACTION AID INTERNATIONAL KENYA
MOMBASA EDUCATIONAL AND DEVELOPMENT SERVICES
MERTI DEVELOPMENT ORGANIZATION
COMMUNITY INITIATIVE FACILITATION ASSISTANCE
ACHOR VALLEY PROJECT
INTERNATIONAL COMMUNITY FOR THE RELIEF OF STARVATION AND SUFFERING
SEEDS OF PEACE AFRICA INTERNATIONAL
MUSLIM WOMEN IN DEVELOPMENT
TUMAINI INTERNATIONAL ORGANIZATION
FH ASSOCIATION
DEBORAH AMOI FOUNDATION
KENYA MUSLIM CHARITABLE SOCIETY

MAASAI ASSOCIATION - KENYA
CENTRE FOR HUMANITARIAN OUTREACH AND INTER-CULTURAL EXCHANGE
UNITE 4 AFRICA INC.
NEW WORLD INTERNATIONAL
PASTORALIST EDUCATION AND TRAINING INITIATIVE
SAFE WATER AND AIDS PROJECT
EACH ONE FEED ONE KENYA
WORLD REACH KENYA
ACTION IN FOCUS
RURAL AID-KENYA
MUBARAK FOR RELIEF AND DEVELOPMENT ORGANIZATION
BALA MERCY CHILDREN'S CENTRE
BALA MERCY CHILDREN'S CENTRE
THE GREAT COMMISSION FOUNDATION
SENIOR WOMEN CITIZEN FOR CHANGE
SUSTAINABLE INTEGRATED HERDERS INSTITUTE NETWORK
GLOBAL HOPE NETWORK INTERNATIONAL (KENYA)
AFRICA INITIATIVE PROGRAMME
EXPANDING OPPORTUNITIES
DEVELOPMENT OPERATIONS TOWARDS HEALTH AND NEEDS
MKOKOTENI AID DEVELOPMENT ORGANIZATION
SHINEBEAN KENYA
WAKE-UP INTERNATIONAL
FRATERNITY FOR RURAL DEVELOPMENT AND RESEARCH
TAWA ECONOMICS EMPOWERMENT ORGANIZATION
COMPASSIONATE INTERNATIONAL RELIEF AND DEVELOPMENT AGENCY
FAMILY CARE FOUNDATION AGENCY
HUMAN RIGHTS AND ENVIRONMENTAL CONSERVATION IN KENYA
SAHIL INTERNATIONAL HUMANITARIAN ORGANIZATION
RESCUE YOUTH AFRICA
TEGEMEA WIDOWERS/WIDOWS AND ORPHANS ORGANISATION
MILLENIUM HUMAN AND NATURAL RESOURCES DEVELOPMENT PROGRAMME
FLORA FOUNDATION
KITUI DEVELOPMENT CENTRE
REVIVE AFRICA INTERNATIONAL
COMMUNITY URBAN RURAL EDUCATION INTERNATIONAL
EL-TALLER ORGANISATION
EASTERN COMMUNITY DEVELOPMENT PROGRAMME
LAKE VICTORIA CHARITABLE ORGANIZATION

HOMELESS PERSONS ORGANIZATION
INITIATIVES FOR DEVELOPMENT OF EAST AFRICAN REGION
KENYA RELIEF AND EDUCATIONAL SERVICES
REGIONAL DISASTER PREPAREDNESS PROGRAM
NOBLE CHARITY HOMES FOR DESTITUTES
STREAMS OF GRACE INTERNATIONAL
SAHIL INTERNATIONAL HUMANITARIAN ORGANIZATION
KOKOS MEDICINE THERAPY INTERNATIONAL
HOSSANA MISSION INTERNATIONAL FOUNDATION IN KENYA
NORTH SOUTH HUMANITARIAN ORGANIZATION
HARBINGER'S BIBLE & MISSIONARY TRAINING INSTITUTE
BRIDGE PARTNER ORGANIZATION
JITEGEMEE CHILDREN PROGRAM
JOY OF FRIENDSHIP FOR CHILDREN PROGRAMME
JITEGEMEE CHILDREN PROGRAM
NYAGUKI ORGANIZATION FOR EMPOWERMENT AND CAPACITY BUILDING
LEVITE FOUNDATION
HEALTH AND NUTRITION DEVELOPMENT SUPPORT
STRATEGISE ( AFRICA ) PROGRAM
JITEGEMEE CHILDREN PROGRAM
HANDS ON COMMUNITY DEVELOPMENT INITIATIVES
SUSTAINABLE PROJECT ADMINISTRATION SERVICES
ECOSYSTEM VOLUNTEERS ORGANIZATION
WOMEN AND GIRLS EMPOWERMENT SOLUTIONS
RUAI HIV/AIDS AWARENESS CAMPAIGNERS AND POVERTY ERADICATION (RHAACPE)
PROJECT HOUSE SUPPORT ORGANIZATION
OUR HERITAGE CULTURAL CENTRE
PEACE BUILDING, HEALING AND RECONCILLIATION PROGRAMME
AFRICA OUTREACH ROHI PROGRAMME
HUMANITY FOR ORPHANS ,YOUTH AND WIDOWS INITIATIVES KENYA
MAMMA AFRICA ITALIA ONLUS INTERNATIONAL - KENYA
LINK EMPOWERMENT PROGRAMME
VILLAGE VOCATIONS PROGRAM
LOCAL STRATEGIES INITIATIVES
MWANGAZA COMMUNITY DEVELOPMENT PROGRAMME
FAMILY CARE RELIEF ORGANIZATION
SAHIL INTERNATIONAL HUMANITARIAN ORGANIZATION
RURAL ASSISTANCE DEVELOPMENT ORGANISATION
LAIKIPIA YOUTH FOR DEVELOPMENT

MATUU AIDS AWARENESS ORGANIZATION ( KENYA)
LINKAGES FOR INTERGRATED COMMUNITY SERVICE ORGANIZATION
NORTH SOUTH HUMANITARIAN ORGANIZATION
ENLIGHTENING THE YOUTH PROGRAMME
ACTION NOW KENYA
RURAL ASSISTANCE DEVELOPMENT ORGANISATION
HELP CHILD/MOTHER ORGANISATION
PEACE OFFICERS FOR CHRIST INTERNATIONAL
AFRICA SOLACE PARTNERS NETWORK
RURAL ASSISTANCE DEVELOPMENT ORGANISATION
AFRICA SOLACE PARTNERS NETWORK
AFRICA SOLACE PARTNERS NETWORK
BISHOP KIGEN FOUNDATION INTERNATIONAL
CHOSEN CHILDREN INTERNATIONAL

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