

**SUPPLIERS' INVOLVEMENT AND EMERGENCY RESPONSE IN  
HUMANITARIAN ORGANIZATIONS IN NAIROBI**

**LEYLA HARIR**


**D61/81571/2015**

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE  
REQUIREMENT FOR THE AWARD OF THE DEGREE OF MASTER OF  
BUSINESS ADMINISTRATION, SUPPLY CHAIN MANAGEMENT OPTION,  
SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI**

**2021**

## DECLARATION

This research project is my original work and has not been presented to any institution or university other than The University of Nairobi.


Signed:  \_\_\_\_\_ Date: \_\_\_\_\_ 14.11.21 \_\_\_\_\_

Leyla Harir

REG. NO. D61/81571/2015

This research project has been submitted for examination with my approval as the University Supervisor

Supervisor, Lecturer:

Signature:  \_\_\_\_\_ Date: \_\_\_\_\_ 16.11.2021 \_\_\_\_\_

Dr. Thomas Ombati

Lecturer

Department of Management Science

School of Business, University of Nairobi

## **DEDICATION**

This research is dedicated to mum Fathumo Arab, who has been my pillar and encouragement throughout my studies. Mum you inspired me to always learn and grow. You have always been there for me and saw me grow and develop to the lady I am. Through your guidance I was in a position to know my potential and work on it to become the lady I am which has tremendous contributions to the society.

To my dear husband, Ahmed you have always endured all the difficult moments, discomfort, throughout this period of my studies. You have always supported me and put up with my aggressiveness and the zeal of refuting to be given a black woman's role and is geared towards redefinition of this role. My dear you have complimented all my efforts of being a dear wife and a mother and still run the family, work and business.

## **ACKNOWLEDGEMENTS**

Thanks to God for his continued support and protection throughout my studies and through this project. I whole heartedly thank you my supervisor, Dr. Ombati, for the consistent guidance, time and support towards the completion of this research. Special considerations also go to my parents', guardians, spouse, classmates, and friends in financial, emotional and spiritual support in my studies.

## TABLE OF CONTENTS

DECLARATION .....	ii
DEDICATION .....	iii
ACKNOWLEDGEMENTS .....	iv
TABLE OF CONTENTS .....	v
LIST OF TABLES .....	vii
LIST OF FIGURES .....	viii
ABBREVIATIONS AND ACRONYMS .....	ix
ABSTRACT .....	x
CHAPTER ONE: INTRODUCTION .....	1
1.1 Background of the Study .....	1
1.1.1 Supplier Involvement .....	3
1.1.2 Emergency Response .....	4
1.1.3 Humanitarian Organizations in Nairobi .....	4
1.2 Statement of the Problem .....	5
1.3 Objective of the study .....	9
1.4 Value of the Study .....	9
CHAPTER TWO: LITERATURE REVIEW .....	11
2.1 Introduction .....	11
2.2 Theoretical Framework .....	11
2.2.2 Resource Based View Theory .....	11
2.2.2 Stakeholder Theory .....	12
2.3 Supplier involvement in emergency response in humanitarian organization .....	13
2.4 Supplier Involvement and Emergency Response of Humanitarian Firms .....	15
2.5 Conceptual Framework .....	16
CHAPTER THREE: RESEARCH METHODOLOGY .....	18
3.1. Introduction .....	18
3.2 Research Design .....	18
3.3. Population of the study .....	18
3.4. Data Collection .....	18
3.6 Data Analysis .....	19
3.5.1 Reliability Test .....	20
3.5.2 Validity Test .....	20
3.5.3 Ethics .....	20
CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND INTERPPRETATION .....	21
4.1 Introduction .....	21
4.1.1. Response Rate .....	21
4.2 Demographic Information .....	21
4.2.1 Gender of Supply Chain workers .....	22
Table 4.1: Gender of the SC employees .....	22
4.2.2 Experience of SC workers .....	22
4.2.4 Education of the Supply Chain Workers .....	23
4.3 Supplier involvement .....	24
4.3 Effect of Supplier involvement on Supply Chain Performance .....	27
4.4 Discussion of research findings .....	29

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS.....	31
5.1 Introduction.....	31
5.2 Summary of Findings.....	31
5.3 Conclusion .....	32
5.4 Recommendations for Policy and Practice .....	32
5.5 Limitations of the Study.....	33
5.6 Suggestions for Further Research .....	33
REFERENCES .....	35
APPENDIX I: QUESTIONNAIRE .....	38
APPENDIX II: LIST OF INTERNATIONAL NON-GOVERNMENTAL ORGANIZATIONS IN NAIROBI.....	44

## LIST OF TABLES

Table 4.1: Gender of the SC employees .....	22
Table 4.2 Experience of SC workers .....	23
Table 4.3 Education of the Respondents.....	24
Table 4.4: Supplier involvement.....	25
Table 4.5 Coefficients <sup>a</sup> .....	27
Table 4.6 Model Summary .....	28
Table 4.7 ANOVA <sup>a</sup> .....	29

## LIST OF FIGURES

Figure 2.1 Conceptual Framework .....	17
---------------------------------------	----



## **ABBREVIATIONS AND ACRONYMS**

<b>CIMO</b>	Context, Intervention Factors, Mechanisms and Outcomes.
<b>KPIs</b>	Key Performance Indicators
<b>NPD</b>	New Product Development
<b>SRM</b>	Supplier Relationship management
<b>SI</b>	Supplier Involvement

## **ABSTRACT**

Supplier involvement is key in the achievement of the required levels of supply chain performance in a firm. The research purpose was establishing what influence supplier involvement in emergency response in humanitarian firms in Nairobi. The research objectives were; to establish the extent to which supplier involvement has been implemented by Humanitarian firms in Nairobi and to ascertain impact of supplier involvement on emergency response performance of Humanitarian firms in Nairobi. Descriptive research design was adopted and questionnaires used as research tool. The primary tool for collecting data was a questionnaire, which was administered through email method. The data was analysed using descriptive statistics, regression and correlation analysis. The study findings indicate that on a moderate extent, supplier involvement have been implemented by Humanitarian organizations in Nairobi through product development, collaborations and partnerships, information sharing and use of modern technology. These findings show that a positive relationship exists between the supplier involvement and emergency response represented by fifty two percent in terms of the R-squared value. Further studies need to focus on the challenges facing the implementation of supplier involvement and the ways that those challenges can be solved. The researchers therefore recommend trainings on supplier involvement and their roles, government support in resource mobilization, collaborations with relevant stakeholders among others. The limitation of the study is that it focused only on humanitarian firms in Nairobi, therefore, the results might not be applicable for other sectors other than the humanitarian firms in Nairobi. More research can be undertaken on the variables that were not included in this study.

Key words: Supplier involvement, Emergency response, Humanitarian firms in Nairobi.

## **CHAPTER ONE: INTRODUCTION**

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

Disasters strike at unknowingly and tend to be very unpredictable in the way that they occur since they strike at any time, at any place and to any effort and hence cannot be planned for or prevented ahead of their occurrence (Simpson,2005). Humanitarian crisis can occur without any prior warning and thus require emergency responses to save lives by delivering food, medicine and shelter. There is need for organization in this area to understand what needs to be done in cases where there is crisis. For more optimal response to crisis situations, humanitarian organizations should be well prepared (Trunick, 2005). Developing a collaborative relationship with suppliers can be an important step responding accurately to crisis that are of emergent. Whenever normality of a society is distorted that results to massive losses in terms of the material, environmental, human together with economic which are greater than what the communities can manage by use of the available resources is what is referred to as emergencies (Howden, 2012). These disruptions require humanitarian assistance that are part of the emergency responses (Pagh, 2016).

Suppliers provide logistics services and materials that respond to calamities that occur in different parts of the world. Emergencies in some cases are caused by natural disasters and as disasters continue to occur globally the effectiveness of the humanitarian response requires a joint approach with suppliers through close cooperation (Cozzolino, 2012). The joint involvement of organizations and agencies in the supplies of material and services in USA, has achieved flexibility and adaptability in the realization of the SC

dynamics as per the involvement of the private sectors in the humanitarian activities as specified in the national legislation (Gartfieldet, 2014).

Effective response to emergencies which may be caused by a variety of reasons is very important. The major purpose of a supply chain system is to create an art of strategy that ensures prompt delivery of material to the areas hit by disasters at the right time and place. According to Hemmati (2002) a predefined set up should be prepared based on the fact that it is difficult to carry out invention of material supply structures during an emergency. Notably also, at the centre of all these two concerns is the need to involve the suppliers in emergency response initiative (Howden, 2012).

Humanitarian organizations have come out actively at various instances such as during droughts, during terrorist attacks, floods, earthquakes, tribal clashes, road accidents, and other instances of hazards (Oloruntoba, 2016). As much as humanitarian organizations try to provide assistance during disasters, these organizations are not able to deliver better results due to unavailability of required supplies Nyamu (2012) confesses that lack of a well elaborated framework for delivery of humanitarian services by these organizations that effectively involve suppliers to ensure the availability of the required supplies was one of the challenges for humanitarian responses in Sudan.

There are several theories that relate to supplier involvement. Nevertheless, for the purpose of this study resource-based view (RBV) (Barney, 1991) and the stakeholder theory postulated by Freeman (1984) will be used. Barney (1991) developed RBV theory which ascertains that gaining competitive advantage is achieved through exploration of unique resources (Lacity & Hirschheim, 2000). The stakeholder involvement theory

states that there is need for stakeholder's involvement in the process of supply chain management to achieve performance.

### **1.1.1 Supplier Involvement**

Supplier involvement in the early stages of product development in form of cross-functional has strong impact on operation performance (Johnsen, 2009). Coordination of suppliers through working hand in hand in all processes ensures there is cost reduction in products, ensures timeliness in delivery of goods in the firm. Improved performance is achieved by firms that have a close working relationship. A good end product is achieved which results to better project execution due to the early supplier involvement in product development.

Innovations and working towards similar goals achievement can be achieved by supplier involvement through collaboration and long-term partnerships. Product, process and supply chain structure development and cost reduction is greatly attributed to as a result of coordination with major suppliers during emergencies (Millson and Wilemon 2002). Firms are in position to manage risks in emergency situations due to implementation of supplier involvement which help in the planning and procurement of the required goods on-time (Zsidisin and Smith, 2005). Kovacs and Spens (2014) pointed out that establishing a two-party partnership that involves both the suppliers and the humanitarian organization cannot be over emphasized, the coordination and agreement between them guarantees the availability of the required material and services in times of humanitarian crises.

### **1.1.2 Emergency Response**

Emergency response entails the preparation ability by a firm, its ability to withstand, and recover whenever disasters occur both in the short and long term by engaging state, local, tribal, and territorial partners and stakeholders (Lindel, 2004). Emergency response is very crucial in the process of disaster-management and based on the fact that it needs much attraction and resources. It is during the phase of emergency response that the affected communities may be adversely affected positively if it is emergency response is done promptly or vice versa. Previously-planned local and national preparedness and mitigation measures is mostly predetermined by the level of impact felt in the early days of the response.

Post-disaster recovery and future development possibilities is largely affected by the manner that emergency response is planned and the manner that the emergency is managed (Perry, 2004). Emergency response is cyclic in nature and follows sequences of assessment, planning, action and review, in responding to all needs. Good disaster preparedness helps in fast and effective emergency response through initial assessment and mobilization of resources. Huge losses and damages are experienced by firms due to trends of ever-increasing disasters occurring daily and lack of preparedness for fast response (Tiernery, 2004).

### **1.1.3 Humanitarian Organizations in Nairobi**

Humanitarian Organizations are entities whose key mandate is to alleviate human suffering in the society. The organizations achieve this important goal by timely response to both man-made and natural disasters; reduce poverty at the household level by fostering development and to providing relief in disaster emergencies (UNICEF, 2014).

Most of the organizations work in close collaboration with governments and have closely related objectives (IFRC, 2013). The Kenya NGO council is the governing body that controls the operations of humanitarian firms that is under the NGO coordination board. The humanitarian organizations are broadly categorized into the operational NGO's which come up and manage projects correlated to development and the advocacy NGO's (Munguti, 2010).

The humanitarian aid is mainly from donors, who have been touched by the suffering of the poor and governments which channel their resources through them. The key areas of activity include but are not limited to; provision of basic needs, education, development, disease control, response to natural calamities and human conflict among others (Omondi, Ombui & Mungatu, 2013). Humanitarian organizations in the world are faced with a myriad of challenges; Kenya is not an exception (Munodawafa, 2008). The humanitarian organizations in Kenya face challenges like insecurity from harsh operating environments which hinder their ability to respond to needs of the customers, bad governance, resistance from local communities which hinders their operations, harsh climatic conditions and poor communication and infrastructure which inhibit their ability to respond to the emergencies on time among others (Ombui & Mungatu, 2013). There are sixty-four humanitarian organizations in Kenya (Kenya Relief Web, 2020).

## **1.2 Statement of the Problem**

The ultimate expectation of HO in any emergency situation is to provide an effective and satisfactory response in terms of materials and the required services. While suppliers ensure that the required, equipment, material and services are available for effective response, in most cases this is not fully achieved due to lack of early supplier

involvement in the planned response (Cozzolino, 2012). In most cases humanitarian organizations do not store the required inventory and material for responses in emergency situations due to unplanned calamities and situations that required emergency humanitarian response and depend on the quick response of supplies to such situations. As much as suppliers are crucial in achieving the required responses, they are not effectively involved in the planning, designing and outlining the emergency response activities (Howden, 2012).

Humanitarian organizations in Kenya's major mandate is to uplift the lives of the people in areas that are affected by disasters. Despite this the humanitarian organizations have been facing a number of challenges in their operations in Kenya. Poor infrastructure, inadequate funding, poor communication, delayed humanitarian operations, materials uncertainty, poor involvement of suppliers, lack of preparedness in terms of logistics are the major challenges which creates a havoc in the management of the whole supply chain. Though the humanitarian organizations have put in efforts to understand these uncertainties that exist in the environment, the available approaches to the existing challenges have not borne enough fruits (Metcalf, Martin & Pantuliano, 2016).

Globally; French, Fan and Stading (2016) in their research on exploratory research on the effect of emergency response on performance ascertained that proper emergency response performance is affected by organizational characteristics through Knowledge of Location. The purpose of the research being to know the role of emergency response on performance. In the research methodology use of exploratory research was done.



Kaneberg (2017) in his study on management of military involvement in emergency response in military in the developing countries. The study was purposed to establish the SC network management in emergencies. From the findings, civil-military relations were seen as being critical in emergency preparedness management. This helps in achievement of security and vast response to disasters as they occur. This study however, was carried out in the military context and not humanitarian firms in Nairobi.

Wilson, Tatham and Payam (2018) in their research on the best practices to be adopted in relief supply for emergency services a case study of Queensland Australia ascertained that various challenges face the developed economies in their quest to meet demands in disasters. To find out what challenges face firms in the disasters in multi-agency situations was the reason behind carrying out the study. This study was however was based in developed countries a case study of Queensland and hence this research findings could not apply in the current study context. Besides this study solely focused on the challenges faced in the logistics preparedness.

Locally, Mungatia (2015) recommended that all humanitarian organizations in Kenya should establish a good supplier relation and involvement in the design of their emergency response programs and design. This would help in recognizing the role of suppliers in humanitarian operations hence enable the organizations to properly plan in advance on how to deal with various SC activities and reduce the impact of supply chain management challenges facing them that could affect the availability of material that are required for humanitarian response.

A study by Adams (2013) researched on importance of public health services in disasters and emergencies in Africa where the study pointed out the supplier's significance in the delivery of medical services. The purpose of the research was to establish what public health services do in disasters and emergencies in Africa. Descriptive research design was adopted in the methodology. However, it failed to point out the role of suppliers in emergency response.

Abdul (2017) researched on what impact (SRM) has on the SC performance of humanitarian firms in WFP in Somalia. Ascertaining what role SRM has on humanitarian SCP. This study adopted use of descriptive statistics. The results show implementation of SRM and performance of the humanitarian firms relate positively. This study however failed to point out the role of supplier involvement in emergency response.

Nur (2018) in his study on the integration of humanitarian logistics and preparedness in humanitarian firms in Mogadishu Somalia established that integration of logistics activities improves the rate of response by humanitarian firms in Somalia to disasters. This study however was based on a different concept of logistics integration.

As much there are studies on emergency response and suppliers' management that include the above studies, there is a research gap since there are no studies on the supplier involvement in emergency response in humanitarian organization in Nairobi and therefore the current research will fill the existing research gap when these research questions will be answered; what to establish the extent do humanitarian organizations involve suppliers in designing emergency response? What is the effect of supplier

involvement performance of humanitarian's organizations in emergency response in Nairobi?

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

The major purpose of the study was to establish supplier involvement in emergency response in humanitarian organizations in Nairobi.

Specific objectives will be;

- I. To establish the extent of supplier involvement in emergency response in HO in Nairobi.
- II. To ascertain the relationship between supplier involvement and performance of humanitarian organizations in emergency response in Nairobi.

### **1.4 Value of the Study**

While suppliers play an important role in ensuring that the required, equipment, material and services are available for effective response, in most cases this is not fully achieved due to lack of involvement in the planned response. The study will help humanitarian organizations in availing the required inventory and material for responses in emergency situations due to unplanned calamities and situations that required emergency humanitarian response, and will help suppliers in enabling quick response of supplies to such situations.

This study will help policy makers in establishing ways and the strategies to enhance suppliers' involvement to ensure that the suppliers are effectively involved to achieve the required responses in emergency situations and set them up in the humanitarian sector.

The government will gain from this study based on the fact that the effect that supplier involvement has on performance in the humanitarian firms will be understood and hence can apply the same to other sectors.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

In this chapter, we will examine the composition and the conceptual framework behind supplier involvement and its impact on the SCP of humanitarian firms in Kenya. We will approach this through theoretical review, and using existing literature.

### **2.2 Theoretical Framework**

The theoretical framework underlines the various concepts and philosophies that form the basis of this research. Though heavily dependent on principles and theories, we also appreciate various findings that were identified as relevant. This study however is majorly guided by two theories: the resource dependency theory and stakeholders' involvement theory.

#### **2.2.2 Resource Based View Theory**

Introduced in 1991 by Barney, RBVT dictates that a competitive advantage owned by a firm is an outcome of the capabilities and resources held and within the control of the firm that are unique to it (Lynch, Keller & Ozment, 2000). Here better performance of a firm is predetermined not only by the firm's internal environment, but by its external environment as well (Barney, 1991; Thompson, 2001). With reference to Barney (1991), for an organization to improve its performance, it must be able to identify and utilize resources that are of high value, are scarce or rare to find, and also that are not easy to imitate or substitute. Simply put, it is the application of competitive advantage.

According to this theory, an organization's profitability is determined by rent-producing resources. In other words, a firm should make sure the resources under its control are scarce and that getting substitutes for them is a challenge. Thus a firms' level of performance is highly attributed to by firm-specific resources and capabilities which

results to uneven distribution of resources within an industry (Warnier, Weppe, & Lecocq, 2013). By controlling a scarce and very valuable resource, an organization has a strength that it can make use of the opportunities that exists in their environment, and reduce the effects of the threats and weaknesses that may also exist either internally or externally (Barney,1991). Sustainability in a firm is achieved by having in possession unique resources and capabilities for a foreseeable future (Lynch, 2000).

This theory is relevant as it attempts to give insight into ideas behind how firms strategize themselves and take on various decisions such as supplier involvement, all in calculated attempts to overcome dependencies in terms of resource acquisition in the view of improving organizational performance. Most organizations are not independent and as such often need to come up with strategies that will allow them to focus on their core business.

### **2.2.2 Stakeholder Theory**

Stakeholder theory developed by (Freeman,1984) ascertains that anyone who directly or indirectly affected by the firm's operations are a firm's stakeholders. In addition, according to this theory, firms would cease to exist whenever there is no support from the company's stakeholders (Hemmati, 2002). Supplier, government, customers, employees are part of a firm's stakeholders. Based on this theory, the corporate environment is seen as an ecosystem which is made up of groups of stakeholders that are related. For a firm to achieve the required level of performance, there is need for consideration and satisfaction of all the needs of the related groups.

According to Freeman, there is need for full inclusion of all the members involved in it's operation and success of its operations at large. Stakeholder theory posits that if the organization does not properly handle its stakeholders that include its suppliers the organization will eventually fail to meet its goals and objectives. The proponents of the stakeholder's theory that lack of proper treatment of any stakeholder might be short-term profits, (Marjorie ,2013).

It is related to this stakeholder's theory, based on the fact that it brings out the concept of the need of stakeholder's involvement in decision making to achieve the required performance. There is need for suppliers' involvement to ensure timeliness in delivery of goods in the disaster-prone areas. By involvement of suppliers in emergency responses ensures that there is improved performance in the operations of the humanitarian firms.

### **2.3 Supplier involvement in emergency response in humanitarian organization**

The need for supplier involvement is not unique to humanitarian organizations, Wassenhove (2014) pointed out that engaging suppliers at all stages of production facilitates its ability to succeed and helps in provision of a competitive edge in the global market place. Stein (2013) evaluated the role of suppliers in material availability in manufacturing industry in China where the study established that manufacturers who carry out their activities in-house and avoid supplier integration can have negative effect on performance. Effective Involvement of the supplier at all the stages of production material ensures material suitability reduces costs and time.

Involving of suppliers in the emergency response in humanitarian organization resonates with the other sectors where the suppliers play a significant role in ensuring that the right

material are available when require. Johnsen (2014) evaluated the SI in new product development and innovation for the USA manufacturing companies where the study sought to establish the what factors are considered in SI in NPD. From the results SI helps improve the level of performance of the NPD projects and it's effectiveness. However, this study failed to ascertain the role of SI in emergency in humanitarian firms. An empirical review of related studies established a significant relation between suppliers' involvement and the success of NPD projects.

A research by Chien (2014) on the impact that SI has on the effectiveness of functional and departmental operations in the financial services industry. Data was collected from 125 financial firms in Taiwan. From the conclusions, SI relates positively to effectiveness of functional and departmental operations. The traditional process usually involves working together with the suppliers in getting budget pricing for the functions and departmental operations.

While there are many strategies of enhancing emergency response activities in humanitarian organization and response initiatives, working closely with the supplier in terms of increased efficiency, reduced set up time and the reduction supply cost should be highly considered .Yu-Chi (2015) while evaluating the benefits of suppliers cooperation in construction industry in Malaysia established that instead of hiring additional labor for assemblies, already assembled products might be bought from suppliers and this helps in cost savings. Proper SI entails in aspects to do with information provision on the



products, capabilities and operations requirement, to taking full responsibility for assembling the various components of equipment at project site (Gartfield *et al*, 2014).

Ergun (2012) asserts that improved distribution networks, inventory management coupled with effectiveness in a firm's operations is highly attributed to by adoption of SI. On the other hand, Hale and Moberg (2015) pointed out that while there are many strategies that the humanitarian organizations can improve their operations SI being the major strategy followed by good flow of communication and adoption of modern technology.

Collaboration between humanitarian firms and private sector firms is majorly driven by pressure emerging from the donors many mostly drawn from the private sector to deliver on the required humanitarian services and more so in emergency situations. Cooperation from all the stakeholders is a key requirement in the quest by humanitarian firms to demonstrate to the donors that the goods distributed reach the targeted customers (Robertson, 2015).

#### **2.4 Supplier Involvement and Emergency Response of Humanitarian Firms**

Suppliers play an important role in ensuring that materials are available at any given stage of any, production, project or emergency response initiatives. In some cases, the organization may be required to involve more than one supplier for the same goods or services. Supplier involvement is key in ensuring timeliness in delivery of goods to the disaster-prone areas. Through supplier involvement, through collaboration and

specifications development with the firms and government agencies the quality aspects of goods delivered in emergency response is met.

Supplier involvement helps allow for flexibility in meeting varying customer needs in times of emergencies (Aune *et al.*, 2014). The significance of suppliers' involvement in ensuring that the right quantities and quality are available hence fulfilling place and time utility. To complete emergency activities on time the suppliers need to ensure that they are active participants in the whole process from planning to evaluation of performance to get solutions to problems in emergencies (Barcelo, Massaud & Davies, 2011).

## **2.5 Conceptual Framework**

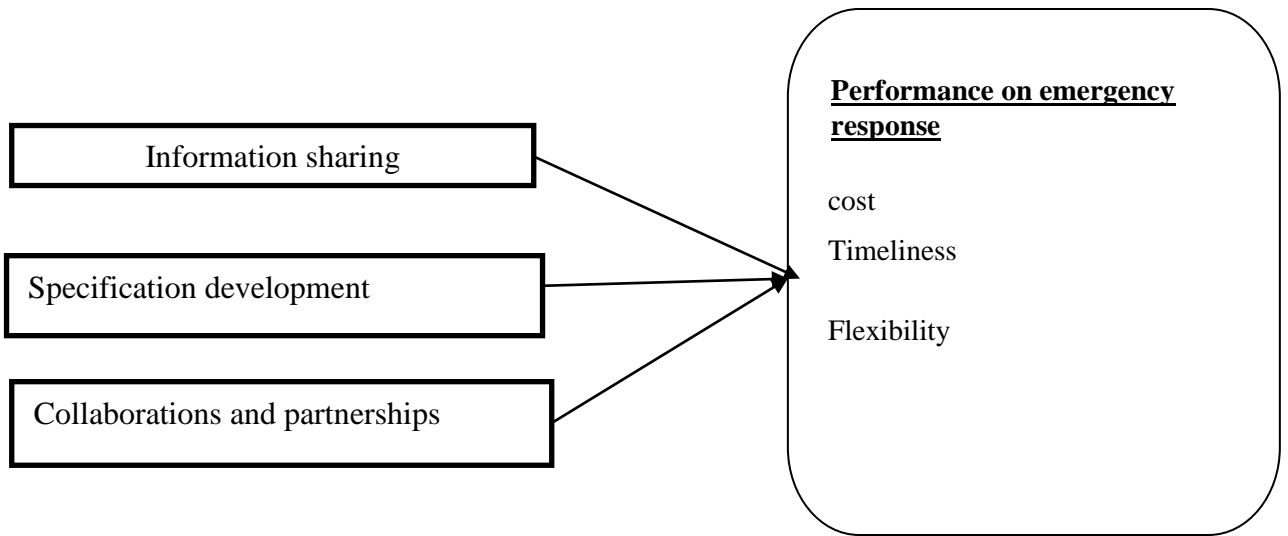
The independent variable in this study is supplier involvement which is operationalised by: Collaborations and partnerships, information sharing and specifications development. The dependent variable is emergency response which is measured by cost, timeliness and flexibility. A systematic representation is representation is provided in figure below:

**Independent Variables**

**Supplier Involvement**

**Dependent Variables**

**Performance on Emergency Response**



**Figure 2.1 Conceptual Framework**

**Source: (Author,2021)**

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1. Introduction**

This part starts with the design of the research, followed by study's population, methods of data collection, and data analysis.

### **3.2 Research Design**

Descriptive research design (DRD) was adopted which facilitates data collection which can be sought through observing, describing, analysis and reporting the as indicated by the population (Cooper and Schindler, 2006). Mugenda & Mugenda (2003), ascertains that DSR brings out features of a population. Descriptive research design was adopted for this study since it helped in meeting the objectives of the study by answering questions of what is the extent of supplier involvement in humanitarian organizations and what is the effect of supplier involvement on emergency response in HO in Kenya.

### **3.3. Population of the study**

The study targets humanitarian organizations in Kenya. The study population was comprised of 64 humanitarian organizations in Nairobi. According to the NGO's coordination board, there are 64 humanitarian firms in Nairobi (appendix II). All the 64 firms were researched, since the population size is relatively small.

### **3.4. Data Collection**

To meet study objectives, primary data was used. Self-administered structured questionnaire was distributed to the respondents through use of email. Section A was made up of information on the background of the respondents, Section B collected information on the extent to which supplier involvement in emergency response in humanitarian firms has been implemented, section C had questions on the performance

on emergency response of HO. The category of the respondents that was targeted by the organization included the SC managers, procurement officers, procurement managers, logistics managers, Project Management, Administration staff, Material Management Staff, Emergency Response Field Staff categories at the organizations regional head offices or equivalent were used. Each firm was issued one questionnaire giving a total of 64 questionnaires. These was appropriate for this study since they are the key staff in humanitarian firms who deal directly with provision and supply of goods in emergency response as shown below.

### **3.6 Data Analysis**

Data collected will be edited and then coded. Data on the first objective on the extent of implementation of supplier involvement in humanitarian firms in Kenya will be by use of descriptive statistics by use of mean by use of likert scale of 1 to 5. Data on the effect of supplier involvement and emergency response in humanitarian firms in Kenya will be analysed by use of regression analysis where the supplier involvement variables were regressed as independent variable against the emergency response. The regression equation:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon \quad \text{Where:}$$

**Y**= Emergency response performance

**X<sub>1</sub>**= Collaborations and partnerships

**X<sub>2</sub>**= Information sharing

**X<sub>3</sub>**= Specification's development

**X<sub>5</sub>**=  $\epsilon$ =error term

**$\beta_{ij}$**  =Regression

### **3.5.1 Reliability Test**

Reliability is used in evaluating the rate at which consistent results are yielded by the research instruments (Mugenda & Mugenda, 2003). It helps in determination of reliability levels of the tools used in collection of information and its analysis which can be in form of the words used, structure and sequence of the questions. By so doing the study got the right results as per the study objectives since they can help ascertain whether the same results would be got in different occasions or not by other researchers.

### **3.5.2 Validity Test**

Validity is used in ascertaining to what level or degree data sought from the analysis is a true representation of what is being studied. High objective questions which was pretested before the study is carried out was adopted to ascertain the content validity change improperly structured questions (Cooper & Schindler, 2003). To ascertain whether the research tool adopted is the right one, validity tests on the research tool will be adopted so that unambiguous tools are ironed out.

### **3.5.3 Ethics**

The research obtained an informed consent from the University. There were freedom on the part of the respondents whereby those unwilling to participate not being included. Privacy of the respondents will be respected since no personal details were filled in the questionnaire. Based on the letter of authorization from the University, the respondents was assured of their information being used for academic purpose only. I used the information sought from the respondents for academic purposes only.

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

### **4.1 Introduction**

This chapter starts with analyzation of data, findings then finally its interpretation. This section represents findings of research on supplier involvement and emergency response of Humanitarian firms in Nairobi. The study was guided by three objectives: ascertaining to what extent implementation of supplier involvement in Humanitarian firms and establishment of what effect supplier involvement has on emergency response in Humanitarian firms in Nairobi. The study target respondents were the finance managers, procurement officers, or the equivalent of the various Humanitarian firms in Nairobi.

#### **4.1.1. Response Rate**

Out of 64 research tool in form of questionnaires that were distributed out of which 47 were fully filled and hence usable for the study. This translates to 73% response rate and according to (Mugenda & Mugenda, 2003) 70% and above response rate is very good and good for a detailed data analysis.

### **4.2 Demographic Information**

Data was collected based on the background information of respondents in Humanitarian firms in Nairobi in order to evaluate the extent of implementation of supplier involvement in Humanitarian firms in Nairobi and how the supplier involvement affect emergency response of Humanitarian firms in Nairobi. To establish

the truth on the information got and knowledge about the study, background information of the respondents was collected carried out as indicated below:

#### 4.2.1 Gender of Supply Chain workers

The gender of the participants was to be ascertained by the researcher. Table 4.1, indicate that 46% of the SC staff in the humanitarian firms were male while 54% were female. Hence in Humanitarian firms in Nairobi, there is gender equality in the procurement staff since the number of men and women are almost fifty and hence, they adhere to the gender rule by the government. Besides this shows that implementation of supplier involvement is done by both male and female employees. Table 4.1 presents the distribution of SC workers by gender.

**Table 4.1: Gender of the SC employees**

<b>Gender</b>	<b>Frequency</b>	<b>percentage</b>
Male	22	46
Female	25	54
<b>Total</b>	<b>47</b>	<b>100</b>

Source: (Authors, 2021)

#### 4.2.2 Experience of SC workers

The researcher intended to establish the experience of workers. From the results indicated in the table 4.2 above, 21.3% had experience below 5 years, 29.8% had experience between 6-10 years while 49% had above ten years' experience. This is an implication that most of the respondents were well experienced and hence had in-depth understanding and knowledge on the data sought by the researchers hence their output



was valuable in meeting the research objectives. Table 4.2 presents the distribution of SC workers by experience

**Table 4.2 Experience of SC workers**

<b>Experience</b>	<b>Frequency</b>	<b>Percentage</b>
Below 5 years	10	21.3
5-10 years	14	29.8
Above 10 years	23	49
<b>Total</b>	<b>47</b>	<b>100</b>

Source: (Authors, 2021)

#### **4.2.4 Education of the Supply Chain Workers**

The researcher sought to establish the education possessed by the study participants. From the results as indicated below, 4.3% had certificate level of education, 10.6% had college education, 59.6% of the respondents had undergraduate level while 25.5% of the respondents had masters' level. This is an implication that the SC staff in the Humanitarian firms were knowledgeable on supplier involvement on the basis of their education level and hence could provide adequate information based on the objectives set by the researchers. Besides this is an indication that most of the staff in the Humanitarian firms have adequate education. Table 4.4 presents the distribution of SC workers by education.

**Table 4.3 Education of the Respondents**

<b>Education</b>	<b>Frequency</b>	<b>Per cent</b>
Certificate	2	4.3
College education	5	10.6
Undergraduate level	28	59.6
Master's level	12	25.5
<b>Total</b>	<b>47</b>	<b>100.0</b>

Source: (Authors, 2021).

### **4.3 Supplier involvement**

The first objective was to ascertain to what level supplier involvement had been adopted in Humanitarian firms in Nairobi. : From the findings, supplier involvement have been adopted in Humanitarian firms based on the fact that the results indicated a mean value of 3 to 4.

Specifications development to a great extent was implemented as indicated by a mean value of 3.9 an indication that Humanitarian firms in Nairobi have implemented use of supplier involvement in terms of involving suppliers in the early stages of production where they involve suppliers in the development of products. This is an indication that Humanitarian firms in Nairobi factor in quality conformance in supplies management where they are in position to develop products from the onset by working closely with suppliers. This is based on the fact that it has been adopted to a large extent with mean values above three.

Collaborations and partnerships had been adopted to a moderately in Humanitarian firms in Nairobi as shown by mean values of 3.8 an indication the Humanitarian firms in

Nairobi had collaborated with various stakeholder in their quest of achieving the required levels of performance and hence they form long term partnerships and collaborations with other service providers in their operations during emergencies.

Information sharing as a supplier involvement practice had been adopted by the humanitarian firms in Nairobi based on the fact that they are in a position to make timely decisions based on the fact that information is disseminated on-time across the supply chain. This facilitates good planning in terms of logistics in disaster prone areas to ensure that they are in a position to save as many lives as they can. Table 4.6 indicates the extent of supplier involvement in the humanitarian firms in Nairobi.

**Table 4.4: Supplier involvement**

<b>Supplier involvement</b>	<b>Mean</b>	<b>Std. Deviation</b>
<b>Specification development</b>		
The management involves suppliers in specifications development	4.0426	.65798
Suppliers are involved in the process of developing specifications in emergencies	4.0000	.72232
Quality conformance is achieved due to supplier involvement in specification development	3.9362	.73438
Average	<b>3.9542</b>	<b>.63246</b>
<b>Collaborations and partnerships</b>		
Your firm develops partnerships with suppliers in emergency response in ensuring timeliness in delivery of goods	4.0426	.65798

Your firm ensures that they collaborate with suppliers in the procurement process through specification development to enhance quality compliance	4.0062	.76341
Your firm ensures that there is seamless flow of information to the suppliers in ensuring needs are met	3.8723	.74065
<b>Average</b>	<b>3.903</b>	<b>.75621</b>
<b>Flow of information</b>		
My firm shares information on the needs of emergency response on time with suppliers	4.1538	.62989
My organization always shares information with suppliers	3.9362	.76341
The managers in the Company have clarity of the goods needed during emergencies and informs the suppliers	3.8936	.78668
The specifications, quality , quantity of goods needed by your firm in emergency is communicated timely by your firm to the suppliers	3.8723	.74065
	3.7660	.75794
The firm involves suppliers in development of goods to save on time and meet quality aspects in emergencies		
<b>Average</b>	<b>3.86</b>	<b>.75456</b>

---

**Source: Authors, (2021)**

### 4.3 Effect of Supplier involvement on Supply Chain Performance

The second objective of the study was to establish the impact of implementation of supplier involvement on emergency response of Humanitarian firms in Nairobi. The study used regression analysis as indicated in tables below:

**Table 4.5 Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
((Constant)	2.145	.639		.227	.821
Information Sharing	.634	.114	.624	5.551	.000
Specification Development	.113	.090	.133	1.265	.213
Collaborations and Partnerships	.194	.125	.174	1.546	.129

a. Dependent Variable: emergency response performance

b. Predictors; information sharing, specifications development, collaborations and partnerships

$$Y=2.145+0.634X_1+0.113X_2+0.194X_3$$

Information sharing and emergency response relate positively and significantly ( $t=0.634$ ,  $p=0.000$ ). Hence whenever adoption of information sharing is increased by one unit, hence emergency response is bettered in humanitarian firms by 0.634. Besides information sharing had p value of 0.000 hence statistically significant at 0.05 being lower than 0.05.

Specifications development and emergency response are positively and statistically insignificant related ( $t=0.113$ ,  $p=0.213$ ) is increased by one unit, hence emergency response is bettered in humanitarian firms in emergency response by 0.213 all other

factors held constant. Besides,  $p= 0.213$  is higher than 0.05 and hence it is statistically insignificant.

Collaborations and partnerships are positively and statistically insignificant, ( $t=0.194$ ,  $p=0.129$ ) is increased by one unit, hence emergency response is bettered in humanitarian firms of Collaborations and partnerships leads to an improvement in responsiveness by the firm in emergencies in the provision of goods and services provided by 0.194. The p-value associated with Collaborations and partnerships was 0.129 hence Collaborations and partnerships is statistically insignificant since p-value is more than 5%.

**Table 4.6 Model Summary**

---

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.729a	.531	.498	.52027

---

b .Predictors; information sharing, specifications development, collaborations and partnerships

The findings indicated a correlation coefficient value of 0.729 and R value of 53%. R squared value is 53%. An indication that 53% of the variations in emergency response performance is explained by the variation in the independent variables: information sharing, collaborations and partnerships. Hence the Supplier involvement are good indicators of emergency response performance in humanitarian firms in Nairobi.

**Table 4.7 ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	13.169	3	4.390	16.218	.000b
Residual	11.639	43	.271		
Total	24.809	46			

a. Dependent Variable: information sharing, specifications development, collaborations and partnerships

b. Predictor; emergency response performance

Supplier involvement which include measured by specifications development, collaborations and partnerships and information sharing contribute significantly to emergency response in humanitarian firms since the p-value of 0.001 is less than 0.05 at 95% confidence level.

#### **4.4 Discussion of research findings**

These findings are in-line with studies that have been previously done by French, Fan and Stading (2016) in their research on exploratory research on the effect of emergency response on performance in Malaysia ascertained that proper emergency response performance is affected by implementation of supplier involvement. A study carried out by Wilson, Tatham and Payam (2018) in their research on the best practices to be adopted in relief supply for emergency services a case study of Queensland Australia ascertained that implementation of best practices helps in the improvement of emergency response in humanitarian firms. Besides it was similar to this study since the implementation of

supplier involvement was positively related to improvement in the manner that firms responded to emergencies. Mungatia (2015) recommended that all humanitarian organizations in Kenya should establish a good supplier relation and involvement in the design of their emergency response programs and design. This would help in recognizing the role of suppliers 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 that could affect the availability of material that are required for humanitarian firms. Hence this is in-line with the current study on the role of SI on emergency response which indicates a positive relationship.

However this study contradicts with a study carried out by Ergun (2012) asserts that improved distribution networks, inventory management coupled with effectiveness in a firm's operations is highly attributed improvement of supplier performance. While the current study ascertains that implementation of supplier involvement is key in the emergency response performance. On the other hand, Hale and Moberg (2015) pointed out that while there are many strategies that the humanitarian organizations can improve their operations use of modern technology is the major strategy followed by good flow of communication and adoption of supplier involvement.



## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter starts with the summary, conclusions, recommendations and ends with limitations of the study. The purpose of the study was to establish to what extent supplier involvement implementation has been done in humanitarian firms, and the impact it has on emergency response: supplier involvement in humanitarian firms in Nairobi.

### **5.2 Summary of Findings**

The research was on supplier involvement and emergency response humanitarian firms in Nairobi. To begin with the first purpose of the research was ascertain the extent to which supplier involvement has been adopted in humanitarian firms in Nairobi firms in Nairobi. The second objective was ascertaining the effect that supplier involvement has on emergency response in humanitarian firms in Nairobi in. Descriptive statics research design was used in the research methodology. Questionnaire was the research tool used. Used. Finance managers, procurement managers were the targeted population. 46 out of 64 questionnaires were used in data analysis.

The objectives of the study was establishing to what extent supplier involvement implementation had been done in the s humanitarian firms in Nairobi, their impact on emergency response. The results indicate moderately to large extent supplier involvement implementation had been done in the humanitarian firms. In the second objective, on establishing effect of supplier involvement on emergency response in humanitarian firms in Nairobi implementation of SI and emergency response are related positively. Hence this indicates that supplier involvement implementation in humanitarian firms in Nairobi has a long-term effect of improving the level of flexibility in meeting varying customer

needs, responding to customer needs, and being reliable to the customers during emergencies.

### **5.3 Conclusion**

Based on the first objective, the results indicate that to a large extent humanitarian firms in Nairobi have implemented supplier involvement in their operations to a large extent. An indication that humanitarian firms in Nairobi are in a position to meet sudden, varying, unplanned high needs incurred during emergencies due to the implementation of supplier involvement. Besides there is continuous improvement of products produced and a close working relationship between the firm, employees and suppliers. Furthermore, the findings showed SI and emergency response positively affect one another. From this we can conclude that implementation of SI results in improved quality of goods and services produced by the firm and helps in the provision of a variety of goods and services by the firm and high levels of responsiveness in to a varying number of customer needs in emergencies hence saving as many lives as it can.

### **5.4 Recommendations for Policy and Practice**

The results from the extent of implementation of SIK in humanitarian firms in Nairobi and the impact that it has on emergency response indicated that not full percent performance was achieved due to this implementation. To achieve better performance, there is need for adequate training of the staff on the concepts of SI. There is need for setting aside resources to facilitate implementation of SI in humanitarian firms in Nairobi. There is need for the project managers, stakeholders among others to support the humanitarian firms in Nairobi quest in the understanding of supplier involvement in emergencies and the role it has on performance through trainings and workshops since

humanitarian firms are big contributors to our economy through provision of food, goods to customers and job creation.

Resources need to be availed adequately to achieve full implementation of SI. There is Relevant stakeholders and partners need to contribute resources to achieve full implementation. On impact of SI on emergency response, from the conclusions drawn from here, the impact of SI on Emergency response was partially felt in humanitarian firms in Nairobi. Future researchers need to include other variables that are yet to be looked at to better it's performance.

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

Supplier involvement was the basis of this study and hence this was generally a narrow focus. There was need for a wider scope of humanitarian firms in other parts of the country other than those in Nairobi. The study failed to bring out the benefits sought from implementation SI. The study failed to give recommendations on the ways that the various challenges faced can be solved in humanitarian firms in Nairobi. The study was based on humanitarian firms in Nairobi, this was a narrow focus for a study of this base in terms of scope based on the fact that the study was solely based on the humanitarian firms in Nairobi and no other sectors other that the SME's like universities, parastatals among others. The study adopted use of sixty four as the sample size which is small as compared to the total number of humanitarian firms in Kenya and hence this may not give a good representation of all humanitarian firms in Kenya.

### **5.6 Suggestions for Further Research**

The study was based on effect of Supplier Involvement and emergency response. The study needed to also focus on the impact of Supplier Involvement on operational

performance too. There is need for a wider research on Supplier involvement on customer satisfaction. The variables not included in this study need to be looked at in future research. Public and private firms also need to be explored in future research and not only HO.

## REFERENCES

- Barcelo, J. Y. Massaud, A. and Davies, A. (2011) *Meeting Humanitarian Challenges in Urban Areas: Review of Urban Humanitarian Challenges in Port Au Prince, Manila, Nairobi and Eldoret*, UN-HABITAT
- Chien Y (2014) , The relationship between supplier involvement and the effectiveness of functional and departmental operations in the financial services industry, *Journal Intuitional Management*, 78(6), 891-910.
- Cozzolino, A. (2012). *Humanitarian Logistics and Supply Chain Management*, Springer, New York: pp.5-15
- Ergun et al., (2012) *Humanitarian Supply Chain Management – An Overview*, H. Milton Stewart School of Industrial and Systems Engineering, Georgia Institute of Technology, Atlanta, Georgia.
- Freeman, R. E. and Moutchnik, A. (2013) Stakeholder Management and CSR questions and Answers, *UmweltWirtschafts Forum*, **21** (1), 5–9.
- Gartfield, R., et al (2014) Common Needs Assessments and Humanitarian Action, Network Paper,
- Hemmati M, et al. (2002). *Multistakeholder Processes for Governance and Sustainability: Beyond Deadlock and Conflict* : Earthscan, London, UK
- Howden, M. (2012). *How Humanitarian Logistics Systems Can Improve Humanitarian Supply Chains: A View from the Field*, *Proceedings of the 6th International ISCRAM Conference*. Gothenburg, Sweden, pp.1-10 59
- Hale, T. and Moberg, C. (2015). Improving supply chain disaster preparedness: A decision process for secure site location. *International Journal of Physical Distribution & Logistics Management*, 35 ( 3),121-129,

- Johnsen P (2014) *Supplier involvement in new product development and innovation for the USA manufacturing companies*, John Wisely, Australia
- Kothari, C.R. (1995) *Research Methodology: Methods and Techniques*, Wiley Eastern, New Delhi, India
- Kovacs, G. and Spens, K. (2014). Trends and Developments in Humanitarian Logistics- a Gap Analysis. *International Journal of Physical Distribution & Logistics Management*, 41(1),32-45
- Mungatia, L.K. (2015). *Effectiveness of Supply Chain Strategy in Disaster Management in World Vision Kenya*, Unpublished MBA Thesis, University of Nairobi
- Marjorie K (2013). *The Divine Right of Capital: Dethroning the Corporate Aristocracy*. Berrett-Koehler San Francisco, USA
- McLachlin, R., Larson, D., and Khan, S. (2014). Not-for-profit supply chains in interrupted environments: the case of a faith-based humanitarian relief organization. *Journal of Management Research*, 32 (11), 45-78
- Nyamwange, S.O. and Nyaguthie, A. (2004) Humanitarian Logistics Challenges: Lessons from Somalia. Paper presented at Humanitarian Logistics Conference in Windsor Hotel, Nairobi, Kenya
- Nyamu, T.K. (2012). *Impact of Supply Chain Management Challenges on Humanitarian Organizations in Kenya*, Unpublished Master of Business Administration Thesis, University of Nairobi
- Ozlem et al. (2011) Humanitarian Logistics: Uncertainty, damaged infrastructure, politics challenges, *Institute for operations research and management*, 45(3), 56-72

- Omondi, M.P., Ombui, K. and Mungatu, J. (2013) Factors Affecting Effective Strategy Implementation for Attainment of Millennium Development Goal 5 by International Reproductive Health Non-Governmental Organizations in Kenya. *The TQM Journal*, 18(5), 56-68
- Pagh, J. D. (2016) Supply Chain Management: More than a New Name for Logistics, *International Journal of Logistics Management*, 8(1), 1- 13.
- Wassenhove, N. (2014). Humanitarian aid logistics: supply chain management in high gear. *Journal of the Operational Research*, 57(5), 475-489
- Stein P (2013) The role of suppliers in material availability in manufacturing industry in China, *Journal of Leadership & Organizational Studies*, 10, (4), 78-82
- Tierney, K., Makeline and R.W. Perry (2001) Facing the Unexpected: *Disaster Preparedness and Response in the United States*. Joseph Henry Press, Washington. US General.
- Wafula, L.N. (2012). *The Challenges and Opportunities for Integrated Disasters and Risk Management with Particular Reference to Policy, Legislation and Regulations in Kenya*, 8th FIG Regional Conference, Surveying towards Sustainable Development. Montevideo, Uruguay, 26-29
- Wilson, M, Tatham, P, Payne, J., L' Hermitte, C. and Shapland, M. (2018), "Best practice relief supply for emergency services in a developed economy: Evidence from Queensland. 8. (1), 107-132.

## **APPENDIX I: QUESTIONNAIRE**

I kindly request for your consent and your help in filling this research questionnaire which is part of my academic evaluation. This questionnaire is intended to facilitate the research on supplier involvement and emergency response in humanitarian firms in Nairobi. I therefore seek your genuine, frank and timely participation and response in filling this questionnaire to aid in the success of this study. The research is purely for academic purpose and will only be used for that purpose.

### **SECTION A:**

#### **BACKGROUND INFORMATION**

1. What is your gender?

Male  Female

2. How long have you served in your company?

0– 5 Years  6 – 10 Years  10 – 15 Years  above 15 Years

3. Indicate the level of your education

College level

University education

Masters

PHD



**SECTION B:**

**ASSESSMENT OF SUPPLIER INVOLVEMENT IN EMERGENCY RESPONSE**

**IMPLEMENTATION**

To what extent has the following factors affected supplier involvement in emergency response in your firm? Kindly indicate on a scale 1 to 5: Where 1 very little extent, 2 small extent, 3 moderate extent, 4 large extent and 5 very large extent.

<b>SUPPLIER INVOLVEMENT IN EMERGENCY RESPONSE</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Flow of information</b>					
My firm shares information on the needs of emergency response on time with suppliers					
My organization always shares information with suppliers					
The managers in the Company have clarity of the goods needed during emergencies and informs the suppliers					
The specifications, quality , quantity of goods needed by your firm in emergency is communicated timely by your firm to the suppliers					
The firm involves suppliers in development of goods to save on time and meet quality aspects in emergencies					
My organization has put in place measures for effective information sharing with suppliers					
<b>Specification development</b>					

The management involves suppliers in specifications development					
Suppliers are involved in the process of developing specifications in emergencies					
Quality conformance is achieved due to supplier involvement in specification development					
My firm involves suppliers in specifications development which minimizes of number of defects					
<b>Collaborations and partnerships</b>					
Your firm collaborates with suppliers in emergency response					
Your firm develops partnerships with suppliers in emergency response in ensuring timeliness in delivery of goods					
Your firm ensures that they collaborate with suppliers in the procurement process through specification development to enhance quality compliance					
Your firm ensures that there is seamless flow of information to the suppliers to ensure that the needs of the firm are met.					

**SECTION C: EFFECT OF SUPPLIER INVOLVEMENT ON PERFORMANCE  
OF EMERGENCY RESPONSE IN HUMANITARIAN FIRMS IN  
NAIROBI**

What is the effect of supplier involvement on emergency response in your firm? Kindly indicate on a scale 1 to 5: Where 1 very little extent, 2 small extent, 3 moderate extent, 4 large extent and 5 very large extent.

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Timeliness</b>					
Your firm shares information on the needs of emergency response on time with suppliers and this improves timeliness in delivery of goods					
By involving suppliers in the procurement process, this improves timeliness in delivery of goods in emergencies					
Collaborations with suppliers ensures timeliness in delivery of goods					
Through seamless flow of information, your firm is in a position to minimize on time to deliver goods in emergency situations					
The suppliers are informed the orders given are for emergencies and there is need for timeliness in delivery					
Goods and services are delivered by the suppliers on time to save many lives					

<b>Cost</b>					
Supplier involvement has minimized on costs incurred in the sourcing of goods					
Through supplier involvement in specifications development, the overall costs of procurement process is minimized					
The costs of procurement are minimized through collaborations with suppliers					
Costs are minimized due to timely information on the goods and services required					
<b>Quality</b>					
The suppliers are in a position to meet quality specifications of goods in emergencies due to supplier involvement in specifications development					
Goods and services are delivered by the suppliers on time to save many lives					
Your firm develops partnerships with suppliers in emergency response in ensuring timeliness in delivery of goods					
Your firm ensures that they collaborate with suppliers in the procurement process through specification development to enhance quality compliance					
Your firm ensures that there is seamless flow of information to the suppliers to ensure that the needs of the firm are met.					

**SECTION D; CHALLENGES IN SUPPLIER INVOLVEMENT IN  
HUMANITARIAN FIRMS IN NAIROBI**

To what extent do you experience the following challenges in supplier involvement in emergency response in humanitarian firms in Nairobi.? Kindly indicate on a scale 1 to 5: Where 1 very little extent, 2 small extent, 3 moderate extent, 4 large extent and 5 very large extent.

<b>Challenges in supplier involvement in emergency response</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Inadequate information					
Poor infrastructure					
Lack of top management support and commitment					
Poor government regulations					
Inadequate resources					
Poor culture of the firm					
Poor flow of information					

**THANK YOU FOR YOUR PARTICIPATION**

**APPENDIX II: LIST OF INTERNATIONAL NON-GOVERNMENTAL ORGANIZATIONS IN NAIROBI**

1. ADESO
2. ICRC
3. IFRC
4. ILRI
5. IOM
6. ACTED
7. Action against Hunger
8. Action Aid
9. AMREF
10. CAFOD
11. Care International
12. Caritas Switzerland
13. Catholic Relief Services
14. Child Fund Kenya
15. Christian AID
16. Christian Blind Mission
17. Christian Children Fund

18. Christian Mission Aid
19. Concern Worldwide
20. Danish Refugee council
21. Feed the children
22. Food for the Hungry
23. German Agro Action
24. Goal (K)
25. Handicap International
26. Help age International
27. Hire-Kenya Programme
28. Horn Relief
29. International Institute of Rural Reconstruction (IIRR
- ) 30. International medical corps
31. International Rescue Committee
32. Islamic Relief
33. Kenya Red Cross
34. Lutheran World Federation

35. Merlin
36. Norwegian Refugee Council
37. Oxfam GB 38. Oxfam Novib
39. People in Aid
40. Plan International
41. Practical Action
42. Samaritan's Pulse Int'l Relief.
43. Save the Children International
44. Solidarities
45. Tearfund
46. Transparency International
47. Trocaire Kenya
48. World Concern
49. World Vision International
50. FAO ROEA
51. FAO Kenya
52. OCHA 53. UN Habitat



54. UNAIDS 55. UNDP Kenya

56. UNEP

57. UNFPA

58. UNHCR Ken

59. UNHCR RSB

60. UNICEF ESARO

61. UNICEF Kenya

62. UNWOMEN

63. WFP

64. WHO

**NGO BOARD, (2020)**