

**SUPPLY CHAIN STRATEGY AND SERVICE DELIVERY IN
HUMANITARIAN ORGANISATIONS: A CASE STUDY OF
SAVE THE CHILDREN INTERNATIONAL IN KENYA**

BY

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DECLARATION

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

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DEDICATION

I dedicate this research project to my late father, Mr. Dickie Miriti Nyaga.

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Firstly, I thank God for the love, care, and good health He has accorded me this far. God has enabled me to juggle through so many challenges, especially throughout the research project journey, and all my achievements are due to His abundant grace. Secondly, I would like to thank my supervisors, Ms. Angela Kagwara and Mr. Onserio Nyamwange, for their invaluable guidance in writing this research project. Your positive critics, knowledge, and persistence in ensuring that this research project meets the required standards are highly appreciated. Thirdly, I acknowledge the management and employees of Save the Children International, Kenya, for according me the opportunity to undertake the study in their organization. Last but not least, special thanks to my beloved husband and children for their unwavering moral and spiritual support throughout my research project journey. I am specifically grateful to my late grandfather, Mr. Nyaga Ng'etu, for believing in me and offering financial support in my quest for higher education. Special thanks also go to my mother, Mrs. Mercy Karimi, for her words of encouragement and prayers which strengthened me to move on even when I felt like giving up.

God bless you all.

ABSTRACT

Supply chain management determines the capacity of an organization to deliver on goods and service to its clientele. In spite of the importance of this function in enabling an organization to achieve its objectives, there has only been a few studies which have focused on the role of supply chain management strategy on the performance of humanitarian organizations. The supply chain management function has a consequential effect on the performance of an organization and the quality of its service delivery. Save the Children relies on effective supply chain management to reach the target populations. However, it can benefit from a more strategic and deliberate approach to optimizing the performance of its supply chain function. Additionally, it must ensure its supply chain function minimizes its operational costs and enables it to enhance its reach. This requires an emphasis on developing institutional competence in supply chain. In addition, it should embrace increased information sharing to streamline the management of its supply chain function. The findings of this quantitative research demonstrated that while this organization has demonstrated an understanding of the impact that supply chain management has on its service delivery, there are gaps in its strategy which must be filled to enable it to achieve its objectives. Moving forward, it is integral for the organization to demonstrate a commitment towards ensuring that its supply chain function supports both its short-term and long-term goals.

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LIST OF ABBREVIATIONS

AAH	Action Against Hunger
CSCMP	Council of Supply Chain Management Professionals
IFD	International Federation of Redcross
JIT	Just-in-time
NGOs	Non-Governmental Organizations
RCS	Red Cross Societies
SCI	Save the Children International
UN	United Nations
UNICEF	United Nations Children's Fund
WHO	World Health Organization
HCM	Humanitarian Chain Management

CHAPTER ONE

INTRODUCTION

1.1 Background

Increasing humanitarian aid demand in the recent past because of the prevalence of both natural and artificial disasters has led to a bigger focus on the efficiency and performance of organizations involved in the sector. In this regard, there is a growing focus within the sector on how to optimize resource management and utilization within the humanitarian sector. Supply chain strategy in humanitarian organizations has become attractive to academicians and practitioners because of the natural or man-made disasters that face human beings in their daily lives (Kovacs & Spens, 2007).

Wassenhove (2006) suggests that the supply chain strategy adopted by an organization affects its capacity to achieve the requirements of disaster victims. Supply Chain processes are fundamental to program performance of humanitarian organizations. Humanitarian organizations are increasingly under pressure to prove their value proposition as donors seek more accountability and sustainability in a competitive humanitarian sector. As donors become more aware of the impact of operational expenses on the delivery of aid, they have to closely examine the impact of relief and such has positioned supply chain management in a vital point among humanitarian organizations (Wassenhove, 2006).

According to Bryman (2000), humanitarian organizations have to engage multiple stakeholders including desperate donors, media, military and beneficiary, hence donor accountability and transparency across the entire supply chain has become essential. The final consumer does not enter into commercial transaction and has little control over the supplies; customer service may in this case, must target the donor who must have a documented account of the humanitarian action (Bookstein, 2003). In light of the growing frequency of natural or man-made disasters,

service quality in humanitarian organizations has to be improved so that victims in the affected areas can be assisted efficiently and effectively. Effective supply management is an important strategic and cost-saving tool which determines the efficiency of business operations in an enterprise (Wassenhove, 2006). In light of the increasing operational expenses borne by humanitarian organizations and reducing donor funds, organizations are increasingly required to manage their operational expenses and to create business frameworks which turn them into sources of competitive advantage.

Save the Children International exists to provide humanitarian aid to disasters. It especially helps children affected by crises, or those who need better healthcare, education and protection. The organization works on the ground where a disaster occurs, and campaign to secure positive change. The fundamental basis for the operations of the organization is the belief that every child deserves the opportunity to have a decent future. Across its global operations, the organization strives to improve the welfare of children and to ensure they are protected from harm. Furthermore, it ensures they have access to learning opportunities which is a critical determinant of access to social-economic opportunities. According to data provided by Save the Children International (2016), the organization serves over 55 million children both directly and through its partners across 60 countries. The activities of the organization, especially in crises, are essential in improving the welfare of vulnerable children.

1.1.1 Strategies of Supply Chain

Supply management strategy is an approach that involves multiple functions which determine the capacity of an organization to serve its consumers (Council of Supply Chain Management Professional, 2012). The strategy adopted by an organization is determined by the industry framework within which it operates, its unique selling point, its internal processes and managerial focus. Supply chain strategy formulation requires an analysis of the identified factors to understand both the current state of the organization and the potential for its growth. The industry framework comprises of the stakeholders who affect the business environment within an organization. Demand variation determines the capacity of stability and consistency of the production process while the market mediation costs are an impact of imbalances in the business context. The product lifecycle determines the speed of change within an organization and influences the expectedness of demand and the effect of market intervention costs.

The second component of the distinctive value proposal involves the strategy. The concept involves embracing how the supply management of an organization contributes towards the improvement of the competitive positioning of an organization. Alex and Hill (1995) suggested a good approach that can be used in this process involving the utilization of "order qualifiers" with "order winners". A former concept defines the least necessities which must be fulfilled for it to be considered an appropriate choice by the customers, while the latter focuses on the performance parameters which differentiate an organization from its competitors and enhances its attractiveness to customers. According to CSCMP (2019), identifying the primary "order winners" with regards to the services and features of the product can form the basis for shaping the association and grouping of the fundamental drivers which should be incorporated in the supply management activity to promote the execution of their value proposition to consumers.

The third component of the strategy is the managerial interest or focus. It involves a process of making decision which shapes the link between supply activities and an organization's competitive situation. The incorporation on both parameters is important because it ensures there is uniformity between "supply chain execution" and the "unique value proposal" of an enterprise. However, most organizations face multiple challenges in this area because of the complexity involved and the lack of clarity on the most appropriate organization of resources. According to CSCMP (2019), a failure to appreciate the competitive positioning of a company leads to misalignment of supply chain and organizational strategy of an institution.

In its analysis of the fourth element, CSCMP (2019) focused on the internal processes in an organization with the aim of creating congruence among all the inputs. Asset deployment and the positioning of the decoupling point are particularly important factors in examining the alignment of the internal functions of a supply management.

According to Tan (2012), there are six main strategies for supply chain strategy that aim to enhance quality of service delivery. They include supply chain integration and as well as strategic sourcing. Effective information sharing is also essential in enabling stakeholders in a supply chain to collaborate to attain desirable objectives. They also involve customer service management as well as just-in-time (JIT) system proficiency. These strategies will be explained in details in chapter two of this study.

1.1.2 Service Delivery

Quality service delivery is unique in that it is an economic activity which is intangible, cannot be stored, although it can be documented and which does not result in any ownership. According to Romano and Giannakins (2000), it involves the exchange of information, assets, and the development of positive supplier relationships. It comprises of the information transfer, diversity of asset, acquaintance and involves the expansion and management of supplier

relations (Romano & Giannakins, 2000). The integration of supply chains plays a major function in improving both the productivity of an organization, but also the quality of service which it provides.

Quality of service delivered is very important component in humanitarian organisations' activities (Munusamy & Chelliah, 2010). Besides gaining the trust and confidence of both existing and potential donors, it affects the performance of a humanitarian mission and its capacity to have the biggest impact on the target population. Essentially, the beneficiaries' expectations involve beliefs about the value that should be derived from a service as opposed to the value proposition that may be on offer. Service quality involves the capacity of an organization to meet the needs of its consumers. Oliver (1980) explaining the service quality theory observed that the phenomenon is a subjective term that is determined by the difference between the experience of customers and their expectations. Consequently, managing the quality of a service offered in an organization requires a consideration of both the expected service and perceived service. According to Hu et al. (2009), the standards of service quality influence the behaviour intentions.

Quality service delivery enables the staff to tailor services to align with the business processes and objectives of an organization. Furthermore, they also form the basis for the interaction between providers and their clients. The quality of service provided determines if a client derives value or loses value from it. In this case, the service providers occupy a mediator role by adopting a customer perspective of the supply chain network. In an increasingly competitive business environment, the design and implementation of quality service directly impacts the performance of the organization. According to Roth and Jackson (2005) process capability and execution determine customer satisfaction in an organization and the service quality provision which are the main markers supply chain's performance.

The response time involved in the process determines the quality of service provided by a humanitarian organization. The response time of an organization is determined by multiple factors comprising of strategies of delivery, the location of the supplier and the choice of transportation (Beamon, 1999). The flexibility of an organization determines its capacity to respond to evolving humanitarian crises in the areas where it operates (Slack, 1999). Thirdly, the number of lives saved, the qualifications and number of supply staff (Bisau, 2010) and lastly, resource utilization which show efficiency level in the supply management and determining the organization's capacity to meet its obligations using the resources available them (Beamon, 1999).

The rising disaster incidences continue to exert more pressure on the already limited resources available to the humanitarian aid and disaster relief organizations and programs which have highlighted the resultant value from appropriate "supply chain management". Concerning multidimensional humanitarian aid nature and the multiple stakeholders involved, there is a necessity for an expansive view of supply chain strategies to enhance service delivery.

In addition, the strategies focus on augmenting the individual efforts of the different stakeholders including Non-governmental organizations and the government which is the primary player due to its influence on the existing political and economic conditions. It is for this reason that the stability of a country's government is crucial to ensuring the needs of the vulnerable population are met. Donors are also key in the supply chain management considering their financial input and the need for accountability (Chandraprakaikul, n. d.). Coordination of activities of these stakeholders ensures adequate preparedness, planning, procurement, storage, and disbursement with minimal wastage as accountability is a key issue in efficient service delivery.

1.1.3 Save the Children International (SCI) Kenya

SCI provides humanitarian aid to victims of disasters across over 60 countries globally. Humanitarian organizations refer to institutions whose primary mandate involves saving lives of at-risk people and easing the anguish of less fortunate populations in a bid to protect the dignity of individuals affected directly or indirectly by natural disasters or man-made crises. Additionally, these organizations also function to build community preparedness and resilience to potential disasters by strengthening policies and programs involving climate change, disaster risk reduction and peace building (United Nations Children's Fund [UNICEF], 2019).

The growing demand for humanitarian aid across the world has brought a lot of attention on the role and functionality of existing humanitarian aid infrastructure. In the face of increasing pressure, humanitarian organizations have adopted multiple strategies to improve their ease of operation and enhance performance effectiveness. According to the 2018 Strategic Plan for United Nations Office for the Coordination of Humanitarian Affairs, the vital strategies include enhancing stakeholder partnerships, policy development and reform, public and private advocacy, humanitarian financing while enhancing accountability among others. Effectiveness of the performance of these organizations is largely dependent on their ability to utilize the resources at their disposal which explains the emerging interests in understanding the supply chain activities of humanitarian organizations while also enhancing performance through effective management strategies (UNICEF, 2019)

Kenya is exposed to a variety of natural and man-made disasters which include; disease outbreaks, food insecurity, floods, terrorism, drought, conflict, wars and road accidents. In recent years natural calamities such as flooding and drought have enlarged in frequency, intensity and duration as a result of climate change and environmental degradation. The shelter/non-food items cluster estimates that 160,000.00 persons could be displaced between 2014 and 2020 due to natural and man-made disasters (IOM Humanitarian Compendium,

2004). Thus, humanitarian organizations play a critical role in ensuring that they provide efficient service when a disaster occurs (UNICEF, 2019). Such organizations in Kenya include; multinational agencies such as United Nations (UN), Action Against Hunger (AAH) and the International Federation of Redcross (IFD) which are supported by voluntary contributions by the national and international Governments and Non-Governmental Organizations (NGOs) in monetary and any other kind of assistance with the aim of helping the needy people. There are two fundamental rules that guide humanitarian operations from (THE SPHERE 2011) standards. According to UNICEF (2019), those who are culprits of disaster or conflicts have the right to receive assistance.

Since the 1950s, Save the Children International has been in existence in Kenya. It has been supportive to children through developmental and humanitarian relief programmes which provided its services directly and through local partners. The organization provides humanitarian aid and relief to children affected by crises, or those who need better healthcare, education and protection. The organization works on the ground where a disaster occur, and campaign to secure positive change. According to Save the Children International (2016) website, the organization is committed to doing everything it takes to transform the lives of the children it serves. The contribution of the organization took a fundamental role in making sure that children around the world have access to education and are protected from harm.

Save the Children International (SCI) reach over 55 million children through direct intervention and their partners' work in over 60 countries. In Southern Africa, its regional offices are based in Pretoria, South Africa. In Eastern Africa, its regional offices are located in Nairobi, Kenya. The organization's areas of operation in Kenya include: Bungoma, Wajir, Mandera, Garissa, Turkana, and Kitui Counties. The Organization has seven (7) departments, namely; Program Development and Quality Assurance, Operations - Project Operations and Awards, Finance, Human Resource (HR) and Administration, supply chain management, Information

Technology (IT), and Communications and Advocacy. It has a work force of approximately 340 employees in all branches in Kenya (save the children international, 2019).

Supply chain practices are fundamental in enabling a humanitarian organization to provide relief to victims of disasters in various locations worldly. According to CSCMP (2011), this involves managing all the processes that are in the process of supply management and interactions with other stakeholders. The actors in humanitarian like Save the Children International have to interact efficiently and effectively with supply chain practices while offering their services so that the donors and beneficiaries, in this case victims of disasters, find value in the money and services offered respectively.

1.2 Research Problem

Both the government and other organizations strive to react to calamity. Mostly, humanitarian organizations are always at the frontline when responding to disasters. As a result, they are considered as effective and efficient in disaster response. What happens when humanitarian organizations fail to respond in time to disasters? The other parties especially the government, media and local citizens shift blame on the organizations claiming that they get donor-funding to promptly respond to disasters but they fail to do so. This kind of blames end up tarnishing the names and reputations of humanitarian organizations hence affecting their donor-funding. Without sufficient donor-funding, humanitarian organizations' operations are heavily affected. In order to be effective and sufficient in responding to disasters whenever they strike, humanitarian organizations heavily rely on such supply chain strategy employed including procurement, logistics, distribution and warehousing in the distribution of the needed merchandises, workings and amenities to the victims of disasters. This implies that a humanitarian organization's ability to enhance the quality of lives of the most vulnerable communities in the world like children and women relies heavily upon its capacity to integrate

and coordinate its supply chain strategy so as to effectively and sufficiently acquire and deliver the desperately needed goods, works and services to the targeted communities not only in good time, but also in good quality. The question is, “Is there an association between supply chain strategy used by humanitarian organizations and quality of services delivered?”

A majority of past studies on this matter have concentrated on practices involving management in supply chain and their consequence on customer satisfaction. Yu and Yalcin (2015), assessed the existing supply chain approaches in creating new supply chain frameworks for humanitarian organizations while highlighting gaps that hinder effective operations of humanitarian organizations. Mikalef et al. (2013) studied the connection between alignment of the industry and information technology in its impact on the supply management’s performance. Besides, Moenga (2015) investigated the supply management activities and challenges experienced in a small supply scale tea sector in Kenya. Chirchir (2013) investigated supply management integration and the performance of East Africa’s international humanitarian organizations While Kaluki (2015) focused on studying the influence of supply management activities and quality of service delivery in relief agencies across Kenya. From the studies above there exists a significant gap in research exists with respect to the association between supply chain strategy that is used by humanitarian agencies in Kenya as well as the quality of service delivery to disaster victims. Maybe, supply chain strategy frameworks adopted by most of the humanitarian organizations are borrowed from other commercial operations thus they are dependent on financial objectives rather than humanitarian objectives. This could influence the quality of services offered by the humanitarian organizations.

Supply chain strategy being a key component for humanitarian organizations such as the Save the Children International (Save the Children International, 2016). However, there is no academic study that has ever used this important entity as their main focus on the effect of

strategy in supply chain on the quality of humanitarian aid services delivered by Save the Children International.

Similarly, there is no study which has focused on the determination of how a humanitarian organization relies on its supply chain to achieve its objectives. With this in mind, there is need to carry out this study which would study the impact of supply management strategy on service delivery quality by humanitarian organizations utilizing Save the Children International. It is vital to determine the supply management strategy elements that allow humanitarian organizations succeed in providing humanitarian aid services across the world.

To address the existing gap in research, this study sought to answer two main questions: How does Save the Children International use supply chain strategy to enhance its capacity to fulfil its Kenyan humanitarian mandate. What is the association between strategy of supply chain and quality service delivery at Save the Children International in Kenya?

1.3 Research Objectives

The objectives of this study were influenced by the need to understand how a supply chain strategy can affect the quality of service delivery in a humanitarian aid business environment. The two objectives below provide an opportunity to understand how Save the Children has leveraged its supply chain function to meet the evolving needs of its beneficiaries.

- i. To identify the supply chain strategy used by Save the Children International in carrying out its humanitarian activities in Kenya.
- ii. To identify the association that exists on supply chain strategy and quality service delivery at Save the Children International (Kenya)

1.4 Value of the study

The insights gained from the study will be used by different stakeholders including donors, policy makers, humanitarian organizations, government agencies, other researchers, and

professionals in supply chain field. The findings will lead to increased emphasis on effective supply chain management as elements of business strategies of an organization.

The insights will enable professionals (supply chain personnel like managers) to know the most effective supply management processes that can be used by organizations to yield quality service delivery. The findings will guide them on how to measure quality of services offered by humanitarian organizations by using supply chain strategies. Supply management officials can also use findings and recommendations of the study for designing agile supply ecosystems which will enhance the resiliency of their enterprises.

The outcomes of this study will also assist decision makers and policy makers in the humanitarian sector to understand best supply strategy for humanitarian organization. As a result, they will design best policies that ensure supply chain strategy is a key component in ensuring quality service delivery among humanitarian organizations.

The insights gained from this study will also give a better understanding of supply management strategies among humanitarian organizations and how they impact the delivery of humanitarian aid to the target population.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The section explored prevailing theoretical and empirical studies concerning managerial strategies of supply management and how they positively influence the service quality in humanitarian organizations. Theoretical literature focused on appropriate theories or models that this study will be grounded on. General literature will be reviewed on humanitarian organizations, Save the Children International, procurement actions in humanitarian organisations, supply management activities in humanitarian organisations, the supply management impact on the performance, its effectiveness within humanitarian organisations, and challenges facing humanitarian organizations in harnessing the potential of supply chain management in their programs. Empirical literature contains a review of the different studies done by scholars on the supply chain strategies and service delivery. Besides, it entails the research gap and a conceptual framework.

2.2 Theoretical Framework

The research utilized the agency theory purposing to observe the influence of supply management strategies and quality of service delivery by humanitarian organizations. The relationship is such that the agent works for the benefit of the principal which is much like the employer-employee relationship. The suitability of the Agency theory to humanitarian organizations is attributed to the fact that although profit maximization and self-interest persist. The primary focus of this theory involves the consideration of the most efficient contractual connection on the agent and the principal (Fayezi et al., 2012). Ensuring efficient principal-agent relations helps in developing relationships between members within and outside an independent organization. The agency theory has also been heralded as having the potential to maintain an integrated supply chain which meets the unique needs of both suppliers and

customers, controlling the dynamics of risk sharing between intermediaries, and identifying the opportunity costs of supply chain integration to highlight emerging opportunities.

Hornibrook (2007) noted that the Agency approach and the Transaction Cost Economics (TCE) framework work together whereby while the TCE theory functions to explain and predict how institutional transactions are negotiated, enforced, and adjusted, the agency theory focuses on the separation of ownership and control by acknowledging the potential role of self-interests in influencing behaviour of the agents which in this case represent the humanitarian organizations. The idea of humans being motivated by self-interest is central to the theory and its potential effect is the divergence of objectives between agent and the principal. Another key assumption of the theory is with regards to the prevailing environmental conditions which entail aspects such as market economic conditions, competitors' actions, technological changes among others. Information asymmetry is also assumed in this theory as it underlines the inability by the principal to monitor the activity of the agent while also acknowledging self-interest of the agents will inhibit them from fully disclosing information to the principals.

In this regard, the Agency theory offers unique strategies such as which aim to rationalize the movement of information between the principal and the agent while addressing post-contractual problems following an engagement. Some of the strategies principals can adopt such as supply screening of the agents to collect additional information, signalling to identify agents portraying desired traits, and self-selection to increase the cost agents sending wrong signals can help ease the flow of information. Additionally, the agency theory proposes incentive-based strategies for addressing post-contractual problems since incentives drive the behaviour of agents.

2.3 Supply Chain Strategy

Strategy in supply chain involves an approach of interconnected business companies involved production of services and products to customers” (Harland et al., 2006). In effect, Christopher (2008), views the approach as a system of organizations involved in both the downstream and upstream processes of an organization. The linkages involve multiple practices which focus on the integration of different stakeholders in the supply management ecosystem. The aim of management in supply is to enhance the production or transfer of value.

Handfield and Nichols (2009) noted that the primary components of a strategy in supply chain involve three components; upstream and downstream groups as well as inner working of the organization. The upstream parties comprise of the processes, network of suppliers and functions in its business environment while the downstream consists of the distribution channels, processes and functions used to deliver a product to customers. Managers involved in the management of both upstream and downstream functions are required to ensure that products reach their customers as scheduled. In instances where a delay is inevitable, the managers are required to implement effective mitigation measures.

The supply chain of an organization involves all the inputs and infrastructure that facilitates the flow of products. Effective supply chain management is primarily concerned with proper preparation and control of materials (de Souza Miguel & Brito, 2011). Consequently, it is critical to ensure that the planning and control of both material and informed flows is based on a holistic understanding of both the internal and external business environment. Additionally, Harland (2006), noted that an increase in number of participants in a supply chain may evolve into a supply network which is not only more complex, but also requires a complicated management system.

Omondi (2014) defined supply chain strategy as techniques used during sourcing operations, negotiation of contracts, and market research, with the aim to promote the effectiveness of operations, as well as improve service delivery. Quayle (2006) suggested that the core function of a supply chain ecosystem is to offer appropriate goods and services to customers by measure of form, time, place and quantity. These strategies help determine priorities of the organizations operations based on its objectives while factoring in aspects such as quality, cost, time, and product innovation.

There are six main strategies for supply chain functioning that aim to enhance service delivery including: Supply chain integration, information transfer, and attributes of supply chain as well as customer service management (Tse & Tan, 2012). Other strategies include; strategic sourcing, and just-in-time (JIT) system capability. According to Shen (2019), supply chain integration involves two different types. The first type involves the coordination of the flow of deliveries from the supplies and the customers while the second type encompasses coordination of the backward flow of information technologies and data from customer suppliers. According to Shen (2019), the statistical analysis supports that hypothesis that firms with the highest arcs of suppliers and customer integration are likely to perform better as compared to those that do not. Better coordination in the supply chain is also beneficial in terms of reducing uncertainty which is even more prevalent in humanitarian activity leading to faster delivery of goods.

Information sharing also represents a critical aspect of supply chain strategies since it addresses the need for sharing information with parties along the supply chain (Tse & Tan, 2012). This strategy facilitates supply chain functioning and effective service delivery in that it prevents an overlap of duties allowing each party to focus on its unique objectives. Although information-sharing is imperative, the quality of information shared defines its usefulness on supply chain functions. Bhagwat, and Sharma (2007), also state that the quality of information is measured

based on parameters such as accuracy, timeliness, and its credibility. Furthermore, it is also integral to certify that the facts are adequate to reach the goals of the research.

Customer service management is another key strategy for supply chain functioning. According to Mentzer et al, as presented by Ngatia (2013), customer service management refers to all the steps taken by an organization to provide a seamless consumer experience. Establishing and maintaining positive customer relations plays a key role in enabling an organization to benefit from increased customer loyalty and an increase in the organization's value. In this regard, some of the strongest performance indicators for customer satisfaction are organization image, competitiveness, integration with consumers, and innovation.

According to Jacobs et al. (2011), Supply management processes and control entail the unique attributes that account for each supply consignment depending on the disaster. This dimension of supply chain strategies also involves internal supply chain process such as postponement whose primary focus is ensuring the responsiveness of the supply chain to changes that affect key operations such as production, sourcing, and delivery.

In the provision of humanitarian aid, the Just-In-Time (JIT) system capabilities define the capability of an organization deliver the appropriate goods or services through proper supply chain to its consumer base within a defined delivery window (Bushuev, 2013). Effective supply chain strategies prioritize the delivery of products within a time span set by the consumer based on factors such as geographical locations, distance, and infrastructure, among others with the aim of minimizing penalty costs organization could incur in the form of wastage. Some of the performance indicator for timeliness includes two cycle time; customer order and the supply chain. In addition, the cash to cash cycle period is also a vital marker of the effectiveness of an organization. Similarly, the fill rate for customer orders is also an essential dimension in evaluating the effectiveness of an organization's supply management.

2.4 Supply Chain Strategy and Service Delivery

Service quality is a vital marker of both humanitarian organization effectiveness in fulfilling its mandate and longevity as a non-profit enterprise. Scott (2014) defined humanitarian effectiveness as the extent to which an organization achieves its mandate with timeliness being implicit in defining the criteria. From a donor's perspective, the author proposes four characteristics of humanitarian effectiveness which describe it as a shared responsibility where programs are based on a comparative advantage. Scott (2014) identified effective humanitarian service quality as being directly inter-connected with supply chain strategy that: focus on maximizing the reach of humanitarian aid, are demand driven, focus on outcomes, and provide good value for money. Additionally, the said strategies should include the potential of partnerships while possessing the right tools and it should be measurable and improvable through system learning and accountability.

In spite of the effectiveness of humanitarian organizations being determined by their promptness in responding to disasters, a lot of factors can inhibit their effectiveness. According to Nyamu (2012), some of the challenges that must be acknowledged include high uncertainty in demand, inadequate coordination between relevant players and supply chain professionals, inadequate measures for the needs of a humanitarian mission, inadequate investment in technology and communication and infrastructure challenges continue to inhibit its performance.

The uncertainty associated to humanitarian activities is in relation to the donors. The main difference between supply chains in the sector and regular supply management is that the basic parameters of an efficient supply management strategy such as when, where, what, how much, how many times, among others are uncertain. Coordination and cooperation is paramount to facilitate effective humanitarian service quality considering the large number of stakeholders involved. The large number of stakeholders makes it especially challenging to outline clearly

the role of each player in the process. This functions to prevent the overlapping of mandates of humanitarian organizations which contributes to wastage of resources (Nyamu, 2012).

Concerning the lack of proper measures of performance for humanitarian organizations, Beamon (2004) noted that having efficient measures of success are key for any organization. However, a significant challenge exists in the selection of the appropriate performance indicators to inform policy and subsequent action. Technology adoption in supply chain management has not received sufficient attention as a strategy to enhance service quality by humanitarian organizations and where it has been adopted; minimal investment is directed to it. As a result most of these organizations lack systems that are up-to-date limiting effectiveness of service delivery. The limited investment is no surprise considering the insufficient empirical studies concerning the impact of supply chain management upon humanitarian operations.

Challenges regarding transport infrastructure impact mobility of humanitarian organizations while resulting in relatively higher costs during disaster periods. According to Nyamu (2012), it is equally important to note that geographical and topographical characteristics of an area affect accessibility by humanitarian organizations during disasters and the eventual service delivery. Understanding each of these challenges is important in devising strategies to mitigate their effects on the overall effectiveness of humanitarian service delivery.

2.5 Empirical Review and Knowledge Gaps

Yu and Yalcin (2015) assesses the existing supply management frameworks to create a new organization supply framework while highlighting gaps that hinder effective operations of humanitarian organizations. Although the study notes a positive trend regarding efforts to advance research on disaster preparedness and aid, very little attention is directed toward the link between humanitarian operations and supply management. A responsive model is required to cover the unique needs of humanitarian supply management chains as opposed to the other common organizations.

Yu and Yalcin (2015) observed that commercial supply management models are ill-suited for humanitarian operations since they are driven by financial objectives unlike the humanitarian supply chain management frameworks that prioritize minimization of human suffering. Additionally, the unpredictability of disaster occurrence combined with the potential disruption of infrastructure in areas affected by disaster, and the uniqueness of each disaster and its requirements translate to a need for a relatively greater flexibility, agility, and effectiveness of the humanitarian. The study borrows from the proposed framework by Mentzer, et al. (2001), while also relying on paradigms of existing commercial supply chain management frameworks by Lambert et al. (2008), and Chen and Paulraj (2004). The new framework has humanitarian aid organizations at its centre as their primary role is to provide aid.

A research by Mikalef et al. (2013) was based on the use of IT in the industry strategies of a company and its influence on performance of the supply chain. The research also examines role of governance centralization in facilitating procurement. With the hypothesis of the study being that procurement alignment is critical towards the improvement of organizational performance. In their study, Mikalef et.al (2013) used a sample of 172 European companies over a period of three years with employees in managerial roles in the supply and management department as the primary respondents. The results demonstrate that aligning the procurement function with supply management would strengthen the capacity of the organization's supply chain.

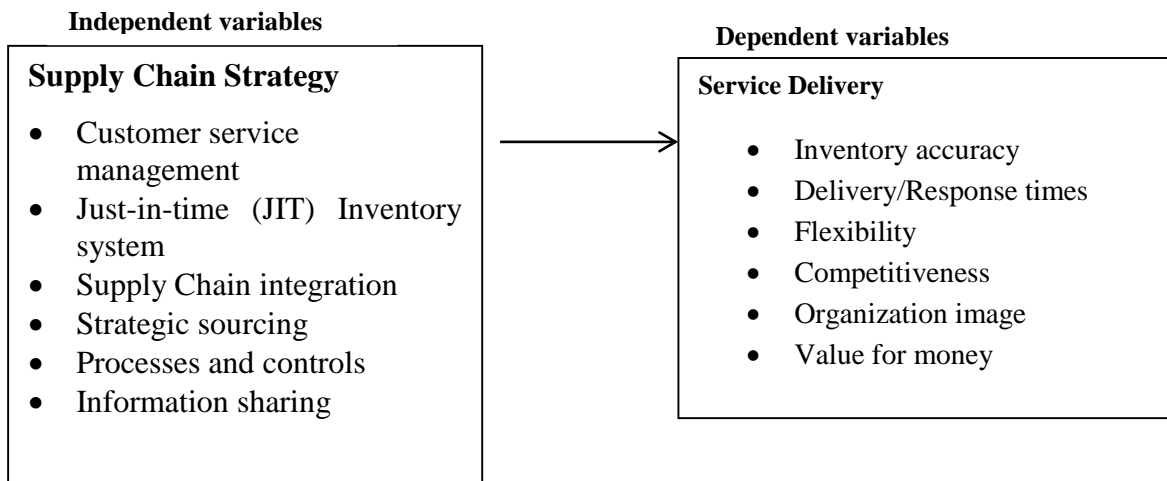
Concerning the role of existing governance structure in facilitating procurement alignment and supply chain. In their study, Mikalef et al. (2013) determined the kind of adopted structure impacts the decision making quality in the organization. The findings of the research demonstrate that centralized governance structure is better suited for higher procurement alignment supported by the fact that it allows for greater control. However, the unique variation between commercial and humanitarian supply chain management frameworks indicate the

necessity for extension of the study into humanitarian organizations due to their uniquely different objectives and obligations.

The literature review demonstrated a major literature gap that exists concerning the relationship between strategies of supply chain used by humanitarian agencies in Kenya together with the impact on quality of services delivered to disaster victims. This could influence the quality of services offered by the humanitarian organizations.

2.6 Conceptual Framework

The conceptual approach shows the link between strategy of supply chain which represents the supply chain strategy “independent variable” and quality of service delivery as the “dependent variable.”



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section highlights the research design by showing the size of population, the techniques used in data collection, sampling procedure and techniques used for data examination.

3.2 Research Design

The study applied a descriptive research method which deals with the what, how, and who of a research phenomenon, (Donald and Pamela 2006). Descriptive research method aided in describing the situation in details as it is and thereby minimizing biasness as noted by Mugenda (2008) who argued that descriptive design is a practice of collecting data that will help in testing hypothesis or to answer the question of the current status of the subject under study. It is used expansively to describe behaviour, attitude, characteristic and value.

3.3 Respondents

The population under study involved both private and public humanitarian organizations in Kenya. However, the research targeted “Save the Children International in Kenya” as a case study. It is an international humanitarian organization whose operations cover over 60 countries including Kenya. In Kenya, Save the Children International has eight departments with each department having several units operating under it. The researcher conducted a judgemental sampling by picking the head of each department and the head of each unit to represent the whole organization and in addition some implementing partners as the respondent of this study. It therefore implies that the population totalled to 50 respondents from Save the Children International and partner organisations as shown in Table 3.1 below.

Table 3.1: Study Respondents

Category/Department	Units	Sample size
Program Development & Quality	<ol style="list-style-type: none"> 1. Education 2. Child protection 3. Migration & Displacement 4. Health 5. Child rights and governance 6. Child Poverty 	6
Supply Chain Management	<ol style="list-style-type: none"> 1. Warehouse management 2. Fleet management 3. Procurement unit 4. Supply Chain Reporting & Analytics 5. Cash Transfer Programming 6. Construction 	6
Operations	<ol style="list-style-type: none"> 1. Humanitarian Response Planning 2. Awards Management 3. Organisational operations support 	4
Information technology	<ol style="list-style-type: none"> 1. Humanitarian technology 2. Office IT support 3. Software development/coding 	4
Human resource & Administration	<ol style="list-style-type: none"> 1. Human resources management 2. Administrative support 	3
Finance staff	<ol style="list-style-type: none"> 1. Partners disbursements 2. Office finance Support 	3
Security	<ol style="list-style-type: none"> 1. Security 2. Fleet security 	3
Communications & Advocacy	<ol style="list-style-type: none"> 1. Communications & Media 2. Programs Advocacy 	3
Regional Supply Chain	<ol style="list-style-type: none"> 1. Warehouse management 2. Fleet management 3. Procurement unit 4. Supply Chain Reporting & Analytics 5. Cash Transfer Programming 6. Construction 	12
Implementing Partners	<ol style="list-style-type: none"> 1. Horn of Africa Networks 2. UNHCR 3. Pumwani Hospital 4. Bungoma District Hospital 5. UNICEF 6. IOM 	6
TOTAL		50

3.4 Data Collection

Questionnaires were utilized in the collection of primary data. The respondents were instructed to respond to each and every question in the questionnaire. The questionnaires were designed in self-administered way which was very useful and easily manageable in terms of time and finances in collecting data. The researcher used a Likert scale which attributes ranging from strongly disagree, disagree, neutral, agree, to strongly agree in developing the recipients' attitudes levels. According to (Neuman, 2014), the Likert scale "helps in changing the qualitative responses into quantitative values."

The questionnaire was categorized into four parts. Part A was to obtain the overall statistics about the respondents; Part B was to obtain data on supply chain strategy used by Save the Children International in carrying out its humanitarian activities; Part C was to seek information on quality service delivery indicators; while Part D collected data concerning relationship between connection supply strategy and the quality service delivery at Save the Children International; while Part D had data on the recommended intervention measures that would enhance effectiveness of supply chain strategy in humanitarian organisations.

The research instruments were measured for reliability and validity before the commencing of the study. Validity of the questionnaire was achieved by distributing the questionnaire to independent parties including the heads of departments and specialists found in the supply management who assessed their validity. On the other hand, Chronbach Alpha test analysis was the instrument used to gauge the reliability of the instrument.

Self-administration method was used in the collection of primary information through using a survey monkey so as to extract valuable first-hand data from the staff of the Save the Children International and implementing partners. The questions were designed to be simple and straight-forward thus requiring straight-forward answers. In designing the questionnaire for

research of primary information, the researcher utilized open and closed type of questions. The secondary resources of collecting data included the documentary reviews. The literature was in form of books, journals, reviews, working papers, the relevant web sites such organization web pages. Information obtained was essential in making both conclusions and recommendations that concerned the problem as well as supplementing data received from questionnaire.

Piloting was conducted before the actual data collection. Piloting helped to check the consistency and accuracy of the instruments and the effectiveness of the design. According to Kaimenyi (2012), the study used the required number of recipients, approximately five percent of the final sample in pilot study. The researcher distributed eight questionnaires to staff of Save the Children during piloting. The 8 respondents of pilot study were exclusive of the respondents in collection of the real data.

3.5 Data Analysis

The study used quantitative and qualitative analysis. This is because the data was to be analysed in both numerical and textual. The data that was obtained from the study was presented, tabulated and analysed using descriptive statistic which are the frequency distribution tables and percentages on the basis of various objectives and variables that will measure them after obtaining percentages and tables. Version 25.0 of Statistical package for social sciences was utilised in quantitative data analysis and allowed easy interpretation, conclusions and recommendations. Additionally, the researcher used content analysis method for the presented data to summarize any form of content using the various aspects of the content.

3.6 Operational Definition of Variables

Supply chain strategy/practices: the activities that an organization engages in as part of its supply chain management function.

Quality of Service delivery: The performance of an organization in meeting the needs of its target clientele in a timely and responsive manner.

Table 3. 2: Operationalization of variables

Objectives of the study	Variables	Indicators/Measurement	Scale of Measurement	Tools of Analysis
To examine the supply chain strategy used by Save the Children International in carrying out its humanitarian activities in Kenya	Independent Variables Supply chain strategy/practices	<ul style="list-style-type: none"> - Supply chain integration - Information sharing - Qualified supply chain personnel - Effective customer service management - Availability of just-in-time (JIT) system - Strategic sourcing of donors - Availability of key suppliers - Gathering information on a timely basis - Established processes and controls 	Nominal	Descriptive
To establish the relationship between supply chain strategy and service quality at Save the Children International in Kenya	Independent Variables Supply chain strategy/practice Dependent Variables Quality service delivery	<ul style="list-style-type: none"> - Supply chain integration - Information sharing - Customer service management - Just-in-time (JIT) system - Strategic sourcing - Processes and controls - Response time - Flexibility - Resource utilization Supply chain 	Ordinal	Inferential

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 General Information

4.1.1 Gender

All the 50 identified participants filled the questionnaire. Female participants comprised of 66% while the male participants represented the remaining 34% of the sample population. The sample population was representative of the diversity in the organization as shown in Table 4.1

		Frequency	Percent	Valid Percentage	Cumulative Percentage
Valid	Feminine	33.00	66.00	66.00	66.00
	Masculine	17.00	34.00	34.00	100.00
	Total	50.00	100.00	100.00	

4.1.2. Your Age

Most of the participants were below 50 years of age. Five participants were between the age of 50 and 60 while six were above this range. The age distribution is a reflection of the demographic composition of Save the Children.

4.1.3 Education Level

A majority of the participants have an undergraduate degree (32) while (9) have a master's education. One participant has a PhD while the rest hold diplomas. The diverse learning experience can be linked to the participation of stakeholders across different levels of the organization.

4.1.4 Period Worked for “Save The Children International”

Most participants (42) had been in the organization for more than six years. Consequently, sample population comprised of individuals who have significant experience with the operations of the organization. As a result, they were uniquely positioned to share important insights about the supply chain function of the organization as presented in Table 4.2.

Table 4.2

		Frequency	Percent	Valid Percentage	Cumulative Percentage
Valid	1 to 5	4.00	8.00	8.00	8.00
	11 to 15	3.00	6.00	6.00	14.00
	16 to 20	3.00	6.00	6.00	20.00
	6 to 10	8.00	16.00	16.00	36.00
	6 to 10	24.00	48.00	48.00	84.00
	above 20	4.00	8.00	8.00	92.00
	less than 1	4.00	8.00	8.00	100.0
	Total	50.00	100.00	100.00	

4.2 Supply Chain Strategies used by Save the Children

The participants stated that Save the Children has benefited from supply chain integration which has streamlined its logistics management function. Supply chain integration is an important process which brings together all the stakeholders to collaborate towards the

realization of optimal goals (Chen & Paulraj, 2004). This view was shared by all the participants whose intimate interaction with the organization and the humanitarian ecosystem gives equips them with the knowledge they require to share important insights on this issue as presented in Table 4.3.

Performance aspect	N	Mean	Std. Deviation
Organization_has_saved_life	50	3.92	.274
organization_has_qualified_personnel-in_supply_chain	50	3.90	.303
Organization_has_effective_customer_service	50	3.70	.647
Organization_delivers_right_product	50	3.80	.404
organization_has_key_suppliers	50	3.70	.647
Organization_delivers_goods_in_time	50	3.40	1.030
Organization_has_established_supply_chain_procedures_and_controls	50	3.30	1.015
Organization_has_supply_capability_to_ensure_flexibility	50	3.50	.814
Organization_has_supplier_reach	50	3.70	.647
Organization_has_suppliers_that_deliver_right_quality_products	50	3.70	.647
Organization_has_suppliers_with_capacity_to_deliver_in_humanitarian_responses	50	3.70	.647
Organization_reduce_supply_chain_waste	50	3.50	.814
Organization_has_quick_distributions_in_times_of_disaster	50	3.70	.647
Organization_procurement_process_obtain_value_for_money	50	3.70	.647
organization_has_good_reputation_from_suppliers	50	3.70	.647

The findings of this study have demonstrated displayed gaps in the supply management function at SCI. Although SCI has adopted effective supply management activities, it has lagged behind in embracing integrated supply chain project management design and technological innovation that would enhance the standard of information-sharing and collaboration in its supply management. Moreover, stakeholders demonstrated an awareness of the necessity for increased investment in developing the systems and policies that would strengthen its supply chain management function (Cozzolino, 2012). On the whole, the results support the view that more steps must be taken to align the supply chain management function

in humanitarian organizations such as Save the Children with best practices in human resource management.

The participants agreed that the organization benefits from having qualified supply chain personnel. Having employees who have the skills and the competence to contribute towards the success of supply chain is vital in boosting the performance of employees (Christopher & Tatham, 2011). The practice is specifically important in an increasingly complex global supply chain.

All the participants observed that information-sharing is an important strategy which enables the organization enhance how supply performs. In particular, information-sharing enables it to communicate its evolving needs to suppliers (Mikalef et.al, 2013). Managing a humanitarian supply chain often requires emergency responses which require fast responses. Consequently, maintaining positive relations through transparent and accountable information-sharing is vital in ensuring that all the stakeholders are prepared to meet its needs.

The respondents observed that the organization enjoys a strategic alignment to its donor needs. The practice is critical in determining the capacity of an organization to continue benefiting from the support of its donors (Christopher & Tatham, 2011). In particular, it is crucial in the contemporary business environment where there is growing competition for limited resources.

On the question of effective customer service management, there was a lack of unanimity. A part of this finding can be linked to the fact that people have different perspectives on what qualifies for effective customer service management. Save the Children International (2016) indicated that the availability of just-in-time inventory system, effective customer service system and tracking of cost savings are integral to its business performance. On the other side, the least used strategies are: quality control mechanism for goods and services, reduction on

wastage, stock repositioning, tracking of cost saving and warehouse sharing. The rest are averagely distributed in Save the Children International.

The results indicate that the organization has not adopted a just-in-time inventory system that would enable it to minimize its operational expenses while also meeting the evolving needs of its clients. The philosophy requires a commitment towards creating an agile organization that has the flexibility to give response to evolving conditions in the business surrounding. The success of an organization in supply chain management is determined by the operational framework which they use (Nyamu, 2012). However, available data suggests that this has not been adequately appreciated within this organization.

The most surprising aspect of this descriptive study involves the lack of unanimity on the existence of strategic sourcing of suppliers within the organization. This view is distressing with the fact that humanitarian organizations are increasingly expected to demonstrate the adoption of best practices in the management of their resources and operations (Decker, 2014). However, this metric points to a lack of clarity on the activities of donors in the society.

Another unexpected finding involved concerns about the gathering of information on a timely basis. While it was expected that Save the Children would have demonstrated competence in this metric, the findings suggested that not all stakeholders believe it has. Creating a data-driven organization is fundamental in enabling it to respond to the needs of consumers more effectively. According to Omondi (2014), embracing a strategic approach in supply chain management has a positive effect organizational performance.

Although Save the Children has established processes and controls, some participants chose to leave this box unfilled. Follow up questions noted that this was due to a lack of awareness about the processes and control which pertain to the management of the supply chain only.

Furthermore, it was evident that not all participants understood the procedures and controls that govern the function of supply chain in the organization.

The participants noted that SCI is using supply chain systems in fulfilling its mandate. The finding is consistent with the expectations of this study because humanitarian organizations have to procure supplies and manage their delivery to target populations (Decker, 2014). In addition, the feedback demonstrated an awareness supply chain function's role in the operations within the humanitarian organization.

The feedback on the outsourcing question was not consistent with the expectations of the study. In the modern business environment, it is assumed that most organizations embrace outsourcing to minimize their operational expenses. However, the lack of unanimous response on this point indicates a lack of awareness of the use of this practice within the organization.

The findings indicate that more efforts must be included to decrease wastage of resources. Many respondents left this point blank an indication of their awareness of wastage in the organization. The insights shared by the stakeholders play an integral role in contributing towards improved stakeholder understanding of the subject.

On the subject of warehouse sharing, a majority of the participants left a blank space. The observation points to a lack of adoption of warehouse sharing in not only this organization, but within the humanitarian ecosystem. However, it is possible that only professionals directly involved in the supply management process would be alert of this practice.

The results indicated that the organization is doing a good job in training employees. The observation points to an understanding of the integral role that employee training plays in the capacity development of an organization (Decker, 2014). Furthermore, there is a growing

commitment towards ensuring that employees in a humanitarian organization are at better positions to meet the demands of the children.

A disappointing result involved the lack of utilization of the internet of things. Although there is a growing appreciation within this technology can increase transparency and accountability in the supply management process, and evidence showed that it was yet to be adopted. According to Mikalef et al. (2013), the adoption of information technology can have a positive effect on the performance of supply chain functions in an organization. The results suggest that more efforts are required to enhance innovation in the humanitarian aid space.

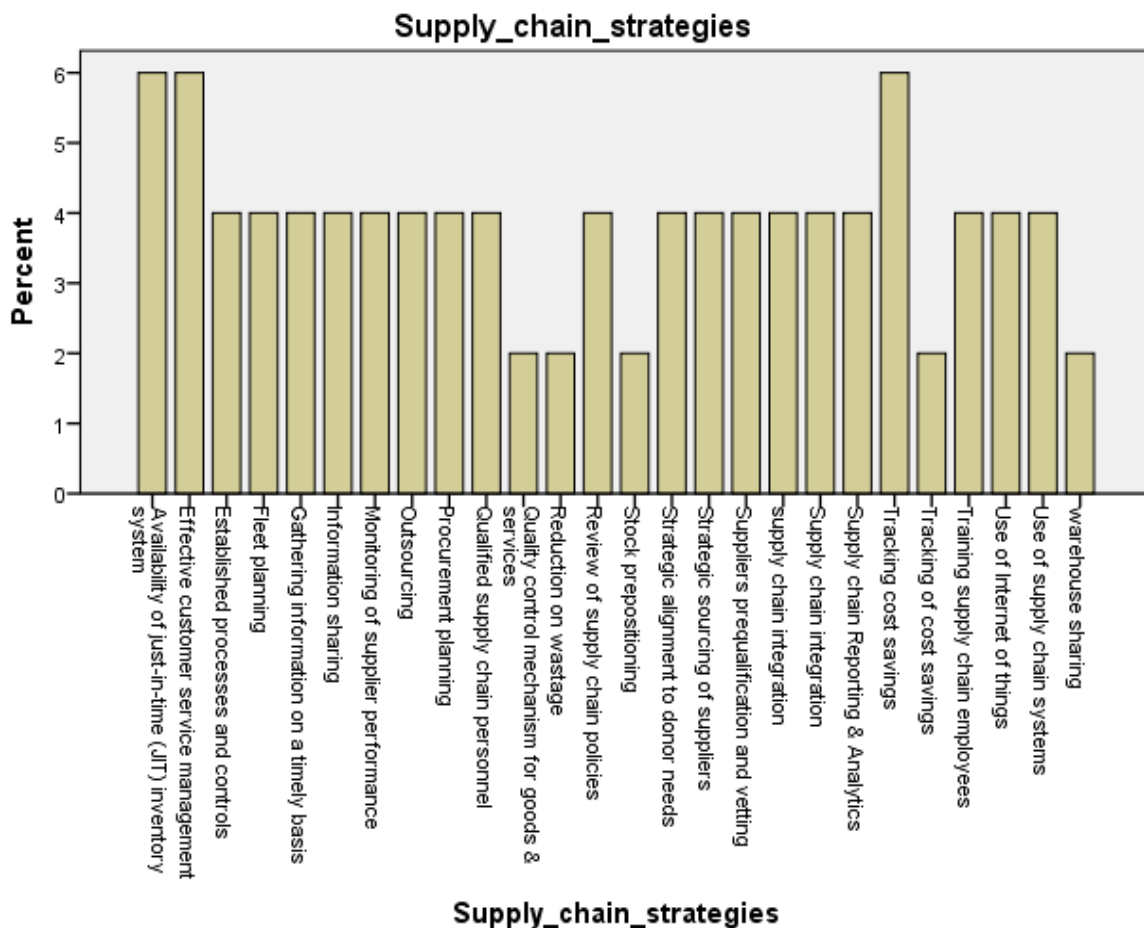
The respondents noted that there is a review of supply chain policies, a reflection of the priority that this function enjoys within the non-profit sector. The participants expressed awareness of the supply policies in SCI. Supply management policies influence the stakeholders' actions in this organization. Nyamu (2012) shared this view while advocating for a holistic approach in the conceptualization and management of supply chains.

As expected, the participants noted that performance of suppliers in the organization is monitored regularly. The observation indicates the commitment of the enterprise towards creating highly performing supply chain systems. There is a shared understanding within the humanitarian environment that their success in meeting the needs of target populations is dependent on efficient supply chains.

A key unexpected finding involved concerns about the gathering of information on a timely basis. While it was expected that Save the Children would have demonstrated competence in this metric, the findings suggested that not all stakeholders believe it has. Creating a data-driven organization is fundamental in enabling it to respond to the needs of consumers more effectively.

The most surprising aspect of this descriptive study involves the lack of unanimity on the existence of strategic sourcing of suppliers within the organization. This view is distressing with the fact that humanitarian organizations are increasingly expected to demonstrate the adoption of best practices in the management of their resources and operations. However, this metric points to a lack of clarity on the activities of donors in the society. Table 4.4 highlights the feedback of the participants on this important subject.

Table 4. 4 supply chain strategies



Although Save the Children has established processes and controls, some participants chose to leave this box unfilled. Follow up questions noted that this was due to a lack of awareness about the processes and control which pertain to the management of the supply chain only.

Furthermore, it was evident that not all participants understood the procedures and controls that govern the function of supply chain in the organization.

4.3 Quality Service Delivery

In the study, ninety-two per cent of the participants indicated that they strongly agree that efficient supply management integration has enabled the agency to save lives. In addition, eight per cent agreed with this assertion. In this regard, it is apparent that supply chain performance and the capacity of humanitarian organizations to deliver to their clients directly correlate.

Performance aspects	N	Mean	Std. Deviation
Organization_has_funds_to_respond_to_humanitarian_crisis	50	3.50	.814
Organization_monitors_its_public_image_from_relevant_stakeholders	50	3.50	.814
Organization_has_located_donors_and_material_suppliers	50	3.70	.647
effective_information_sharing	50	3.70	.647
Hiring_of_qualified_and-professional_personnel_improves_quality_of serviices	50	3.60	.670
JIT_minimizes_warehouse_costs_and_enhanced_program_delivery	50	3.60	.670
Prepositioning_of_stock_has_minimized_time_taken_to_respond_to_disaster_enhanced_flexibility_and_improved_organizations_reputation	50	3.40	.808
Collaborative_strategies_have_ensured_availability_of_financial_and_material_donor	50	3.60	.670
Collaborative_strategies_have_lowered_operational_costs	50	3.60	.670
effective_alliance_has_enabled_organization_manage_procurement_categories	49	3.73	.605
Retrieving_data_enables_the_organization_to_have_accurate_information_on_disasters	49	3.73	.605

Furthermore, ninety percent of the subjects strongly agreed that SCI has qualified supply management professionals. In addition, ten percent of the participants agreed that it has competent staff. The capacity of an organization determines its supply chain performance. Harland (2006) observed that the supply chain of an organization is shaped by its evolving business needs.

Moreover, eighty percent of the subjects agreed strongly that SCI has effective customer service. In addition, ten percent agreed with this view while another ten percent were not sure.

The uncertainty can be linked to a lack of awareness of the metrics for measuring customer service within a humanitarian aid environment.

In this study, eighty percent of the subjects agreed strongly that the SCI delivers the right products to its target population. Similarly, twenty percent agreed with this view. The observation demonstrates that the supply chain function within the organization contributes towards its mission. Shen (2019) supported their view by noting the consequential role that customers and suppliers have in supply chain management.

In this study, eighty percent of the subjects agreed strongly that SCI has the right suppliers while ten percent were not sure. However, ten percent other participants agreed with this view. Having the right suppliers is critical in enabling an organization to achieve its objectives.

While seventy percent of the subjects agreed strongly to delivers on time, only ten percent agreed while another ten percent disagreed. In addition, 10% others disagreed with this view. The diverse insights can be linked to a lack of effective reporting mechanism within the organization that would enable stakeholders to have access to the same information.

In this study, 60% of the respondents agreed strongly that the organization has established supply chain procedures and controls which can allow it to achieve its goals. Furthermore, 20% of the participants agreed with this view. However, 10% respondents were not sure while another 10% disagreed. Having and enforcing the right supply chain procedures and controls is critical to the success of an organization.

The feedback on whether the organization has the supply chain capacity that would enhance its capability was surprising. While seventy percent of the subjects agreed strongly, 20% were not sure. However, 10% agreed with the sentiment that its supply chain function can support

its flexibility. Having a flexible supply is particularly important in a humanitarian aid environment due to the need to meet the needs caused by the incidence of disasters.

Furthermore, 80% of the participants strongly agreed that the organization has adequate supplier reach. In addition, 10% respondents agreed with this view. However, another 10% indicated that they were not sure about this capability. The study has demonstrated that having a large supplier reach is pivotal to the success of supply chain management function in a global business environment.

Furthermore, 80% of the participants indicated that the organization has suppliers that would enable it to deliver the right products. In addition, 10% participants agreed while another 10% were not sure. Follow up questions indicated that some stakeholders believe that it can get better suppliers.

In this study, it was established that 80% participants strongly agreed with the views that its suppliers have the capacity to meet its humanitarian aid needs. However, 10% of the subjects said that they were not sure while 10% agreed. The findings demonstrated lack of consensus over the definition of the capacity of suppliers to meet the needs of a humanitarian aid organization. In particular, the fact that humanitarian situations are fluid support this view due to the need for a flexible enterprise.

Moreover, 70% of the subjects agreed strongly with the view that the organization should reduce its supply chain waste. The sentiment was shared by 20% of the participants were not sure while 10% of the respondents agreed with the observation. The findings support the need for continued efforts aimed at reducing resource wastage within the organization.

Furthermore, eighty percent of the participants strongly agreed that the organization has quick distributions during disasters. In addition, ten percent of the participants agreed while ten per

cent disagreed with this perspective. The observation point to the necessity for the organization to audit its responsiveness during a disaster.

Moreover, eighty percent of subjects agreed strongly that the procurement process of Save the Children delivers value for money. While ten percent agreed with this point of view, another ten percent indicated that they were not sure. The results were consistent with the assumptions of the researcher since this can be regarded as a subjective evaluation of the performance of the procurement process.

Moreover, eighty percent of the subjects agreed strongly that the organization has a good reputation from suppliers. While ten percent respondents agreed with this view, another ten percent were not sure. The lack of consensus on this metric should worry stakeholders in the organization.

Furthermore, seventy percent participants strongly agreed that the organization has the funds to respond in a humanitarian crisis. However, twenty percent participants were not sure while only 10% agreed with the sentiment. The observation highlights the need for an internal audit of its resource capabilities.

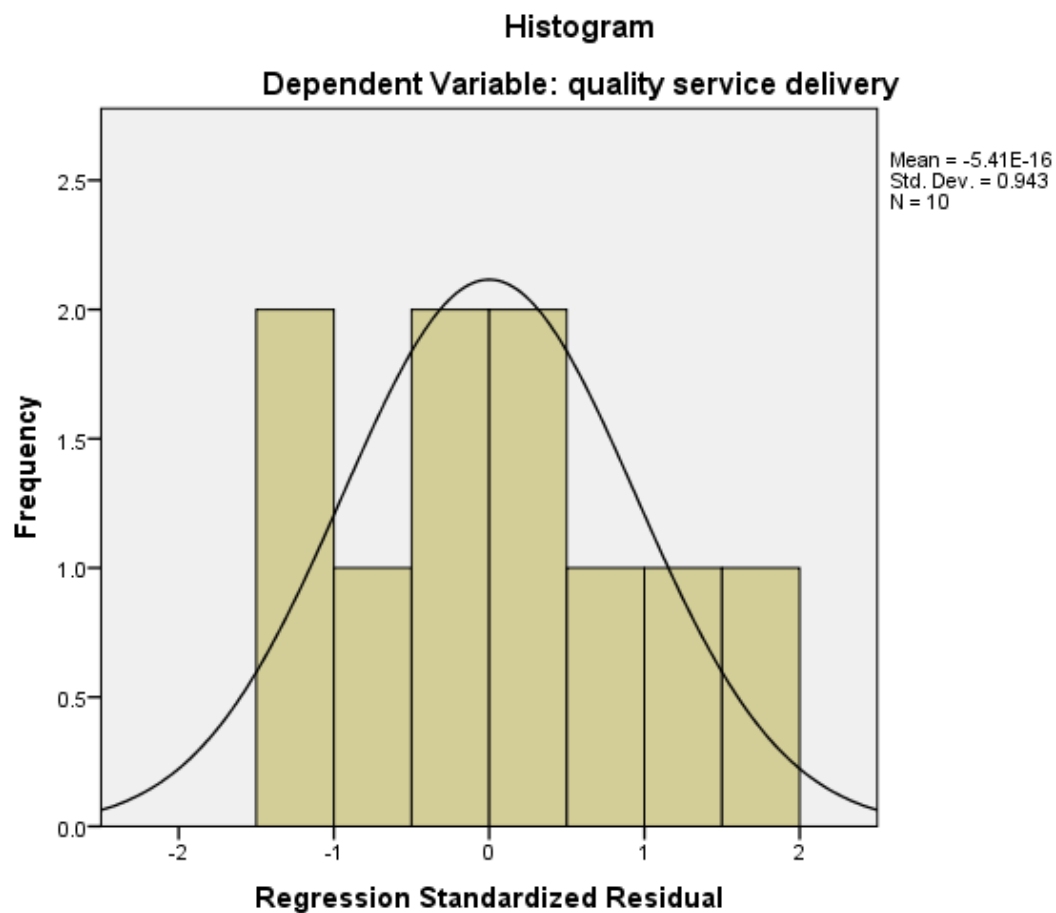
Moreover, seventy percent of the subjects agreed strongly that the organization monitors its supply chain while twenty percent stated that they were not sure. In contrast, 10% noted that they agreed with this sentiment. Managing the public image of the organization has a consequential effect on its capacity to gain the support of stakeholders in its business environment.

4.4 Relationship between Supply Chain Strategy and Service Quality

Based on the analysis below, it is evident that 28% of the variability in quality service delivery can be accounted for by the supply chain strategies. Hence less than 30% of the variance in quality service delivery is accounted for by supply chain strategies. The implication of this finding is that the quality of service provided by a humanitarian organization is significantly

influenced by its supply chain. The function determines the capacity of the organization to deliver relief food and other essentials on a need by basis. Furthermore, it determines the efficiency in resource utilization of the limited funds available to the organization. Essentially, reducing the operating costs of a non-profit would enable it to allocate more funds to meeting the needs of vulnerable populations.

Table 4. 6 Regression analysis



Coefficient

The unstandardized coefficient of .242 indicates that with the adoption of another supply chain strategy, you expect an average of .242 increase in quality service delivery. The value of quality service delivery is 3.093 when the x-value is 0. Consequently, when an organization does not have a supply chain strategy the quality service delivery will be at 3.093. In light of

the 95% confidence level, it is evident that an increase in quality service delivery would be between $-.074$ and $.558$ due to the adoption of a supply chain strategy. In this light, it is clear that adopting a supply chain strategy is essential in improving the quality of service delivery.

Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	3.093	.284		10.886
	Supply_chain_strategies	.242	.137	.530	1.767

Model		Sig.	95.0% Confidence Interval for B	
			Lower Bound	Upper Bound
1	(Constant)	.000	2.438	3.748
	Supply_chain_strategies	.115	-.074	.558

The insights gained from the regression analysis are supported by the responses of the participants with regards to the parameters which define the quality of service in a humanitarian aid ecosystem. Having a supply chain strategy plays a fundamental role in ensuring that an organization is pro-active in optimizing the quality of service which it provides to beneficiaries.

Performance aspects	N	Mean	Std. Deviation
Well_established_processes_has_enabled_the_organization_to-be_flexible-and_efficient	50	3.80	.404
Well_established_quality_control_process_ensure_stakeholders_have_quality_goods	50	3.60	.670
Strategic_alignment_helps_indonors_to_give_funds_for_humanitarian_crisis	50	3.80	.404
Supply_chain_has_ensured_good_public_image	50	3.70	.647
Valid N (listwise)	50		

Furthermore, eighty percent of the subjects agreed strongly that the location has located donors and material suppliers support its timely humanitarian responses. While ten percent of respondents agreed another ten percent were not sure. Furthermore, Romano and Giannakins, (2000), argued that effective relationships are pivotal to the success of a supply chain management function in an increasingly complex business environment. Having the right partners is essential in enabling an organization to meet its supply chain needs.

Moreover, 80% of respondent's participants strongly agreed that the organization has effective information sharing. However, only 10% agreed with this view while another 10% were not sure. Handfield and Nichols (2009) agreed with these findings in stating that effective information sharing determined the efficiency of the supply management during emergency humanitarian crises.

Furthermore, seventy percent of the participants strongly agreed that it has qualified personnel who contribute towards the improved performance of the organization. Only 20% agreed with this view while 10% were unsure. The insights obtained from the findings are important due to the role of qualified staff in improving the performance of a humanitarian aid organization.

In the conducted study, seventy percent respondents strongly agreed that the organization has embraced just in time practices to minimize its operational costs and improve its performance. While twenty percent of the respondents agreed with this view, another ten percent stated that they were unsure. The results are surprising in with regards to the problems that are linked to the management of supplies in the humanitarian organizations.

In addition, 60% of the participants strongly agreed that stock prepositioning enabled it to respond to disasters effectively. However, only 20% other employees shared their view with 20% others expressing their reservations. Stock management determines the responsiveness of an organization to emerging crisis in its business environment. The perception is reflected in the ideas shared by Romano and Giannakins (2000) who observed the necessity for a holistic management of supply chain management processes.

In the study, seventy per cent of the respondents strongly agreed that collaborative strategies have ensured the availability of financial and material donors. While 20% of the other respondents shared this view, 10% did indicated that they were not sure. According to Romano and Giannakins (2000), collaboration between stakeholders plays a pivotal role in contributing towards the realization of positive outcomes in supply chain management.

Moreover, seventy of the respondents strongly agreed that collaborative strategies have enabled the organization to lower its operational costs. While 20% of the respondents shared this view, 10% noted that they were not sure. Omondi (2014), observed the positive effect of collaboration on the reduction of operational costs in a humanitarian aid ecosystem can be the focus of other researchers in the future.

Furthermore, eighty percent of the subjects agreed strongly that an effective alliance has enabled them to manage their procurement categories while 10% others agreed with this view. 2% of them disagreed while eight percent stated that they were not sure.

In addition, eighty percent of the subjects agreed strongly that retrieving data enables the organization to have accurate information. However, 8% of the respondents stated that they were not sure while 10% agreed to this view. In contrast, 1% of the participant disagreed with their sentiments.

Moreover, eighty percent of the participants stated that they strongly agree that well established processes enable the organization to be both flexible and efficient. Similarly, twenty per cent other respondents agreed to this view. The results support the belief that the performance of an organization is determined by the quality of its business processes.

In addition, seventy percent of the participants strongly agree with the view that well established quality control processes enable the organization to deliver quality goods. 20% of other respondents agreed with this view while 10% stated that they were not sure. The quality control processes in an organization have a consequential effect on the performance of its supply chain management function.

Moreover, eighty percent of the participants strongly agreed that the strategic alignment helps donors to support the organization. The other twenty per cent supported this view. Strategic alignment is important in enabling an organization to earn and maintain the support of key stakeholders. The observation is consistent with the views expressed by Beamon (2004) that the strategic management of a supply chain function determines its effectiveness in contributing to the success of an organization.

Furthermore, 60% of the subjects agreed strongly that supply management strategy has impacted its good public image. While 10% of the participants agreed with this view, another ten percent stated that they were not sure. The image of a humanitarian aid organization is critical to its success.

The participants noted that SCI is using supply chain systems in fulfilling its mandate. The finding is consistent with the expectations of this study because humanitarian organizations have to procure supplies and manage their delivery to target populations (Decker, 2014). In addition, the feedback demonstrated an awareness supply chain function's role in the operations within the humanitarian organization.

The feedback on the outsourcing question was not consistent with the expectations of the study. In the modern business environment, it is assumed that most organizations embrace outsourcing to minimize their operational expenses. However, the lack of unanimous response on this point indicates a lack of awareness of the use of this practice within the organization.

The findings indicate that more efforts must be included to decrease wastage of resources. Many respondents left this point blank an indication of their awareness of wastage in the organization. The insights shared by the stakeholders play an integral role in contributing towards improved stakeholder understanding of the subject.

On the subject of warehouse sharing, a majority of the participants left a blank space. The observation points to a lack of adoption of warehouse sharing in not only this organization, but within the humanitarian ecosystem. However, it is possible that only professionals directly involved in the supply management process would be alert of this practice.

The results indicated that the organization is doing a good job in training employees. The observation points to an understanding of the integral role that employee training plays in the capacity development of an organization (Decker, 2014). Furthermore, there is a growing commitment towards ensuring that employees in a humanitarian organization are at better positions to meet the demands of the children.

One of the results which stood out in the study involved the lack of utilization of the internet of things. Although there is a growing appreciation within this technology can increase transparency and accountability in the supply management process, and evidence showed that it was yet to be adopted (Romano & Giannakins, 2000). The results suggest that more efforts are required to enhance innovation in the humanitarian aid space.

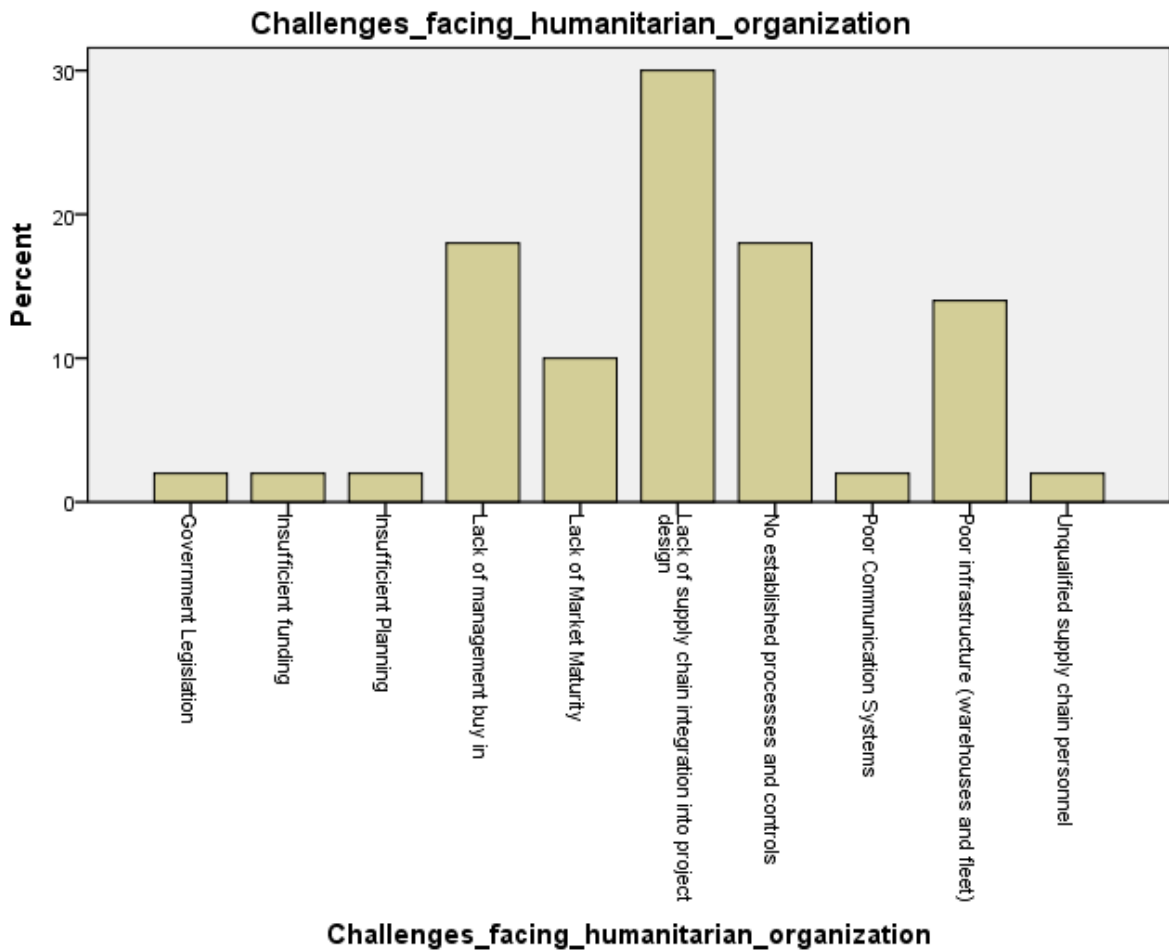
The respondents noted that there is a review of supply chain policies, a reflection of the priority that this function enjoys within the non-profit sector. The participants expressed awareness of the supply policies in SCI. According to Omondi (2014), supply management policies influence the stakeholders' actions in this organization.

As expected, the participants noted that performance of suppliers in the organization is monitored regularly. The observation indicates the commitment of the enterprise towards creating highly performing supply chain systems. There is a shared understanding within the humanitarian environment that their success in meeting the needs of target populations is dependent on efficient supply chains. In this light, Quayle (2006) was correct in ascertaining that supply chains must be considered as tools for the realization of the mandate of an organization.

4.5 Challenges and Recommendations

The participants cited the lack of effective supply chain integration project design as the biggest challenge that the organization faces. The lack of integration not only undermines the capacity of the organization to implement data-driven approaches in managing supply chain, it also creates problems that could impede collaboration among all the stakeholders (Christopher, 2008). Additionally, the lack of management buy-in and failure to institutionalize processes and controls undermine supply chain performance. In addition, poor structures and market deficiencies were also cited as barriers in the efficient management of a supply chain within a

non-profit enterprise. Other challenges observed in the business environment involved the lack of a regulatory framework which is responsive to changes in the management of supply chains, ineffective communication systems and talent deficiencies.



Eighteen percent of the participants indicated that there should be an increased effort aimed at increasing accountability and transparency in the management of the supply in the country. In addition, two percent observed the importance of raising cost awareness among all stakeholders in a supply chain. Their insights demonstrated an appreciation of the necessity for a knowledge creation aimed at enhancing the capacity of all stakeholders to embrace innovative solutions to both existing and emerging challenges. Furthermore, there was a consensus that the enactment of the supply chain function in an organization can be bolstered through increased enforcement of policies and quality control procedures, a view that is shared by Quayle (2006). Moreover,

two percent of the respondents agreed that the organization must embrace continuous training that will create a learning organizational culture that would be crucial to its long-term performance. Essentially, their recommendations have indicated that an organization must take responsibility for improving how supply chain performs. Save the Children (2016) has utilized its supply chain function to ensure it serves children across the communities where it operates. In light of the available data, it is evident that there is a connection between supply chain strategies and the assertion that the organization has saved lives.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Summary

Effective supply management within a humanitarian ecosystem is vital because it has a huge impact on its performance and capacity to successfully serve affected populations during a disaster. Supply management is vital for crisis relief activities because the processes require quick response, efficiency, and effectiveness in supplying resources such as shelter, water, medicines, food, health, and sanitation for the affected populations (Thomas & Kopczak, 2005). Slow-onset disasters such as droughts, famine, floods, and sudden disasters such as epidemics, and earthquakes significantly contribute to increased vulnerability and humanitarian needs worldwide (UNICEF, 2019). As more disasters and emergencies increase, so is a humanitarian intervention in different regions across the globe.

The efficiency of the organizations' performance is significantly depended on the ability of the stakeholders to utilize the available resources at their disposal. According to UNICEF (2019), there is an increasing interest in understanding the supply chain processes of humanitarian agencies while also boosting performance through productive supply chain management strategies. Therefore, the organizations have directed their attention to strategies that can be employed to boost their aid programs' performance.

Service delivery quality of humanitarian organizations is determined by the response time they take offering recovery response. The location of the supplier, politics, and safety, choice of transport, and delivery strategies are some of the primary factors that contribute to response in time. Also, resource utilization is a significant factor that indicates the efficiency level in the supply chain in an organization (Scott, 2014). As non-profit organizations struggle to get

funding in an increasingly competitive business environment, their return on investment is an essential advantage in gaining support of donors.

Humanitarian organizations significantly depend on strategies in supply chain strategies like logistics, distribution procurement, and warehousing to provide relief aid after disasters (Abidi et al., 2014). These organizations are also under pressure to pledge millions for assistance for those in need through pledging to donors. Donors have been increasingly interested in monitoring how the donated resources are sourced, distributed, and utilized within the humanitarian organizations (Brech & Potrafke, 2014). Therefore, effective supply chain management an essential strategy for these agencies and acts as a cost-saving tool to provide relief through proper planning, operational efficiency, delivery, and distribution of resources (Jahre, 2017).

A common challenge in disaster relief operations is that most of the humanitarian organizations apply commercial supply management framework to distribute and deliver resources, which are primarily driven by financial objectives. They lack the humanitarian supply chain management frameworks that significantly consider the minimization of human suffering. Therefore, the aim of the study is to determine the significant gap that exists in supply chain strategy and quality of service delivery by humanitarian organizations in Kenya in their mission to provide relief to disaster victims.

The study adopts a descriptive research design, which is an appropriate approach when research targets to examine current challenges through a data collection process that describes the problem more appropriately. With the available eight departments in “Save the Children International”, the study recruited 50 participants who fit the inclusive criteria, including the heads of each unit and interacting with the organization. Data collection was done through structured questionnaires whereby the respondents were given exhibitions to only tick on the

applicable ones. The departments or categories under the study's inclusion were supply chain management, operations, information technology, security, communications and advocacy, finance staff, program development and quality, and human resource and administration. A Likert scale with five anchors was used in some of the questions to measure the subject's attitudes to a topic. The research utilized qualitative and quantitative methods for data analysis. Version 25.0 of Statistical Package for Social sciences (SPSS) as described by IBM Corp. (2017), was used by researchers to quantitatively analyse the collected data, which also allowed for a straightforward interpretation of the phenomenon under study. Content analysis was used as the primary tool to examine the qualitative data by counting various aspects of the content.

The study has demonstrated the challenges that many organizations face in adopting an integrated supply chain that would enable it to make effective real-time decisions. In an increasingly complex, global supply chain environment, the lack of integrated supply chain project design can impede the collaboration between stakeholders in the humanitarian aid ecosystem. Part of this problem can be linked to the lack of institutional knowledge on the practice while also the culture of the non-profit sector can be faulted. In most instances, there have not been as much focus on innovation and performance improvement within the organization, creating challenges for the adoption of effective business practices. For example, in spite of the growing focus on the Internet of Things and its potential to optimize the performance of supply chains in the non-profit sector, organizations such as Save the Children have not led the way in its adoption. In effect, there needs to be systemic and cultural changes to incentivize non-profit organizations to embrace technological innovations that would optimize their supply chain performance.

Insufficient funding was one of the significant challenges in offering quality service delivery. The problem was reported by a most of the subjects in which the research concluded that it was primarily a result of less effective supply chain integration, which made it hard to locate the

materials and donors. The study also established that the lack of sufficient funding, especially in the occurrence of disasters, was due to poor strategic alignment to the donor's needs, which ensure that there are available funds to respond to humanitarian relief resources (Brech & Potrafke, 2014). Another challenge was poor infrastructure within the organization in terms of transport, warehouse, and other facilities. It was established that the problem was due to poor decision-making in making effective logistics concerning transport, which ensures timely response to humanitarian disasters.

Inadequate and unqualified supply chain personnel in most of the departments led to insufficient planning of resources to be used in the time of crisis. Additionally, the inefficiency of the supply personnel has created an ineffective alliance with the key suppliers, and such has led to the improper management of the critical spending procurement categories by the humanitarian organization. The inadequate communication systems on supply chain regulations and policies within the organization led to late and stagnant deliveries, and loss of relief resources during disasters and other emergencies. Information technology (IT) insufficiencies formed part of the communication challenge in the organization as it limited awareness of information among the employees that would boost the supply chain performance and, consequently, the quality of service delivery. Most respondents acknowledged the importance of the collaborative strategic sourcing initiative in successfully ensuring that both material and financial donors were available for aiding victims of disasters in Kenya. Additionally, the quantitative analysis of the responses regarding the just-in-time (JIT) exhibition indicated that the strategy helps to enhance program delivery and reducing warehouse costs.

The lack of effective collaboration within the supply chain ecosystem in an organization has also been observed to be an impediment to the optimization of organizational performance. While the organization has a network of suppliers who can enable it to meet its needs, gaps in

collaboration undermines its capacity to respond quickly to emergency humanitarian needs. Nonetheless, there is an opportunity for this organization to create effective information-sharing channels.

5.2 Conclusion

In this research, the researchers aimed to define supply chain strategy used by “Save the Children International” in carrying out its humanitarian activities in Kenya. By examining the plan, we were able to develop the association between the supply chain approaches and service delivery quality at SCI. The study confirmed the significance of using effective supply chain strategies in offering quality service delivery by “Save the Children International”, which can also be applied in other humanitarian organizations based in Kenya.

As much as human organizations provide various functions in preparedness, and speedy response to minimize human suffering, the quality of service delivery is dependent on the supply strategy. There are several strategies that the SCI employed to enhance the quality of service delivery. The company applies its supply chain strategies that impact their service delivery quality in threefold. Firstly, the organization embraces the collaborative approach in reducing operational costs and increasing responsiveness during disasters. As such, “Save the Children International” applies the collaboration supply chain strategy to ensure streamlined humanitarian aid processes. Collaboration in supply management has also allowed the organization to participate in joint process redesign, planning, and sharing some level of reward and risk, which further enhances the quality of service delivery. Secondly, Save the Children International employs the Just-In-Time strategy, an approach that enables supply chain agencies to share valuable data in real-time. Additionally, the JIT supply chain strategy that Save the Children International organization practices have enabled it to deliver the appropriate services and goods to the children within the set delivery period. Supply chain cycle time is one of the primary performance indicators for the timeliness practiced by the humanitarian

organization. Strategies that are related to procurement and sourcing, particularly those associated with supplier relationships, were, however, observed to lack in the organization. Thirdly, the humanitarian organization applies the customer service management that enables the supply chain functioning. The organization has put in place quality control processes, reliable integration with suppliers, supplier loyalty, and managing their complaints as strategies to maintain high quality in service delivery.

The findings will help policy makers to have a grasp essentiality of having effective supply management strategies among humanitarian agencies. With results from the survey, the stakeholders in supply departments of other humanitarian organizations around the world to design the best strategies to ensure quality service delivery in relief aid. The results will also support enhancements of supply chains that will consequently offer the affected populations with cost-efficient and rapid assistance. By defining the existing gaps and challenges, the study will provide recommendations for future research in this domain. The study will be beneficial to stakeholders in enhancing partnerships, policy development and reform, public and private advocacy, and humanitarian financing that will strengthen accountability, among others. Also, the results will serve as preliminary findings for future research that focus on the impact of effective strategies on service delivery within humanitarian organizations.

5.3 Recommendations

From the discussion above, the research made conclusions that the link between supply chain strategy and quality of service delivery is vital as it acts as the indicator of a humanitarian organization fulfilling its mandate. Successful relief operations by humanitarian organizations should ensure supplies are purchased and transported to affected populations and with the right quantities. One of the benefits of accomplishing efficiency in the supply management in relief operations is minimization of the suffering of individuals and communities. The primary strategies and their influence on service delivery quality by SCI have provided some insight

for other humanitarian organizations to improve their performance in responding successfully to disaster operations. The recommendations will include some of the supply chain strategies that the organization can apply together with the existing ones to increase the quality of service delivery during times of emergencies or disasters. The following suggestions could hence be adopted by “Save the Children International” and other active humanitarian organizations in Kenya.

Concerning transportation and logistics, the findings revealed infrastructure problems as the key challenges that caused a delay in service delivery by the humanitarian organization. Inadequate transport and inefficiencies affect the distribution of supplies in the communities. As such, the organizations experience extra costs in transportation and logistics, which is problematic, due to insufficient funds. One of the ways humanitarian organizations can overcome this problem is to explore more opportunities in using both outsourced and in-house transportation facilities. The inefficiency of various modes of transportation in particular regions can be exploited to enhance sound decision-making. Additionally, the agencies can employ technology to boost their transportation performance. Such would include identification of the exact content and location of the fleet by the carriers through real-time tracking and the adoption of the Internet of Things technologies.

Information sharing and management was another challenge faced by “Save the Children International”, which could also be a problem experienced in other humanitarian organizations. Inadequate communication systems within the organization, especially during severe disaster operations, affected the accurate and timely determination of the needs of the affected communities during crises (Zhao et al., 2002). The communication inefficiencies can also result in ineffective visibility between the partners in the chain supply. The organization should establish better information sharing infrastructures such as tested and approved Information and Communications Technology systems across all its branches and other humanitarian

organizations. Ngwenya et al. (2016), suggests that the organizations should consider establishing a common database that different humanitarian agencies can utilize to help in the organization of disaster operations.

“Save the Children International” lacked strategies that are related to procurement and sourcing, particularly those associated with supplier relationships. The organization, therefore, failed to obtain the suppliers at the right time, quantities, and price despite having a pool of all the available suppliers. According to Walker et al. (2012), the process of procurement should be efficient, accountable, transparent, and cost-effective. A failed procurement strategy within an organization can also be a result of insufficient and ineffective supply chain personnel. Therefore, the study suggests that Save the Children International and other humanitarian organizations should establish a strong integration and alliances with the main suppliers to engage in strategic sourcing that is driven by collaboration and enhance their negotiating power. As humanitarian organizations establish long-term agreements with the available suppliers, their supply capacity required during the occurrence of disasters is improved. Ngwenya et al. (2016), also suggests that organizations should establish regularly updated databases of qualified and evaluated suppliers. Additionally, humanitarian agencies should reduce sourcing negotiation planning processes and focus more on Total Cost of Ownership (TCO), for all the procured resources from different suppliers (Hurkens et al., 2006).

Financial challenges were attributed to poor alignment between the organization's supply chain needs and those of the donor. Ineffective supply chain integration, as observed in the organization, also led to a challenge in locating the material and donor supplies. The situation can be worsened further with ineffective logistics such as transport that creates a barrier in ensuring a timely response during a humanitarian crisis (Ngwenya et al. 2016). In a world where all humanitarian needs are facilitated by funding for relief aid, it is vital for the concerned organizations to develop efficient supply chain strategies that will align with that of the donor's

need. Most donors are part of the foreign government agencies, and it is only through appropriate accountability by the humanitarian organizations that will enable them to donate more of the required resources. Humanitarian organizations also need to be keen on the various aspects of the funding cycles, which include writing a proposal appraisal, monitoring, and the narrative and financial evaluation and reporting (Ngwenya et al. 2016). Donors monitor the organizations to see whether the set standards at the proposal level are met as a way of enhancing quality and accountability. It is, therefore, vital for the organizations to perform more quality control on their supply chain strategies and utilization of resources, which ultimately press for a better performance to attract more funding.

Supply chain collaboration was confirmed to be one of the best strategies that Save the Children International employed to ensure delivery of quality relief services. The applied supply chain approach can similarly be used by other organizations that can use the approach to help them to facilitate demand planning through shared data. The study suggests that organizations can also incorporate other government stakeholders to provide additional input in the relief operations.

Furthermore, humanitarian organizations such as Save the Children International require a strong distribution network strategy for easy identification of warehousing and storage locations to efficiently supply the affected communities with the relief resources. The study suggests that organizations can use the channels that have already been established by local commercial organizations and form partnerships with them as a way of cost-sharing.

The current study was undertaken in only one of the many humanitarian organizations, “Save the Children International”, Kenya. The findings were hence centered on giving a highlight of how Save the children International responds to disaster emergencies in Kenya. Consequently, the research ended up considering only the viewpoint of the humanitarian organization and not

external stakeholders. Therefore, it is suggested that future studies that will be conducted to determine the relation between supply strategies and standard of delivery service should include beneficiaries too. They can replicate the same in other humanitarian organizations in various parts of the country to obtain more data and have a plurality of perspectives on the appropriateness of strategies of supply chain that are used by humanitarian organizations in the country.

5.4 Limitations

The research experienced various challenges which influenced interpretation and application of the research findings. Firstly, despite the assurance that the participant's data was to be kept confidential by the researcher, some of the respondents were cautious about giving information which they considered too sensitive. The unwillingness for participants to disclose sensitive information was because most of them believed that the findings could be used to threaten the self-image of the organization and cause embarrassment. Also, most of the respondents were unwilling to devote their effort to provide information unless given incentives. However, providing the list of exhibitions and asking the participants to tick the applicable ones made it easier for many of the participants.

5.5 Suggestions for Further Research

Future studies should investigate the effect of technology in supply chain management. In addition, an effort should be made to ensure they examine the effect that the culture of an organization has on the performance of its supply chain management. Researchers should also examine the relationship between the image of a brand and the performance of its supply chain management function. These studies will provide an opportunity for an in-depth analysis of the relationship between the variables identified in this study.

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APPENDICES

Appendix I: Questionnaire

Dear Sir/Madam,

My name is Kathambi Nyaga, a Master's degree Student at the University of Nairobi, Kenya. I am currently undertaking my academic Research Project that focuses on **“SUPPLY CHAIN strategies and quality service delivery in humanitarian organisations: A case study of “Save the Children International” in Kenya.”** Therefore, this questionnaire seeks information with regards to the subject of study. I kindly request you to take a few minutes to fill this questionnaire in order to help me obtain the required information that will enable me complete this academic research successfully. Please be as honest and truthful as possible. Be assured that your responses will be treated with utmost confidentiality and will be used for academic purpose only. If you have any questions about this Research Project or want to know about the results, please feel free to email me on kathambinyaga@gmail.com or contact my supervisors Ms. Angela Kagwara and Mr. Onserio Nyamwange at the school of Business, University of Nairobi

Instructions

In some questions, choices are provided so please put a **tick** in the appropriate box. Where choices are not provided, answer using your own words in the most appropriate and comprehensive way. Kindly complete all sections of the questionnaire.

Section A: Demographic Data

1. Gender: Male Female
2. Your age: Below 50 years 50 – 55 years 56 – 60 years
61 – 65 years 66 – 70 years above 70 years
3. Education level:
None Primary Secondary Certificate
Diploma Undergraduate Masters PhD
Professional Technical
4. Period you have worked for “Save the Children International”:
Less than a year 1 – 5 years 6 – 10 years
11 – 15 years 16 – 20 years above 20 years

Section B: Supply chain strategies Used by “Save the Children International”

5. Kindly indicate some of the supply chain practices that have been adopted by your organization to enhance quality service delivery. (*You can tick more than one*)

- Supply chain integration []
- Information sharing []
- Qualified supply chain personnel []
- Effective customer service management []
- Availability of just-in-time (JIT) inventory system []
- Strategic alignment to donor needs []
- Strategic sourcing of suppliers []
- Gathering information on a timely basis []
- Established processes and controls []
- Use of supply chain systems []
- Outsourcing []
- Reduction on wastage []
- Warehouse sharing []
- Training supply chain employees []
- Use of Internet of things []
- Review of supply chain policies []
- Monitoring of supplier performance []
- Suppliers prequalification and vetting []
- Procurement planning []
- Supply chain Reporting & Analytics []
- Fleet planning []
- Tracking cost savings []
- Quality control mechanism for goods & services []
- Tracking of cost savings []
- Stock prepositioning []

Any other practice (explain)

Section C: Quality Service Delivery

6. Using the supply chain of 1 to 5 in the table below, please indicate the extent to which you agree or disagree to the statements in the table below with regard to supply chain practices adopted by your organization to enhance quality service delivery

NB: 5=Strongly Agree, 4=Agree, 3=Not sure, 2=Disagree, 1=Strongly Disagree

Item	5	4	3	2	1
Our organization has saved a lot of lives due to effective supply chain integration					
Our organization has qualified personnel in supply chain management to execute and implement supply chain strategy					
Our organization has an effective customer service management which enhance provision of quality services					

Our organization has is able to deliver the right product each time in a humanitarian response					
Our organization has key suppliers who continually address changing needs of humanitarian responses					
Our organization is able to deliver goods just in time to the required disaster sites					
Our Organization has well-established supply chain procedures and controls which are flexible in emergencies					
Our organization has the supply chain capability to ensure flexibility in responding to different magnitudes of disasters					
Our organization has the supplier reach and can respond to a wide spread humanitarian crisis across Kenya					
Our organization has suppliers who can deliver the right quality of goods and services					
Our organization has suppliers with the capacity to deliver in humanitarian responses					
Our organization has put in place measures to reduce supply chain wastage					
Our organization has put measures in place for quick distribution (fleet) when disaster strikes					
Our organization procurement process obtains value for money					
Our organization has good reputation from suppliers for clear and competitive procurement process					
Our organization has funds to quickly respond to humanitarian crisis					
Our organization continually monitors its public image from relevant stakeholders					

Section D: Relationship between supply chain strategy and Service Quality

7. Using the supply chainale of 1 to 5 in the table below, please indicate the extent to which you agree or disagree to the items with regard to the relationship between supply chain strategy and service quality at “Save the Children International” in Kenya.

NB: 5=Strongly Agree, 4=Agree, 3=Not sure, 2=Disagree, 1=Strongly Disagree

Item	5	4	3	2	1
Effective supply chain integration has enabled our organization to easily locate donors and material supplies, make effective logistics in terms of transport, and ensure timely response in humanitarian crisis					
Effective information sharing about disasters and humanitarian aid required has enabled our organization to effectively utilize available resources, minimize delivery/response time to disasters, conduct inventory accuracy, and become competitive					
Hiring of qualified technical and professional personnel in supply chain management has enabled our organization to effectively execute and implement the supply chain strategy hence provision of quality services					
Our just-in-time (JIT) inventory system has minimized warehouse costs and enhanced program delivery					

Prepositioning of stock has minimized time taken to respond to disasters, enhanced flexibility and improved organization’s reputation					
Collaborative strategic sourcing initiative has successfully ensured availability of both financial and material donors for aid activities to victims of disasters in Kenya thus saving more lives					
Collaborative strategic sourcing initiative has lowered overall operation costs, streamlined humanitarian aid processes, and increased responsiveness in providing aid to victims of disasters					
Effective alliance with key suppliers has helped the organization to effectively manage major or core spending procurement categories					
Retrieving critical and detailed data about disasters has enabled the organization to have timely, complete and accurate information about disasters in Kenya thus understanding how, when, and where disasters occur and the value of the money spent					
Well-established processes and controls has enabled our organization to be flexible and efficient in providing quality services in an humanitarian crisis					
Well established quality control process have ensured that program beneficiaries and other stakeholders have trust in the quality of goods and services we give					
Strategic alignment to donor needs ensures that we have available funds to respond to humanitarian crisis					
Our supply chain effectiveness and efficiency in responding to humanitarian crisis has ensured a good public image with stakeholders (government, beneficiaries, partners, other agencies)					

Section E: Challenges and Recommendations

8. Kindly indicate challenges that face humanitarian organizations like “Save the Children International” in Kenya when trying to implement supply chain strategies so as to improve quality service delivery?

- Insufficient funding []
- Lack of Market Maturity []
- Unqualified supply chain personnel []
- Insufficient Planning []
- Lack of management buy in []
- Poor Communication Systems []
- Government Legislation []
- Lack of supply chain integration into project design []
- No established processes and controls []
- Poor infrastructure (warehouses and fleet) []

Please add Others:

- i.
- ii.

iii.

iv.

v.

9. In your opinion, what would you recommend should be done to ensure that supply chain strategy is effective in provision of quality service delivery by humanitarian organizations like “Save the Children International” in Kenya?

i.

ii.

iii.

iv.

v.

THANK YOU

APPENDICES

Appendix I: Questionnaire

Dear Sir/Madam,

My name is Kathambi Nyaga, a Master's degree Student at the University of Nairobi, Kenya. I am currently undertaking my academic Research Project that focuses on “**Supply chain strategies and quality service delivery in humanitarian organisations: A case study of Save the Children International in Kenya.**” Therefore, this questionnaire seeks information with regards to the subject of study. I kindly request you to take a few minutes to fill this questionnaire in order to help me obtain the required information that will enable me complete this academic research successfully. Please be as honest and truthful as possible. Be assured that your responses will be treated with utmost confidentiality and will be used for academic purpose only. If you have any questions about this Research Project or want to know about the results, please feel free to email me on kathambinyaga@gmail.com or contact my supervisors Ms. Angela Kagwara and Mr. Nyamwange Onserio at the Supply chain school of Business, University of Nairobi

Instructions

In some questions, choices are provided so please put a **tick** in the appropriate box. Where choices are not provided, answer using your own words in the most appropriate and comprehensive way. Kindly complete all sections of the questionnaire.

Section A: Demographic Data

10. Gender: Male Female

11. Your age: Below 50 years 50 – 55 years 56 – 60 years
61 – 65 years 66 – 70 years above 70 years

12. Education level:

None	<input type="checkbox"/>	Primary	<input type="checkbox"/>	Secondary	<input type="checkbox"/>	Certificate	<input type="checkbox"/>
Diploma	<input type="checkbox"/>	Undergraduate	<input type="checkbox"/>	Masters	<input type="checkbox"/>	PhD	<input type="checkbox"/>
Professional	<input type="checkbox"/>	Technical	<input type="checkbox"/>				

13. Period you have worked for Save the Children International:

Less than a year	<input type="checkbox"/>	1 – 5 years	<input type="checkbox"/>	6 – 10 years	<input type="checkbox"/>
11 – 15 years	<input type="checkbox"/>	16 – 20 years	<input type="checkbox"/>	above 20 years	<input type="checkbox"/>

Section B: Supply Chain Strategies Used by Save the Children International

14. Kindly indicate some of the supply chain practices that have been adopted by your organization to enhance quality service delivery. (You can tick more than one)

- Supply chain integration []
- Information sharing []
- Qualified supply chain personnel []
- Effective customer service management []
- Availability of just-in-time (JIT) inventory system []
- Strategic alignment to donor needs []
- Strategic sourcing of suppliers []
- Gathering information on a timely basis []
- Established processes and controls []
- Use of supply chain systems []
- Outsourcing []
- Reduction on wastage []
- Warehouse sharing []
- Training supply chain employees []
- Use of Internet of things []
- Review of supply chain policies []
- Monitoring of supplier performance []
- Suppliers prequalification and vetting []
- Procurement planning []
- Supply chain Reporting & Analytics []
- Fleet planning []
- Tracking cost savings []
- Quality control mechanism for goods & services []
- Tracking of cost savings []
- Stock prepositioning []

Any other practice (explain)

Section C: Quality Service Delivery

15. Using the supply chain of 1 to 5 in the table below, please indicate the extent to which you agree or disagree to the statements in the table below with regard to supply chain practices adopted by your organization to enhance quality service delivery

NB: 5=Strongly Agree, 4=Agree, 3=Not sure, 2=Disagree, 1=Strongly Disagree

Item	5	4	3	2	1
Our organization has saved a lot of lives due to effective supply chain integration					
Our organization has qualified personnel in supply chain management to execute and implement supply chain strategy					
Our organization has an effective customer service management which enhance provision of quality services					

Our organization has is able to deliver the right product each time in a humanitarian response					
Our organization has key suppliers who continually address changing needs of humanitarian responses					
Our organization is able to deliver goods just in time to the required disaster sites					
Our Organization has well-established supply chain procedures and controls which are flexible in emergencies					
Our organization has the supply chain capability to ensure flexibility in responding to different magnitudes of disasters					
Our organization has the supplier reach and can respond to a wide spread humanitarian crisis across Kenya					
Our organization has suppliers who can deliver the right quality of goods and services					
Our organization has suppliers with the capacity to deliver in humanitarian responses					
Our organization has put in place measures to reduce supply chain wastage					
Our organization has put measures in place for quick distribution (fleet) when disaster strikes					
Our organization procurement process obtains value for money					
Our organization has good reputation from suppliers for clear and competitive procurement process					
Our organization has funds to quickly respond to humanitarian crisis					
Our organization continually monitors its public image from relevant stakeholders					

Section D: Relationship between Supply Chain Strategy and Service Quality

16. Using the supply chain of 1 to 5 in the table below, please indicate the extent to which you agree or disagree to the items with regard to the relationship between supply chain strategy and service quality at Save the Children International in Kenya.

NB: 5=Strongly Agree, 4=Agree, 3=Not sure, 2=Disagree, 1=Strongly Disagree

Item	5	4	3	2	1
Effective supply chain integration has enabled our organization to easily locate donors and material supplies, make effective logistics in terms of transport, and ensure timely response in humanitarian crisis					
Effective information sharing about disasters and humanitarian aid required has enabled our organization to effectively utilize available resources, minimize delivery/response time to disasters, conduct inventory accuracy, and become competitive					
Hiring of qualified technical and professional personnel in supply chain management has enabled our organization to effectively execute and implement the supply chain strategy hence provision of quality services					
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Well-established processes and controls has enabled our organization to be flexible and efficient in providing quality services in an humanitarian crisis					
Well established quality control process have ensured that program beneficiaries and other stakeholders have trust in the quality of goods and services we give					
Strategic alignment to donor needs ensures that we have available funds to respond to humanitarian crisis					
Our supply chain effectiveness and efficiency in responding to humanitarian crisis has ensured a good public image with stakeholders (government, beneficiaries, partners, other agencies)					

Section E: Challenges and Recommendations

17. Kindly indicate challenges that face humanitarian organizations like Save the Children International in Kenya when trying to implement supply chain strategies so as to improve quality service delivery?

- Insufficient funding []
- Lack of Market Maturity []
- Unqualified supply chain personnel []
- Insufficient Planning []
- Lack of management buy in []
- Poor Communication Systems []
- Government Legislation []
- Lack of supply chain integration into project design []
- No established processes and controls []
- Poor infrastructure (warehouses and fleet) []

Please add Others:

vi.

vii.

viii.

ix.

x.

18. In your opinion, what would you recommend should be done to ensure that supply chain strategy is effective in provision of quality service delivery by humanitarian organizations like Save the Children International in Kenya?

vi.

vii.

viii.

ix.

x.

THANK YOU