VALUE CHAIN MANAGEMENT STRATEGIES AND PERFORMANCE OF HUMANITARIAN ORGANIZATIONS IN NAIROBI

BY

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DECLARATION

Students' Declaration

This research project is my original work and has not been presented to any other institution. No part of this research project should be produced without the author's consent or that of the University of Nairobi.

Signature..... Date.....

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Supervisors' Approval

This research project has been submitted with our authority as the University of Nairobi supervisors.

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DEDICATION

I dedicate this project work to my dear parents, former school teachers who taught me both at Lake Primary, Rapogi Boys High School and the University of Nairobi respectively, they laid an important foundation and made significant contributions that enabled me to be in a position to pursue and acquire further knowledge and eventually to complete this work.

ABSTRACT

Nairobi County in Kenya, like the rest of the world municipalities, has been prone to occurrence of disasters that have had significant impact on the lives of its citizens, ranging from natural to man-made disasters. Due to disasters advance effect, the International humanitarian organizations in Kenya remain key players in the emergency sector owing to their capacities to be able to quickly mobilize resources to meet the plights of populations that are affected by disasters, and to whom, the local government agencies are not been able to quickly respond to due to limited resources. Disasters all over the world are known for their serious ramifications on the societies and affects on social, economic and political bearings. As a result of this, Non Government Organizations (NGOs) grapple with delivering valuable aid in response to disasters situations, especially in Africa, where the operational context is fraught with undeveloped value chain systems making it harder to deliver aid. The objectives of this study were to determine the relationship between value chain strategies adopted by humanitarian organizations in Nairobi County in Kenya and their performance in responding to the various disasters facing the local populations. This study involved the use of primary data that was collected through the use of closed ended questionnaires.

The data collection was carried out by a "drop and pick" mechanism of questionnaires and which targeted operational, program, logistics managers and field support officers, based on the organizations structure and role of the staff involved in the value chain management process with the organizations. The population of the study was 86 humanitarian organizations which translated in a response rate of 74% of the targeted population. The data that collected was then analyzed by the use of SPSS and the findings revealed that there was a significant relationship between value chain strategy used by the organizations and their performance.

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LIST OF ABBREVIATIONS

BSC	Balance Score Card
ICRC	International Committee for the Red Cross
ICT	Information Communication Technology
ISCM	Integrated Supply Chain Management
CHS	Core Humanitarian Standard
EDI	Electronic Data Interchange
GoK	Government of Kenya
HAP	Humanitarian Accountability Partnership
HOs	Humanitarian Organizations
HRI	Humanitarian Report Index
EHRP	Emergency Humanitarian Response Plan
KRCS	Kenya Red Cross Society
JIT	Just In Time
JSI	Joint Standards Initiative
NGO	Non-Governmental Organization
SKU	Stock Keeping Unit
UNICEF	United Nation Children Education Fund
UNDP	United Nation Development Program
UNHCR	United Nations Humanitarian Commission for Refugees
VCM	Value Chain Management
WHO	World Health Organization

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Nairobi County, the capital of Kenya city's demographic and social indicators are not positively high as they should be, more than four decades after Kenya gained independence in December 1963, they still points the wrong way despite the extended existence of humanitarian agencies who have provided aid to the less vulnerable in the city. The life expectancy indicator is falling and there are more numbers of Nairobi's citizens faced with poverty with most of them subsisting on less than a dollar a day. Nearly two-thirds is predisposed to hunger, disease and lack access to common basic needs. This has previously prompted the Government of Kenya to promulgate policies that ensures social protection anchored on the Vision 2030 policy (GoK, 2012). While the Kenya's government remains the biggest supporter of social protection at 55%, It is followed closely by development agencies such as NGOs at 22% (GoK, 2012). NGOs are know to be less bureaucratic in nature than government departments and therefore responds quickly to the population's needs which has made them the preferred actors in this area unlike their Kenya Government counterparts, whose implementation systems strategies have been lackluster.

Despite the NGOs being recognized as a strategic partner and implementer of the Vision 2030 strategy, their responses also have of late been criticized as lacking better strategies to efficiently deliver aid leading to wastages of resources through un-coordinated responses (Moyo, 2009).

According to the Kenya Humanitarian Report Index (HRI, 2011), the 2010 emergency international appeal for Kenya was the fourth largest in the region and among the largest globally, USD 603 million was used to respond to the imminent humanitarian disaster at the time and yet no substantive impact was realized as per the humanitarian watchdog statistics. Most researchers have put significant blame on the NGOs use of expensive and un developed value chain delivery system as an impediment for effectively delivery of supplies to the needy which has ultimately denied them a chance to effectively impact in the citizenry. This research study objective will therefore aim to review the value chain management strategies adopted by NGOs in relation to their performance in Nairobi County.

1.1.1 Value Chain Management Strategies

Value stream like supply chain integrates the flow of information for decision makers and products required by the clients. In the humanitarian context synchrony of value chain strategies and the overall business strategy is a key ingredient for any firms' performance. Despite the strides that have been made in the study of value management theories, approaches of integrating value chain strategies in organizational management has not been universally agreed upon by scholars. This is largely due to the inherent fact that scholars have not bestowed enough interests to understand how linkages align value to the final products in th organizations operations environment (Lee,2002).

Porter (2008) in his studies defined strategy as the creation of valuable positions in an organization management system that enables it to conduct activities with a competitive force. He defines value as the sum that consumers are willing to pay for what an organization provides, and he understood the "value chain" itself as the combination of the nine (9) generic value

adding activities that are operated within an organizational framework to enhance satisfaction of the customers. The drivers of strategies adopted by firms are the nature of environment they operate in, management positioning, internal efficiencies and the overall managerial focus . This paper thus discussed the generic six (6) value chain strategies as espoused by Lee (2002) that are the customed configured -flow of goods strategy, fast delivery, agile system and lastly the flexible value chain strategy system. This study like the others in this field was timely as it provided an additional body of critical knowledge that would help HOs managers to improve the performance of their organizations through gaining valuable skills to support their benefactors.

1.1.2 Performance in Humanitarian Organizations

Performance was been broadly viewed as a measure of reaching a target by various authors. Whitney, Bloom and Rader (2010) saw performance as the best way in which firms achieve their client goals. According to Mcgraw (2008) the definition of performance is usually molded by users relative to the industry they are in. According to Avasilicai (2001), performance metric represents a quantified data that measures the effectiveness of processes or a system in relation to a standard. The other performance measurement tool is the Balance Score Card (BSC), coined by Kaplan and Norton (1992) focuses on the linkage of measurement metrics and considers parameters of client's satisfaction, organization internal process, financial management and staff learning and growth of a firm to measure performance. Mowday, Porter and Steer (1979) generalized the measurement of performance into dimensions of organizational effectiveness, financial performance and business performance.

Performance in non-profits on the contrary is seen in a broader sense of attaining their goals and not to make a profit (Sheehan, 2009). Non-profit organizations thus review their performance

goals in terms of how well they accomplish their goals on alleviating the suffering to the affected populations as well as meet the desires of the donors (Sheehan, 2009).

1.1.3 Humanitarian Organizations in Kenya

Humanitarian organizations are not for profit organizations and in Kenya they offer relief assistance programmed at alleviating suffering and saving lives in the immediate aftermath of disasters (GHA, 2012). A situation becomes disastrous when the lives of population is threatened and normally it is beyond the local government capacities to respond or cope to it. Most NGOs in Kenya responses are as result of international appeals or request by affected county governments (Gillmann,2010). In the past decade, NGOs like the Kenya Red cross Society have played key roles in responding to both natural and man-made disasters in kenya and mostly associated with drought, conflicts, disease infections and long drawn out poverty situations. However due to challenges resulting from uncoordinated response and duplication of activities, there has been huge losses and wastages demonstrated by little impact of the NGOs activities to the affected communities, HOs have systematically made attempts to develop mechanisms that would help improve their responses line promoting innovating approaches as "Cluster Approach" strategies to limit wastages and improve delivery of valuable aid but there still exist huge gaps and inefficiencies in the whole system hence the need to re evaluate their value chain strategies. HOs activities in Kenya are regulated by the NGO Coordination Boards and UN Charter. The Board is tasked with the mandate of guiding the leadership of all the NGOs in Kenya and the responsibilities and functions of HOs are expected to be in conformity with the 1995 statute act (Kameri-Mbote, 2000). HOs in Kenya are broadly classified based on the thematic areas or sectors they work in and they include the Health, Agriculture, Emergency, Education sectors on by the operational nature; as local and international, developmental or advocacy organizations.

The operational contexts of NGOs in Kenya is quite dynamic and they are usually faced with challenges ranging from over dependency donors, dealing with tough working environments and factors like in-security, harsh climatic zones, low and episodic funding, poor strategic planning , political interests and lack of professional staffing (Omondi, Ombui and Mungatu, 2013).

1.2 Research Problem

The value chain strategy study from this research perspective was informed by operations management framework with a focus on consumer's satisfaction based on improved operational efficiency. It was critical interest for management experts use it as a tool for formulating strategy models which can improve firms' performance. More efficient and competitive organizations like Toyota with global foot prints have made significant strides towards a complete waste elimination process in their value addition systems by adopting a value stream management philosophies. It is thus the critical role that operation management play in integrating these strategies that would in the long run determine the competitive success of organizations (Chase et al, 2009).

Humanitarian organizations have over the years grappled with adoption of short term strategies and at times used outdated management models to achieve their operational goals. This is unlike the private sector counterparts who have remain innovative with their strategies to remain competitive. Also by nature of their operations, HOs are faced with facets of challenges from erratic timing of needs, operational terrains hindrance, cultural sensitivities of populations they serve, political factors which makes it even more challenging for them to effectively deliver their services. NGO-Watch (2010) report notes that aid response in the Nairobi County alone as a result of in built systemic challenges. This was despite the fact of increase in resources outlay

for the humanitarian situation by donors over the last decade, has expanded exponentially and exceeded the growth of the ever shrinking donor fund base. The players in the County non-profit sector therefore have now fewer financial resources for humanitarian responses (Yurenka, 2007).

The need for this study was premised on the fact that most of the past studies in this area of research have largely focused on for profit organizations as opposed to humanitarian organizations leading to lack of reference literature for NGO managers to learn from to improve their management organizations performance. Most studies on performance have also focused on other non-related topics. Torabi (2011) for example conducted a study on humanitarian supply chain management which only undertook to identify the various activities carried out by NGOs but did not establish their link with performance of humanitarian organizations. Sandwel (2011) explored the challenges of HOs in his study however he fell short of explaining how adoption of various value chain management strategies influences their performance. Tuwei (2013) in his study, "Operations Strategies Adopted by HOs in Kenya" researched on the strategies used by HOs but this study did not establish its connection with performance of the HOs. Nyamu (2012) carried out a study on the impact of supply chain management challenges on humanitarian organizations in Kenya, the study did not however link supply chain management strategies to performance. The study also did not link the identified strategies to organizational performance. Kamau (2013) studied humanitarian supply chain management in Kenya but his study did not establish the various supply chain management strategies as well as their influence on humanitarian organizations performance. The above mentioned studies majorly endeavored to identify the various challenges faced by humanitarian organizations, as well as, the adopted

operational and functional strategies to an extent but did not extensively explore the various value chain management strategies used by HOs and their relations to performance .

This study research questions sought to find out the following information;

(1) What value chain management strategies that humanitarian organizations currently use in Nairobi County?

(2) What was the relationship between the value chain management strategies adopted by the NGOs in relation to their performance the in delivery of quick and quality aid to their target population?

1.3 Research Objectives

The general objective of this research paper was to determine the impact of value chain management strategies on the performance of humanitarian organizations in Nairobi County, in Kenya.

1.3.1 Specific Objective

1. To establish the relationship between "efficiency" value chain strategy on HOs performance in Kenya
2. To determine effect of "fast" value chain strategy on the performance of HOs in Nairobi, Kenya
3. To establish the importance of "continuous flow" value chain strategy in enhancing performance of HOs in Kenya
4. To determine the effect of "agile" supply chain model on performance enhancement of HOs in Nairobi, Kenya

5. To establish the effect of "custom-configured" supply chain model of promoting HOs performance in Nairobi, Kenya
6. To determine effect of "flexible" supply chain on performance of HOs.

1.4 Value of the Study

The research exposures played a significant contribution to the management literature body on examining how organizations adopted value chain strategies in their response to ensuring effective delivery of services to population needs. Researchers and academicians will be able to appropriate the analyzed information from this study in their areas of interest. At national level, the Government of Kenya find the research appropriate and use its findings in development of regulatory policy frameworks and guiding policies for HOs.

Within HOs operational environment, the study will provide key management insights for managers on how to improve delivery of services to their clients . It will be equally important to the donor community who would likewise use the in-depth knowledge to influence operational frameworks for NGOs in a bid to enhance effective delivery of services and supplies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter focused on the theoretical as well as the empirical reviews of the various issues that underpin this study. The areas of focus included the various value chain strategies and models that are used by HOs from past studies and their impact of adoption of these strategies .

2.2 Theoretical Review

Some theoretical management philosophies associated with the subject of study that were discussed herein include; Value Chain Model by Porters, Resource Based View by Barney and Social Network Theory by Scott. Value chains of HOs like other profit organizations have both inherent similarities and differences. The main difference is that the approaches in HOs management is grounded on the unforeseeable future, dynamic and chaotic nature of clients demands that result from disastrous situations.

2.2.1Value Chain Model

Porter (1998) explained that value chain of a product comprise a set of value adding activities of a product that he classified as support and primary activities. These are physical as well as technologically distinct activities and they are considered the building blocks through which organizations are able to create value. Porter (1998) characterized support activities as; technology, purchasing, human resources and infrastructure while the activities categorized as primary encompass inbound logistics, outbound logistics, sales, operations, service and marketing activities.

Value is created by organization through consideration of a margin of a product, the margin in this case is the difference between total value of the product delivered and its collective final cost. In essence, margin is actually the added product value to a supplier. Porter (1985) notes the product value to constitute the amount that buyers are willing to pay from the products in the market place.

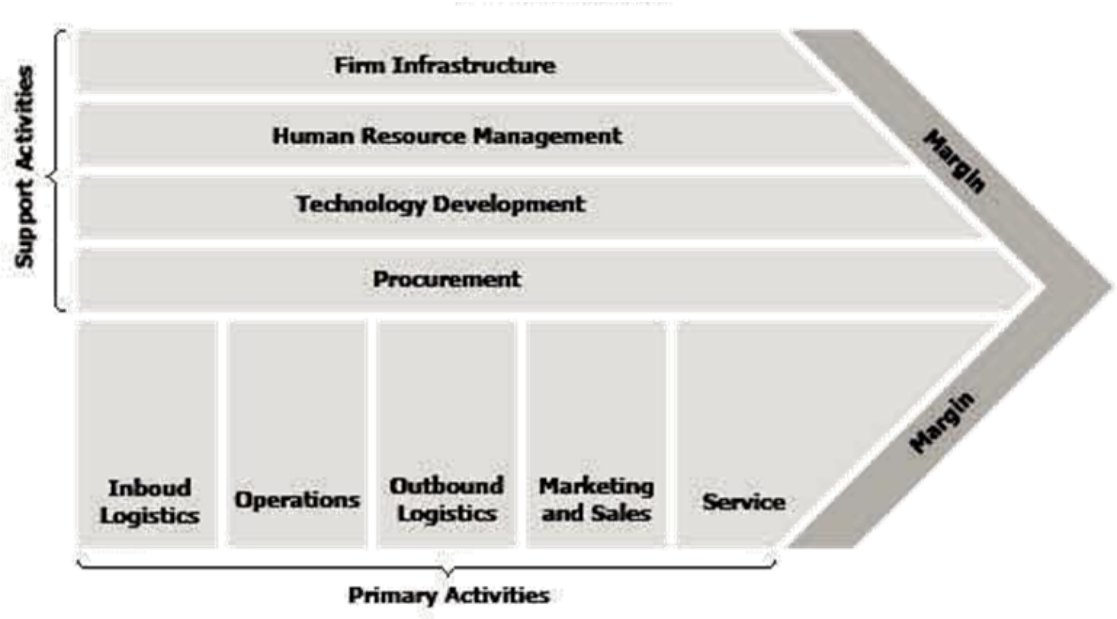

Figure 2.1 : The Value Chain Model

Source: Porter, (1980).

2.2.2 Resource Based View

This theory was formulated by Barney (1991) who argued that organizational resources ought to be valuable, inimitable, rare and not easily substituted. Organizations willing to prosper must bring in new innovative approaches to remain relevant in the ever rapidly changing business environments. Barney (1991) proposed that organization's owned resources would play a significant influence on the eventual performance of an organization and would exacerbate its

market advantage which is due to its resources. If an organization is in possession of unique resources, then that would warrant its' product superior performance in relation to those produced by their competitors within the same industry (Barney, 1991). An organization that enjoys competitive advantage over its competitors will enjoy improved performance (Newbert, 2007). The resource-based view is predicated on the thinking that better organizational performance is a function of the management of internal affairs and not on the industry that an organization operates in (Hart , 2010).

2.2.3 Social Network Theory

Scott (2001) advanced the Social Network Theory which is based on the premise of a network that has chain links as a construct. Its proponents include Milgram, Granovetter and Barnes. The theory focuses on the many ways that personnel of organizations socialize through diverse networking platforms (Scott 2000). Theories of social networks re-evaluate control variables and look at the connections from various ways to enact and define the hidden correlations and trends in the network and have also used these theory in characterizing the informal connections that link management levels within organizations for instance, the executive management level relationships with employees or suppliers at the different value chain stages (Layton, 2006).

2.3 Value Chain Management Strategies

Parker (2008) proposed that value chain management strategy is so named because it denotes the means that can be employed by organization to their advantage by value-adding stages. The model is centered around the raising of the value of a products by refining the processes of product generating activities. The study thus focuses on the networks and arrangements between

organization's partners who are the key drivers of the value adding activities (Helmsing and Vellema, 2011). Marshall (1997) in his article "What is the right supply chain for your product?", propagated the need to define various segments of value chain for effective management. Lee, Gattorna and Christopher, Ketchen and Hult, Martínez-Olvera , Shunk, and the consulting Organization A.T. Kearney picked this up and came up with the industry accepted (6) value chain generic strategies for firms that would want to improve on their performance. These strategies were defined by factors such as the nature of marketplace, the organization's positioning in the market, their structure of value chain work protocols and lastly the organizations managerial focus of the organizations management.

2.4 The six (6) Generic Value Chain Management Strategies

2.4.1 "Efficient" value chain management strategy

According to Lee (2002) this strategy is appropriate for companies dealing with products with erratic demands in which firms cannot maintain high stock levels. Firms therefore concentrate to maximize the performance of the entire value chain system by ensuring that they adopt strategies that limit wastages. To effectively implement the strategy, firms must have significant levels of accurate forecasting and synchronize their demand patterns with stocks supply to limit risks of stock outs. Organizations must also therefore develop adequate internal capacity levels to manage their distribution system and strategically position themselves within their market to meet any un-expected spikes in demand . Firms must use optimal inventory management strategies as maintaining minimum re-order levels of stock to limit stock holding costs. Contingency measures must be quickly put in place for instance in having excess storage capacity space to mitigate complications arising from anticipated high-demands.

2.4.2. "Fast" value chain management strategy

"Fast" value chain strategy measures of how fast the organizations are able to deliver their products whenever needed. This strategy is suitable for supplies and services that have shorter shelves lives. The strategy is based on view points of the needs of customers, the differentiating points among organizations performance is on how better they are able to update their activities to fast track delivery of their product range when required (Lee, 2002). To succeed they must continually conduct market research to gather consumer preferences that would satisfy their needs. They have to promote products that are in continuous demand and that are adequately supported by internal and external value chain capacities of the organizations. Organizations success on the use of this strategy is hinged largely on the firms developing a pool of strategic supplier base that they have assessed to have adequate capacities and emphasize of strategic collaborative agreements with the suppliers and distributors to be able to adjust quickly to market demands and produce products of ranging sizes and forms that can be delivered at quicker speeds.

2.4.3 Continuous Stream/ Flow Management strategy

This strategy is advocated by scholars such as A.T Keaney (2004) and It is based on the KANBAN theory which was enhanced by Toyota Ltd. The strategy is aimed to guarantee value chain stability through having a steady and a continuous flow of information that would support production of key products in the most efficient manner. (Lee, 2002). The continuous flow value chain is known to be suitable in situations where the firms product lines are delivered through supply chain networks that are no well developed and is vulnerable to inefficiencies. This strategy is suitable used where in circumstance where the goods or services that are being dealt with have a continuous and stable demand with little or very marginal seasonal variation. Based

on the stable nature of the value stream, the production and supply of products along the chain is synchronized with the timely requirements of the same supplies by the customers at all time achieved through a replenishment strategy that allows certain levels of agility of the chain . For this strategy to have an impact, organizations must aim to standardize their products to ease their quick production. The companies production plans are therefore pre-programmed to provide an automatic replenishment system for products at all levels across the chain to eliminate any limiting factors. Effectiveness of this strategy to a large extent is based on the adoption pre-scheduled order cycles that allow firms to position their capacities to meet demands efficiently and save on operational costs.

2.4.4"Agile" value chain strategy

Agile strategy enable firms to adjust their primary and secondary activities to respond to the high frequency of demand changes, be it in terms, of in the range of products needed or in enhancing their lead periods of delivery . This strategy is uniquely suitable to customers that require unique unique product specifications especially when organizations are bound to deal with heterogeneous group of client. The strategy is similarly effective for organizations that operate in contexts that are characterized by sudden demand variations where most organizations may be compelled to decide on adopting make to order approaches in their production lines .

The organizations that aim to use the agile strategy should have innate internal capabilities and processes that are geared to produce a range of goods that can quickly adjust to needs of batches sizes in their production lines. To limit chances of shortage or over production of goods and save on operational cost, Organizations should protected within the value chain system the low-variance customers demands that would not be guaranteed in the short run to prevent the

defection of key suppliers willing switch to other high yield revenue product streams. They have to also enhance collaborative initiatives between value chain stakeholders to keenly understand the demands of their market needs to limit any occurrence in losses.

2.4.4 "Custom-Configured" value chain strategy

As adduced by Marshall (1997), the "custom-configured" strategy is premised on the need to meet the needs of highly sophisticated client base demands. This value chain management strategy is typical with the supplies that are considered unique, expensive. Design of value adding activities must be uniquely positioned to deliver customer needs at the most cost effective prices. Most successful global logistics firms as Fedex have designed their product delivery chains to a uniquely aligned to serve their customers uniquely.

firms using these strategy rely heavily on value activities data system that guarantees that their planning, coordination and execution of their order-entry activities and decisions ate based on adequate information for processing data in the most accurate way. They also have user friendly work interfaces that guarantees that the workers and the managers have a clear understanding of the requirements of their stakeholders and clients to be able to respond quickly to their needs and failures of the system. Firms designing that chains based on the strategy must therefore assess their markets and demand base characteristics to be able to prioritize their products demand, review their online production and eventual delivery of finished products to final delivery points.

2.4.5 "Flexible" value chain strategy

Lee's (2002) listed "flexible value chain management strategy"to be a more efficient strategy in use in the situations where firms operate in market that future demands cannot be accurately

focused. This context is common in most underdeveloped areas and countries where the capacities of various production assets in the value chain is considered as weak and non-responsive. The firms are often faced with internal system deficiencies and external adverse environmental dynamics easily affect their operations . Firms therefore endeavor to have a clear view of the characteristics of the entire value chain system to determine the patterns of challenges, the behaviors and capacities of interlinked parties involved in adding value to the final product. This would inturn enable them to have an hindsight to develop strategic mechanisms that can aid to mitigate any sudden deficiencies in the system to meet their consumers demands. The value chain management strategy effectiveness is directly associated also with the firms' ability of quickly adapting their technological resources and activities work flows to respond to any change when required. They therefore align their internal working processes to meet key performance variables such as change in consumer tastes and immediate the customer needs (Marshall, 1997). The Success of the flexible value chain model is largely influenced by the key resources an organization has to responded to changes when needed and enhance a strong collaborative relationship with downstream suppliers to enable organizations to plan their inventory and capacity needs for improved performance.

2.5 Conclusion:

It can be inferred from above that organizations especially those operating in disaster contexts are always faced with a plethora of management problems ranging unstable operational contexts to internal capacities challenges and therefore they must at all time be prepared adopt appropriate technologies and management strategy models to reduce failure operational risks. Effective delivery of services and products must bear into mind the unique roles played by partners in the value adding activities for delivery to the market place. NGOs must therefore demand the use of

systematic approaches that focuses on the entire value chains system in the delivery of aid for them to remain relevant. They should be able to assess and tweak their value adding activities to be goal focused and be based on the challenges encountered by NGOs in their operations, managers of organizations should also find it imperative to review their management strategies especially those in their value chains systems. Based on their dynamic operating environments, they must either to choose to adopt one or all the strategies simultaneous into be able to deal the ever changing clients' needs. Adoption of any of the strategies for value chain system would require the ability of the managers to have a range of skills as each of the strategy is only appropriate for a specific operational context. This would have an immediate impact on how well the organizations would perform through being responsive to their needs of their clients be it in terms of quality of product or timely delivery of services.

2.9 Conceptual Framework

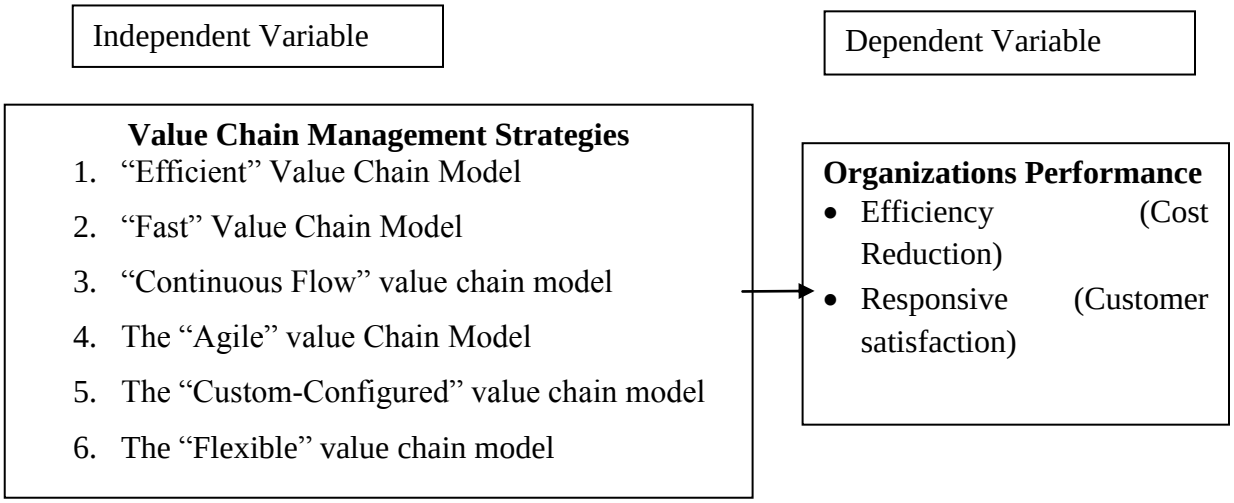

Figure 2.2: Conceptual Framework,

Source: Author, (2016)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlined the research methodology that was applied in conducting this study. It entailed the research design, target population, sample size and sampling procedures, data collection and research instruments. The chapter also discussed the validity and the reliability of the research instruments. The data analysis procedures shall also be covered.

3.2 Research Design

The study employed a descriptive research design because it is a useful tool in illustrating the general conditions as revealed by respondents. It determines and reports the way things are. According to Creswell (1994), the aim of the study is to collate information about the present existing conditions of a variable without making amends to the actual observations. The survey according to Best and Kahn (1998) is known to have the ability to produce statistical information about aspects of education that interest policy-makers and researchers This study therefore, will aim at collecting information from the HOs in Kenya that present their actual management picture.

3.3Population and Sample

The population in this study consisted of the 288 NGOs (NGO Co-ordination Board, 2016) that operated in Nairobi County. A representative sample of 86 HOs constituting 30 per cent of the population was be chosen, in line with Orodho (2005), who states that a sample of 30 per cent is representative enough for a descriptive study. A probability sampling technique of stratified

random sampling method was used. The population was be stratified sectorally (Advocacy, Education, Agricultural, Health, Emergency, Environmental, Livelihood) as in the figure 3.1 below assigned numbers and the proportionate sample was then be picked propositionally then randomly. This ensured reliability, internal and external validity and consistency of the data obtained.

Table 4.1:NGOs operating in Nairobi, distributed Sectorally

Thematic Area	Advocacy	Agriculture	Education	Emergency	Environment	Health	Livelihood	Total
No. of NGOS In Nairobi	41	3	63	6	5	57	113	288
30% Sample proposition	12	1	19	2	2	17	34	86

Table 4.1; NGOs Distributed Sectorally

Source; Research Findings (2016)

3.4 Data collection

The study collected primary data as the preferred source of research data. The data was collected via the help of structured questionnaires which contained both open and closed ended questions so as to enhance the quality of obtained research data. The questionnaire was divided into seven sections based on the objectives of the research and the respondents included operation managers within the supply chain units of each participating HOs. The designed research questionnaire was then distributed among the targeted respondents using the drop and pick method which were picked after defined period .

3.5 Data Analysis

The returned questionnaires were checked for consistency, cleaned, and then coded, entered and analyzed using the Statistical Package for Social Scientists (SPSS) Version 22.0Programme. Descriptive statistics of percentages, means, frequencies and standard deviations will be computed. The analyzed data was presented in the form of graphs, charts and tables so as to provide visual representations of the analyzed data. After data analysis, the SPSS output was presented in tables, cross tabulation charts and graphs. In order to establish the effects of value chain strategies on performance of HOs, the study conducted a multiple regression analysis model of the form;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_{7+} \varepsilon$$

Where: Y = Performance (Efficient and Responsive)

β_0 = Constant

$\beta_{1=Slope}$ representing degree of change in independent variable by one unit variable

X_1 =Efficient Value Chain Model

X_2 = Fast Value Chain Model

X_3 = Continuous Flow value chain model

X_4 = The Agile value Chain Model

X_5= The Custom Configured value chain model

X_6= The Flexible value chain model

CHAPTER FOUR

DATA ANALYSIS PRESENTATION AND FINDINGS

4.1 Introduction

This chapter presented the data collected from the field, analysis and interpretation. The study was based on the two objectives which were first to determine the value chain management strategies used by humanitarian organizations in Nairobi, Kenya and secondly to establish the relationship between value chain management strategies and performance of humanitarian organizations in Nairobi, Kenya. Key data was collected using questionnaires and presentation and interpretation given as below through the use of a frequency distribution tables, mean and standard deviation; and multiple regression analysis. This was followed by the description of how the Organizations value chain management are being done.

4.1.1 Response Rate

The study targeted 86 HOs in Nairobi County and only 64 of the questionnaires were completely filled and returned to the researcher for analysis which translated into a response rate of 74%. This response rate was considered good enough representation of the population and it conformed to Mugenda and Mugenda (2003) stipulation that a response rate of 70% and above is excellent. The findings were as shown in Figure 4.1

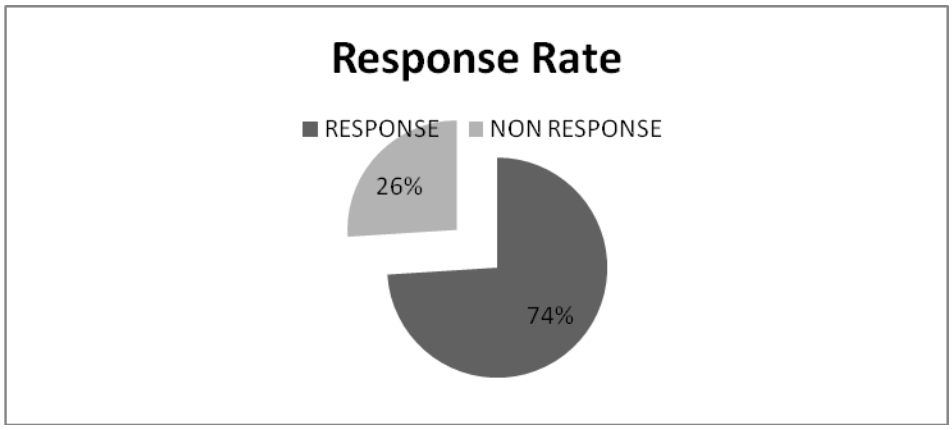

Figure 4.1: Response Rate

Source: Research Findings (2016)

4.2 General Information

The study was designed to determine the demographics of the respondents by establishing gender, age, length of service, position held and designation of the sector. This also helped to infer whether the information provided was reliable or not. These are discussed below:

4.2.1 Gender of the Respondent

The gender of the respondents could help to assess the disparity in the distribution. The study sought to establish the number of male and females working within the HOs in Nairobi. The findings are presented in Figure 4.2

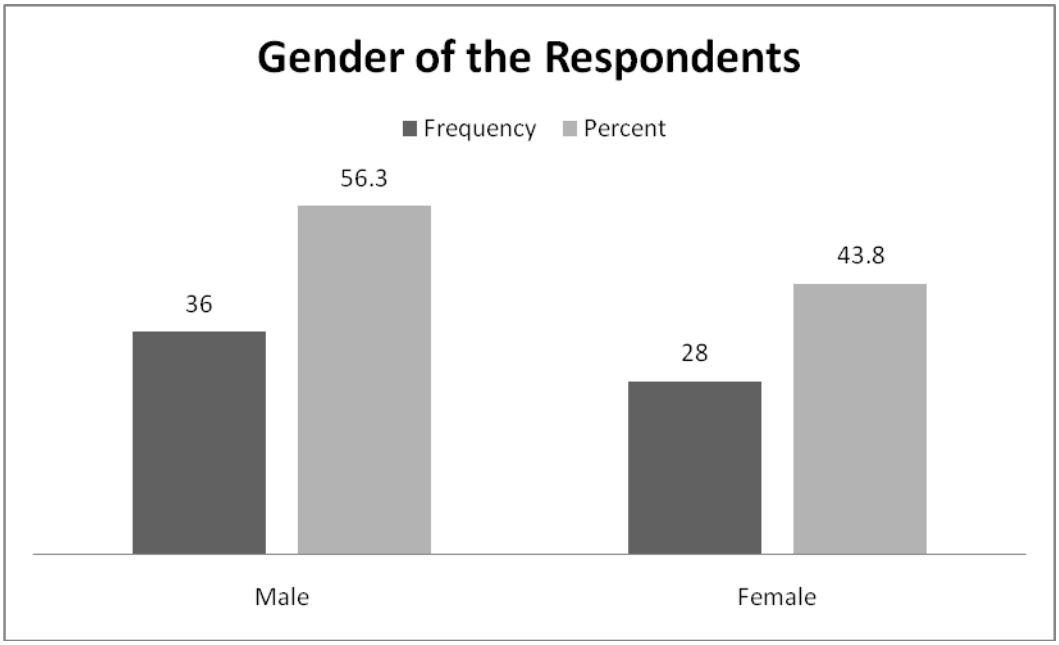

Figure 4.2: Gender of the Respondents

Source: Research Findings (2016)

The study findings established that most of the respondents were male at 56.3% and 43.8% were female. The disparity was minimal though and this showed that the study was not biased as both genders were well represented.

4.2.2 Age Group of the Respondents

The age group was also used to assess the level of experience of respondents in the study and their ability to effectively respond to the study questions. The study sought to establish the age bracket of the respondents. The findings are indicated in Figure 4.3

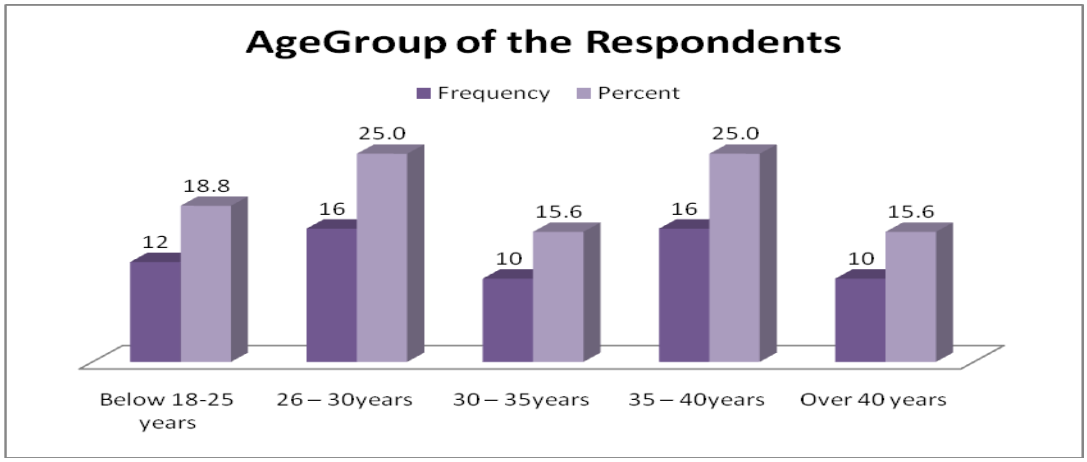

Figure 4.3: Age Group of the Respondents

Source: Research Findings (2016)

The findings from figure 4.3 indicated that 18.8% of the respondents were below 18 – 25 years, 25% of the respondents were aged between 26 and 30 years, 15.6% of the respondents were aged between 30-35 years, 25% of the respondents were aged between 35- 40 years while 15.6% of the respondents were over 40 years. The findings indicated that most of the respondents were in the economically productive years of working life. It also shows that the organization had more of its staff aged between 26-30 and 30-35 years, an age which has relative experience and understanding in the management of value chain systems in the organizations.

4.2.3 Length of service

The study sought to establish the number of years the respondents had worked in the humanitarian organizations as a way of establishing their experiences and knowledge in the area of study and in humanitarian response. The findings are represented in Figure 4.4

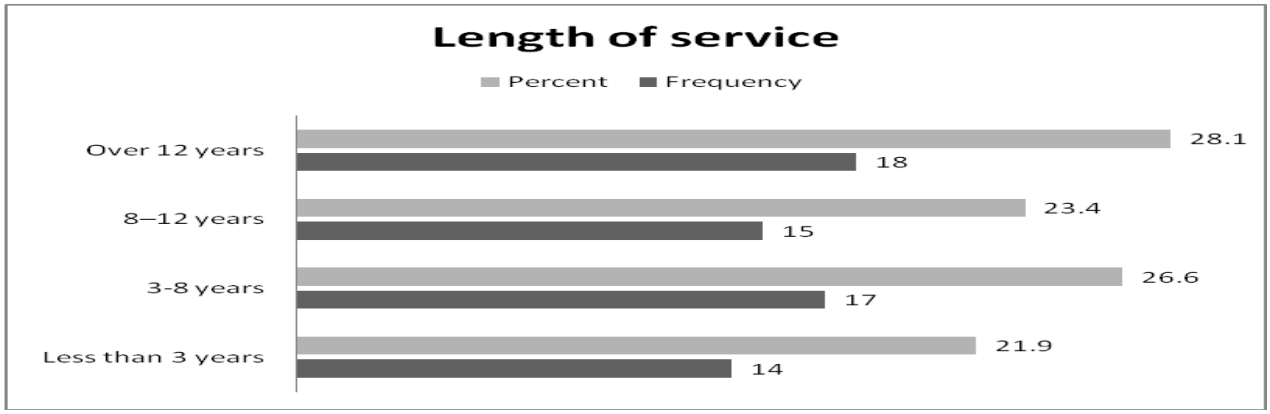

Figure 4.4: Length of service

Source : Research Findings (2016)

The findings showed that majority of the respondents had worked with the HOs for over 12 years at 28.1%, 23.4% of the respondents had worked between 8 and 12 years, 26.65 of the respondents had worked between 3 and 8 years while21.9% had worked for less than 3 years at the HOs.This therefore means that they had adequate experience in the area to understand the value chain strategies and subsequent performance of HOs. This therefore demonstrated that the data collected was reliable and relevant for this study.

4.2.4 Respondents positions within the Humanitarian Organizations

The study sought to establish the positions held by the respondents within the humanitarian organizations in Nairobi County. The findings are represented in Figure 4.5

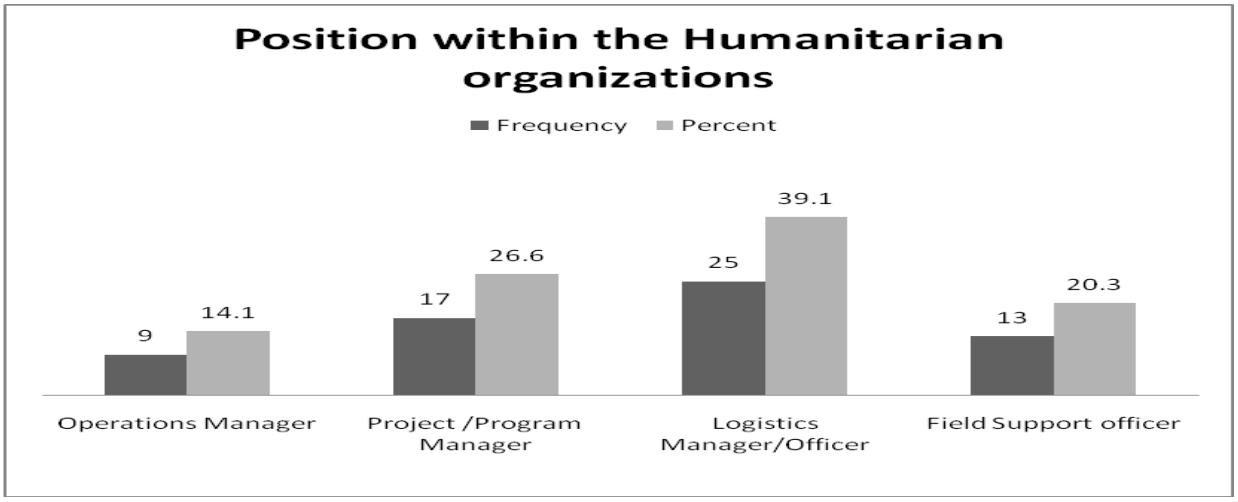

Figure 4.5: Respondents' Position within the Humanitarian Organizations

Source: Research Findings(2016)

The findings from Figure 4.5 indicated that 14.1% of the respondents were operations managers, 26.6% of the respondents were project or program managers, 39.1% of the respondents were logistics managers while 20.3% were field support officers.

4.2.5 Designation of the Sector

The study sought to determine the designation of the respondents in the HOs. The findings are indicated in Figure 4.6

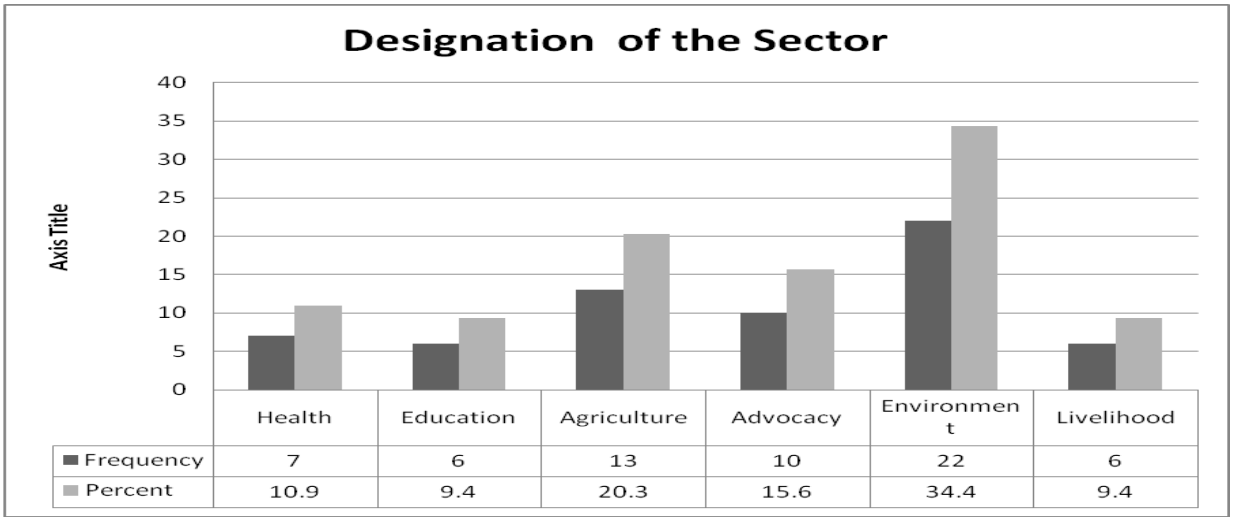

Figure 4.6: Designation of the Sector

Source:Research Findings (2016)

The findings from Figure 4.6 indicated that 10.9% of the respondents worked with Health based humanitarian organizations, 9.4% worked at Education based humanitarian organizations, 20.3% were from Agricultural based HOs, 15.6% were from Advocacy based HOs, 34.4% were from Environment based humanitarian organizations and 9.4% of the respondents were from livelihood based HOs. All the sectors were well represented thus the findings of the study were reliable.

4.3 Value Chain Management Strategies

4.3.1 "Efficient" Value Chain Strategy

Several statements were asked to the respondents regarding the extent HOs used efficient value chain strategy to support their performance. Using the following Likert scale of 1-5 where: 1= Not at all; 2 = Little Extent; 3 = Moderate Extent; 4 = Large Extent; 5 = Very Large Extent. The findings are indicated in Table 4.2

Table 4.2: "Efficient" value chain strategy

Statement	n	Mean	Std. Dev.
The Organization has an additional capacity in outbound logistics to absorb demand peaks	64	4.4688	.050297
The Organizations invites clients participation in collaborative programs to reduce cost	64	3.3437	.64780
The Organization uses extra warehousing capacity to meet anticipated additional product during high-demand	64	3.4688	.50297
The Organization uses a fixed order-cycle policy to consolidate orders and reduce cost	64	3.7187	.72306
Table 4.2; "Efficient" value chain strategy; composite mean:		3.75	

Source; Research Findings (2016)

The results score was interpreted towards the positive end, With an Alpha level of 0.05 , where a score of >5 means the strategy is used largely and positively while a score of 1-3 means averagely implementation. The Table showed that there is only one value chain strategy which is used by HOs to a very large extent (Mean≥4.4688, significant Standard deviation .50297). The value chain strategy result in which the organizations invites clients participation in collaborative programs to reduce cost has the least mean (Mean 3.3437 Insignificant standard deviation of 0.64780). followed by the extra warehousing capacity meet anticipated additional product during high-demand with a mean with a mean of 3.4688 and insignificant standard deviation of 0.50297 which indicated partial execution of strategies. On average (Mean≥ 3.7000 insignificant SD 3.7187), the organizations use d strategy of fixed order-cycle policy to consolidate orders and reduce cost had a mean of 3.7187 and insignificant standard deviation of 0.72306.

This is consistent with past studies conducted by Perez (2003), who sees the emphasis in the organization's reducing operational costs by managing effectively the sudden and fluctuating erratic demands of their products. It was also predicated on the Organizations using lean management strategies to eliminate wastes in the value chain lines as theory which is consistent with (Womack and Jones, 2003) studies

4.3.2 "Fast" value chain strategy

Several statements were asked to the respondents regarding the extent NGOs used fast value chain strategy to support value chain management. Using the following Likert scale of 1-5 where: 1 = Very Small Extent; 2 = Small Extent; 3 = Average; 4 = Great Extent; 5 = Very Great Extent. The findings are indicated in Table 4.3

Table 4.3: "Fast" value chain strategy

Statements	n	Mean	Std. Dev
The Organization has a significant back up of suppliers that can provide additional capacity when required.	64	3.4062	.70640
The Organization uses the state-of-the-art forecasting techniques to meet customer needs	64	3.3438	.54098
The Organization has developed the ability to produce small lots and to meet niche demands	64	3.6250	.78680
The Organization has standardized goods required to meet its mass consumption needs.	64	3.4375	.70991
Table 4.3; "Fast" value chain strategy composite mean		3.453	

Source; Research Findings (2016)

With an Alpha level of 0.05 , As per the above statistics and ranking of the mean scores, it is evident that only one strategy with a mean (Mean>3.6000 insignificant Standard Deviation .78680) has been executed by the organizations to on average. The one strategy is the ability to produce small lots and to meet niche demands with mean of 3.6250 and insignificant standard deviation of 0.78680.

The table also shows three strategies that have been executed to a little extent (3.6>Mean>3.3), This are strategies aimed at the organizations having a back up of suppliers that can provide additional capacity when required with a mean of 3.4062 and insignificant standard deviation of 0.70640; using the state-of-the-art forecasting techniques to meet customer needs with a mean of 3.3438 and significant standard deviation of 0.54098 and lastly, they standardized goods required to meet its mass consumption needs with a mean of 3.4375 and insignificant standard deviation of 0.70991. The implementation of these strategies which had a composite mean 3.453 affirmed similar research carried out by Marshal (1997) which noted that firms support these strategies to enable them be responsive to provide timely delivery of supplies to their customers across multiple chains to be competitive and remain relevant.

4.3.4 The "Continuous-Flow" value chain strategy

Several statements were asked to the respondents regarding the extent NGOs used continuous flow value chain strategy to support value chain management. Using the following Likert scale of 1-5 where: 1 = Very Small Extent; 2 = Small Extent; 3 = Average; 4 = Great Extent; 5 = Very Great Extent. The findings are indicated in Table 4.4

Table 4.4: The "Continuous-Flow" value chain strategy

Statements	n	Mean	Std. Dev.
The Organization uses a pre-scheduled order cycle—for receiving goods and services to avoid sock outs	64	3.4062	.70640
High-variance stocks are secured with higher levels of inventory in order to avoid unexpected changes in the production demands.	64	3.5625	.79433
The Organization uses collaborative efforts oriented toward customers that generate responsiveness	64	3.6563	.73934

Table 4.4; "Continuous-Flow" value chain strategy Composite Mean 3.542

Source; Research Findings (2016)

The findings from Table 4.4 it is evident that to a great extent (4>Mean> 3.4000) all the three strategies were used by the organizations to enhance their performance. These strategies include: the NGOs using pre-scheduled order cycle strategies for receiving goods and services to avoid sock outs with a mean of 3.4062 and standard deviation of 0.70640. High-variance stocks were secured with higher levels of inventory in order to avoid unexpected changes in the production demands had a mean of 3.5625 and standard deviation of 0.79433. The organizations used collaborative efforts oriented toward customers that generate responsiveness had a mean of 3.6563 and standard deviation of 0.73934. This had a composite mean of 3.542 which is consistent with Taylor (2004) study that showed that of organizations used value chain management strategies to greater extent that ensured their was continuous flow of materials in their value chains to enhance their performance and support their competitiveness.

4.3.5 The "Agile" value chain strategy

Several statements were asked to the respondents regarding the extent NGOs used the agile value chain strategy to support value chain management. Using the following Likert scale of 1-5 where: 1 = Very Small Extent; 2 = Small Extent; 3 = Average; 4 = Great Extent; 5 = Very Great Extent. The findings are indicated in Table 4.5

Table 4.5: The "Agile" value chain strategy

Statements	n	Mean	Std. Dev
The Organization's supplies are designed to have a common platform (share key components) for ease in production and supply.	64	3.5625	.75330
The Organization low-variance products and suppliers are protected from competitive prices to prevent their defection to high yield products.	64	3.5313	.90797
The Organization has collaborative relationships with key customers are important.	64	3.4688	.79620
The Organization maintains excess contingency inventory so it can maintain its ability to be agile.	64	3.5000	.87287
Table 4.5; The "Agile" value chain strategy, composite mean		3.515	

Source; Research Findings (2016)

According to the table 4.5 above, it can be deducted that most HOs to a great extent (4.000>Mean>3.400 Insignificant Standard Deviation .79620) used various value chain management strategies in order to remain agile and respond effective to their customers' needs. The value chain management used by the respondents organizations were as follows; that the organization supplies were designed to have a common platform (share key components) for ease in production and supply Mean(3.5625 insignificant standard deviation of 0.75330); The organizations low-variance products and suppliers were protected from competitive prices to prevent their defection to high yield products (3.5313 insignificant standard deviation of 0.90797); the organizations had collaborative relationships with key customers that are important (Mean 3.4688 , insignificant standard deviation of 0.79620) and lastly the organizations maintained excess contingency inventory so they could maintain their ability to be agile and had a mean score of (3.5000, insignificant standard deviation of 0.87287). These factors with a composite mean of 3.515 showed the primary role to a large extent the organizations had put in implementing the agile strategy as a means to respond to consumers supply to order' during

emergency contexts which is characteristic of emergency demands. This according to Perez (2003) is designed to make the NGOs more responsive to their clients' needs in times of occurrence of a disaster.

4.3.6 The "Custom-Configured" value chain strategy

Several statements were asked to the respondents regarding the extent NGOs used the custom configured value chain strategy to support value chain management. Using the following Likert scale of 1-5 where: 1 = Very Small Extent; 2 = Small Extent; 3 = Average; 4 = Great Extent; 5 = Very Great Extent. The findings are indicated in Table 4.6

Table 4.6: The "Custom-Configured" value chain strategy

Statements	**n**	**Mean**	**Std. Dev.**
The Organization's order-entry system is detailed, accurate and user friendly interfaces to guarantee better understanding of stakeholders 'requirements.	64	3.5625	.79433
The Organization manages configuration and downstream processes under the criteria of an agile supply chain.	64	3.5625	.83333
The Organization guarantees presence of supplies and parts to enhance configuration process.	64	3.5625	.79433
Table 4.5; "Custom-Configured" value chain strategy, composite mean		3.5625	

Source; Research Findings (2016)

With an Alpha level of 0.005 , from Table 4.6, to a large extent of (4.000>MEAN> 3.5000 insignificant standard deviation .83333) have the organizations have used various custom configured value chain management strategies to remain responsive to their customer needs. It is organizations have used the following strategies; order-entry system which is detailed, accurate

and user friendly interfaces to guarantee a better understanding of stakeholders' requirements (Mean 3.5625, insignificant standard deviation of 0.79433) ; Managed configuration and downstream processes under the criteria of an agile supply chain (Mean 3.5625, insignificant standard deviation 0.83333); the organizations guarantees presence of supplies and parts to enhance configuration process had a mean of 3.5625 and insignificant standard deviation of 0.79433. The table had a composite mean of 3,5625, which shows positive correlation and the roles and intent of the HOs managers to configure their value chains to respond to the various emergencies that they are responding to on daily basis, without configuration of the organization processes and internal capacity needs.

They may not be able to adequately satisfy their customer needs, who in these case are people affected by disaster is also adduced by the organizations respondents' who were interviewed cited how uniquely the customer requirement had become over time. The custom-configured strategy therefore is used by the organizations mainly for elements used to manufacture a lot of models of the end product, such as the assembly of personalized products, buildings etcetera.

4.3.7 The "Flexible" value chain strategy

Several statements were asked to the respondents regarding the extent NGOs used the flexible value chain strategy to support value chain management. Using the following Likert scale of 1-5 where: 1 = Very Small Extent; 2 = Small Extent; 3 = Average; 4 = Great Extent; 5 = Very Great Extent. The findings are indicated in Table 4.7

Table 4.7:The "Flexible" value chain strategy

Statements	n	Mean	Std. Dev.
The Organization's keeps critical resources available on standby to meet changing demands	64	3.5938	.75000
The Organization has as strong collaborative relationships with suppliers that understand changing demands.	64	3.6875	.68718
The Organization is adaptable and has many resources of low to medium capacity to meet its needs.	64	3.6563	.73934
The Organization has a well-designed order-entry process to guarantee better understanding of the clients and partners situation and requirements	64	3.5625	.79433
Table 4.5; The "Flexible" value chain strategy composite mean		3.6250	

Source; Research Findings (2016)

On the flexible strategy; it is evident that the organizations uses the four flexible value chain management strategies to a great extent (4.000>Mean>3.5625 standard deviation .79433), they include the organization's keeping critical resources available on standby to meet changing demands (Mean 3.5938 and insignificant standard deviation of 0.75000); The organizations having strong collaborative relationships with suppliers and they understand changing demands (Mean of 3.6875 and insignificant standard deviation of 0.68718); The organizations being able to be adaptable and had many resources of low to medium capacity to meet its needs (Mean 3.6563 and insignificant standard deviation of 0.73934); The organizations had well-designed order-entry process to ensure a better understanding of the clients' needs and requirements (Mean 3.5625 and insignificant standard deviation of 0.79433). These factors shows how the organization have managed to a greater extent mean of 3.5250 , with a composite mean of uses flexible supply chain to meet high demand peaks that is common with disaster responses and in situations where the organizations have their assets working under capacities because of lack of

response, this is due to the long periods of time that is also a challenge where they operate without having adequate work load like to meet short demands.

4.4 Extent Organization Has Benefitted by Implementing the Strategies

Several statements were asked to the respondents regarding to what extent has their organization benefitted from investing in value chain strategies. Using the following scale: 1= Very Small Extent; 2 = Small Extent; 3 = Average; 4 = Great Extent; 5 = Very Great Extent .the findings are represented in Table 4.8

Table 4.8: Extent The organization has benefitted for implementing value chain strategies.

Statements	n	Mean	Std. Dev
Value chain strategies have increased quality of delivery of service impact to the client's base.	64	4.6875	.77408
Value chain strategies has enhanced donor confidence on the organization	64	4.4375	.94070
Value chain strategies has enabled the organization to manage period of poor suppliers performance	64	3.6875	.73193
Value chain strategies has enabled the organization to reduce its back orders and wastages due to unsolicited supplies delivered to locations	64	3.5156	.64222
Value chain strategies has enabled the organization to reduce the total cost of distribution, including handling and transportation costs of humanitarian needs	64	4.7500	.66667

Table 4.8; Extent the organization has benefitted Composite mean 4.2156

Source; Research Findings (2016)

Based on the research and evidenced by 4.8 above With an Alpha level of 0.005 ; the ranking shows that there are (2) two value chain strategy that have been used by the organizations to a large extent (Mean> 4.6000 insignificant standard deviation 0.77408) the organizations used to a

great large extent value chain strategies that enabled it to reduce the total cost of distribution that included handling and transportation costs of humanitarian relief (4.7500 and insignificant standard deviation of 0.66667) and Value chain strategies have increased quality of delivery of service impact to the client's base (Mean 4.6875, insignificant standard deviations .77408).

Also on findings from table 4.8 showed one item representing strategy that have been used by HOs to a large extent (4.4000 insignificant standard deviation .94070 >Mean>4.000) ; The value chain strategies adapted has also enhanced their donors confidence to a great extent with a mean of 4.4375 and significant standard deviation of 0.94070, that the respondents agreed to a great extent that the value chain strategies are being used in their systems to impact on the quality of delivery of service impact to their client's base.

To a moderate extent (4.000>Mean> 3.5000 insignificant standard deviation of .64222) participants agreed that Implementing value chain strategies had enabled the organization to manage periods of poor suppliers' performance to an average extent and had (3.5156 and significant standard deviation of 0.64222) and lastly value chain strategies has enabled the organization to manage period of poor suppliers performance (Mean 3.6875 and significant standard deviation .73193. These show that big and small NGOs appreciate the benefits of applying the various value chain management strategies to improve their performance and eventually to offer the much needed quality of services to their clients in Nairobi County. The NGOs have therefore continued to adequately address the various business functional in adequacies by embedding the strategies within the tactical, strategic and management levels of their operations to be more responsive to the clientele base.

4.5 Performance Index of Humanitarian Organizations

Value chain performance and overall organization's performance involved several computations to determine an index for every Organization. Secondary data was collected on a number of indicators as operationalized using the Balance Score Card and performance matrix

Table 4.9: Performance Index of Humanitarian Organizations

Performance indicator	Weighted Average	Unit of Measure	2011	2012	2013	2014	2015	Average
Financial and Stewardship								
Annual Donor budget financing	3.05762	%	75%	80%	80%	74%	82%	78%
Client-Population attended to	2.6197	%	68%	55%	60%	72%	80%	67%
Internal-external funds ratio	3.01852	%	70%	70%	82%	85%	79%	77%
Subtotal weights	8.69584							
Customer Perspective								
Target population Satisfaction with services	3.3626	%	85%	85%	90%	90%	80%	86%
Timely Resolution of suppliers/clients complaints	2.47894	%	65%	55%	50%	72%	75%	63%
Quality products	3.31568	%	90%	85%	92%	70%	87%	85%
Subtotal weights	**9.15722**							

Internal Business Operations								
Capacity utilizations	2.346	%	65%	55%	45%	67%	68%	60%
Cost Efficiency	2.88558	%	75%	72%	73%	77%	72%	74%
Research and Development	3.22184	%	80%	80%	80%	85%	87%	82%
Sphere/ ISO certifications	3.19838	%	74%	78%	80%	87%	90%	82%
Subtotal weights	**11.6518**							
Employee productivity								
Employee satisfaction	2.47894	%	64%	62%	60%	63%	68%	63%
Employee retention	2.91686	%	70%	72%	75%	76%	80%	75%
Employee productivity	2.14268	%	45%	50%	55%	60%	64%	55%
Competency development	2.75264	%	70%	70%	70%	75%	67%	70%
Subtotal weights	**10.29112**							

Table 4.9; Performance Index of HOs

Source; Research Findings (2016)

From table 4.9 above, the key performance index of humanitarian organizations were analyzed and it was found that the annual donor budget financing had an average of 78% over the five year period, Client-Population tended tohave an average of 67%.Internal-external funds ratio had an average of 775. The subtotal weight for Financial and Stewardshipwas 8.69584. There was an average reduction in the number of clientele attended while an increase in the rest under the category. This was as a result of the organizations using additional resources to meet the other compensating performance indicators and the relative calm in disasters realized during those years following successful electioneering period in Kenya.

Target population satisfaction with services had an average of 86%, Timely Resolution of suppliers/clients complaints had an average of 63% and quality products had an average of 85%. The Subtotal weight for the Customer Perspective was 9.15722. Timely resolution of suppliers increased which is not consistent with the increase in satisfaction index of the clients over the five years period. Capacity utilizations had an average of 60% which was a decrease over the years, Cost Efficiency had average of 74% over the five year period, Research and Development had an average of 82% and Sphere/ ISO certifications had an average of 82%. The subtotal weight for Internal Business Operations was 11.6518. Decrease in capacity utilization can be explained through evidence of additional donor support resources which is consistent with the decrease in clientele served over the years.

Employee satisfaction on the other hand show an increment over the five year period with the satisfaction having an average of 63%, Employee retention had an average of 75%, and Employee productivity had an average of 55% while competency development had an average of 70%. The subtotal weight for employee productivity was 10.29112. From these findings, it is evident that internal business operations were the best measure of performance index of human organizations for the period 2011 to 2015.

4.5 Regression Analysis

The author carried out a regression analysis to establish how“fast”, “continuous flow”,” agile” value chain, “flexible” value chain strategy”effect the performance of humanitarian organizations in Nairobi. A statistical package for social sciences (SPSS) was used to code, enter and compute the measurements of the multiple regressions for the study.

Table 4.10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.887[a]	.787	.782	.0048

Table 4.10; Model Summary

Source; Research Findings (2016)

Table 4.10 shows a model summary of regression analysis represents the proportion of variance in dependent, performance of HOs, variable that can be predicted by independent variables: "fast" value chain strategy, "continuous flow" strategy, the "agile", "custom configured" and the "flexible" value chain strategy. The value of R was 0.887 , R square was 0.787 and the value of adjusted R square was 0.782. From the findings, 78.7% of overall changes in performance were attributed to the independent variables in the study. Positivity and significance of all values of R shows that model summary is significant and therefore gives a logical support to the study model that value chain strategies can significantly support organization performance.

Table 4.11: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	470.372	7	67.196	63.273	.000 [b]
Residual	59.4838	56	1.062		
Total	529.8563	63			

Table 4.11; ANOVA

Source; Research Findings (2016)

The ANOVA results at 5% alpha level of significance indicate that F calculated is 63.273 while F critical is 2.178156. The P value associated with F is very small (0.000) and also since F calculated is greater than F critical (63.273>2.178156), we can conclude reliable conclude that the independent variables reliable predict the dependent variable. Thus, the regression model is

statistically significant, which implies that it is a suitable prediction model for explaining how various value chain strategies applied by various NGOs.

Table 4.12: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	36.886	51.725		.713	.047
Efficient value chain	.060	3.838	.003	.016	.098
Fast Value Chain	.824	3.631	.042	.227	.000
Continuous Flow value chain	.336	3.404	.017	.099	.092
TheAgile value Chain	4.729	4.203	.451	1.125	.026
Custom-Flow Configured value chain	1.754	7.785	.120	.225	.082
Flexible value	5.529	4.760	.462	1.162	.025

Table 4.12; Coefficients

Source; Research Findings (2016)

From the findings on Table 4.11, the regression model can be written as:

$$Y = 36.886 + 0.60X_1 + 0.824X_2 + 0.336X_3 + 4.729X_4 + 1.754\ X_5 + 5.529\ X_6 + \varepsilon$$

The regression equation shows the predictor variables and the constant values which is the predicted value of Y when all other variables are left at zero. Above equation has established that taking all factors constant at zero, the performance variable will have an autonomous value of 36.886. The findings presented also show that taking all other independent variables at zero, a unit increase in efficient value chain system would lead to 0.6 unit surge in the performance of the HOs holding other factors constant, this is insignificantly as it has value of 0.98 which is above p>5% different from zero; for ‘fast’ value chain management strategy, a unit increase would lead to a 0.824 increase in the overall performance of the HOs when other factors are left

constant and this is statistically significant as 0 .05 is different from zero; A unit increase in continuous-flow value chain management strategy would lead to a 0.336 increase in the performance of the HOs and this is statistically insignificant hence not a good predictor; A unit increase in the agile value chain would predict a 4.729 increase in the performance which is also statistically significant; A unit increase in custom flow configured value chain management strategy would lead to a 1.754 decrease in the performance insignificantly as the p value of the variable is more than 0.05 and lastly, a unit increase in 'flexible' value chain management strategy would lead to a 5.529 and this finding is also statistically significant and can be relied upon by researchers.

Using a significance level of 5%, any variable that has a significant value less than 5% is statistically significant. From the above table 4.12, all the independent variable are statistically significant , This implies that, all the independent variables are suitable predictors for performance of HOs. All the variables were significant as the P-values were less than 0.05. The Custom Configured value strategy functionality is not consistent with the Perez(2003) previous research.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presented a summary of the research problem while discussing the findings from the quantitative study for each of the hypothesized relationships. It also discusses the implications for scholars and managers, assesses the limitations of the study, and present future avenues of scholarly research in the field of supply chain management including operations management. The structure of the chapter is guided by the research objectives and hypotheses as an endeavor to explain why the findings are the way they are and to what extent they are consistent with or contrary to past empirical findings and theoretical arguments. The study intended to establish the value chain management strategies and performance of HOs in Nairobi. The chapter thus provides the final summary of findings from the study, its conclusions and recommendations based on the listed objectives.

5.2 Summary of the Findings

The aim of the research study was to establish the extent in which various value chain management strategies are incorporated by international HOs in Kenya in particular Nairobi County, as they provide humanitarian aid during disasters. The study indeed established that a majority of the respondents were very conversant with value chain

management practices with regard to how well they are utilized them in their organizations operations. Despite some of the organizations not having logistics and supply chain departments within their framework, it was remarkable to how best most of the respondents faired well with regard to attempt to the application of value chain management strategies within their organizations to meet challenges enumerated and encountered in responding to disasters.

The study found to a great extent that the organizations had developed extra capacity in outbound logistics channels that is designed to help them meet the difficult operation terrains they operated in, and more so, to forestall challenges that could result from the strain in products demand peaks which was typical of disaster responses. The organizations also encouraged collaborative programs through support of working clusters for example seen with the existence of logistics cluster worker groups within the Nairobi Cycle, this integrated a select number of suppliers and partners which is aimed at reduced their cost of operations and meet the lead times in products delivery. A reasonable number of HOs had invested in warehousing go downs in the outskirts of Nairobi and increase their capacities that would allow them to meet any anticipated additional product needs during high-demand seasons. Significantly strategies have also been employed by HOs as a practice to set-up a pool of pre-qualified suppliers which capacities in categorized product range that would quick able trigger deliveries and shorten the long donor led procedures in acquisition of supplies during emergencies. A number of NGOs that operated high volume of relief supplies have invested heavily on the state-of-the-art inventory management technologies as their commercial counterparts to provide them with fast and accurate forecasting information for decision making in cases of emergencies. The findings also established that

organizations have developed the ability to produce small lots, standardize their product lines for example ‘emergency survival kits’ used by UNHCR and UNICEF and which has been replicated by other HOs downstream to facilitate proper management of their value chains.

The HOs have similarly developed mechanisms to deal with low-variance products that have low yields and do no motivate suppliers in their productions. The suppliers are thus protected from competitive prices through either the HOs entering in to Long Term Agreement (LTAs) to prevent their defection to high yield products. The operational inventory levels and resources have been upgraded to allow the organizations to maintain their need and ability to be agile and the order-entry systems have been made detailed, accurate, user-friendly to capture incoming date and disseminate key date to all the value chain members within acceptable time limits, this allows the organizations to make user of different skills levels for their staff and capacities of value chain members to effectively respond to the clients requirements during times of disasters. It was also noted from the research study that HOs have maintained lean systems to allow them to be more adaptable to the requirement of their performance objectives. Staff of HOs have multiple skills which allow them to be all round staff in-terms of skills and this gives them a leverage to adapt to very diverse situations in cases there is a disaster.

Value chain managers in the targeted organizations also agreed to a great extent that the strategies used had significantly increased their ability to perform and provide quality service to the client’s base. This attribute had enhanced confidence among various stakeholders and donors who plays a great deal to the survival of the organizations. The strategies have to a great extent also enabled the proper management of periods of poor suppliers performance by limiting

chances of stock outs that would potentially affect their clients base and delivery of the services in the most responsive manner. It is also notable however that there was relatively a poor response with regard to how these organizations envisaged how the practices such as value chain management strategies could impact the organizations performance in the long run based on the fact that the organizations maintained their employees on short term contracts. But from the positive progressive efforts mad by the HOs management, we can perhaps significantly deduce that the success of these organizations will most likely be improved by their continuous investments in factors that support better management of their value chain systems.

5.3 Conclusion

In summary, this study established that HOs in Nairobi County appreciate the value chain management strategies within their operations as a measure on how well they can respond to the clients effectively. Most organizations assessed were however noted to have in-adequate internal resources to implement these strategies despite the fact that their top level managers were highly aware and appreciated the strategies. This was because of the overwhelming desires of most donors to direct put their resources wholly to the actual needs of affected populations rather than supporting HOs institutional frameworks that aid in ensuring efficient and effective delivery of donated aid. The use of value chain management strategies and performance metrics as a tool and a skill in this area was therefore considered instrumental in supporting the organizations realize their mandates of alleviating poverty and suffering among affected populations. Value chains. Based on these studies, HOs managers will be able to evaluate the value chain management strategies that could be effectively employed by their organizations to manage inefficiencies within their service delivery systems. The organization will also to align the

strategies within their business functional units to ensure all the activities involved in delivery aid are aligned to achieve the strategies goals.

5.4 Recommendations of the Study

From the findings, it is clear that a majority of the HOs in Kenya have applied to some extent value chain management strategies to enhance their performance, this has been applied within their functional, tactical and management levels to support management processes aimed at delivering quick humanitarian aid to the affected populations. Despite efforts made by managers, HOs still face a plethora of internal and external deficiencies that impeded them from wholly using the strategies and as a result this has led to high cost of products, wastages in-terms of time management and loss of products. The heterogeneous interest of various actors in the value chain system from donors, suppliers, third party suppliers, clients, management of the HOs and distributors of aid have also made the implementation of the strategies difficult as some don not considered them a priority in the delivery of services and products to affected communities.

HO should be supported at various levels to imbed the strategies within their overall organizations strategic plans and by supporting allocation of appropriate resources. HOs should likewise have clear performance monitoring and evaluation metrics to assess how partners are selected and supported across the entire value chain system that support the core mandates of the strategies. Technology which plays a critical role as enabler of flow of information should be prioritizes to support the strategies.

5.5 Limitations of the Study

A set of various limitations were obtained in this study. This research drew information from 86 HOs in Nairobi, however only 64 respondents participated and this therefore led to the conclusion that the results could have been different if there was 100% participation by the respondents. The choice of choosing organizations in Nairobi County was also perhaps a limitation. Different results could have been yielded for instance if the research generalized the set of the organizations of study to include profit making organizations that had similar philanthropic activities. Time factor was also a major constraint considering that most respondents were either busy or out of office and repeated reminders had to be made to them. Most of the respondent could not spare time to fully fill in the questionnaires due to their nature of work and busy schedules. It therefore required a pick and drop later method which was more time consuming.

5.6 Recommendations for Further Study

The study focused on value chain management strategies among HOs in Nairobi County only. Future studies should focus on other sectors that are for profit but have philanthropic activities and interventions for example; the banking, insurance and state corporations in Kenya. Furthermore, the current study relied on the use of primary data, the future studies should incorporate both primary and secondary or even more empirical reviews that would allow for more information for comparative purposes. Similar future studies can also carried out among the listed organizations in the Nairobi Security Exchange (NSE), among cross listed organizations on the East African Security Exchange (EASE) or even international global security exchanges for example New York Security exchange (NYSE) for the purpose of comparison.

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APPENDICES

APPENDIX I: COVER LETTER

Shadrack Odiwuor Oguta

P.O. Box 7820-00100

Nairobi, Kenya

August, 10th, 2016

To the respondent

RE: RESEARCH SURVEY QUESTIONNAIRE

I am a Master of Business Administration Degree student, and part of the requirement for the award of the degree is to carry out a management research in an area of interest relevant to your major discipline. This is what I wish to accomplish with this questionnaire and you have been identified to participate in the survey.

Kindly complete the attached questionnaire which was picked as soon as you finish the exercise. Please note that our interactions during the interview are confidential. This exercise is purely academic and will not cause any harm to your institution and said information will only be used for purposes of this study. I gratefully anticipate your cooperation.

Thank you for your precious time.

Shadrack Odiwuor Oguta

APPENDIX II: SELF COMPLETION QUESTIONNAIRE

INTRODUCTION

This questionnaire is designed to gather general and specific information for a study on VALUE CHAIN MANAGEMENT STRATEGIES AND PERFORMANCE OF HUMANITARIAN ORGANIZATIONS IN NAIROBI. Your information will be used for the study purpose and will be treated with utmost confidentiality.

INSTRUCTIONS

Please tick your answer within the box ☑ and fill the questionnaire with applicable answers. Kindly respond to all questions as asked

PART A: GENERAL INFORMATION

1. Please indicate your gender: Male [ ] Female [ ]
2. What is your age group?
   Below 18-25yrs [ ] 26 – 30yrs [ ] 30 – 35yrs [ ] 35 – 40yrs [ ] Over 40yrs [ ]
3. How long have you worked in the humanitarian Organizations?
   Less than 3 years [ ]3-8 years [ ] 9–12years[] Over 12 years [ ]
4. What is your position within the Humanitarian Organizations
   Operations Manager [ ]
   Project /Program Manager [ ]
   Logistics Manager/Officer [ ]
   Field Support officer [ ]
5. Designation of tour sector;
   1. Health [ ] 2.Education 3. [ ] Agriculture [] 4. Advocacy [ ] 5. Environment [ ] 6. Livelihood [ ]

PART B: VALUE CHAIN MANAGEMENT STRATEGIES

1. To what extent has your Organization used the following value chain strategies in an effort to support Supply Chain Management and improve the overall organizational performance? Use the following scale: 1= Not at all; 2 = Little Extent; 3 = Moderate Extent; 4 = Large Extent; 5 = Very Large Extent

A. "Efficient Value Chain " Strategy	Not at all	Little Extent	Moderat e Extent	Large Extent	Very
The Organization has excess capacity in outbound logistics to meet sudden demand needs	(1)	(2)	(3)	(4)	(5)
The Organizations invites clients participation in collaborative programs to reduce cost	(1)	(2)	(3)	(4)	(5)
The Organization has extra warehousing capacity to meet anticipated additional product during high-demand	(1)	(2)	(3)	(4)	(5)
The Organization uses a fixed order-cycle policy to consolidate orders and reduce cost	(1)	(2)	(3)	(4)	(5)
B. "Fast " Value Chain strategy					
The Organizationhasa base of suppliers that can provide extra capacity when needed.	(1)	(2)	(3)	(4)	(5)
The Organization uses the state-of-the-art forecasting techniques to meet clients and partner needs	(1)	(2)	(3)	(4)	(5)
The Organization has developed the ability to produce small lots and to meet niche demands	(1)	(2)	(3)	(4)	(5)
The Organization has standardized goods required to meet its mass consumption needs.	(1)	(2)	(3)	(4)	(5
C. The "continuous-flow" value chain strategy					
The Organization uses a pre-scheduled order cycle—for receiving goods and services to avoid sock outs	(1)	(2)	(3)	(4)	(5)
High-variance inventories are secured with excess levels of inventory in order to avoid suddent changes in the supply schedules.	(1)	(2)	(3)	(4)	(5)
The Organization uses collaborative efforts oriented toward customers that generate responsiveness	(1)	(2)	(3)	(4)	(5)
D. The "agile" value chain strategy					
The Organization's supply components are modified for a common platform that share key characteristics kit for easy productions	(1)	(2)	(3)	(4)	(5)
The Organization low-variance products and suppliers are protected from competitive prices to prevent their defection to high yield products.	(1)	(2)	(3)	(4)	(5)
The Organization has collaborative relationships with	(1)	(2)	(3)	(4)	(5

key customers are important.					)
The Organization invests excess inventories so that they can be able to be agile and absorb shock demands.	(1)	(2)	(3)	(4)	(5)
E. The "custom-configured" value chain strategy					
The Organization's order-entry system isdetailed,accurate and is easy to use by partners across board.	(1)	(2)	(3)	(4)	(5)
The Organization manages is aligned downstream that allows the third party suppliers to be agile.	(1)	(2)	(3)	(4)	(5)
The Organization ensures availability of supplies that support configuration of the entire supply chain.	(1)	(2)	(3)	(4)	(5)
F. The "flexible" value chain Strategy					
The Organization's keeps critical resources available on standby to meet changing demands	(1)	(2)	(3)	(4)	(5)
The Organization has as strong collaborative relationships with suppliers that understandschanging demands.	(1)	(2)	(3)	(4)	(5)
The Organization is adaptable and has many resources of low to medium capacity to meet its needs.	(1)	(2)	(3)	(4)	(5)
The Organization has a well-designed order-entry process to ensure a better understanding of the partners and clients situations and requirements	(1)	(2)	(3)	(4)	(5)

2. To what extent has your Organization benefitted from investing in value chain strategies? Use the following scale: : 1= Not at all; 2 = Little Extent; 3 = Moderate Extent; 4 = Large Extent; 5 = Very Large Extent

Code	Value Chain Strategies On Supply Performance	Not	Littl	Mod	Larg	Very
VP1	Value chain strategies has increased quality delivery of service impact to the clients base.	(1)	(2)	(3)	(4)	(5)
VP 2	Value chain strategies has enhanced donor confidence on the Organization	(1)	(2)	(3)	(4)	(5)
VP 3	Value chain strategies has enable the Organization to manage period of poor suppliers performance	(1)	(2)	(3)	(4)	(5)
VP 4	It has enable the Organization to meet its targets on time	(1)	(2)	(3)	(4)	(5)

VP 5	Value chain strategies has enable the Organization to reduce its back orders and wastages due to unsolicited supplies delivered to locations	(1)	(2)	(3)	(4)	(5)
VP6	Value chain strategies has enable the Organization to reduce the total cost of distribution, including handling and transportation costs of humanitarian needs					

PART C : PERFORMANCE INDEX OF HUMANITARIAN ORGANIZATIONS

3. Kindly provide the following information / data to facilitate computation of your Organization's performance index over the last 5 years.

CODE	Performance indicator	Unit of Measure	2011	2012	2013	2014	2015
A. Financial and Stewardship							
PI3	Annual Donor budget financing	Ksh					
PI4	Client-Population attended to	%					
PI5	Internal-external funds ratio	%					
B. Customer Perspective							
	Target population Satisfactionwithservices	%					
	Timely Resolution of suppliers/clients complaints	%					
	Quality products	%					
C. Internal Business Operations							
	Capacity utilizations	%					
	Cost Efficiency	%					
	Research and Development	%					
	Sphere/ ISO certifications	%					
D. Employee productivity							
	Employee satisfaction	%					
	Employee retention	%					
	Employee productivity	%					
	Competency development	%					

THANK YOU FOR YOUR TIME

APPENDIX III: List of NGOs Register and Operating in Nairobi, Kenya

Sno.	NGOs	Thematic Area
1	Abc Children's Aid Kenya.	Advocacy
2	Wish Kenyan Children Well	Advocacy
3	Africa Wheels Of Hope Kenya.	Advocacy
4	African Foundation For Civil Society Organization.	Advocacy
5	Community Leadership Advancement Network.	Advocacy
6	Education And Public Awareness Media Centre	Advocacy
7	Faith Homes Of Kenya	Advocacy
8	Focus 2000 Child Rescue Programme	Advocacy
9	Focusing On Women And Children Organization	Advocacy
10	Forum For International Co-Operation	Advocacy
11	Friends For Children Development Initiative	Advocacy
12	Friendship Awards Organization	Advocacy
13	Furaha Children's Home And Rehabilitation Centre	Advocacy
14	Global Children International	Advocacy
15	International Development And Peace Organization	Advocacy
16	J oy Homes Africa Services	Advocacy
17	Kenya Drug Education Programme	Advocacy
18	Kenya Support Of Centers And Children Homes	Advocacy
19	Landmine Action (Kenya)	Advocacy
20	Merciful Children Care And Education Centre	Advocacy
21	Merciful International Guild	Advocacy
22	Multi-Sectoral Development Programme	Advocacy

23	New Sudanese Indigenous Ngos Network (Nesi-Network)	Advocacy
24	Peace And Development partners	Advocacy
25	Peace Officers For Christ International	Advocacy
26	Ravens Mueller Foundation	Advocacy
27	Refugee Consortium Of Kenya	Advocacy
28	Regional Communication And Development Organization	Advocacy
29	Save Sub-Saharan Orphans	Advocacy
30	Tact Africa	Advocacy
31	Vision Africa Give A Child A Future	Advocacy
32	Women Federation For World Peace - Kenya	Advocacy
33	World Concern International	Advocacy
34	Love A Child Africa	Advocacy/Protection
35	Noble Charity Homes For Destitute	Advocacy/Protection
36	Centre For Community Law And Rural Development.	Advocacy
37	Change Agent For Peace International.	Advocacy
38	Child Counseling And Related Issues Advisory And Consultancy.	Advocacy
39	Child Ife Missions Of Kenya.	Advocacy
40	Child Survival Centre.	Advocacy
41	Children Welfare Association Fund (Cwaf).	Advocacy
42	Africa Rural Link.	Agriculture
43	AfrikaNeema Foundation.	Agriculture
44	Agency For Technical Co-Operation And Development Kenya.	Agriculture
45	Action In Focus.	Education
46	Active Association For Community Development.	Education
47	Africa Muslims Agency - Kenya.	Education

48	Africa Rebulding Foundation.	Education
49	Africa Solutions.	Education
50	Afro Vision Foundation.	Education
51	Al - Momin Foundation.	Education
52	Al-Munntada Al-Islami Trust.	Education
53	Amazing Grace International Inc - Kenya Chapter.	Education
54	Amurt- Switzerland.	Education
55	Arise And Help International.	Education
56	Benando Breakthrough Support Mission.	Education
57	Bread For Children Kenya.	Education
58	Brook Of Cherith Organization.	Education
59	Centre For Artists For Dvelopment.	Education
60	Christian Aid (Uk/1)	Education
61	Christian Reformed World Relief Committee - Kenya.	Education
62	Combined Fellowship Of Pastors And Leaders.	Education
63	Community Emergency Response Volunteers.	Education
64	Community Organization And Training For Risk Reduction.	Education
65	Diakonie Emergency Aid	Education
66	Dorcas Aid International - Africa	Education
67	Dr. TaaittaToweett Foundation	Education
68	Dream Builders Initiative Programme	Education
69	Dutch International	Education
70	Empower Africa	Education
71	Expert Foundation	Education
72	Foundation For Human Rights And Resources Monitoring	Education

73	Fred Outa Foundation	Education
74	Golden Services Organization	Education
75	Great Hope Resource Youth Centre	Education
76	Halal Development Organization	Education
77	Helpers Of Africa International	Education
78	Hope For The Nations Kenya	Education
79	Humanitarian Assistance For South Sudan	Education
80	Impact On Health	Education
81	IntergratedProgramme On Hiv/Aids In Kenya	Education
82	Jitolee - East African Volunteering	Education
83	Kenya Relief And Educational Services	Education
84	King Of Kings International	Education
85	Mercy Corps	Education
86	Mooyo International	Education
87	Moving Mountains Kenya	Education
88	MuunganoWaWanawake Na WatotoWa Kenya	Education
89	Nazarene Compassionate Organization	Education
90	Oasis Of Friends Restoration Centre	Education
91	P amoja Charity Foundation	Education
92	Prieumber Charity Fund	Education
93	Rescue Youth Africa	Education
94	Roots Africa Development Organization	Education
95	Southern Economic Development Organization	Education
96	Strategy For Poverty Eradication And Advancement	Education
97	Sustainable Development For All - Kenya	Education

98	The Bridge Network	Education
99	The Hut Of Orphans Of Kenya	Education
100	The Sanctuary	Education
101	Under Forty Patriots	Education
102	United Scholars Association International Cooperation	Education
103	UppernileKalaazar Education Association	Education
104	Wings Of Hope	Education
105	Youth Impact Network International	Education
106	African Poverty Research Network.	Education/Reserach
107	Barhostess Empowerment & Support Programme.	Education/Vocational
108	Accident Victims Relief Foundation.	Emeregency
109	Global Rescue Emergency Disaster Victims And Development (Gredvad Rescue International)	Emeregency
110	Action Now Kenya.	Emergency
111	Disaster Support Agency	Emergency
112	Kenya Disaster Concern	Emergency
113	Medical Aid And Disaster Management Services	Emergency
114	Caring For Environment For Development.	Environment
115	Forum For Environmental Sustainability, Poverty Eradication And Gender Equality (Fespege)	Environment
116	Foundation For Biodiversity Conservation	Environment
117	Nile International Development Programme	Environment
118	United Kenya Environmental Development Program	Environmental
119	Adra South Sudan.	Health
120	Association For Aid And Relief (Ar) Japan.	Health
121	Catholic Fund For Oveseas Development.	Health

122	Centers For International Programs - Kenya.	Health
123	Counselling And Health Information Centre.	Health
124	Danoko Outreach Organization.	Health
125	DaratHiv/Aids International Agency.	Health
126	Deaf Community Development And Relief Services	Health
127	Family Care Relief Organization	Health
128	Family Enrichment Organization	Health
129	Global Fund Kenya	Health
130	Hand In Hand Kenya	Health
131	Hands Of Compassion Support Project	Health
132	Health Serve Kenya	Health
133	Health Support International	Health
134	103 Help Child/Mother Organisation	Health
135	Hope Poverty Eradication Organisation	Health
136	Horn Relief	Health
137	Humanitarian Aid And Development Organization (Had) Kenya Chapter	Health
138	Institute Of Capacity Development	Health
139	Institute Of Democracy And Governance	Health
140	Intergrated Pastoralist Assistance And Development	Health
141	International Medical Collaboration Unit Kenya	Health
142	Jabali Development Organization	Health
143	Kenya Community Health Network	Health
144	Kenya Red Cross Society	Health
145	Life Focus Network	Health
146	Life In Abundance- Kenya	Health

147	Life Reformation International	Health
148	Mennonite Board In Eastern Africa	Health
149	Muslim World League	Health
150	Norwegian Church Aid	Health
151	Orphelins Sans Frontieres France	Health
152	Oxfam Gb	Health
153	Partners With Vision	Health
154	Passionate Funds International	Health
155	Provide International	Health
156	Regional Counselling And Psychosocial Organization	Health
157	Relief International - Kenya	Health
158	Safe Harbor International Relief	Health
159	Salama Community Association	Health
160	Samaritan's Purse International Relief	Health
161	Save A Soul Organization	Health
162	Skills For Living- Kenya	Health
163	Support Initiative For Health Education And Devel	Health
164	Sustainable Agriculture Community Development Program	Health
165	The National Organization For Private Public	Health
166	The Source Solution Integration Programme Kenya	Health
167	The Turning Point Trust-Kenya	Health
168	The Usenge Community Health And Education Organization - Kenya	Health
169	Tolosio Community Health Organization	Health
170	Urban Centre International	Health
171	World Service Of Mercy	Health

172	World Vision Kenya	Health
173	Zion Counselling And Education Support Centre International	Health
174	Zoa Refugee Care-Netherlands	Health
175	Feed The Children Kenya	Health/Advocacy
176	Africa Solidarity Fund.	Livelihood
177	African Old Age Network In Kenya.	Livelihood
178	Boma Welfare Organization.	Livelihood
179	Born To Aid.	Livelihood
180	Community Intergrated Development International.	Livelihood
181	Community Progress Empowerment Programme.	Livelihood
182	Community Transformation And Rural Development.	Livelihood
183	Compassion International Inc.	Livelihood
184	Compassionatte Hearts Organization.	Livelihood
185	Compassionate Neighbors Mission.	Livelihood
186	Concern Worldwide.	Livelihood
187	Desert Rose Organization	Livelihood
188	Development And Relief Organization Of Kenya	Livelihood
189	Direct Aid International	Livelihood
190	Ethiopian Relief And Rehabilitation Organization	Livelihood
191	Global Forces Support Programme	Livelihood
192	Global Victims Support Programme	Livelihood
193	Good People World Family	Livelihood
194	Gusii Poverty Eradication Programmes	Livelihood
195	Harambee In Progress (Kenya)	Livelihood
196	Helping Hands International Foundation Inc	Livelihood

197	Heshima Kenya	Livelihood
198	Hope Africa Management Initiative	Livelihood
199	Hope Of Grace International	Livelihood
200	Humanitarian Development Organization Inc	Livelihood
201	Ideal Educational Counseling Center	Livelihood
202	Imani Rehabilitation Agency	Livelihood
203	Institute For Development And Welfare Services	Livelihood
204	International Association For The Marginalized Childern	Livelihood
205	International Association For The Protection Of Marginalized Children	Livelihood
206	International Community Assistance Organization (Icao)	Livelihood
207	Intex Welfare Foundation	Livelihood
208	Isukha Heritage Organisation	Livelihood
209	Julikei International Women And Youth Affairs	Livelihood
210	Jumuika Empowerment Programme	Livelihood
211	Kensudan Youth For Peace And Development Agency	Livelihood
212	Kenya Basic Support Foundation	Livelihood
213	Kenya Peace Association Ministry	Livelihood
214	Kenya Urban Slum Service Organisation	Livelihood
215	Kenya Youth Development Assistance	Livelihood
216	Kibera Human Development Project	Livelihood
217	Kibera Slums Community Development Program	Livelihood
218	Lifebloom Services International	Livelihood
219	Manna Programme Community Center	Livelihood
220	Masinet World Agencies	Livelihood
221	Mchanganyiko Unity Women Organization	Livelihood

222	Mercy Usa For Aid And Development Kenya	Livelihood
223	Mission Of Hope International	Livelihood
224	Mitigation International	Livelihood
225	Mount Olives Learning Centres	Livelihood
226	National Organization For Private Public Partnership	Livelihood
227	Natural Health Organization	Livelihood
228	Natural Resources And Environment Conservation Partnership Of Kenya	Livelihood
229	Network For Education And Development Foundation	Livelihood
230	Novib Oxfam Netherlands	Livelihood
231	Nub Relief, Rehabilitation And Development Organization	Livelihood
232	Odyssey Women International Education Services	Livelihood
233	Ogiek Rural Integration Project	Livelihood
234	Paramount Integrated Relief Initiative	Livelihood
235	Peace Building, Healing And Recon cilliationProgramme	Livelihood
236	Peacebulding Healing And ReconcilliationProgramme	Livelihood
237	Poverty Alleviation Partners For Africa	Livelihood
238	Practical Action	Livelihood
239	Program For Indigenous Community Iniatiatives	Livelihood
240	Progressive Initiatives And Methodologies For Social	Livelihood
241	Ranalo Child And Old - Age Development Programme	Livelihood
242	Regional Strategies Organization	Livelihood
243	Relief, Reconstruction And Development Organization	Livelihood
244	Resource evaluation And Community Intensive Participation To Eradicate Poverty In Kenya	Livelihood

245	Restoration And Rehabilitation Centre	Livelihood
246	Revive Africa International	Livelihood
247	Rural And Urban Community Initiative Support Organization	Livelihood
248	Rural Initiative Approach	Livelihood
249	Seeds Of Compassion	Livelihood
250	Shelter 2000	Livelihood
251	Slums First-Kenya	Livelihood
252	Social Needs Network	Livelihood
253	Special Ministries	Livelihood
254	Springs Of Life International	Livelihood
255	Stara Peace Women Organisation	Livelihood
256	Stay Alive Community Organization	Livelihood
257	Stepping Out By Choice International	Livelihood
258	Strategic Rural Economic Empowerment Project	Livelihood
259	Sub-Sahara Development Initiative	Livelihood
260	Sudan Education And Development Organisation	Livelihood
261	Sudan Relief And Rehabilitation Association	Livelihood
262	Tawa Economics Empowerment Organization	Livelihood
263	Tender Hands Initiative	Livelihood
264	The Great Alter call Fellowship Ministry	Livelihood
265	The Junior Shelters	Livelihood
266	The National Health Development Organisation	Livelihood
267	The World-life Foundation	Livelihood
268	To Love Children Educational Foundation International – Kenya	Livelihood
269	Tumaini Fund For Economic Development International	Livelihood

270	UrafikiWaKutoaMisaadaYaKimataifa - Kenya	Livelihood
271	Value Addition And Cottage Industry Development Initiative Africa	Livelihood
272	Vetworks Eastern Africa	Livelihood
273	Village Women Organization - Kenya	Livelihood
274	Vision Integrated Community Development Programme	Livelihood
275	Woman To Woman Africa	Livelihood
276	Women Against Poverty International	Livelihood
277	Women Awareness And Development Initiative	Livelihood
278	Women Capacity Development International Organization	Livelihood
279	Young Muslim Association	Livelihood
280	Youth Alliance For Leadership And Development In Africa - Yalda (K)	Livelihood
281	Youth Peace Alliance	Livelihood
282	Youth Peace For Africa International	Livelihood
283	Buckner Kenya.	Livelihood
284	Caris Foundation International - Kenya.	Livelihood
285	And Economic Enhancement In Kenya Development	Livelihood
286	Partnerships	Livelihood
287	Center for Victims of Torture	Health
288	Center for Multiparty and Democracy	Advocacy