

Determinants of Effective Logistics coordination among Humanitarian Organizations in Kenya. A Case of Humanitarian Organization in Nairobi County

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Abstract- This study identified determinants of effective logistics coordination among Humanitarian Organizations in Kenya; A case of Humanitarian Organizations in Nairobi County. Statement problem of this study evolved in the fact of humanitarian Organizations suffers in one way or the other from lack of Logistics Coordination and are well aware of the negative impacts of lack of coordination in the provision of Humanitarian aid. The objectives of this study is to; To explore whether Information sharing among Humanitarian organization influence Humanitarian Logistics Coordination; To establish how specialized skills among Humanitarian organization affect humanitarian Logistics coordination; To establish extent to which Donor Conditions contribute to lack of Humanitarian Logistics Coordination. The Research study focused on Kenya Red Cross Society, Concern worldwide, Danish Refugee Council, Oxfam Kenya and world Vision- Kenya all identified as the main inter-related humanitarian actors with similar mandates. This study was achieved by employing descriptive survey design on a sample of 5 Humanitarian Organizations constituting 30 per cent of the population of 17 Humanitarian Organizations in Nairobi for representativeness. Using questionnaire and interview guide on a population of 92 logistics coordinators and heads of operations from the sampled HOs, the study analysed humanitarian Logistics coordination variables such as inter-organization information sharing, organizations competency or skills and Donor funding as independent variables and Effective Logistics coordination (response time, costs, accuracy, impact and number of beneficiaries) as dependent variables. The researcher maximized the use of mixed mode research design. Research data was collected using questionnaires and interviews guides. Automatic inclusion, purposive sampling and random sampling were employed sampling all Logistics workers at the selected firms in Nairobi. The data was analysed descriptively with the use of SPSS and presented through figures, tables and percentages. The study identified gaps and made various recommendations that can help prevent or reduce duplication of efforts of Humanitarian Organizations to the benefit of all stakeholders. The findings also forms the foundation for decisions and steps in formulating relevant industry and organization policies geared towards efficient and effective Logistics Coordination in the HOs in Nairobi. The overall finding of the study is that logistics coordination is poorly embraced among relief giving organizations in Nairobi. The researcher recommends that intensive sensitization should be done among humanitarian organizations so that they can embrace

Information sharing with likeminded HOs through Platforms like Clusters or disaster planning forums. Specialized skill should be substituted between organizations whenever disasters strike while donors should establish framework which will encourage humanitarian organizations Logistics coordination to enable effective lifesaving humanitarian activities.

Index Terms- Humanitarian Organization, Logistics Coordination, Logistics

I. INTRODUCTION

Russell (2005) defines coordination as to resource and information sharing, centralized decision-making, conducting joint projects, regional division of tasks, or a cluster-based system in which each cluster represents a different sector area such as food, water and sanitation, and information technology.

According to Gazley and Brudney (2007), coordination can yield many benefits such as economic efficiencies, greater service quality, organizational learning, access to new skills, diffusion of risk, improved public accountability, ability to buffer external uncertainties, and conflict avoidance. The significant amount of uncertainty such as number of beneficiaries, availability of supply, conditions of supply networks, availability of human resources faced by HOs when responding to disasters can be leveraged by coordination (Thévenaz & Resodihardjo, 2010).

Coordination may also take the form of sharing equipment, assets, and resources, the humanitarian operations across Humanitarian Organizations (Hos). Samii and Van Wassenhove (2003) or the 2005 hurricane Katrina; and Cordoba (2010) for the 2010 Haiti earthquake. Thévenaz and Resodihardjo (2010) observe that in uncoordinated situations, efforts are duplicated, resources are used in an unproductive and ineffective way or are wasted, and relief efforts are slow, impeded, or obstructed. This lack of coordination results to ineffective aid distribution (Murray, 2005), congestion at local airports and roads (Fritz, 2005), injury or death of aid recipients struggling to attain services (Moore *et al.*, 2003), competition among HOs over limited resources, raised costs and increasing delays (Chang *et al.*, 2010).

In Kenya, Mweiga (2013) states that although Humanitarian organizations contribute significantly in preventing and

strengthening preparedness for the occurrence of such situations, saving lives, alleviating suffering and maintaining human dignity during and in the aftermath of man-made crises and natural disasters, the Humanitarian supply chains which are the cardinal networks to provide physical aid to beneficiaries require efficient logistical and procurement network support. This may form the basis for coordination of efforts of the Humanitarian Organizations.

According to the Kenya National Disaster Response Plan done by Office of the President Ministry of State for Special Programmes (MSSP), and Ministry of Provincial Administration and Internal Security -National Disaster Operation Centre (NDOC) dated 2009, lack of coordination in natural disasters was also identified within the government systems and this plan gives appropriate guidelines for coordination and response to all types of disasters and emergencies. It is expected that newly created devolved county governments will use the plan to develop and implement their own hazard specific plans and train the relevant personnel. The plan was developed through a consultative process among stakeholders from Government Ministries, UN agencies, NGOs, World Vision, the Kenya Red Cross and other Humanitarian partners.

The Kenya Disaster Response plan 2009 enabled the Ministry State for Special programme to come up with National Policy for Disaster Management in Kenya after the experience where it is estimated that the Government, together with development partners and other stakeholders such as the UN agencies, Civil Society and the Private Sector, spent a colossal USD 340 million to respond to the 1999-2001 drought, considered to be one of the worst droughts in Kenya where 4.5 citizens million were affected. A study entitled, "the cost of delayed response" carried out by disaster management experts in 2002 estimated that only USD 171million was required to effectively respond to this drought had there been an effective disaster management system in place. The extra amount was a cost to the national economy attributed to poor preparedness and delayed response to this drought episode. A big lesson from this is that managing disasters is expensive. But not managing disasters is even much more expensive.

According to Wafula (2012), on the challenges and opportunities for Integrated disasters and risk Management with particular reference to policy, legislation and regulations in Kenya, the HO's failures to coordinate becomes more evident since the frameworks and legislations to facilitate the coordination of disaster management activities from the central level to local level have also not been institutionalized. However, the development of the framework and bills should be guided by the nature of disasters occurring in the country. Citing the new constitutional dispensation which is implementing devolved governance, the systems should seek to delegate authority to the least centralized level, such as the village, that has the capacity to respond to needs. GoK (2003) Economic Recovery Strategy for Wealth and Employment Creation 2003-2007 also points the aid volatility which directly calls for coordinated efforts.

According to a paper by Wafula (2012) on the challenges and opportunities for integrated disaster and risk management, coordination in disaster management involves bringing together the different elements of complex activities or organizations into a harmonious and efficient relationship and to negotiate with

others in order to work together effectively for the benefit of those affected by the event. Currently, disaster management coordination is lacking resulting in gaps and duplications, inappropriate assistance, inefficient use of resources, bottlenecks and impediments, slow reaction to changing conditions, frustration of providers, officials, survivors, poor information transfer to the public and other organizations resulting in a loss or lack of confidence.

1.1 Humanitarian Organizations in Kenya

There are a number of Humanitarian Organizations operating in Kenya although not all of them are based in Nairobi. This study is limited to those that operate in Nairobi as enlisted in Appendix 1. This study narrowed down to these organizations as the target population because the seventeen (17) humanitarian organizations are based in Nairobi.

The Humanitarian organizations in Kenya offers humanitarian relief aid designed to save lives and alleviate the suffering in the immediate aftermath of emergencies (GHA 2012). A situation becomes an emergency when the lives of the population are threatened beyond the local capacity to respond or cope and can be situation of a natural disaster or man-made (James 2008:2). Humanitarian organization intervenes when they are requested by the Kenyan Government or as mandated under Chapter VII of the United Nations Charter (Gillmann 2010:105).

In the past decade the humanitarian system in Kenya has had to respond to several natural disasters and complex emergencies of increasing severity like drought, post-elections violence in early 2008, the Lamu killings in Coastal Kenya, and displacement among others. Due to these experiences there has been an attempt to increase coordination amongst humanitarian actors and improve coherence in humanitarian response, where the United Nations had tried to implement a coordination mechanism called the Cluster Approach. This was encouraging humanitarian actors to consider longer term objectives into their life-saving work integrated into the work of all clusters in the humanitarian response and the Emergency Humanitarian Response Plan (EHRP) for Kenya.

1.2 Statement of the Problem

Humanitarian aid in Nairobi County has not bared fruits for the last decade. This has been occasioned by the various challenges facing the HO's which have hampered their effective operations in the county. One of the major challenges that all HO's have suffered from is lack of proper coordination of their operations among themselves. The HO's in Nairobi County have one objective; to help uplift the life of the Nairobians especially in slums areas where most disasters happen. Due to lack of effective logistic coordination among HO's, there has been a lot of duplication of projects and efforts in the County. This has led to high wastage resources, delayed response to humanitarian needs and inability on the side of HO's to meet their objectives and those of the donors. Despite all these challenges very little efforts if any have been made to ensure effective logistical coordination among the HO's in Nairobi County.

The problem has been heightened first by lack of information sharing among the HO's to promote coordination of their humanitarian efforts for efficiency and effectiveness of their operations. As Currey (2003), Gordon (2001), and Gourlay (2000) would agree such coordination among the humanitarian

missions has become essential if the missions have to effectively respond to specific needs on the ground. In addition the effective logistical plan in place, coordination has been clogged by some strict conditions given by donors in disbursing their funds where they dictate the ways funds are to be utilized.

Any effort to support effective coordination among HOs that goes against the donor conditions may lead to the termination of Funds. Effective logistical coordination requires that firms have equal and constant funds to enable them participate in the shared efforts. Lack of constant flow of funds has also greatly affected this desired and necessary coordination. Finally organization staff competence driven by organization mandate may determine how and whether responds to certain disasters and emergencies.

This study therefore investigated the extent to which Information sharing, organization staff competence, donor conditions and constant flow of funds influence the effective logistical coordination among the HOs in Nairobi County.

1.3 General Objective

The general objective of this study was to establish the determinants of effective logistical coordination among the HOs in Nairobi County.

1.3.1 Specific Objectives

The study was guided by the following objectives:

1. To establish the extent to which Information sharing among Humanitarian organizations determines effective logistics coordination.
2. To determine the extent to which organizational competent skills influence effective logistics coordination.
3. To establish the extent to which donor funding contribute to effective Logistics coordination

1.4 Research Questions

The research questions for this study were -:

1. How does information sharing among Humanitarian organizations determine effective Logistics coordination?
2. How does organizational competency influence effective Logistics coordination?
3. How does donor funding contribute to effective Logistics coordination?

II. LITERATURE REVIEW

2.1 Theoretical Framework

This study was based on the Social Network Theory, the Resource Based Theory and Relief Coordination Theory as discussed here below.

2.1.1 Social Network Theory

Social Network Theory which is also called the Network theory, network analysis (Scott, 2001) has nodes and links as independent construct and node size, density, link strength as dependent constructs. Its proponents include Stanley Milgram (small worlds problem, six degrees of separation), Mark Granovetter (the strength of weak ties) and Barnes who was the first to study social networks. It is a theory social network theory that focuses on the many ways that people interrelate and

communicate via the various social networking platforms (Scott, 2000).

According to Haythornthwaite (1996), social network theory understands social relationships in terms of nodes and ties. Nodes are the individual actors within the networks, and ties are the relationships between the actors. There can be many kinds of ties between the nodes. The fact that these kinds of ties can vary in intensity and importance is just one of the many variables that can factor into social network theory. Often the analysis of a network will involve dots of varying sizes and colours connected by lines of differing lengths and thicknesses. A social network analyst will try changing variables and looking at the connections in various ways to discover hidden correlations and trends in the network.

Layton (2006) argues that basically there are two elements in any social network, online or offline; nodes and ties. Nodes are the elements of the network that act - whether they are organizations, small groups, or individuals - and ties are the ways these nodes relate to each other. This could be as minor as an email correspondence or as intimate as a marriage. In its most simple form, a social network is a map of all of the relevant ties between the nodes being studied. The network can also be used to determine the social capital of individual actors. These concepts are often displayed in a social network diagram, where nodes are the points and ties are the lines.

The power of social network theory stems from its difference from traditional sociological studies, which assume that it is the attributes of individual actors whether they are friendly or unfriendly, smart or dumb among others that matter. One of the defining elements of social network theory that differentiates it from other sociological sciences is the weight it gives to the relationships between the nodes, as opposed to the attributes of the nodes themselves. Social networks have also been used to examine how Humanitarian Organizations interact with each other, characterizing the many informal connections that link executives together as well as associations and connections between individual employees at different Humanitarian Organizations (Layton, 2006).

These networks provide ways for Humanitarian Organizations to gather information, deter competition, and even coordinate in setting operational policies (Layton, 2006).

2.1.2 Resource Based Theory

According to Eisenhardt and Martin (2000), Resource-based theory holds that the firm can be considered as a bundle of resources that are heterogeneously distributed across it in this case, Humanitarian Organizations with enduring differences between them. This theory posits that a company must secure an efficient bundle and flow of the right type of resources from its operating environment to stay relevant and prop up its performance (Rungtusanatham *et al.*, 2003). In this theory, resources refer to physical or tangible assets that include plants, equipment; as well as intangible assets such as knowledge, expertise, and other organizational assets.

In lieu of this, competitive advantage can result from having a shared ownership of or access to, unique/expensive assets like transport, innovations, and barriers to resources. It is these resources that can enable Humanitarian Organizations to have leverage for competitiveness in the humanitarian operations

through the combination of such resources and capabilities in a way that forms the core competencies of each individual humanitarian organization.

According to Zacharia, Sanders, and Nix (2011), Research Based Theory (RBT) is critical to many firms due to its competency in logistics and that it can be expensive if a company opts to invest in it. This is because competency is a source of sustainable competitive advantage that Humanitarian Organizations can have over a period of time and whose realization is pegged on the practicability of taking advantage of the resources that a company has to achieve efficiency and effectiveness by utilizing even the resources it does not own.

Humanitarian Organizations have therefore relied on outsourcing to gain access to other firm's valuable resources in the competitive market. With the growing need for such resources, Humanitarian Organizations searching and providing such services become reciprocally adapted towards one another and more value dependent. The theory thus suggests that coordination enables firms to be accessible to complementary resources and create much more competitive resource bundles, providing them with a competitive advantage (Zacharia, Sanders & Nix, 2011).

2.1.3 Relief Coordination Theory

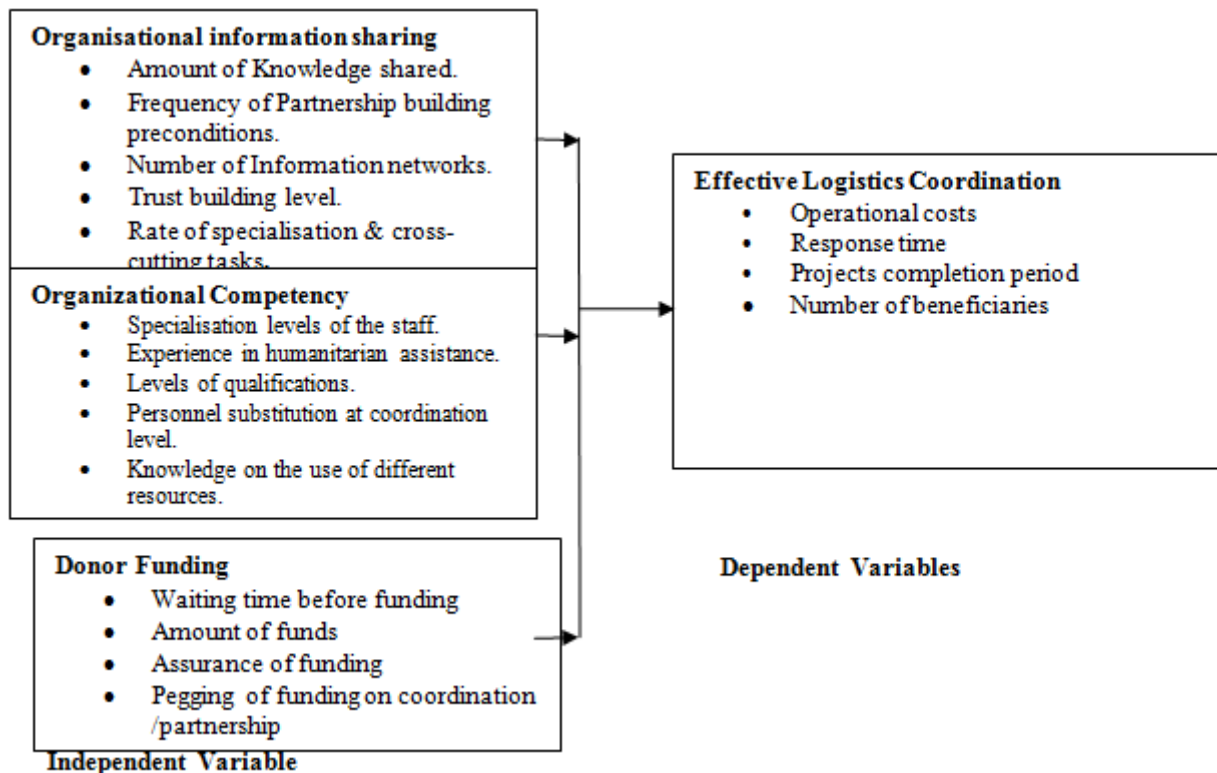
This theory posits that it is possible to orchestrate the efforts of diverse organizations and the orderly and organized direction of activities ((Seybolt, 1997; McEntire, 1997). The Humanitarianism and War Project offers a more specific and often cited definition of the concept as: managing information;

mobilizing resources and assuring accountability; orchestrating a functional division of labour in the field; negotiating and maintaining a serviceable framework with host political authorities; and providing leadership (Minear, 2002).

Analysts and scholars also often suggest that coordination is important to improve service delivery effectiveness. Indeed, while effectiveness is rarely defined, it is most often given as the reason why achieving coordination among service providing agencies is important (Minear, 2002). An effort to reduce duplication, often framed as securing or improving organizational efficiency, is also frequently offered as a rationale for why humanitarian organizations should seek to coordinate their assistance operations (McEntire, 1997).

2.2 Conceptual Framework

In the conceptual framework; coordination variables are the three main independent variables that influenced the efficiency and effectiveness of the operations of Humanitarian Organizations in Nairobi, Kenya. The independent variables are Inter-organization information sharing, Inter-organization competence-based specialization and Donor funding conditions. These were meant to check the core coordination areas that the Humanitarian Organization utilize or may possibly utilize and their respective extent. The independent variables were looked at against operational efficiency and effectiveness within the Humanitarian Organizations with regard to logistics coordination which is determined by savings on operational costs, quick response time, number of projects concluded, number of organizations partnering & impact on the victims.



III. RESERCH METHODOLOGY

1.1. Research Design

The research study adopted a descriptive research design that was proper to a study that uses a sample to describe the characteristics of certain groups (in this case HOs), estimate the proportion of people with distinct characteristics, and make predictions. According to Creswell (1994), the purpose of a descriptive study is normally to gather information about the present existing conditions without making amends to the actual observation. Descriptive survey, according to Best and Kahn (1998) has the ability to produce statistical information about aspects of education that interest policy-makers and researchers. This study, therefore, aims at collecting information from the Humanitarian Organizations in Kenya which present their actual picture.

3.2 Target Population

The population in this study consisted of all the 17 Humanitarian Organizations in Nairobi but a representative sample of the organizations constituting 30 per cent in line with Orodho (2005) who states that a sample of 30 per cent is representative enough for a descriptive study. Thirty percent of the humanitarian organizations sampled for this study totalled five (5) organizations with all their employees totalling to 92. It is from this number of staff that the researcher used as a representative sample for this study.

Table 3.1 Target Population

Level	Population	Sample size no 30 percent
Humanitarian Organizations in Nairobi	17	5
Total	17	5

3.3 Sample and Sampling Techniques

The five selected organizations using simple random sampling included Kenya Red Cross Society, Concern Worldwide, Danish Refugee Council, Oxfam Kenya and World Vision- Kenya. The target population was logistics coordinators and head of operations who are always at the centre of relief logistics management because they are more knowledgeable and therefore better placed to respond to the items regarding the issue under study.

3.4 Sampling Frame

Wiersma (1995) states that an ideal sample should be large enough for validity and reliability. That is, if the same study is conducted with different sample size, the same data will be collected. For Cohen et al. (2007), there is no exact size of the sample but this depends on the purpose of the study and the nature of the population under scrutiny. In general, the larger the sample the more reliable it is. Logistics coordinators and head of operations in each organization were selected using simple random sampling technique as shown in table 3.2. The sampling frame for this study was the five sampled organizations. It is from this sampling frame that the researcher stratified the

population in the respective organizations into two strata; of logistics coordinators and head of operations.

Table 3.2: Sample Size

Organizations	Population(Logistics coordinators & head of operations)	Project Sample
Concern Worldwide	12	12
Red Cross	20	20
Danish Refugee Council	15	15
Oxfam Kenya	20	20
World Vision Kenya	25	25
Total	92	92

3.5 Sampling Techniques

Mugenda and Mugenda (2003) argue that the sample must be carefully selected to be representative of the population. In this study a census data collection method was used in this study as data was obtained from few individual of the study. Since all the humanitarian organizations have their headquarters in Nairobi and that they are all accessible, the study adopted a census approach. The heads of operations and logistics of these organizations were the respondents because they are involved in all activities touching on Logistics co-ordination. This therefore means the entire population was used to get the required data for the study.

3.6 Data Collection Procedures

Primary data was derived through administration of questionnaires. Secondary data was gathered from existing literature. The questionnaires were self-administered to the sampled respondents. Permission to carry out the research and authorization letter was received from the University and also the Ministry of Education. This was explained to the respondent the reason for the research and enhanced the confidentiality of the data collected from them. Thereafter, the questionnaires was self-administered by a drop and pick method. During this process, the researcher went first to the organizations sampled and introduced himself and met the top management and the employees, giving them brief information in regard to the research. Then an official date was set for the distribution of the questionnaires. The questionnaires were picked later after a grace period of one week given to the respondents to fill the questionnaires.

3.7 Data Analysis

The researcher used quantitative data analysis methods comprising of both descriptive and inferential statistics. Sieber (1980) posits that a mixture of quantitative and qualitative methods often produces much more reliable results than either quantitative or qualitative method does alone. The data that was collected through questionnaires was edited, coded, entered into the Statistical Package for Social Sciences (SPSS) for analysis

and generation of frequency tables, charts and graphs. Statistical inference was drawn.

Correlation analysis was used to establish the relationship between the independent variables (inter-organization information sharing, inter-organization competency skills and Donor funding Conditions) and Logistics coordination by humanitarian organization (the dependent variable). The resulting correlation coefficient (R) gave the indication of the strength and direction of the relation between the independent and dependent variables. Consequently, coefficient of

determination (R^2) was calculated. This has given the causal relationship between the independent and dependent variable.

IV. RESERCH FINDINGS AND DISCUSSION

4.1 Summary of the Findings

4.1.1 Information sharing

Table 4.1 Information sharing

Information sharing		SD	D	N	A	SA
We share high volume/amount of Knowledge	F	23	51	0	1	0
	%	31	68	0	1	0
We have a Partnership building pre-conditions	F	17	56	0	1	2
	%	23	75	0	0	3
We have a number of Information networks	F	9	65	0	1	0
	%	12	87	0	1	0
We have trust building level	F	15	57	0	1	2
	%	20	76	0	1	3
We have high rate of specialisation & cross-cutting tasks	F	12	62	0	0	1
	%	16	83	0	0	1
Summation		101	388	0	4	7
Average %		20	78	0	1	1

*SD=strongly disagree D=Disagree N=Not sure A=Agree SA=Strongly Agree f=Frequency.

The first objective of the study sought to establish the extent to which information sharing determine logistics coordination. The responses were generated on a five point Likert scale; 1= Strongly Disagree, 2= Disagree, 3= Not Sure, 4= Agree and 5= Strongly Agree. The respondents were required to state their level of agreement.

According to Layton (2006) networks provide ways for Humanitarian Organizations to gather information, deter competition, and even coordinate in setting operational policies. Descriptive statistics frequencies and percentages were used to summarize the study findings as shown in Table 4.6. Majority 62 respondents disagreed that there is high rate of specialisation & cross-cutting tasks. In addition, 56 respondents disagreed that there exist a partnership building pre-conditions and 51 respondents disagreed that there is high volume/amount of knowledge within the HOs while 65 respondents disagreed that they have a number of Information networks. Finally it was also noted that 57 respondents disagreed that they have trust building level among logisticians in the HOs.

On average 78% disagreed while 20% strongly disagreed that there were information sharing amongst Humanitarian organizations. The implications of these findings are that the level of information sharing is low among the Humanitarian organizations in Nairobi and hence leading to a low level of logistics coordination. A study by Peel and Rowley (2010) on Information sharing practice in multi-agency working, they found that workers recognized the importance of information sharing to their job role and are willing participants despite busy work schedules that never make this a reality.

This means that there is no knowledge-sharing platform, organizations never share high volume/amount of Knowledge, organizations have no information networks, there is low trust building level and that they have low rate of specialisation & cross-cutting tasks. Information and knowledge sharing has been recognized as being increasingly important in the public sector (Fowler & Pryke, 2003; Gorry, 2008).

4.1.2 Organizational competency

Table 4.2 Organizational competency

Organizational competency		SD	D	N	A	SA
We have specialised levels of staff	F	17	6	0	50	2
	%	22	25	0	50	3
We are experienced in humanitarian assistance	F	15	59	0	1	0
	%	20	79	0	1	0
Our staff have high levels of qualifications	F	10	25	0	40	0
	%	13	87	0	0	0
There is personnel substitution at Logistics coordination level.	F	19	54	0	1	1
	%	25	72	0	1	1
We are knowledgeable in using different resources	F	16	59	0	0	0
	%	21	79	0	0	0
Summation		102	288	0	106	4
Average %		20	58	0	21	1

*SD=strongly disagree D=Disagree N=Not sure A=Agree SA=Strongly Agree f=Frequency.

The second objective of the study was to establish the extent to which organization competency determines logistics coordination in Nairobi. Results in Table 4.7 shows that 50 of the respondents equally agreed that they both have specialized level of staff, experienced in humanitarian assistance. Further, the results showed that 40 agreed that staff have high levels of qualifications while 54 disagreed that personnel substitution at Logistics coordination level exists. An overwhelming 59 respondents disagreed that they are knowledgeable in using different resources. According to Zacharia, Sanders, and Nix (2011), competency in logistics can be expensive if a company opts to invest in it. This is because competency is a source of sustainable competitive advantage that Humanitarian Organizations can have.

On average 58% disagreed while 20% strongly disagreed that there were requisite organizational competency for Logistics coordination amongst Humanitarian organizations. However 21% of the respondents agreed that there exist specialized and competence staff coupled with high level of qualifications. The implications of these findings are that the level of organizational

competency for Logistics coordination is moderate among the Humanitarian organizations in Nairobi and hence there is low level of coordination. Kovacs and Karen (2006) argue that in emphasizing certain levels of specialization in the provision of services, specialisation levels of the staff such as logistics professionals, health among others can be available in a humanitarian organization.

This means that HOs in Nairobi do have sizeable specialised levels of staff, who are experienced enough in humanitarian assistance, have acceptable levels of qualifications in logistics coordination but no personnel substitution at Logistics coordination level and employees have little knowledgeable in using different resources. The results of Huckman and Zinner (2008) show that specialized firms indeed outperform unfocused ones in terms of the number of enrolled clients.

4.1.3 Donor conditions

The third objective of the study sought to assess the extent to which donor conditions determines rate of logistics coordination in Nairobi County, Kenya.

Table 4.3 Donor Conditions

Donor conditions		SD	D	N	A	SA
We wait for long before funding is received	F	19	56	0	0	0
	%	25	75	0	0	0
We get enough fund to meet all our programs	F	10	25	0	35	5
	%	13	33	0	47	7
Donors give assurance of funding all the time	F	31	38	1	3	2
	%	41	51	1	4	3
We have donor funding partnership preconditions	F	5	20	0	10	40

	%	7	27	0	13	53
Summation		87	185	1	64	63
Average %		22	46	0	16	16

*SD=strongly disagree D=Disagree N=Not sure A=Agree SA=Strongly Agree f=Frequency.

Results in Table 4.8 shows that 56 of the respondents disagreed that they wait for long before getting funding, 35 agreed that they have enough funds to cover all their programs. Further, the study showed that 31 and 38 of the respondents strongly disagreed and disagreed respectively that donors give assurance of funding all the time when there is a humanitarian crisis. 40 respondents agreed that they have partnership pre-conditions with donors ideally refers to us the proposal which serves an assurance agreement, integrity and accountability framework and commitment.

On average 46% disagreed while 22% strongly disagreed respectively that there were donor conditions that determines effective Logistics coordination amongst Humanitarian organizations. However 40 respondents strongly agreed that pre-conditions must be met before any funds are released. The implications of these findings are that the Donor Conditions on Logistics Coordination is moderate among the Humanitarian organizations in Nairobi and hence a factor that would determine effective Logistics coordination.

This means that organizations do wait for long before funding is received, that they get enough fund to meet all their programs. They also disagreed that donors give assurance of funding all the time a humanitarian crisis has been declared but strongly agreed that there are donor funding partnership preconditions to be met before funds are released. According to Swilling and Russell (2002), while some donor funding Conditions positively impact on the NGOs within the Humanitarian sector, other Conditions negatively impact on their activities and even efficiency as has been ascertained in South Africa.

4.2 Correlation Analysis

Table 4.3 Correlation analysis

	r	R ² (Coefficient of determination)	% coefficient of determination
Information Sharing	0.291	0.0853	8.53
Organizational competency	0.343	0.1177	11.77
Donors Funding	0.162	0.0262	2.62
TOTAL			22.92

This implies therefore that a change in Logistics coordination can be explained by a change in information sharing only to an extent of 8.53%. However 91.47 changes in logistics coordination is as a result of other factors. On the other hand a change in logistics coordination can be explained by a change in Organizational competency and specialized skills only to an extent of 11.77%, meaning that 88.23% changes will be as a

result of other factors. Finally a change in Logistics coordination can be explained by a change in Donor funding conditions only to an extent of 2.62%.

In summary 22.92 per cent change in Logistics coordination are as a result of the three independent variables and 77.18 per cent are as a result of other factors. According to Kombo & Tromp, (2006) data analysis refers to examination of what has been collected in order to make deduction and inference i.e. scrutinizing the acquired information and making inferences. Overall therefore means there is very low logistics coordination among humanitarian organizations in Nairobi.

V. SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Major Findings

The study aimed at assessing Logistics Coordination among humanitarian organizations in Nairobi County. The research had three specific objectives; to establish the extent to which information sharing among humanitarian organizations determines effective Logistics coordination, to determine the extent to which organization competency skills influence Logistics coordination, and to establish the extent to which donor funding conditions contribute to effective Logistics coordination among humanitarian organizations in Nairobi County, Kenya. A sample of 92 respondents was selected from the target population with similar characteristics; out of the 92 issued questionnaires 75 were filled and returned. A combination of descriptive statistics and inferential statistics were used to analyze the quantitative data.

5.2 Conclusion

The overall finding of the study is that logistics coordination is poorly embraced among relief giving organizations in Nairobi. The study therefore concludes that there is no knowledge-sharing platform, organizations never share partnership building pre-conditions, organizations have no information networks, there is low trust building level and they have low rate of specialisation & cross-cutting tasks. It was concluded that though organizations do have specialised levels of staff, who are experienced in humanitarian assistance, and who have high levels of qualifications in logistics coordination other aspects of lacking personnel substitution at Logistics coordination level and the little knowledgeable in using different resources availed by donors negates any meaningful logistics coordination. The study also concludes that organizations don't wait for long before funding is received for humanitarian response and that they always get enough funding to cover programs needs as per proposals. However since donors don't give assurance of funds whenever there is a humanitarian crisis and still also set tough partnership preconditions, this makes humanitarian organizations to opt for logistics planning at organizations individual level. This study's key conclusion is that there is very low coordination mechanism, and lack of it hinders effective logistics coordination

thus organizations are unable to reduce cost, have slow response time, delayed projects, constant errors or miscalculation and failure to reach needed beneficiaries.

5.3 Recommendations

The researcher recommends that intensive sensitization should be done among humanitarian organizations so that they can embrace Information sharing with likeminded HOs through Platforms like Clusters or disaster planning forums.

According to the findings HOs in Nairobi have specialised levels of staff, have good experienced in humanitarian assistance coordination and staff have high levels of qualifications in logistics coordination. However a number of staff get promoted from low level jobs of logistics officer because of experience which build wealth of capacity in humanitarian responses. However lack personnel substitution at Logistics coordination responses between various organization employees and little knowledge and capacity in using different resources as maybe availed by donors for different humanitarian responses overrides the gains.

The relevant regulatory authority or better still major donors should develop legal framework which will encourage humanitarian organizations to embrace logistics coordination. Equally, there is need for innovative paradigm shift on logistics coordination among humanitarian organizations since it has the most significant influence their operation. From the study findings since majority of the humanitarian organizations depend on donor funding, donors should base funding on logistics coordination so as to encourage logistics coordination normally called Consortiums. The culture of cooperation within humanitarian organizations can enable value additions and cost reductions in operation cost, response times and shorter projects completion periods and be in a better position to reach more beneficiaries.

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