

Procurement Consolidation in Humanitarian Supply Chain: A Study of National Disaster Management Organization, Nadmo

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Abstract

The purpose of this research is to identify the impact of procurement consolidation in humanitarian supply chain (a case study of national disaster management organization NADMO), with some problem statement which include, Lack of coordination in the activities of various governmental and non-governmental agencies in the management of disasters. The research method used for this study include experimental research, questionnaires, etc. the researcher administered twenty (20) questionnaires to specific departments within the organization where information where gathered for a successful completion of these project. This study consisted of three main objectives as follows. To determine the extent of Supply Chain Management consolidation within humanitarian organizations in national disaster management organization NADMO, to determine the relationship between Supply Chain Management Integration and the performance of humanitarian organizations in national disaster management organization NADMO, to determine the challenges of Supply Chain Management Integration in humanitarian organizations in NADMO. Amidst several recommendations, the researcher finally recommended that, SCM integration has enabled international humanitarian organizations achieve better performance. Other organizations should also be encouraged to adopt the same in order to provide faster and efficient goods, works and services to the beneficiary. Also, post-disaster procurement is necessary because disasters are unpredictable in nature (Balcik et al. 2010). The location, timing and severity of a disaster are unknown, hence the relief organization prefers making procurement decisions after a disaster occurs.

Problem Statement: Procurement consolidation in humanitarian supply chain can be done in before or after disaster. Procurement at pre-disaster is necessary for prepositioning relief supplies in strategic locations near disaster prone areas. The beneficiaries are supplied from pre-positioned inventory during the initial days after the disaster. Therefore, having those supplies ready to dispatch is of critical importance. Nevertheless, only a small percentage of the total relief supply is sourced from the pre-positioned inventory (Balcik and Beamon, 2008). When a disaster occurs, a relief organization is interested in procuring a relief item in large amounts and it is not economical to pre-position large amounts of inventory for this item. Thus pre-positioned inventories are usually insufficient in many disaster relief operations. Also, post-disaster procurement is necessary because disasters are unpredictable in nature (Balcik et al. 2010). The location, timing and severity of a disaster are unknown, hence the relief organization prefers making procurement decisions after a disaster occurs. In this study, a multi-attribute reverse auction mechanism is addressed to purchase required relief items at the post-disaster. It is worth noting that in addition to using prepositioned inventories and post-disaster procurement auctions, part of relief items' demands can be satisfied via special supply contracts set by some suppliers at pre-disaster and in-kind donations. In the supply contracts, large humanitarian organizations establish long-term agreements with suppliers to supply certain amount of relief goods on demand. Also, the amounts of in-kind donations as another supply source are unpredictable and tend to proliferate after the disaster strikes and needs to be sorted, prioritized, and stored. Since, the suppliers might become unavailable after the disaster occurs, the utilization of all available resources is necessary; hence, we consider these different supply sources in our proposed model. At below, we give more explanation for the main features, assumptions and formulation of our proposed model.

Keywords: Procurement Consolidation, Humanitarian Supply Chain, Disaster Management

1.0 INTRODUCTION

Procurement activities play an important, even strategic, role in many organizations with consolidation of material sources often used to manage their procurement activities in a globalized world. This management often includes consolidation of suppliers through supplier relationship programs (Lanier Jr., et al., 2010) or through group purchasing where organizations join forces to consolidate their procurement (Rolfstam, 2012). Consolidation of supplier base and consolidation of procurement activities are worth considering in the public sector (Thai, 2009) but laws ensuring transparency and accountability of governments often require open competitive bids adjudicated to the lowest cost supplier (Tadelis, 2012). This approach is taken in public procurement on an international level for major organizations such as the United Nations it hinders consolidation. In recent years, there have been writings studying and analyzing public procurement approaches with sometimes a look at humanitarian organizations. This article focuses on the use

of procurement consolidation and its finding on this phenomenon adds both to the humanitarian topic as well as to procurement literature. The addition of the specific context of the organization to standard procurement activities that take into account its legal mandate as well as its humanitarian operations has led to interesting findings in relation to management of procurement activities. These constraints are not normally found in the general literature related to procurement management and consolidation is not discussed in depth in humanitarian literature.

There are many options for organizations that wish to rationalize their procurement activities and obtain savings. One way is through procurement consolidation. This activity has been identified as one of the major 1990's trends in procurement (Trent & Monczka, 1998). To consolidate activities in procurement, there are two strategies found in the literature: 1) the regrouping and reduction of suppliers to reduce the amount of sources for materials (Song, et al., 2014); and 2) the centralization of internal activities for procurement (Smart, 2010). Programs that reduce the number of suppliers create a bigger volume of sale in exchange of better prices, better quality of service through improved delivery capacity, improved service capacity and more efficient order processing (Song, et al., 2014). Internal centralization changes procurement process to reduce the internal transaction costs of procurement management (Smart, 2010). Procurement activities are then used to facilitate consolidation; the most common tools that are used are supplier relationship programs (Cox, et al., 2005; Choi & Krause, 2006) electronic procurement (Smart, 2010; Croom & Brandon-Jones, 2009) and group purchasing (Rolfstam, 2012; Huff-Rousselle, 2012) (figure 1).

2. LITERATURE REVIEW

This chapter focuses on the literature review as conducted by the researcher. It includes a review of the various studies that have been conducted by other researchers relating to the need for integration of SCM functions and the performance of humanitarian organizations. Among the areas reviewed include: SCM integration in humanitarian aid organizations, the drivers of SCM integration, the benefits as well as the challenges of SCM integration. The chapter also provides the research gaps identified and a comprehensive conceptual framework. Procurement in the humanitarian context Humanitarian organizations operate in a specific context that affects their supply chains. These supply chains incorporate flows of materials and information that span the world as they must be suited not only for supporting development but also be flexible enough to react to disasters. The different types of disasters make planning very difficult as location, timing and intensity of disasters are unknown until they occur (Balcik, et al., 2010). Additionally to these disasters and development activities, humanitarian organizations might be called upon to respond in the context of wars or conflicts. Procurement in the humanitarian context is a subject which has been developed in the recent literature with articles focusing on mostly quantitative models. These models can be stochastic, mixed-integer or holistic and usually focus on ways to improve competitive bidding and auctions for humanitarian organizations (Ertem, et al., 2010; Falasca & Zobel, 2011; Trestrail, et al., 2009; Bagchi, et al., 2011). Another focus of research in humanitarian procurement is the implications of procurement practices on ethical practices in line with their organizational goals (Walker & Harland, 2008; Wild & Zhou, 2011). Procurement activities are also described when discussing overall humanitarian activities (Blecken, 2010). However, there are some issues that might prevent cooperation such as competition for funding or the different mandates of the organizations (Pazirandeh & Herlin, 2014). There are instances of group purchasing which can be organized through warehouses and distribution centers which offers the potential to save on cost and improve quality of supplies (Schulz & Blecken, 2010).

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2.1 Supply Chain

Organizations adopt numerous business improvement methodologies to improve their business performance. Manufacturers and researchers have noted a number of problems regarding supply chain activities in the research and practice (Sridharan et al, 2005). It is observed that usually either a system (integrated approach) or a sub component in supply chain (disintegrated approach) is focused and discussed in the literature but fails to answer the rational (why, what, how) behind supply chain activities (Spens & Bask, 2002). This paper addresses this questions with the help of structured literature review, which not only helps to understand the management of supply chain but also provide a six step approach to manage the supply chain.

2.2 Supply Chain Integration

The best companies around the world are discovering a powerful new source of competitive advantage. It is called integrated SCM which encompasses all those activities that bring products to market and create satisfied customers. New opportunities are created by integrating with partners and suppliers, bringing goods and services from the market more quickly, and creating new distribution channels through better capabilities of working together. Harrison and Hoek (2008) found that a number of firms have determined that flow of inventory can be improved and costs reduced by integrating such SCM activities as customer service, procurement, warehousing, inventory management, order processing and logistics. Without this integrated approach, inefficiencies can result, such as the build-up of inventory at critical business interfaces. In addition to improving the flow of inventory, an integrated SCM improves transport and warehouse asset utilization, and often eliminates the duplication of effort. For example, rather than having the purchasing department negotiate with inbound carriers and the logistics department negotiates with outbound carriers, one integrated SCM function can negotiate with both inbound and outbound transportation. (Rushton et al., 2000). Integration of SCM is developed through improved coordination of functions and activities upstream and downstream. Co-ordination is concerned with establishing the “rules of the road” whereby material and information flows work in practice. (Thomas & Kopczak, 2005).

2.3 Procurement Consolidation

Procurement consolidation describes the goal behind regrouping purchases to facilitate their management in order to increase efficiency of the organization. The strategies to achieve this goal can be carried out internally by regrouping suppliers or externally through centralization of activities. There is a debate on the difference between procurement and purchasing activities and the relative importance of different activities (Ramsay & Croom, 2008) with some arguing about the lack of strategic relevance of purchasing (Ramsey, 2001) or the relative importance of purchasing (Mol, 2003; Rozemeijer, 2008)

The notion of procurement is also relevant and public procurement rules contain different components such as strategy and policy of the organization, methods and procedures, personnel and organization, and information.

2.4 Supply Chain Management Consolidation in International Humanitarian Organizations

The humanitarian aid community has developed since the Second World War. Each decade has brought extensive changes in this environment and the ways in which humanitarian action is deployed. The humanitarian aid of the early twenty-first century thus differs notably from the aid provided in the previous decade, which itself was radically different from the humanitarian action of the 1980s. (Ryfman, 2007). SCM is one of the most strategic functions of an organization which can be exploited to gain a sustainable competitive advantage in the marketplace. The revolutions in technology and business practices have also brought a revolution in the world of SCM for humanitarian organizations. The integration of technology, people, business and processes is crucial for survival and a competitive edge in the current digital age and this is not important only within a firm but also across extended enterprises. (Awad & Nassar, 2010). According to McLachlin et al. (2009), humanitarian SCM tends to be unstable, prone to political and military influence, and inefficient due to lack of joint planning and inter organizational collaboration. They deal with inadequate logistics infrastructure, along donors often request their funds to be spent on direct materials and food, and even at a particular disaster location, rather than on crucial but indirect services such as information systems, staff training, and/or disaster preparedness. (Kovacs & Spen, 2007).

Therefore, humanitarian SCM does not only deal with delivering goods, materials or information to the point of consumption for the purpose of alleviating the suffering of vulnerable people, but also need to manage value to donors and other stakeholders. Wassenhove (2006) states that SCM functions are the most important elements in any disaster relief effort, and the ones that make the difference between a successful and a failed operation. They involve the procurement of items, the sourcing of works and services, the storage, packaging and distribution of goods to the end user among other significant activities.

2.5 Drivers of Supply Chain Management Integration

The SCM functions of planning and coordinating procurement, inventory management and logistics can be viewed as a mechanism that has allowed goods and commodities to be distributed flexibly across space, time and institutional framework. Competitive advantage requires making the end-to-end process across the value chain from requisition to payment as fast and as efficient as possible. Accelerating SCM processes requires automation, although some processes will require human intervention at certain points, especially authorizations and exception handling, increasing the velocity of business requires automating as much as possible; even after automating processes, companies need to monitor and manage them in real time to continually improve and optimize the processes. (Fabbe-Costes & Jahre, 2008). Fabbe-Costes and Jahre (2008) continue to argue that another important driver for SCM integration is the need for SCM agility. SCM agility requires an integrated infrastructure that enables rapid deployment of new solutions while leveraging existing IT investments. An agile SCM within humanitarian aid can't afford to rip and replace the existing systems. It requires real-time connectivity between people, systems, and functional entities. The need for cost reduction is also a very important driver of SCM integration. SCM integration reduces wastages and costs and increases value addition. Two other important benefits that organizations gain from integrating their SCM functions are increasing successful delivery to the end user and improving overall quality and efficiency through optimization of organizational processes. (Power, 2005).

Zailani and Rajagopal (2005) state that businesses are forced to integrate so that they can be able to increase their revenue. Enterprise integration can increase revenue by increasing market share and creating new market opportunities. The same applies to humanitarian organizations, where they are forced to integrate their SCM functions in order to maximize on their ability to utilize more funds into saving more lives and enhancing the welfare of more men, women and children. According to Power (2005) customer satisfaction is also one of the reasons why businesses seek to integrate their processes. Customer satisfaction is increasingly becoming an important area of focus and spending for many organizations. SCM integration can increase end-user satisfaction by making information easily available and responding to requests more quickly. For example, through an integrated online SCM system such as SAP or MS Dynamics, the procurement function of the SCM can easily receive requisitions and tender for the purchase, and immediately upon delivery, this can be dispatched to the end-user. Organizations also integrate their SCM functions because they need to collaborate with other organizations and better their relationships with key suppliers. Collaboration enables a SCM to focus on joint planning, coordination, and process integration between the firm and its suppliers, customers, and other partners such as the logistics providers. In addition to cost reduction, collaboration offers the advantages of reduced lead times, increased reliability and responsiveness.

2.6 Supply Chain Management Integration and Organizational Performance

Different multinational organizations can gain a sustainable competitive advantage internationally if they integrate their SCM in different regions and boundaries. SCM integration enables knowledge sharing and innovation across the organization and to manage uncertainty expected in different geographical boundaries caused by the diverse international political, economic, social and technological contexts. (Abdullah & Maryam, 2011). Trkman and Groznik (2006) stated that SCM integration enhances the process of information sharing within and outside the organization; these include suppliers, channel partners, customers and other stakeholders. Literature review has also revealed that SCM integration has enhanced organizational performance in different ways as presented by several other researchers. Nathan et al. (2006) state that SCM integration has enabled the organization to gain a sustainable competitive advantage in the marketplace as it enhances organizational performance by enabling it to reach its goals and objectives effectively and efficiently.

Rosenzweig et al. (2003) state that supply chain integration enables an organization to satisfy the needs and wants of target customers "superiorly" relative to competition and thus customer satisfaction/loyalty increases. This provides a sustainable competitive advantage to the organization. Vickery et al. (2003) also explained that SCM integration has enhanced financial performance of organizations. They further exclaimed that SCM integration has directly impacted sales. Sales were thus increased because the firm was in a position to satisfy the needs and wants of customers. This increased customer loyalty that boosted sales revenues. As a result, the firm performed well financially. SCM integration has also been seen to increase the level of availability of products to the consumers and hence more sales. The total service is improved, total costs are reduced (including inventory, waste and resources), and capacities can be reduced owing to the reductions in uncertainty achieved. Processes that span two or more functions become more integrated and hence simple, speedy and certain. Trading partners become more committed to the shared plans and objectives. (Zigiari, 2000).

2.7 Challenges of Supply Chain Management Consolidation

Awad and Nassar (2010) explain that world markets are moving towards globalization, thus making it difficult for organizations to cut costs and integrate their SCM processes internationally. They further state during the industrial age, companies would look for new markets and production processes but now they look for economies of scale. It is difficult for organizations to rely solely on SCM integration to cut costs because it is not easy to integrate different supply chains systems globally or internationally, hence making, globalization a challenge for SCM integration. While SCM is a significant part of organizational operational strategies, it is important to note that for different organizations to fully integrate their SCM, they have to make sure that their operations are flexible enough to allow for this integration. Karkkainen and Ala-Risku (2003) state that each and every organization has an organizational culture that is unique.

SCM integration may call for the need to change everything such as the structure, the values, the mission, strategy and relationships, one of the most difficult challenges that confront every corporation. Boxall (1992) explains that customer needs and wants have become dynamic as well as diverse. The basic purpose of a SCM strategy is to identify and satisfy the needs and wants of customers effectively and efficiently, but when they continuously change, it makes it difficult to integrate SCM for a longer period of time as market dynamics also change rapidly, hence SCM integration may seem like a short term orientation.

2.8 Research Gap

From the literature review, it is evident that the main focus has so far been on SCM integration within the private and public sector companies and not within the humanitarian aid sector. Businesses that aim at profit maximization integrate their functions in order to achieve real time and efficient processes for the maximization of shareholder wealth. Humanitarian organizations also need to integrate their SCM activities in order to deliver to the beneficiary within the required time and at the least possible cost in order to save more lives.

3. RESEARCH METHODOLOGY

This chapter is structured to bring out the method that was used in the research and how information was obtained. This chapter describes in detail, the methods used, specific steps taken and the tools employed in the collection and analysis of data needed to address the research problem.

3.1 Type of Research

Descriptive and Exploratory forms of research were employed in conducting the research. Descriptive method of research is a type of research method, used to acquire data relating to the existing status of a phenomenon in order to define what already exists in the status quo (Key, 2007). Descriptive method of research is beneficial for researchers due to its litheness. It employs the use of both qualitative and quantitative data. In addition, the researcher further concentrated on the use of surveys. Surveys are classified as a type of descriptive research tool. Surveys assist researchers to obtain data about practices, status quos or opinions through the use of questionnaires or interviews. On the other hand, exploratory research is habitually used to acquire data in order to explain problems which are unclearly defined. The research study presently is an empirical study into the procurement consolidation in humanitarian supply chain.

3.2 Population

A research population is also known as a well-defined collection of individual's or objects known to have similar characteristics. All individuals or objects within a certain population usually have a common, binding characteristic or trait. Black (2009) defines population as the group from which the researcher will select a representative through sampling for his study. The population of the study was extracted from the staff of NADMO

3.3 Sample and Sampling Techniques

A sample is the representative part of the total population chosen for analysis during a research (Bryman and Bell, 2007). The importance of the sampling process is crucial. The characteristic of the interest sample of the population are the clients/staff pharmaceutical firms. A sample size of 20 respondents would be used for gathering information. A nonprobability sampling technique of convenience was used in determining the sampling units for responses for the analysis. Convenience sampling involves selecting sample members who can provide required information and who are most available to participate in the study. Convenience sample enable the researcher to complete a large number of interviews cost effectively and quickly but they suffer from selection bias because of differences of target population (Hair et al., 2003).

3.4 Data Collection Method

Questionnaires were used to collect the data. It is the first-hand knowledge on the topic posed to the respondent. The research questionnaire was also structured in both open and closed ended. It is an inexpensive way to gather data from a potentially large number of respondents. Often they are the only feasible way to reach a number of respondents large enough to allow the researcher statistically analyzed the results of the study. Amedahe (2002), defines questionnaire as consisting of a list of questions or statements relating to the aims of the study, hypothesis and the research questions to be verified and answered to which the respondents are required to answer by writing, ticking, marking or circling the response necessary.

3.4.1 Type of Data

Both quantitative and qualitative data source was employed in the study. Quantitative analysis collects data that is factual and can be measured and considered statistically, (Copper & Schindler, 2006). The quantitative data was obtained from the questionnaire result and were analyzed, using the Spreadsheet (Microsoft Excel software) while the qualitative data was acknowledged from the respondents behavior, opinions, abilities, beliefs and so on. A quantitative approach is one in which the investigatory primarily uses postpositive claims for developing knowledge (i.e., cause and effect thinking, reduction to specific variables and hypotheses and questions) Babbies, (2006).

3.4.2 Sources of Data

The sources of data for the research were primary and secondary sources. The primary data are for a specific purpose or for a specific research study. The primary data was collected from respondents from the field of study with the aid of questionnaires. Secondary data is information that has been gathered previously for some purpose other than the current research project (Kumekpor, 2002). The secondary data for this study was sourced from the internet, textbooks, news print and articles in journals.

3.4.3 Instrument for Data Collection

Questionnaire was the main data collection instrument used for this study. Questionnaire facilitated the collection of data that ensured the best matching of concepts with reality. It helped reduce inconvenience caused by unfavorable interview times and busy schedules. Most of the questions in the questionnaire were designed using Likert scale strategy, which measures respondents' attitude by asking the extent to which they agree or disagree with the issues at stake. Some of the questions asked in the questionnaire are also in the form of multiple choice questions. The use of multiple-choice question would require the anticipation of a whole range of possible answers which could be given. With this in mind, the options have to be formulated as such.

3.4.3.1 Instrument Validity

The quality of a research instrument or a scientific measurement is determined by its validity. Validity is defined as a measure of truth or falsity of the data obtained through using the research instrument. The instrument's validity can be regarded as the extent to which "the instrument actually reflects the abstract construct being examined" (Burns & Grove 2001:814). Content validity was further ensured by consistency in administering the questionnaires. All the questionnaires were distributed to subject by the researcher personally. The questions were formulated in simple language for clarity and easy understanding. Clear instructions were given to the respondents.

3.4.3.2 Instrument Structure to Meet Research Objectives

The questionnaire was well structured and administered to the company to generate data to meet the objective of the study. The questions centered on the study of procurement consolidation in humanitarian supply chain, in line with the objectives of the study. The questionnaire is designed in two (2) main sections. Section A relates to the background information of respondents while section B is designed in tune with the objectives of the project work.

3.4.4 Procedures of Data Collection

Questionnaires were personally distributed to the clients/staffs of NADMO. The data was collected for a period of one week.

3.5 Method of Data Analysis Techniques

After the data has been collected it was organized and analysed. For analysis of closed ended questions. The Spreadsheet (Excel) was used. Data was analysed by using descriptive statistics. Frequency tables were drawn from these, the data was presented in pie charts.

4. DATA ANALYSIS & PRESENTATION

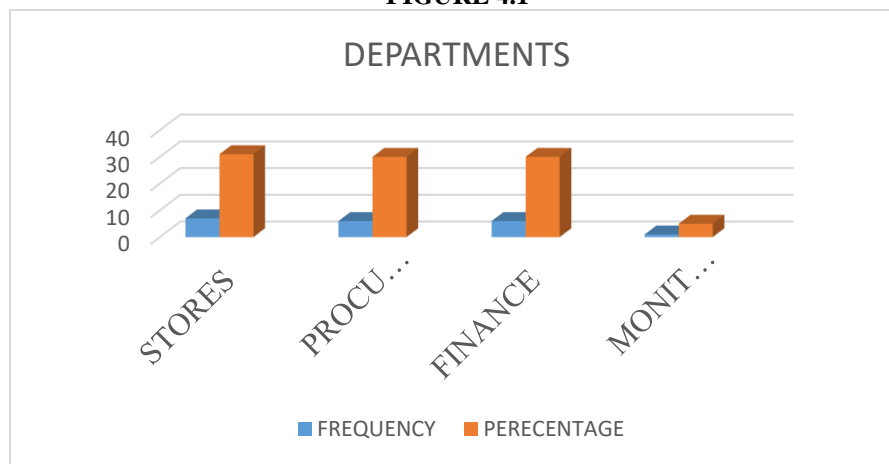
This chapter presents and analyzes in details the data collected from the questionnaire administered to the respondents in both qualitative and quantitative form to provide useful information. It thus involves the use of both quantitative and descriptive analysis to transform the data into meaningful information. Statistical tool as tabulation was used in the analysis.

TABLE 4.1 RESPONDENTS DEPARTMENT

REPOUDENT	FREQUENCY	PERCENTAGE
STORES	7	35
PROCUREMENT	6	30
FINANCE	6	30
MONITORING AND EVALUATION	1	5
TOTAL	20	100

Source: Author's own field work, 2018

FIGURE 4.1



Source: Author's own field work, 2018

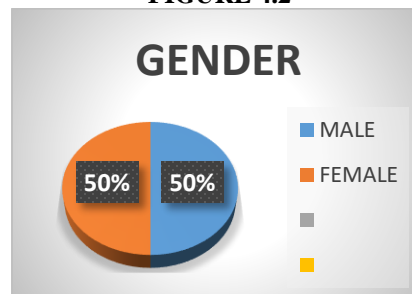
According to table 4.1, seven (7) respondents representing thirty five percent (35%) are under the stores department. Six (6) respondent representing thirty (30%) are under the procurement department, whilst six (6) respondent representing thirty (30%) are also under the finance department. Finally, one (1) respondent representing (5%) also under the monitoring and evaluation department.

TABLE 4.2: GENDER

RESPONDENT	FREQUENCY	PERCENTAGE
MALE	10	50
FEMALE	10	50
TOTAL	20	100

Source: Author's own field work, 2018

FIGURE 4.2



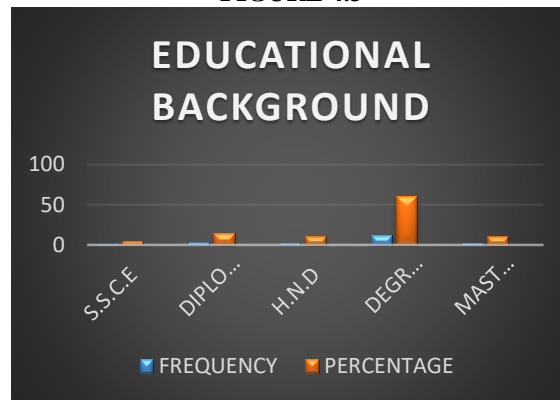
With reference to table 4.2, it is clearly stated that ten (10) respondent representing fifty percent (50%) are male whilst another ten (10) respondent representing fifty percent (50%) are females.

TABLE 4.3: EDUCATIONAL BACKGROUND

RESPONDENT	FREQUENCY	PERCENTAGE
S.S.C.E	1	5
DIPLOMA	3	15
H.N.D	2	10
DEGREE.	12	60
MASTERS.	2	10
TOTAL	20	100

Source: Authors own field work, 2018

FIGURE 4.3



Source: Authors own field work, 2018

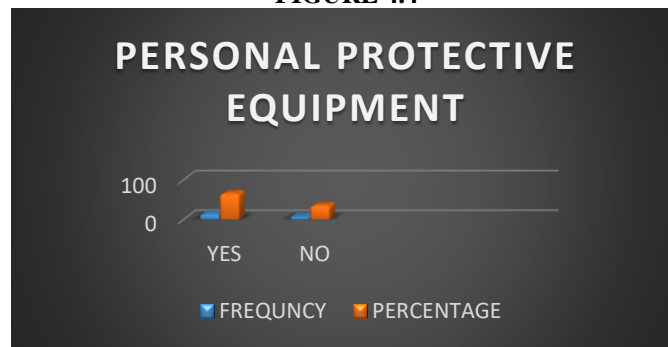
From table 4.3, one (1) respondent representing five percent (5%) S.S.C.E whilst three (3) respondent representing fifteen percent (15%) holds diploma as their current qualification. Two (2) respondents representing ten percent (10%) holds H.N.D, twelve (12) respondents representing sixty percent (60%) and of course the highest number holds degree while two (2) respondent representing ten percent (10%) holds masters.

TABLE 4.4 AVAILABILITY OF PERSONAL PROTECTIVE EQUIPMENT

RESPONDENT	FREQUENCY	PERCENTAGE
YES	13	65
NO	7	35
TOTAL	20	100

Source: Authors own field work, 2018

FIGURE 4.4



Source: Authors own field work, 2018

From the table above, thirteen (13) respondent representing sixty five percent (65%) agreed that personal protective equipment are available in the organization, whilst seven (7) respondents representing thirty five percent disagreed to the fact that, personal protective equipment are available in the organization. From the above table it is agreed that the organization is well equipped with the personal protective equipment. The different types of disasters make planning very difficult as location, timing and intensity of disasters are unknown until they occur (Balcik, et al., 2010). Additionally to these disasters and development activities, humanitarian organizations might be called upon to respond in the context of wars or conflicts and due to this personal protective equipment are needed

TABLE 4.5: TRAINING OF STAFF INVOLVED IN PROCUREMENT ACTIVITIES

	STRONGLY AGREE	AGREE	NOT SURE	DISAGREE	STRONGLY DISAGREE	TOTAL	%
There are high patronage of products and services in the organization	1(5%)	12 (60)	4(20)	3(15)	0	20	100
There is good cordial relationship between beneficiaries and the organization	1(5%)	11(55%)	7(35%)	1(5%)	0	20	100
Training of staff	2(10%)	4(20%)	9(45%)	4(4%)	1(5%)	20	100
My company does regular assessment in procurement activities to enhance organizations image and reputation	2(10%)	12(60%)	4(20%)	2(10%)	0	20	100
Staff motivation	3(15%)	4(20%)	11(55%)	4(20%)	1(5%)	20	100

Source: authors own field work, 2018

Table 4.5 is a comprehensive table with the objective training of staff in procurement activities in a Likert scale with options strongly agree, agree, not sure, disagree, and strongly agree. From the table above, one (1) respondent representing five percent (5%) strongly agreed that there are high patronage of products and services in the organization, twelve (12) respondent representing sixty percent (60%) agreed that there are high patronage of products and services in the organization. Four (4) respondent representing twenty percent (20%) were not sure if the company has high patronage of products and services. Finally three (3) respondent representing fifteen percent (15%) disagreed that the company has high patronage of products and service. From the above, it's seen that higher number of respondent agreed that the organization has high patronage of products and services.

With the assessment of good and cordial relationship between beneficiaries and the organization, one (1) respondent representing five percent (5%) strongly agreed that there is good cordial relationship between beneficiaries and the organization, eleven (11) respondent representing fifty five (55%) agreed that there is good cordial relationship between beneficiaries and the organization, seven (7) respondents representing (35%) are not sure if there is good cordial relationship between beneficiaries and the organization. To conclude, one (1) respondent representing five percent (5%) disagreed that there is good cordial relationship between beneficiaries and the organization. Good cordial

relationship between beneficiaries and the organization enables effective and efficient training of staff to be involved in procurement activities. There are instances of group purchasing which can be organized through warehouses and distribution centers which offers the potential to save on cost and improve quality of supplies (Schulz & Blecken, 2010). For this to be achieved in an effective manner there should be good cordial relationship between beneficiaries and the organization

Training programs are very much needed in organizations to help achieve their organizational goals and enhances organizations image and reputation. In this vein, two (2) respondents representing ten percent (10%) strongly agreed that the company has training programs in place for employees, twelve (12) respondent representing 60% agreed that the company organizes training programs in place for employees, four (4) respondents representing twenty percent (20%) are not sure if the company organizes training programs in place for the organization. Finally, two (2) respondents representing ten percent (10%) disagreed that the company organizes training programs in place for employees to enhance organizations image and reputation. Humanitarian SCM does not only deal with delivering goods, materials or information to the point of consumption for the purpose of alleviating the suffering of vulnerable people, but also need to manage value to donors and other stakeholders. Due to this staff must be trained.

Also with the table 4.5, two (2) respondents representing ten percent (10%) strongly agreed that the company does regular assessment on procurement activities, eight (8) respondents representing forty percent (40%) agreed that the company does regular assessment on procurement activities, five (5) respondents representing twenty five percent (25%) are not sure if the company does regular assessment on procurement activities and finally, one (1) respondent representing five percent (5%) disagreed that the company does regular assessment on procurement activities.

TABLE 4.6 CHALLENGES ASSOCIATED WITH EFFECTIVE PROCUREMENT CONSOLIDATION IN ACHIEVING CORPORATIVE OBJECTIVES.

	STRONGLY AGREE	AGREE	NOT SURE	DISAGREE	STRONGLY DISAGREE	TOTAL	%
There are no funds to support the procurement consolidation in achieving corporate objectives.	6 (30%)	6(30%)	7(35%)	1(5%)	0	20	100
There are low regular engagement with stakeholders.	6(30%)	8(40%)	2(10)	4(20%)	0	20	100
Lack of staff motivation	0	16(80%)	1(5%)	2(10%)	1(5%)	20	100
Poor maintenance culture	0	10(50%)	7(35%)	2(10%)	1(5%)	20	100

Source: authors own field work, 2018.

From the table above with the objective with funds to support the procurement consolidation in achieving corporate objectives in a Likert scale with options strongly agree, agree, not sure, disagree, and strongly disagree. The table above indicated that six (6) respondents representing thirty percent (30%) strongly agreed that there are no funds to support the procurement consolidation in achieving corporate objectives, six (6) respondents representing thirty percent (30%) agreed that there are no funds to support the procurement consolidation in achieving corporate objectives, seven (7) respondents representing thirty five percent (35%) also not sure of the fact that there are no funds to support the procurement consolidation in achieving corporate objectives, finally one (1) respondent representing five percent (5%) disagreed that there are no funds to support the procurement consolidation in achieving corporate objectives. With this it is clear that the respondents are not certain if there are no funds to support the procurement consolidation in achieving corporate objectives. Awad and Nassar (2010) explain that world markets are moving towards globalization, thus making it difficult for organizations to cut costs and integrate their SCM processes internationally. They further state during the industrial age, companies would look for new markets and production processes but now they look for economies of scale. Thus making it difficult to raise funds

With respect to low regular engagement with stakeholders, six (6) respondent representing thirty percent (30%) strongly agreed to the fact that there are low regular engagement with stakeholders, eight (8) respondents representing forty percent (40%) agreed that there are low regular engagement with stakeholders, two (2) respondents representing ten percent (10%) are not sure if there are low regular engagement with stakeholders. The authorities must see to the regular engagement with stakeholders. Trkman and Groznik (2006) stated that SCM integration enhances the process of information sharing within and outside the organization; these include suppliers, channel partners, customers and other stakeholders.

With respect to lack of staff motivation, sixteen (16) respondent representing five percent (80%) agreed that the company lacks staff motivation, whilst one (1) respondent representing eighty percent (5%) are not sure if the

company lacks staff motivation, two (2) respondent representing ten percent (10%) disagreed to the fact that the company lacks staff motivation deals with renewable energy, finally, one (1) respondent representing five percent (5%) strongly disagreed to the fact that the company lacks staff motivation.

Finally, poor maintenance culture was also taken into consideration, and thus, seven (7) respondent representing (35%) agreed that there is poor maintenance culture, six (6) respondent representing thirty (30%) are not sure if there is poor maintenance culture, four (4) respondents representing twenty percent (20%) disagreed that there is poor maintenance culture finally, three (3) respondents representing (15%) strongly disagreed to the fact that there is poor maintenance culture. SCM integration may call for the need to change everything such as the structure, the values, the mission, strategy and relationships, one of the most difficult challenges that confront every corporation.

FIGURE 4.7 EFFECT OF PROCUREMENT CONSOLIDATION IN ACHIEVING CORPORATIVE OBJECTIVES.

	STRONGLY AGREE	AGREE	NOT SURE	DISAGREE	STRONGLY DISAGREE	TOTAL	%
Materials are always available and thus helps in achieving organizational objectives.	0	1(5%)	9(45%)	6(30%)	4(20%)	20	100
There are no positive feedback from beneficiaries	2(10%)	4(20%)	7(35%)	6(30%)	1(5%)	20	100
Lack of effective communication among management and staff and thus hinders the organization from achieving its organizational goals.	3(15%)	9(45%)	6(30%)	1(5%)	1(5%)	20	100
Poor maintenance culture of beneficiaries' communities.	2(10%)	2(10%)	16(80%)	0	0	20	100
Lack of cooperation between the organization and beneficiaries communities.	0	4(20%)	12(60%)	3(15%)	1(5%)	20	100

Source: authors own field work, 2018.

Table 4.6 with objective effective of procurement consolidation in achieving corporative objectives in a Likert scale with options strongly agree, agree, not sure, disagree, and strongly disagree. From the above table, one (1) respondent representing (5%) agreed that materials are always available and thus helps in achieving organizational objectives nine (9) respondent representing forty five percent (45%) not sure if materials are always available and thus helps in achieving organizational objectives. Also, six (6) respondents representing thirty percent (30%) disagreed that materials are always available and thus helps in achieving organizational objectives, finally, four (4) respondents representing twenty percent (20%) strongly disagreed to the fact that materials are always available and thus helps in achieving organizational objectives. With this, availability of materials is not considered in the organization because a large number of respondents are not sure if it is done in the organization. Procurement in the humanitarian context Humanitarian organizations operate in a specific context that affects their supply chains. These supply chains incorporate flows of materials and information that span the world as they must be suited not only for supporting development but also be flexible enough to react to disasters

Within the same context of objective, about the company feedback from beneficiaries, two (2) respondents representing ten percent (10%) strongly agreed that there are no positive feedback from beneficiaries, four (4) respondents representing twenty percent (20%) agreed that there are no positive feedback from beneficiaries, seven (7) respondents representing thirty five (35%) are not sure if there are no positive feedback from beneficiaries, also six (6) respondents representing thirty (30%) disagree that there are no positive feedback from beneficiaries. Finally, one (1) respondent representing five percent (5%) strongly disagree that there are no positive feedback from beneficiaries.

With respect to communication, three (3) respondents representing fifteen percent (15%) strongly agreed that there is lack of communication among management and staff and thus hinders the organization from achieving its organizational goals, nine (9) respondents representing forty five percent (45%) agreed that there is lack of communication among management and staff and thus hinders the organization from achieving its organizational goals, six (6) respondents representing thirty percent (30%) are not sure if there is lack of communication among

management and staff and thus hinders the organization from achieving its organizational goals, one (1) respondent representing five percent (5%) disagree to the fact that there is lack of communication among management and staff and thus hinders the organization from achieving its organizational goals, finally one (1) respondent representing five percent (5%) strongly disagreed that there is lack of communication among management and staff and thus hinders the organization from achieving its organizational goals. Two other important benefits that organizations gain from communication is integrating their SCM functions are increasing successful delivery to the end user and improving overall quality and efficiency through optimization of organizational processes. (Power, 2005). And this is done via effective communication.

With reference to the table 4.6, about lack of cooperation between the organization and beneficiaries communities, four (4) respondents representing twenty percent (20%) agreed to the fact that there is lack of cooperation between the organization and beneficiaries communities, twelve (12) respondent representing sixty percent (60%) are not sure if there is lack of cooperation between the organization and beneficiaries communities, three (3) respondent representing fifteen (15%) disagreed that there is lack of cooperation between the organization and beneficiaries communities, finally, one (1) respondent representing five (5) strongly disagreed that there is lack of cooperation between the organization and beneficiaries communities. The best companies around the world are discovering a powerful new source of competitive advantage. It is called integrated SCM which encompasses all those activities that bring products to market and create satisfied customers. This is done through effective cooperation.

5. CONCLUSION

This chapter draws the outcome of the presentation made in chapter four. It concludes on the findings received from the questionnaires administered to the respondents. Conclusions and recommendations made by the researcher can also be found in this chapter.

5.1 Findings

When it comes to the specific phenomenon of purchasing consolidation this study offers some additional insights to research on group purchasing. Indeed, the study presents a unique case in which an organization acts as a group purchaser for many other organizations either attracting other organizations through its competence in global procurement and the performance it brings or by supporting partners through local offices. This differs from other group purchasing activities where organizations come together to create a new entity (Rolfstam, 2012; Huff-Rousselle, 2012; Nollet & Beaulieu, 2003). In this case, the organization already existed and its procurement competence allows it to align its group purchasing services with its organizational goal (Figure 3). The ability to choose its support partners or simply attract organizations that have similar goals points differs from the standard configuration discussed in the literature. This different configuration of group purchasing activities is supported by specific competences and underlying resources that offer to partners the opportunity to obtain performance levels they might not be able to obtain through their own purchasing activities.

This study also contributes by adding more depth on the research related to the practice of purchasing consolidation through supplier relationship programs. Indeed, the study highlights the underlying tradeoff between flexibility and accountability when dealing with suppliers relationships. Supplier relationship and their inherent reduction in number of suppliers (Cox, et al., 2005; Choi & Krause, 2006) often come as an opposite of the bidding process found in public procurement practices. Through the different resources and competencies an organization can attenuate this tradeoff through relevant partnerships activities and knowledge which support decisions to create the right supplier purchasing relationships.

5.2 Conclusions

The topic of consolidation is not well developed in the context of humanitarian logistics. This study explored the role of procurement consolidation in the context of intergovernmental humanitarian organizations through a case study at the supply headquarters of a large organization that works in this field. The aim of the study was to understand and explore through which process and activities do intergovernmental humanitarian organizations consolidate their procurement needs. Through theory elaboration, the study shows that dynamic capabilities are a relevant frame of reference even in a nonprofit setting. The study also demonstrates that competencies can be shared and aligned on common goals between different members of a non-profit supply chain through consolidation procurement activities. This however leaves the question of how organizations that depend on the dynamic capabilities and competencies of another can build their own capacity to achieve their goals, thus skipping a step in the supply chain and improving performance further.

5.3 Recommendations

In the light of the findings and conclusions, the following recommendations are hereby proposed: The study has confirmed that SCM integration is very significant in enhancing the performance of international humanitarian organizations. All such organizations should be advised to embrace the concept so that they can be able to reap the benefits of an integrated SCM function.

It is also evident that SCM integration has enabled international humanitarian organizations achieve better performance. Other organizations should also be encouraged to adopt the same in order to provide faster and efficient goods, works and services to the beneficiary.

Also, post-disaster procurement is necessary because disasters are unpredictable in nature (Balcik et al. 2010). The location, timing and severity of a disaster are unknown, hence the relief organization prefers making procurement decisions after a disaster occurs.

The utilization of all available resources is necessary; hence, we consider these different supply sources in our proposed model.

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