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| RESEARCH ARTICLE

## Supply Chain Stakeholder Collaboration on Performance of Non-Governmental Organizations in Western Region, Kenya

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| ABSTRACT

The aim of this research was to explore the effect of Supply Chain Stakeholder Collaboration on the performance of Non-Governmental Organizations in the Western region in Kenya. The objective was to determine the effect of Supply Chain Stakeholder Collaboration on the performance of Non-Governmental Organizations. The study was anchored on resource-based theory, transaction cost economics theory, social exchange theory, and contingency theory. The study employed positivism research paradigm and an explanatory research design to determine the cause-and-effect relationships between the study variables. The target population of this study comprised of 25 non-governmental organizations located in the western region. Within these organizations, 375 staff with a sample size of 194 respondents was selected using Yamane's Formulae from different departments such as procurement, logistics, finance, public relations, and warehousing. The study also targeted 12 beneficiaries who included both males and females. A stratified and simple random sampling technique was employed to select the staff within the NGOs, and beneficiaries were selected using purposive sampling. Primary data was collected by using the questionnaire as the main research instrument, while the information from the beneficiaries was collected using the Focus Group Discussion. To determine the reliability of the instruments of this study, the Cronbach alpha ( $\alpha$ ) of 0.7 and above was employed to test the instruments' reliability. Face validity was applied to determine if the instrument would measure what it is supposed to measure. The questionnaires were coded and edited for completeness and consistency. Quantitative data was analyzed by employing descriptive statistics such as means, standard deviations, frequencies, and percentages. The data was also analyzed using ANOVA, regression, and correlation analysis using the Statistical Package for Social Sciences (SPSS) Version 26.0. The data was then presented using frequency distribution tables for easier understanding. The qualitative data obtained from the Focused Group Discussion with selected beneficiaries were analyzed using thematic analysis and were presented in narrative form. Assumptions of the regression model to be tested included normality tests, linearity tests, autocorrelation, and multicollinearity tests. The study examined Supply Chain Stakeholder Collaboration and performance of NGOs in the Western region. The finding was that Supply Chain Stakeholder Collaboration ( $\beta = 0.1.361$ ,  $p = 0.000$ ) had a positive and significant effect on the performance of NGOs in the Western region. The hypothesis tested was rejected since the p-value for the variable was  $<0.05$ . The study concluded that Supply Chain Stakeholder Collaboration is a key driver of performance among NGOs in Western Kenya. The study recommends that NGOs should strengthen their Supply Chain Stakeholder Collaboration strategies. The study was basically on the effect of Supply Chain Stakeholder Collaboration on the performance of NGOs in the Western region, Kenya. This may not represent the position of other regions of NGOs in Kenya; further studies in other counties and sub-counties would be ideal for comparison and to investigate other indicators of supply chain integration, such as coordination and internal integration.

| KEYWORDS

Supply Chain Stakeholder Collaboration, Performance

| ARTICLE INFORMATION

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## **1. Introduction**

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

The situation is not different from the African continent since Supply chain integration (SCI) has had a positive impact on the performance of NGOs in Africa. By coordinating the activities of all stakeholders in the supply chain, NGOs have been able to reduce costs, improve efficiency, and increase responsiveness to the needs of their beneficiaries. In Tanzania, the NGO Food for the Hungry has used SCI to improve its food distribution program. By working closely with farmers and other stakeholders, Food for the Hungry has been able to reduce the cost of food by 15% and ensure a steady supply of high-quality food. They have also invested in warehousing and transportation infrastructure to reduce food loss and spoilage, used technology to track inventory and shipments and collaborate with other NGOs and government agencies to share resources and expertise.

In Nigeria, the NGO ActionAid has used SCI to improve its procurement process. By working closely with suppliers, ActionAid has been able to reduce the time it takes to procure goods and services by 20% (Action Aid, 2022). In addition, Akinola and Ajagbe, (2013) focused on finding out how Supply Chain Management Practices affects the performance of health-focused NGO in Nigeria and found out that the NGOs integrate its supply chain by establishing stronger collaborations with local health facilities and government agencies. This integration could lead to better distribution of medical supplies and improved healthcare services. In Ghana, the NGO World Vision has used SCI to improve its delivery of healthcare services. By working closely with hospitals and other stakeholders, World Vision has been able to reduce the cost of healthcare services by 10%. Thus, the effectiveness of supply chains based on the extent of integration between the actors along a supply chain is predicted by the level of information and operational interaction between the various actors along the supply chain (Som, Cobblah and Anyigba 2019). This shows that SCI plays a significant role on performance of NGOs and is supported by various studies.

In Kenya, Non-Governmental Organizations (NGOs) play a crucial role in addressing social and economic challenges in various regions (Odira, 2021). Therefore, the efficiency of their operations is vital for the successful implementation of projects and the achievement of their objectives. In order to achieve this, most of the NGOs have implemented some of the SCI and its practices such as information sharing, collaboration, operational integration through coordination and stakeholder integration in order to achieve optimal performance. This is supported by Musyoki and Ngugi (2017) who revealed that supply chain management practices, such as information sharing, collaboration, and integration of stakeholders, have a positive impact on the procurement performance of NGOs in Kenya. NGOs like Save the Children has used SCI to improve the delivery of humanitarian aid to refugees. By working closely with suppliers and other stakeholders, Save the Children has been able to reduce the time it takes to deliver aid to refugees by 50% (Save the children Kenya, 2022). This is also supported by Musyoki and Ngugi (2017) who indicated that supply chain management practices, such as information sharing, collaboration, and integration of stakeholders, have a positive impact on the procurement performance of NGOs in Kenya. Nyile, Shale and Osoro (2021) established that some NGOs in Kenya such as the Humanitarian aids organizations have integrated its supply chain by leveraging technology to track the distribution of aid materials. This could result in more efficient delivery to remote areas, positively impacting project timelines and beneficiary satisfaction. They concluded that supply chain integration was positively associated with performance of humanitarian aid organizations.

In the Western Region of Kenya, Non-governmental organizations (NGOs) play a significant role, providing essential services such as healthcare, education, and disaster relief (Odira, 2021). The socioeconomic landscape is diverse and dynamic, understanding the effect of supply chain integration on the organizational performance of NGOs becomes paramount. The supply chain plays a pivotal role in the operational efficiency and overall effectiveness of Non-Governmental Organizations (NGOs). However, NGOs often face challenges in managing their supply chains, which can lead to inefficiencies, increased costs, and delays in delivering services to beneficiaries (Amaa, 2022). Supply chain integration has assisted the NGOs to improve their performance by reducing costs, improving efficiency, and increasing responsiveness to customer needs. It is a key concept in supply chain management (SCM), and it is becoming increasingly important for non-governmental organizations (NGOs) in the Western Region of Kenya

(Achimba & Ombui, 2022). Therefore, it is on the basis of this background, that this study seeks to explore the relationship between supply chain integration and the performance of NGOs in Western Kenya.

### **1.2 Statement of the Problem**

A number of studies have been carried out on supply chain integration and performance of various industries both in developed and developing countries, however, little research has been conducted on supply chain integration and its effects on the performance of NGOs more especially in Kenya. Odira (2021) examined the supply chain management practices and performance of relief humanitarian organizations in Kenya, Apaa (2022) investigated Information flow practices and logistics performance of NGOs in Kisumu County. These are just few examples of previous empirical studies done locally, regionally and internationally using different methodologies, context and concept. Thus, there are research gaps of knowledge that need to be filled since most researchers have focused on manufacturing companies, financial institutions, and the overall performance of the organizations in general without clearly identifying the dimensions of SCI and how they influence the performance of NGOs in Kenya and Western Region in particular.

Some of the studies concentrate on one or two types of SCI but fail to show the effectiveness of different approaches to SCI in performance as well as the performance indicators.

### **1.3 Objective**

To determine the effect of Supply Chain Stakeholder Collaboration on performance of Non-Governmental Organizations in Western region, Kenya.

### **1.4 Hypothesis**

H<sub>0</sub>1: Supply Chain Stakeholder Collaboration has no significant effect on performance of Non-Governmental Organizations in Western region, Kenya.

## **2. Literature Review**

Khan and Ahmed (2021) did a study on the role of supply chain collaboration in enhancing the effectiveness of humanitarian NGOs. A case study approach was used, examining the supply chain collaborations of 10 international humanitarian NGOs operating in South Asia. Data were collected through in-depth interviews with key supply chain managers and analyzed using content analysis. The study demonstrated that collaboration in areas such as joint planning, shared transportation, and pooled procurement helped the NGOs optimize resources, reduce lead times, and respond more effectively to humanitarian crises. Collaboration also led to better coordination with governments and other NGOs.

Mwangi and Mutua (2020) did a study on supply chain collaboration and its impact on the performance of NGOs in Kenya. This study employed a descriptive research design, using a survey method targeting 60 NGOs in Nairobi. Data were collected through structured questionnaires and analyzed using regression analysis to examine the relationship between collaboration and organizational performance. The study found that NGOs that engaged in collaborative practices with their suppliers, donors, and other stakeholders experienced significant improvements in efficiency, service delivery, and cost reduction. Information sharing and joint decision-making were highlighted as key collaborative practices that positively influenced performance.

Njoroge and Ochieng (2022) examined the supply Chain Collaboration and Performance of NGOs in East Africa: A Focus on Health Sector NGOs. A mixed-method approach was used, combining surveys with 120 respondents from health-focused NGOs in Kenya, Uganda, and Tanzania, alongside qualitative interviews. Data were analyzed using structural equation modeling (SEM) to assess the relationship between supply chain collaboration and NGO performance. The study found a strong positive correlation between collaborative efforts such as joint product development, coordinated logistics, and shared technology platforms and the NGOs' ability to deliver health services effectively. Organizations that engaged in high levels of collaboration with partners reported enhanced operational efficiency and beneficiary satisfaction.

Li and Wei (2023) investigated the impact of supply chain collaboration on the operational performance of international NGOs in disaster relief. The study employed a quantitative approach, with data collected from 150

international NGOs involved in disaster relief across Asia and Africa. A multivariate regression analysis was conducted to assess the impact of supply chain collaboration on operational performance. The findings revealed that collaboration between NGOs, local governments, and private sector entities improved logistics efficiency, reduced duplication of efforts, and led to faster delivery of aid. Cross-sector partnerships were found to be especially crucial during large-scale disasters, improving overall organizational performance.

Odhiambo and Kamau (2021) explored the supply chain collaboration and organizational agility in Non-Governmental Organizations in Kenya. The study utilized a cross-sectional research design and surveyed 100 NGOs in Kenya. Data were collected using self-administered questionnaires and analyzed using correlation analysis. The results indicated that NGOs with higher levels of supply chain collaboration were more agile and adaptable in response to environmental changes. Collaborative practices such as joint risk management and co-development of strategies were found to increase the NGOs' capacity to respond to unforeseen challenges, enhancing overall performance.

Collaboration has been extensively studied in contexts such as private-public partnerships and large-scale international organizations. However, there is a lack of empirical data on the role of collaboration among local and regional NGOs in sub-Saharan Africa, particularly in areas with overlapping mandates or resource dependencies. NGOs in the Western region face resource constraints that necessitate partnerships with other organizations, including local government and private entities. However, collaboration efforts often fail due to unclear roles, conflicting priorities, or a lack of mutual trust. Research addressing how effective collaboration improves performance in this specific context is limited. Studying collaboration provides actionable insights into fostering synergies among NGOs, ultimately improving resource allocation, service delivery, and collective impact in the region.

### **3. Methodology**

#### **3.1 Research Design**

This study adopted an explanatory research design to examine the cause-and-effect relationship between supply chain integration and the performance of non-governmental organizations in the Western region of Kenya. The design was appropriate because it enables the researcher to test hypotheses and determine the cause-and-effect relationship, as well as the influence of various dimensions of supply chain integration on NGO performance using statistical analysis. This approach aligned with the study's objective of establishing clear linkages between the independent and dependent variables.

#### **3.2 Target Population**

The target population of this study comprised of 25 non-governmental organizations located in western region. Within these organizations, 375 staff with a sample size of 194 respondents was selected using Yamane's Formulae from different departments such procurement, logistics, finance, public relations and warehousing. The study also targeted 12 beneficiaries who included both male and female.

#### **3.3 Sample Size and Sampling Frame**

Stratified and simple random sampling technique was employed to select the staff within the NGOs and beneficiaries were selected using purposive sampling

#### **3.4 Research Instruments**

Primary quantitative data was collected using structured questionnaires administered to selected NGO employees. Focused Group Discussion was used to get qualitative data from the beneficiaries.

#### **3.5 Data Analysis**

Quantitative data was analyzed by employing descriptive statistics such as means, standard deviations, frequencies and percentages. The data was also analyzed using ANOVA, Regression and correlation analysis by using statistical package for social science (SPSS) Version 26.0. The data was then presented using frequency distribution tables for easier understanding. The qualitative data obtained from the Focused Group Discussion with selected beneficiaries was analyzed using thematic analysis and was presented in narrative form.

## 4. Findings and Discussions

### 4.1 Descriptive Statistics

#### 4.1.1 Supply Chain Stakeholder Collaboration

According to the information shown in table 4.5, these are descriptive data that are intended to assess the degree to which stakeholder collaboration influences for the performance of NGOs in Western region.

**Table 1: Descriptive Statistics: Supply Chain Stakeholder Collaboration**

*N=140; 5- strongly Agree, 4 is Agree, 3 is fairly agree 2 is Disagree and 1 is strongly disagree*

No.	Stakeholder Collaboration		SA	A	N	D	SD
1.	Organization coordination and planning promotes the performance of the organization within the supply chain	Freq	8	30	86	12	2
		%	5.7	21.4	61.4	8.6	2.9
2.	The teamwork spirit and joint planning among the operational employees in the organization has improved performance	Freq	4	30	84	18	4
		%	2.9	21.4	60	12.9	2.9
3.	Our NGO has a clear strategy for identifying and pursuing collaboration opportunities.	Freq	6	82	44	0	8
		%	4.3	58.6	31.4	0.0	5.7
4.	Tactical planning in resource sharing within the organization has enhanced sustainability within the company	Freq	0	44	88	0	8
		%	0.0	31.4	62.9	0.0	5.7
5.	Shared decision making with management, suppliers and customers enhances the understanding of management decision hence improved performance	Freq	0	72	52	10	6
		%	0.0	51.4	37.1	7.1	4.3
6.	Our NGO actively collaborates with other NGOs and government agencies and has increased the performance of the organization	Freq	2	75	32	23	8
		%	1.4	53.6	22.9	16.4	5.7
7.	The management within the organization have strong commitment and support on SCI hence improved performance	Freq	10	53	34	18	25
		%	7.1	37.9	24.3	12.9	17.9
8	The management has ensured	Freq	52	38	13	13	24

	effective allocation and utilization of resources that enhance performance.	%	37.1	27.1	9.3	9.3	17.1
9	Financial budget is allocated every year to improve on effectiveness of the organization	Freq	36	42	19	8	35
		%	25.7	30.0	13.6	5.7	25.0

**Overall Mean**

**Source: Field Data (2025)**

Among the participants in the survey, 5.7% strongly agreed and 21.4% agreed that organization coordination and planning promote the performance of their NGO within the supply chain. Conversely, 61.4% of the participants were neutral, while 8.6% disagreed and 2.9% strongly disagreed. This suggests that most respondents were generally non-committal, indicating perhaps moderate or inconsistent experiences with coordination and planning.

On whether teamwork spirit and joint planning among operational employees has improved performance, only 2.9% strongly agreed and 21.4% agreed, whereas a significant 60% remained neutral, 12.9% disagreed, and 2.9% strongly disagreed. In relation to having a clear strategy for identifying and pursuing collaboration opportunities, 4.3% strongly agreed and a majority of 58.6% agreed with this statement. Meanwhile, 31.4% were neutral, and only 5.7% strongly disagreed. Regarding tactical planning in resource sharing, none of the respondents strongly agreed, but 31.4% agreed, 62.9% were neutral, and 5.7% strongly disagreed.

On the matter of shared decision making with management, suppliers, and customers enhancing understanding and improving performance, none strongly agreed, but 51.4% agreed and 37.1% were neutral, while smaller proportions disagreed (7.1%) or strongly disagreed (4.3%). For active collaboration with other NGOs and government agencies, only 1.4% strongly agreed, though a majority of 53.6% agreed, 22.9% remained neutral, 16.4% disagreed, and 5.7% strongly disagreed. On management commitment and support towards supply chain integration (SCI), 7.1% strongly agreed and 37.9% agreed, but 24.3% were neutral, 12.9% disagreed, and a notable 17.9% strongly disagreed.

Concerning effective allocation and utilization of resources by management, 37.1% strongly agreed and 27.1% agreed, while smaller shares were neutral (9.3%), disagreed (9.3%), and strongly disagreed (17.1%). Finally, on whether a financial budget is allocated yearly to improve organizational effectiveness, 25.7% strongly agreed and 30.0% agreed, whereas 13.6% were neutral, 5.7% disagreed, and a significant 25.0% strongly disagreed.

These findings showed that Supply Chain Stakeholder Collaboration within NGOs in Western Kenya had a significant effect on their performance. Generally, employees recognize that their organizations are making efforts to coordinate, plan, and involve partners, as seen in the relatively moderate to high means. However, the frequent neutrality and relatively high standard deviations especially on resource allocation and management commitment point to inconsistencies. This suggests that while some NGOs demonstrate robust collaboration and integration practices, others may still struggle, leading to uneven experiences among staff.

This interpretation corroborates with the study by Mwangi and Mutua (2020) who did a study on supply chain collaboration and its impact on the performance of NGOs in Kenya. The study found that NGOs that engaged in collaborative practices with their suppliers, donors, and other stakeholders experienced significant improvements in efficiency, service delivery, and cost reduction. Information sharing and joint decision-making were highlighted as key collaborative practices that positively influenced performance.

#### 4.2 Qualitative analysis on Supply Chain Stakeholder Collaboration

Among the 12 beneficiaries who participated in the focused group discussion, the majority approximately 75% (9 out of 12), reported that they had either observed or heard of their NGO working together with other NGOs, government agencies, or donors. One female participant from Kakamega County remarked:

*"I have seen our NGO partner with another that deals with water, they came together and we got tanks and taps."*

Meanwhile, about 25% (3 out of 12) said they had not really noticed or heard of such collaborations, indicating that either these partnerships are not always communicated to beneficiaries or are less visible on the ground. As one male participant put it:

*"I just see the NGO people who normally come here, I am not sure if they work with others."*

When asked whether collaboration among NGOs, government agencies, and donors results in better or faster services and hence greater satisfaction, about 67% (8 out of 12) agreed that such partnerships generally improved service delivery. A young woman shared:

*"Yes, when more groups join hands, things move quickly. We get the help faster and even more items."*

However, approximately 33% (4 out of 12) were more cautious, saying that while collaboration could potentially improve services, they had not always experienced noticeable differences. One participant from Bungoma commented:

*"Sometimes they say they are many partners but we still wait long. Maybe it helps them, but we don't see it much."*

In discussing whether they had ever personally benefited from a program that involved multiple organizations, about 58% (7 out of 12) confirmed they had received assistance through such joint initiatives. One male participant explained:

*"There was a project where they gave goats, and another NGO provided feed. That helped us a lot."*

On the other hand, 42% (5 out of 12) said they had never directly benefited from a multi-organization program, or if such partnerships existed, they were not clearly explained to them. As a middle-aged woman shared:

*"Maybe they work together, but for me, I just get from the same NGO, I don't know if there are others behind it."*

Participants also identified some of the challenges that arise when several organizations are involved in a single program. The most cited concern, raised by approximately 50% (6 out of 12), was that coordination delays and confusion about who is responsible for what often slow down service delivery. One beneficiary highlighted:

*"When many NGOs are there, we wait longer because they first finish their meetings before we get help."*

Another 33% (4 out of 12) noted that beneficiaries sometimes receive conflicting information or are asked for the same details multiple times. A participant remarked:

*"They tell us to register here, then another group comes to register us again. It becomes tiring."*

The remaining 17% (2 out of 12) felt that while there might be minor issues, most programs run smoothly, suggesting that some NGOs have developed effective ways of managing partnerships.

The discussions reveal that most beneficiaries are aware of or have experienced partnerships among NGOs and other actors, and many have benefited from these joint efforts. However, there are also concerns about delays, duplication of processes, and sometimes a lack of clear communication, which can diminish the intended impact of collaborations. This aligns well with the broader objective of your study to assess how supply chain Stakeholder collaboration, affects the performance of NGOs. The experiences shared by beneficiaries' underline that while collaboration can expand resources and speed up services, it needs to be well-coordinated and clearly communicated to avoid confusion and ensure programs meet the community's expectations efficiently.

**4.3 Inferential Statistics**

**4.3.1 Effect of Supply Chain Stakeholder Collaboration on performance of NGOs**

To ascertain the effect Supply Chain Stakeholder Collaboration on performance of NGOs, a regression analysis was conducted. Findings are shown in Table 4.18-4.20.

**Table 2: Model Summary on Supply Chain Stakeholder Collaboration on performance of NGOs**

Model Summary										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	R Square Change	F Change	df1	df2	Sig. F Change
1	.647 <sup>a</sup>	.419	.414	.66441	.419	99.337	1	138	.000	

a. Predictors: (Constant), stakeholder collaboration

**Source: Field Data (2025)**

The findings shows that there was favourable link between stakeholder collaboration and performance of NGOs in Western Region, Kenya is shown by the R value of 0.647 in the model summary tabulation. As a consequence, a rise in stakeholder collaboration should lead to improved outcomes. The R square, or coefficient of determination, demonstrates that stakeholder collaboration accounts for 41.9% of the variance in performances ( $R^2=0.419$ ). This suggests that stakeholder collaboration has a major bearing on the results achieved. These findings are consistent with previous empirical research. For instance, Khan and Ahmed (2021) emphasized that stakeholder collaboration—particularly in humanitarian supply chains enhances the effectiveness and efficiency of NGOs by promoting shared planning, pooled procurement, and coordinated logistics. Their study demonstrated that such collaborative efforts reduce redundancies and enable timely response to emergencies, directly improving service delivery and overall performance.

**Table 3: ANOVA**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	43.851	1	43.851	99.337	.000 <sup>b</sup>
	Residual	60.918	138	.441		
	Total	104.769	139			

a. Dependent Variable: Performance of NGOs  
 b. Predictors: (Constant), Stakeholder Collaboration

**Source: Field Data (2025)**

The F test indicates that the model is an excellent fit for describing the variance in the dependent variable, with a value of  $F = 99.337$ ,  $P < 0.05$ . In addition, this demonstrates that stakeholder collaboration is a reliable indicator of performance of NGOs. Ospina et al. (2020) found that sustained collaboration with key stakeholders, including local communities, donors, government entities, and peer organizations, fosters trust, accountability, and innovation in service provision among NGOs. This aligns with the current study's observation that NGOs with well-developed stakeholder relationships demonstrate superior operational results.

**Table 4: Coefficients**

<b>Coefficients<sup>a</sup></b>						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	-1.410	.493		-2.862	.005
	Stakeholder Collaboration	1.361	.137	.647	9.967	.000

a. Dependent Variable: Performance of NGOs

**Source: Field Data (2025)**

As from Table 4 at a significance level of  $0.00 < 0.05$ , the unstandardized regression coefficient ( $\beta$ ) for stakeholder collaboration was 1.361. This suggested that a shift of one unit in stakeholder collaboration would shift performance. As observed by Wamugu and Ogollah (2017), NGOs that engage stakeholders throughout the project lifecycle from needs assessment to monitoring and evaluation achieve better alignment with community priorities and donor expectations, thus improving performance metrics such as beneficiary satisfaction, project sustainability, and funding continuity. Results in NGOs as a consequence of stakeholder collaboration were estimated using the following regression equation:

$$Y = -1.410 + 1.361X_3$$

According to the findings, it is clear that stakeholder collaboration has a major beneficial impact on performance of NGOs. This suggests that NGOs that have stronger stakeholder collaboration achieved higher levels of performance. These findings collaborate with Khan and Ahmed (2021) who did a study on the role of supply chain collaboration in enhancing the effectiveness of humanitarian NGOs. The study demonstrated that collaboration in areas such as joint planning, shared transportation, and pooled procurement helped the NGOs optimize resources, reduce lead times, and respond more effectively to humanitarian crises. Collaboration also led to better coordination with governments and other NGOs.

## **5. Summary, Conclusion and Recommendation**

### **5.1 Summary**

The study determined the effect of Supply Chain Stakeholder Collaboration on performance of non-governmental organizations in Western Region, Kenya and similarly, stakeholder collaboration was found to have a significant positive relationship with performance ( $\beta = 1.361$ ;  $p = 0.000$ ). This suggests that Supply Chain stakeholder collaboration had a major bearing on the results achieved.

### **5.2 Conclusion**

Supply Chain Stakeholder collaboration had a major bearing on the results achieved as it was clear that Stakeholder collaboration have a major beneficial effect on performance of NGOs. This suggests that non-governmental organizations that had strong collaboration efforts with their stakeholders achieved higher levels of performance. There were challenges in getting information from some respondents and some were unwilling to co-operate due to fear and victimization from the administration. Language barrier was also major challenge during the focus group discussions. This could affect the type the responses by the respondents. The services of an interpreter were sought in situations where language was a problem.

### **5.3 Recommendation**

NGOs should pursue strategic partnerships and collaborative frameworks with government agencies, other NGOs, faith-based organizations, and private sector actors to avoid duplication, leverage resources, and share best

practices. Creating joint task forces and coordination forums at the county level would promote synergy and collective impact in development initiatives.

#### **5.4 Suggestions for Further Research**

The study was basically on the effect of stakeholder collaboration on performance of non-governmental organizations in western region, Kenya. This may not represent the position of other regions of NGOs in Kenya, therefore further study in other counties and sub counties would be ideal. Therefore, comparative studies across different regions of Kenya could reveal contextual factors that shape NGO performance.

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