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## **FACTORS AFFECTING PROJECT SUPPLY PERFORMANCE: THE CASE OF SAVE THE CHILDREN INTERNATIONAL ETHIOPIA COUNTRY PROGRAM**

BY: WOGAYEHU GEBRESELASSIE AMBAYE  
ID: GSD/6068/14

ADVISOR: MATIWOS ENSERMU (PHD)

**THIS THESIS WILL SUBMIT TO ADDIS ABAB UNIVERSITY SCHOOL OF  
COMERCE FOR THE PARTIAL FULFILLMENT OF REQUIREMENTS FOR THE  
AWARD OF THE DEGREE OF MASTER OF ARTS IN LOGISTICS AND SUPPLY  
CHAIN MANAGEMENT.**

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Addis Ababa

Ethiopia

## **Declaration**

The below undersigned, announce the thesis by titled “*factors affecting project supply performance: the case of Save the Children International – Ethiopia Country office*” remains my original work and with finest of my knowledge has not been presented for a degree by any other person, and that all the sources of material used the thesis have been duly acknowledged.

Declared by:

Wogayehu Gebrelassie Ambaye

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Date and Signature

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## **Statement of Certification**

This document serves as confirmation that the thesis authored by Wogayehu Gebreselassie, entitled *"Factors Affecting Project Supply Performance: The Case of Save the Children International – Ethiopia Country Office,"* stands as original research. This study undertaken within the scope of pursuing a Master of Arts Degree in Logistics and Supply Chain Management, represents the diligent and independent work of Wogayehu and adheres to the academic standards required for submission.

**Advisor:** MATIWOS ENSERMU(PHD)

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Date and Signature

**Addis Ababa University School of Commerce**

This is to confirm that thesis carried out by Wogayehu Gebreselassie on the titled: *“factors affecting Project supply performance: the case of Save the Children International – Ethiopia Country Office”* and presented in partial fulfillment of the requirements of the Degree of Master of Art in Logistics and Supply Chain Management complies with the protocols of the University and fulfill the recognized standard which related to uniqueness and quality.

Signed by the Examining Committee:

Examiner: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Examiner: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Advisor: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## ***Abstract***

*This research was conducted to delve into the intricate relationship among various factors impacting project supply performance (gauged through four distinct dimensions: Technology and Innovation, organization Resource Availability, Infrastructure and Logistics and Stake Holder Coordination and Collaboration factor) and project supply performance in Save the Children International Ethiopia program. Constrained by the modest size of the total population, this study opted for a census survey methodology to quantitatively assess the presumed relationship between dependent and independent variables. The formal instruments of data collection comprised a structured questionnaire and purposive interviews. A total of 153 questionnaires were distributed, yielding a response rate of approximately 83%, with 126 completed and returned. The findings underscore significant barriers to project supply performance within the SCI context, notably the underutilization of integrated advanced technological solutions and optimized tools, there is shortage of skilled personnel, lack of appropriate budget allocation for project supply end-to-end process, there is inaccessibility of reliable transportation during emergency relief including the challenge of standard warehousing facilities and Lack of Joint planning and resource sharing across different departments with unclear communication period to share data and situational updates. Results of the study proposed that all the extents of factors affecting humanitarian project implementation project supply performance have statistically substantial relationship mutually with combined and individual measures of Project supply performance variables. However, power of the relationship is quite higher in the case of organizational resource availability factors and on the stakeholder coordination and collaboration factors. Regression outcomes similarly suggested that All factors of project supply performance namely: Technology and Innovation, Organization Resource Availability, Infrastructure and Logistics and Stake Holder Coordination and Collaboration have significant impact on overall project supply performance of Save the Children International Ethiopia program with  $p = 0.000$ . The R square value 0.712 indicates that the project supply performance aggregately impacted or explained by all project supply performance factors by 71.2%. SCI must gain capacity building and growth program for operations, supply chain and finance staffs and invest on advanced technology and innovation of end-to-end of all function for efficient and effective project supply performance intended for rapid and consistent operation the emergency response activities throughout the country office.*

*Key words: Project supply Performance, Technology and Innovation, Organizational resource availability, Infrastructure and logistics and Organizational stakeholder coordination and collaboration.*

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## **List of Abbreviations**

- SCI - Save the Children International
- CO - Country Office
- ASCO- Authority of Sivil Society Organizations
- SAAS - Software as service
- ERP - Enterprise resource planning

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# CHAPTER ONE

## INTRODUCTION

### 1.1. Background of the study

Humanitarian organizations in Ethiopia operate in dynamic and often challenging environments, responding to emergencies such as natural disasters, armed conflicts, and public health crises to provide life-saving assistance and support to affected populations. The magnitude and complexity of these crises in Ethiopia necessitate swift and efficient supply chain management to ensure the timely delivery of essential services and goods to those in need (VanWassenhove, 2009). Humanitarian supply chains are characterized by unique challenges, including the need for rapid response, often in remote or insecure locations. Moreover, the unpredictable nature of emergencies introduces significant uncertainty, making it difficult for organizations to plan and coordinate their supply chain activities effectively (Lin, 2017).

Despite the critical purpose of supply chain management in humanitarian intervention, the performance of project supply is often hindered by various factors that impact their efficiency and effectiveness. These factors can range from Resource Availability, Infrastructure and Logistics, Political and Regulatory Environment, Coordination and Collaboration, Information and Communication, Security Concerns, Cultural and Socio-Economic Factors, Environmental Challenges, Technology and Innovation to Monitoring and Evaluation (Altay, 2006).

Despite the importance of supply chain management, humanitarian organizations often face significant challenges in delivering aid, including delays, stockouts, and cost overruns. These challenges can have severe consequences, including compromised quality of care and increased risk of disease transmission (Tumwesigye, 2018).

In recent periods there is an increase acknowledgment for the importance of supply chain management in humanitarian operations. However, there is still a lack of understanding about the specific factors that affect project supply performance at humanitarian organizations. While some studies have identified factors such as transportation disruptions, supply chain complexity, and stakeholder coordination as critical factors affecting supply chain performance (Carter, 2013), there remains a notable break in recognizing the precise factors that affect project supply performance in specific humanitarian organizations. Addressing this gap is

essential for enhancing the resilience and effectiveness of humanitarian supply chains and improving the overall impact of humanitarian aid efforts.

Save the Children International (SCI) operated in Ethiopia starting from 1930s and established offices by Save the Children Sweden in 1965 and Save the Children UK in 1974 to current Save the Children International. SCI in Ethiopia work to provide immediate humanitarian relief and long-term sustainable development work focused on seven programmatic areas of Health, Education, Nutrition, Livelihood, Child Protection, Child Friendly systems and structure and water, sanitation and Hygiene (WASH) across the country office in different regions.

Effective and efficient project supply performance of the organization comes through stakeholder coordination and collaboration planning, excellent procurement technology and innovation and good infrastructure and logistics with organizational resource availability (Save The Children , 2022).

The study meticulously examined the sources of work undertaken to comprehend, influence, and analyze the factors influencing project supply performance, with a focus on deriving sustainable solutions rooted in the origins of these challenges. It identifies, firstly, the common factors that hold paramount importance for the project supply performance of humanitarian assistance organizations. Secondly, it delineates the variables crucial for the success of project supply performance within the specific context of Save the Children International - Ethiopia Country Programs.

## **1.2. Research Problem**

Humanitarian organizations play a essential function in granting assist and relief to peoples affected by disasters and disasters worldwide. However, despite their noble intentions and dedicated efforts, these organizations often face significant challenges in effectively managing their supply chains, resulting in delays, inefficiencies, lack of planning coordination, and execution of logistical activities to deliver goods and services to those in need (Krause, 2018).

According to (Save The Children , 2022) the organization shape its vision to become High Performing Organization and operational leader in the humanitarian field. The project supply performance of humanitarian organizations is often afflicted by different factors which can have severe consequences for the delivery of aid to those in need.

According to a study by (Kanth, 2019), supply chain disruptions are a common occurrence in humanitarian relief operations, with 75% of respondents reporting delays and stockouts in their supply chain.

(Krause, 2018) in their work found that supply chain complexity and stakeholder coordination were significant factors affecting project supply performance in humanitarian organizations. Findings of the research also focus the significance of the need for robust risk assessment and contingency planning.

(Tumwesigye, 2018) observed that supply chain disruptions can have substantial influence on the delivery of aid, with delays and stockouts compromising the quality of care and increasing the risk of disease transmission. Study also indicate that supply chain disruptions were caused by a range of factors, including transportation disruptions, supply chain complexity and stakeholder coordination failures.

Drawing from the three pivotal breakthroughs outlined by Save the Children International (SCI) for children by the year 2030—Survive (ensuring no child dies from preventable causes before their fifth birthday), Learn (ensuring all children receive quality basic education), and Be Protected (eradicating tolerance towards violence against children)—this study embarks on a comprehensive exploration. It seeks to align its findings with SCI's ambitious goals, aiming to contribute valuable insights and strategies to bolster the organization's efforts towards achieving these crucial milestones. Subcomponent of the breakthrough 2022 -2025 SCI Country office strategy is to have efficient and effective project supply performance during project implementation across the country office (Save The Children , 2022).

Despite the importance of effective supply chain management, there are absence of understanding about the specific factors that affect project supply performance at Specific humanitarian organizations. Through an in-depth analysis and comprehensive investigation of these factors and their implications for project supply performance in humanitarian organizations, this study seeks to contribute valuable insights to the field through belief of success to the origin reasons and final workable solution. Out of the above most common different project supply performance factors in different literature, organization Internal Learning Management Site (LMS) which all closed project final evaluation posted and the interview with Head of Operation, Supply Chain Director and Regional Operations Directors the study identifies factors of technology and innovation, Organization Resource Availability

of the organization, Infrastructure and Logistics and Stake Holder Coordination and Collaboration which are most important among Save the Children International Ethiopia project supply performance.

### **1.3. Research Objectives**

The general Objectives of the study will be:

To assess the factors affecting on the project supply performance in the Case of Save the Children Ethiopia program.

The Specific Objective:

Addition to the over-all objectives, the study will try to answer the following specific objectives.

- To find the effects of technology and innovation on project Supply Performance.
- To verify the importance of Organization Resource Availability on Project Supply Performance.
- To find Infrastructure and Logistics role on project Supply Performance.
- To study the behavior of Stake Holder Coordination and Collaboration on project Supply Performance.

### **1.4. Research Questions**

1. What are the effects of technology and innovation on project Supply Performance?
2. What are the ways of Organization Resource Availability effects on project Supply Performance?
3. What is the role of Infrastructure and Logistics on project Supply Performance?
4. What is the importance of Stake Holder Coordination and Collaboration on project Supply Performance?

### **1.5. Scope of the study**

Save the Children International is non-profit organization work globally by put into operation global strategies to achieve an Ambition (We will do whatever it takes to guarantee that all children survive, learn, and protected by 2030). This study stood to focus only on Project Supply Performance SCI - Ethiopia Program (head office and field offices). This study carefully assessed at the level of the problem related towards; the procurement, warehouse and payment technology and innovation in the organization, Organizational Resource Availability, the existed Infrastructure and Logistics during project implementation of the organization and

Stake Holder Coordination and Collaboration across the country office different departments. In doing so, the research addresses the organization area and field office leaders and operational staffs.

### **1.6. Limitation of the Study**

Given the limited resources and timeframe available for this study, the research focused specifically on elucidating the factors influencing project supply performance within Save the Children International's emergency and development assistance programs of Ethiopia. As such, the scope of the research deliberately excluded the consideration of other stakeholders such as donors, host governments, and other project supply actors. The study was designed to provide a comprehensive understanding solely within the context of Save the Children International's operations. It is crucial to note that the research aimed to address the specific research questions and objectives outlined, rather than aiming to assess all aspects related to project supply factors across all nonprofit organizations operating in Ethiopia. The study aimed to provide targeted insights and actionable recommendations tailored to the needs and challenges faced by Save the Children International in Ethiopia.

### **1.7. Significance of the study**

This research offers valuable insights that can serve as a significant input for scholars interested in exploring not only the specific subject matter, but also broader areas related to project supply performance. The findings and outcomes of this study can potentially inform and inspire further research actions, contributing to the advancement of academic knowledge and theory in these areas. Additionally, the relevance of the results extends beyond academia, as they can provide practical guidance and inspiration for comparable organizations operating within Ethiopia. This research aims to catalyze positive change and foster a culture of excellence and effectiveness in humanitarian endeavors across the region. Ultimately, by improving project supply performance and enhancing the delivery of aid to vulnerable populations, this research endeavors to contribute meaningfully to the main mission of improving lives and adopting sustainable development in Ethiopia.

## 1.8. Definition of terms

**Procurement:** as defined by the Chartered Institute of Procurement & Supply (CIPS, 2024), encompasses the acquisition of goods and services essential for the efficient functioning of an organization's supply chains.

**Supply chain:** as elucidated by (Christopher, 1998), constitutes a complex network of interconnected organizations engaged in a series of upstream and downstream activities aimed at generating value through the provision of products and services to the end customer.

**Logistics:** integral to the broader framework of supply chain management, encompasses the strategic planning, execution, and oversight of efficient and effective movement and storage activities for goods, services, and pertinent information from origin to destination.

**Project Supply:** The procurement, management, and distribution of resources necessary for the execution of a specific project. These resources can include raw materials, equipment, tools, services, personnel, and any other inputs required to achieve project objectives (Schwalbe, 2015).

**Project Supply Performance:** The efficiency and capability with which resources are gained, managed, and dispersed to support the execution of a specific project (Kerzner, 2017).

## 1.9. Organization of the study

The structure of this research is organized into five chapters. Chapter One serves as an introduction, providing background information on the research, articulating the statement of the problem, presenting the basic research questions and objectives, highlighting the significance of the study, and delineating the scope and limitations of the research. Chapter Two delves into a comprehensive review of related literature to the study's focus areas. Chapter Three outlines the research methodology employed, detailing the approach and techniques used to collect and analyze data. In Chapter Four, the data collected from the study's inquiries are meticulously examined, analyzed, and interpreted to derive meaningful insights and conclusions. Finally, Chapter Five encapsulates the study's findings by presenting a summary of key points, drawing conclusions based on the analysis, and offering actionable recommendations for future research and practice in the field.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

Chapter Two of this study unfolds the critical discourse through a comprehensive review of associated literature, empirical evidence, and the conceptual framework underpinning the research. Structured into three sections, this chapter navigates through the rich landscape of knowledge pertinent to the study's focus areas. The first section meticulously examines theoretical insights gleaned from related literature concerning the Factors Affecting Project Supply Performance, providing a theoretical foundation for the research inquiry. Following this, the second section synthesizes empirical evidence derived from previous studies, offering valuable insights gleaned from real-world experiences and observations. Finally, the third and concluding section of this chapter elucidates the conceptual framework of the research, synthesizing theoretical constructs and empirical findings to provide a holistic understanding of the factors influencing project supply performance within the context of Save the Children International's operations in Ethiopia.

#### **2.1. Theoretical Literature Review**

##### **2.1.1. Technology and Innovation**

Technology and innovation can significantly impact project supply performance in humanitarian organizations (Christopher, 2011). The use of digital technologies, such as electronic procurement systems, can improve supply chain visibility, reduce costs, and enhance responsiveness to changing circumstances (LogCluster, 2015). Electronic procurement is a system to buying, Sourcing, Invoicing, payments, contracting and vendor management; registered vendors and business suppliers' access and offer for live sourcing goods and services though assist of technology (Masudin, 2021). E-procurement revolutionizes the procurement process by providing a systematic means of communication with potential providers throughout the course of business. By facilitating the creation of analyzed rates derived from numerous providers, it streamlines the decision-making process by ensuring relevant information is readily available. Essentially, electronic procurement within an organization is geared towards offering service-oriented and event-driven support to project activities. It plays a crucial role in supporting project implementation and satisfying the needs of customers by efficiently managing procurement activities and fostering collaboration with suppliers. Through its

innovative features and capabilities, e-procurement enhances efficiency, transparency, and accountability in the procurement process, ultimately contributing to the success of project endeavors.

Electronic payment systems facilitate seamless, cashless transactions between organizations, customers, and merchants, offering convenience and efficiency in the exchange of goods and services. Through various channels such as cards, internet facilities, or mobile banking platforms, electronic payment mechanisms eliminate the need for physical currency, reducing the complexities associated with traditional payment methods. The Manual Payment Process always delay the payment to suppliers because of many reason this affect project Supply not to deliver timely and affect future supplier trust then the organization cannot receive more orders and not fulfilled the demand all projects. E-invoice will help the organization to make the payments for sellers and other parties to fast, efficient and effective method (IBM, 2020). However, the adoption of new technologies can also pose challenges, such as training and capacity building needs, and the potential for technology failures (KPMG, 2018).

### **2.1.2. Resource availability**

Resource availability is a critical factor affecting project supply performance in humanitarian organizations. The availability of sufficient resources, including personnel, equipment, and funding, can enable effective supply chain management and response to emergencies (Cross, 2015). Humanitarian supply chain end to end process need more human power with different functions of procurement, transport warehouse and last mile delivery of project supply based on the need for emergency and development project implementation of the organization.

Conversely, resource scarcity can lead to delays, inefficiencies, and reduced effectiveness of humanitarian responses. The importance of resource availability is highlighted by the need for humanitarian organizations to prioritize resource allocation and management in order to maximize impact (Bank, 2019).

### **2.1.3. Infrastructure and Logistics**

Infrastructure and logistics play a critical role in project supply performance in humanitarian organizations. The availability of suitable infrastructure, such as transportation networks, storage facilities, and communication systems, can enable effective supply chain management and response to emergencies (Bank, 2017) Conversely, inadequate infrastructure can lead to

delays, inefficiencies, and reduced effectiveness of humanitarian responses. The importance of infrastructure and logistics is highlighted by the need for humanitarian organizations to prioritize infrastructure development and maintenance in order to maximize impact (IFRC, 2019)

#### **2.1.4. Stakeholder coordination and collaboration**

Stakeholder coordination and collaboration are critical factors affecting project supply performance in humanitarian organizations. Effective collaboration among stakeholders, including different departments of the organizations, government agencies, NGOs, and local communities, can facilitate information sharing, resource allocation, and decision-making across the organization (OCHA, 2017). Vendor management (VM) is part of stakeholder coordination and collaboration with big impact on project supply performance. Effective vendor management is essential for optimizing procurement processes and enhancing customer satisfaction. Synchronized vendor management (VM) approach plays a crucial role in both purchasing and consumer service realms. By leveraging applicable electronic vendor management systems, organizations can improve the efficiency of their operations while fostering stronger relationships with customers. This approach enables businesses to tailor products and services to meet individual customer needs, thereby enhancing overall satisfaction and loyalty. With electronic consumer engagement facilitated by widespread internet accessibility across various platforms, including laptops, mobile devices and desktops. procurement processes can be streamlined, and customer experiences can be significantly enhanced (Ibbotson, 2007),

Conversely, poor stakeholder coordination and collaboration can lead to delays, inefficiencies, and reduced effectiveness of humanitarian responses. The importance of stakeholder coordination and collaboration is highlighted by the need for humanitarian organizations to prioritize building relationships and trust with stakeholders in order to maximize impact (Bank, 2019))

## **2.2. Empirical Literature Review**

There is limited material found on technology and innovation, organizational resource availability, infrastructure and logistics and stakeholder coordination and collaboration management for nonprofit organizations project Supply performance through Ethiopia

Context that related with this study. However, the researcher reviewed other significant supply chain management and project supply related research which is a lot on corporate organizations, international and government organizations.

An international journal (Tadese, 2015) On the Title of “The role of logistic management on logistics performance in humanitarian organizations in Ethiopia: The case of UNICEF Ethiopia.” Logistical challenges emerge as a significant factor affecting project supply performance in Ethiopia-based humanitarian organizations. Highlights the impact of infrastructural limitations, transportation bottlenecks, and geographic remoteness on the timely delivery of aid supplies. The study underscores the need for innovative solutions, such as alternative transportation modes and decentralized warehousing, to overcome logistical constraints and improve supply chain efficiency.

(Kumar, 2018) performed a study analyzing the influence of technology adoption on supply chain performance in humanitarian organizations. Their empirical findings revealed a positive correlation between the use of innovative technologies such as mobile applications and real-time tracking systems and improved supply chain efficiency.

(Gupta, 2021) studied the impact of resource scarcity on humanitarian logistics operations. Their empirical analysis revealed that organizations facing resource constraints experienced delays in supply chain activities and reduced overall project performance, highlighting the importance of resource planning and management.

(Raj, 2017) explored the significance of logistics infrastructure in humanitarian supply chain management. Their empirical findings demonstrated that organizations with well-developed transportation networks and storage facilities exhibited higher supply chain efficiency and responsiveness in disaster response efforts.

(Teichgraber, 2019) explored the challenges and opportunities of stakeholder collaboration in humanitarian logistics operations. The research identified key factors such as information sharing, coordination mechanisms, and partnership building that influenced supply chain performance. The findings underscored the need for enhanced collaboration among diverse stakeholders to address complex supply chain challenges effectively and ensure timely delivery of aid to affected populations.

The previous study work on this area did not cover the necessary aspects from specific project supply performance factors.

### 2.3. Conceptual framework of the study

The study of conceptual framework draws out the procedures needed while commencing the study. As (McGaghie, et al., 2001) set: The conceptual framework “sets the phase” for the performance of the separate research question that enterprises occurring stated based on the problem statement. Indicates the key process, which is valuable to reveal the path of the study. The study will assess on factors which affecting on the project supply performance which help the organization to be effective and efficient. The Conceptual Framework provides a structured approach to understanding the relationship between technology and innovation, organization resource availability, infrastructure and logistics, and stakeholder coordination and collaboration in influencing project supply performance.

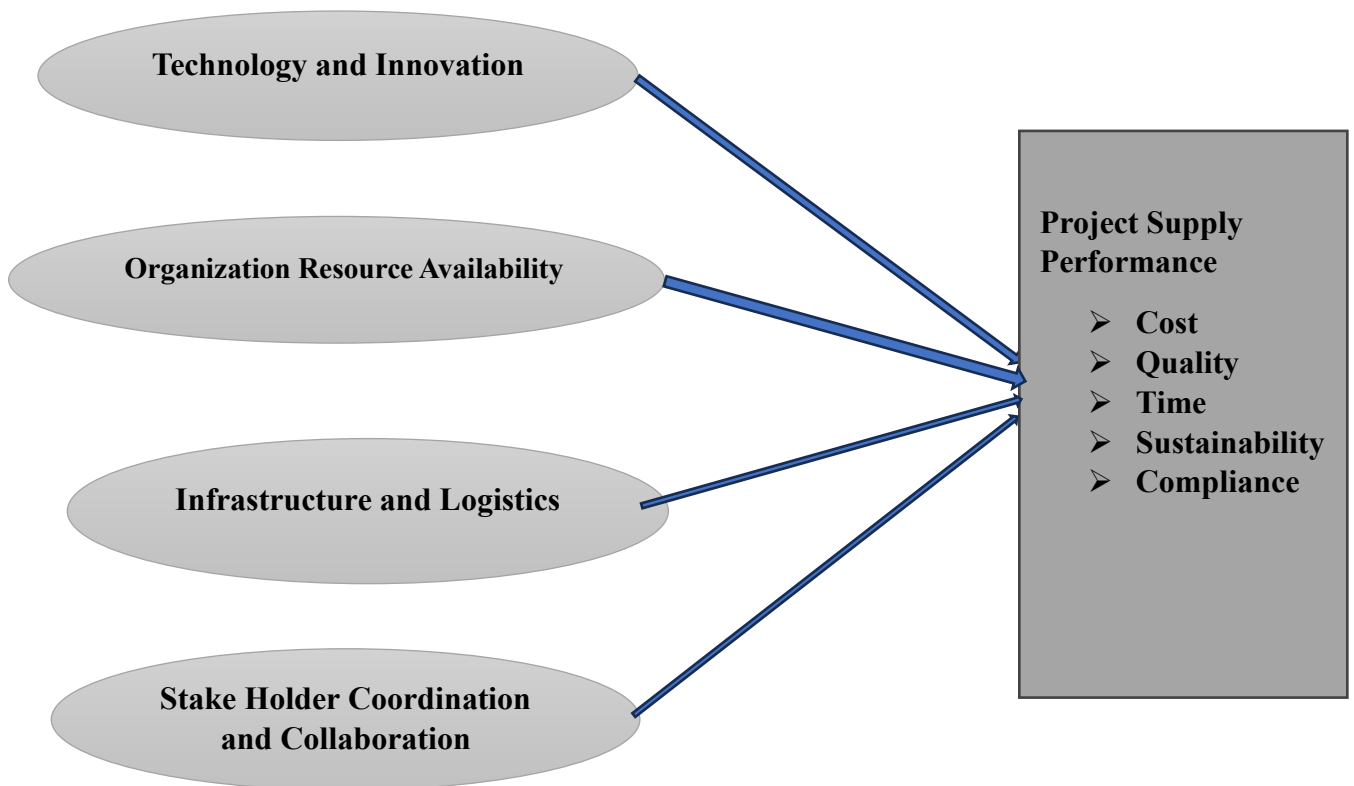


Figure:1 Conceptual Framework (Source: Different Literature and self)

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

In this chapter, the research methodology and techniques employed to conduct the study are delineated. Practical methods are outlined to address the research questions and fulfill the study's objectives effectively. An overview of the research study area is provided, along with details on the research approach, design, and method. The chapter also discusses aspects such as population and sample selection, data sources and types, data collection instruments, and techniques. Ethical considerations are emphasized, ensuring that research practices adhere to ethical standards and guidelines. Additionally, the methods of data analysis are elucidated, detailing the approach used to interpret and derive insights from the collected data. To leverage the advantages of both qualitative and quantitative research approaches, a mixed-method approach was adopted.

#### **3.1. Description of the study area**

SCI (Save the Children International) is a global non-profit organization that encourages children's rights, provides relief and helps support children in developing country. Established in the United Kingdom in 1919 to advance the lives of children through improved education, health care, and economic prospects, as well as delivering emergency assistance in natural disasters, war, and other conflicts. SCI firstly worked in Ethiopia in the 1930s and set up its permanent offices by Save the Children Sweden in 1965 and Save the Children UK in 1974. The immediate effort in Ethiopia focused on humanitarian and emergency help; and has evolved into a scale of longer-term development projects for the most exposed children. Save the children in Ethiopia partner with authority at all levels, international and local NGOs (Civil Societies), research and policy institutions, private sector and media.

Save the Children works in all regional states: Amhara, Tigray, Oromia, South, Sidama, South West, Benishangul-Gumuz, Somali, Gambela & Afar and in two administrative cities of Ethiopia with thematic areas of Humanitarian relief, Child Friendly Systems and Structures, Child Protection, Education, Health, Nutrition, Livelihoods and Resilience, and Water, Sanitation, and Hygiene (WASH).

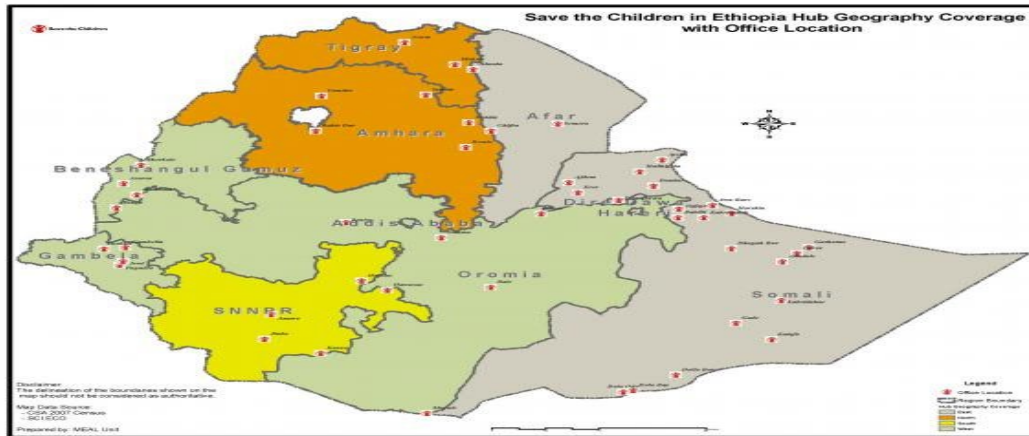


Figure 2: SCI implementation Area in Ethiopia (Source SCI Ethiopia Site)

### 3.2. Research Approach

The chosen research approach for this study holds significant control overall perspective and depth of insight. Given the multifaceted nature of the research question, a mixed research approach emerges as the most fitting strategy. This approach seamlessly integrates both qualitative and quantitative approaches, offering a holistic understanding of the factors influencing project supply performance. By combining these approaches, the study aims to capitalize on the respective strengths of qualitative and quantitative research, thereby boosting the strength and credibility of the findings. The rationale behind employing both qualitative and quantitative approach lies in the recognition of truth across objective and subjective scales, as well as the distinct advantages each method offers, such as enhanced explanatory power and generalizability. While the study predominantly relies on quantitative data collection, qualitative methods are strategically employed to interpret subjective insights and triangulate findings, thereby enriching the overall analysis. To facilitate a comprehensive examination and interpretation of quantitative results, a sequential explanatory design is adopted, allowing for a nuanced exploration, explanation, and contextualization of the data gathered.

### 3.3. Research Design

The primary objective of the research design in this research is to comprehensively describe and infer the impact of technology and innovation, organization resource availability, infrastructure

and logistics, and stakeholder coordination and collaboration on project supply performance within Save the Children Ethiopia Country Office.

Research design serves as a blueprint for empirical inquiry, guiding the systematic investigation of specific research questions by delineating techniques and methodologies for data collection and analysis (Bhattacharjee, 2012). In this study, both descriptive and explanatory research designs were employed to provide a comprehensive understanding of the factors influencing project supply performance. The descriptive research design aimed to elucidate and analytically describe these factors, shedding light on their status and operational dynamics. Through descriptive research, the study sought to attain factual insights regarding the variables or situations under investigation, ranging from survey methodologies to regression analyses. Descriptive statistics were utilized to present evidence in numerical form, offering a succinct depiction of the observed phenomena. Conversely, explanatory research designs focused on modeling causal relationships between variables, aiming to uncover the underlying mechanisms driving project supply performance outcomes. By integrating both descriptive and explanatory research approaches, the study strived to achieve a nuanced interpretation of the complex relationships among the factors influencing project supply performance, thereby enhancing the depth and rigor of its findings.

#### **3.4. Population and Sample Design**

The target populations of the study will be employees of Save the Children International Ethiopia program of three department (Finance, Supply Chain and Operation) that works on tasks related with project supply across all the regional and field offices in Ethiopia. Currently SCI Ethiopia has 4 Area or Regional (Southwest Area Office, North Area Office, Tigray Emergency Response and Somalia) office and 12 Field (Hawassa, Balle, Gambella, Dessie, Woldia, Sekota, Semera, Mekelle, Axum, Jigjiga, Gode and Nekemte) Offices. The study uses purposive sampling and selected all three (finance, Supply chain and operation) Function which related the activities of project supply.

Table 3.1, Sample Population

		Departments		
Regional / Area Offices	Head and Field Offices	Supply Chain	Operations	Finance
Addis Ababa Head office	Addis Ababa Head Office	22	16	12
Southwest Area/Regional Offices	Hawassa FO	3	4	3
	Balle FO	3	5	2
	Gambella FO	3	4	2
	Nekemte FO	2	4	2
Somalia Area Office	Jigjiga FO	3	4	2
	Gode FO	3	3	2
North Area Office	Dessie FO	2	4	2
	Woldia FO	3	3	2
	Sekota FO	3	4	2
	Semera FO	3	4	2
Tigray Emergency area Office	Mekelle FO	3	3	2
	Axum FO	2	3	2
Total of the department		55	61	37
Total Population		153		

(Source Save the Children Staff List June 2023)

The target population for this study comprised 153 operations, supply chain, and finance personnel working across both the Head Office in Addis Ababa and the 12 field offices. These respondents held various positions, including directors, heads, managers, officers, coordinators, and specialists. Given the relatively small size of the population within these departments across the field and head offices, encompassing all staff members was deemed feasible and appropriate. Thus, instead of employing sampling techniques, a census survey approach was adopted to ensure comprehensive coverage of the entire population. This decision was justified by the understanding that census surveys are particularly suitable and effective for smaller populations, as they allow for the inclusion of all individuals within the target group, thereby enhancing the accuracy and representativeness of the findings (Israel, 2013). By opting for a census survey, the study aimed to capture the perspectives and insights of all relevant stakeholders, thereby enriching the comprehensiveness and validity of the research outcomes.

### **3.5. Data source and type**

The researcher employed a combination of primary and secondary sources of data to fulfill the study's objectives and elucidate the relationship between independent and dependent variables, as well as to gain insights from employees. Primary data was predominantly collected through a survey questionnaire meticulously designed in a structured and organized manner. This allowed for systematic gathering of information from respondents within the SCI Ethiopia country program. Additionally, secondary data was gathered through interviews with the Supply Chain Director and analysis of various documents in organization LMS, including the SCI's strategic plans, supply chain manual, procurement policy, and both published and unpublished reports. These secondary sources served to validate and enrich the primary data findings, providing additional context and depth to the study. Furthermore, to contextualize the research results and establish their alignment with existing literature, relevant literature was assessed and integrated into the analysis, ensuring a comprehensive understanding of the findings within the broader scholarly discourse.

### **3.6. Data Collection Procedure**

All data utilized in this research was gathered through a combination of questionnaire responses and interviews. The questionnaire was accurately crafted to be self-explanatory, allowing respondents to easily classify factors affecting project supply performance. It comprised six sections, including an introduction outlining the purpose and ethical considerations. The initial section collected background information on respondents, such as gender, age, education, experience within SCI, and position. Subsequent sections focused on assessing project supply performance criteria and factors specific to SCI Ethiopia Country Office. The questionnaire utilized a 5-point Likert scale, ranging from "Strongly Disagree" to "Strongly Agree." Leveraging Save the Children's Office 365 platform, the questionnaire was structured using Microsoft Forms and distributed via Outlook group emails to all 153 targeted respondents, who utilized Microsoft Azure accounts to access the platform. Interviews were conducted using a mix of semi-structured and unstructured questions via Microsoft Teams, with automated transcription and recording features aiding in triangulating questionnaire results. The study encompassed two data collection stages: a pilot survey to test the study's feasibility and refine data collection instruments, and a formal survey. The questionnaire for the primary study were evaluated by the Supply Chain Director and Research Advisor for significance and clarity.

### **3.7. Methods of Data Analysis**

The data resulting from the distributed questionnaire underwent meticulous evaluation through a simple occurrence procedure, with each response carefully administered and validated. Each response was individually examined and enumerated to ensure accuracy and reliability. Descriptive statistics, including the analysis of mean and standard deviation, were employed alongside tables to succinctly describe and summarize the responses garnered. To ascertain the reliability and generalizability of the findings, inferential statistics were applied. Pearson product moment correlation was utilized to elucidate the relationship between dependent and independent variables, while multiple linear regression analysis was employed to determine the significance and effect of each factor influencing project supply performance, as well as the overall contribution of these factors. Statistical Package for Social Science (SPSS) version 23 software facilitated the processing of the data. Additionally, key informant interview data underwent rigorous transcription, summarization, and interpretation to glean a deeper understanding of the study's subject matter and generate more generalized qualitative results. The questionnaire results were categorized, cleaned, analyzed, and presented utilizing both descriptive and inferential statistical methods, as recommended by (Geoffrey, 2005), to comprehensively describe the results and examine the causal relationships between variables.

### **3.8. Reliability and Validity**

#### **3.8.1. Reliability**

When assessing the reliability of the research tools, (Phyllis, 2007) highlights that reliability refers to the ratio of the true score variance. To ensure the reliability of the instrument used in this study, Cronbach's alpha reliability was computed using SPSS software. This statistical test was deemed appropriate for assessing the reliability of Likert scale question items, providing a measure of internal consistency among the responses gathered during the pilot test. By employing this method, the study aimed to ascertain the reliability of the research tools and enhance the credibility of the findings.

#### **3.8.2 Validity**

The data collection process will prioritize reliable sources with expertise in project supply and related factors affecting project supply performance. Both the survey and interview

questionnaires have been meticulously developed with reference to existing literature and a wealth of scholarly resources to ensure the validity of the results. Validity, in this context, refers to the robustness of our conclusions, implications, or propositions derived from the collected data. It is essential to ensure that the findings accurately reflect the expected outcomes and align with the objectives of the study. By meticulously designing the research instruments based on established literature and expert knowledge, the study endeavors to uphold the validity of the results and enhance the overall credibility of the research findings.

### **3.9. Ethical Considerations**

In any study involving human participants, it is imperative to adhere to established ethical guidelines designed to safeguard the rights and well-being of the respondents, as emphasized by (Creswell, 1994). Accordingly, this research meticulously considered all ethical principles outlined by various scholars. Participation in the study was entirely voluntary, and strict confidentiality measures were implemented to protect the privacy of the respondents. All data collected was treated with the utmost confidentiality, and respondents provided consent before participating by responding to the questionnaire. The researcher is committed to upholding the highest standards of ethics throughout the study, ensuring integrity in every aspect of the research process from data collection to analysis and reporting.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

#### 4.1. Introduction

This chapter serves as a platform for analyzing, presenting, and interpreting the research findings. Following the assessment of the reliability of the research tools, the presentation maintains a logical flow by first providing an overview of the demographic information of the respondents. Descriptive statistics, correlation analysis, and regression analysis are then presented to delve into the relationships between variables and provide insights into project supply performance factors. Out of the total 153 questionnaires distributed to Operations, Supply Chain, and Finance staff across the country office, a commendable 83% response rate was achieved, with 126 properly filled questionnaires collected through both Hard Copy and Google Form submissions. The data collected from the target population was analyzed using the SPSS version 23 software, ensuring accuracy and rigor in the analysis process. Through meticulous presentation and interpretation, this chapter aims to offer a comprehensive understanding of the research findings and their implications.

#### 4.2. Reliability Test

To ascertain the internal consistency of both dependent and independent variables, Cronbach's alpha was employed, assessing the average correlation between items within the respective scales of the study instruments (Chen, 2004). This analysis aimed to gauge the reliability of the research instruments and ensure the robustness of the collected data. The resulting Cronbach's alpha values for each dimension are presented in the following table, providing insights into the reliability of the measured constructs, and facilitating a deeper understanding of their internal consistency.

Table 4.1. Questionnaire Reliability Measurements

Category	Cronbach's Alpha ( $\alpha$ )	No.ofItems
Project Supply Performance	0.807	5
Technology and Innovation	0.834	4
Organization Resource Availability	0.700	4
Infrastructure and Logistics	0.831	4
Stake Holder Coordination and Collaboration	0.868	5

Source: Result of Survey, 2024

The data presented in the table indicates that all Cronbach's alpha values for the respective scopes were found to be 0.7 or higher, meeting the recommended cut-off value as suggested by Cronbach (1951). This suggests a high level of reliability for the research tool utilized to measure the various constructs under investigation. It can be inferred that all items within the relevant scales effectively measure the intended scope or variables. While the smallest alpha value was recorded for Organization Resource Availability at 0.7, indicating acceptable internal consistency, the highest alpha value of 0.868 was observed for Stakeholder Coordination and Collaboration, reflecting a particularly strong level of reliability within this construct.

### **4.3. Respondents' Demographic Information**

As outlined in the preceding section of the study, the research encompassed the entire Operational, Supply Chain, and Finance population of Save the Children International Ethiopia Country Office. These three departments were purposively selected due to their direct relevance to the study's focus. However, out of the total questionnaires distributed, only 126 were properly completed and responded to by participants, resulting in a response rate of 83%. Despite the slightly lower response rate, the demographic results of respondents who diligently completed the questionnaire and provided responses are presented in the subsequent table (4.2), offering insights into the characteristics of the study participants.

**Table 4.2. Demographic Summary of Respondents'**

		Frequency	Percent	Valid Percent	Cumulative Percent
<b>Sex</b>	Male	92	73.0	73.0	73.0
	Female	34	27.0	27.0	100.0
	Total	126	100.0	100.0	
<b>Age</b>	21-30 years	23	18.3	18.3	18.3
	31-40 years	38	30.2	30.2	48.4
	41-50 years	48	38.1	38.1	86.5
	Above 50 years	17	13.5	13.5	100.0
	Total	126	100.0	100.0	
<b>Educational Background</b>	Collage Certificate	5	4.0	4.0	4.0
	Bachelor's degree	45	35.7	35.7	39.7
	Master's degree	76	60.3	60.3	100.0
	Total	126	100.0	100.0	
<b>Current Working positions</b>	Director	2	1.6	1.6	1.6
	Head	12	9.5	9.5	11.1
	Manager	36	28.6	28.6	39.7
	Coordinator	53	42.1	42.1	81.7
	Officer	23	18.3	18.3	100.0
	Total	126	100.0	100.0	
<b>Work Experience</b>	< 1 year	8	6.3	6.3	6.3
	1-3 years	9	7.1	7.1	13.5
	3-5 years	19	15.1	15.1	28.6
	5-10 years	26	20.6	20.6	49.2
	>10 years	64	50.8	50.8	100.0
	Total	126	100.0	100.0	

Source: Result of Survey, 2024

From The summary table above indicates that male respondents comprise the majority of the total respondents, accounting for 73%, while female respondents make up the remaining 27%. Regarding age distribution, the analysis reveals that 38.1% of respondents fall within the 41-50 age bracket, making it the most represented group, followed by the age groups of 31-40 years (30.2%), 21-30 years (18.3%), and those above 50 years (13.5%). In terms of educational qualifications, the highest percentage of respondents (60.3%) hold Master's degrees, followed by those with Bachelor's degrees at 35.7%, and a smaller percentage of 4% with college certificates. Concerning current work positions, the majority of respondents are coordinators (42.1%), followed by managers (28.6%), officers (18.3%), heads (9.5%), and directors (1.6%). Another crucial demographic factor is work-related experience within the organization, with the analysis revealing that 50.8% of respondents have served for more than 10 years. This is followed by respondents with 5-10 years of experience (20.6%), 3-5 years (15.1%), 1-3 years (7.1%), and less than 1 year (6.3%).

#### **4.4. Descriptive Analysis**

In this section of the study, descriptive analysis was conducted to assess the standard deviation and mean values across the descriptive scale for both the independent variables - Technology and Innovation, Organization Resource Availability, Infrastructure and Logistics, and Stakeholder Coordination and Collaboration - and the dependent variable, Project Supply Performance of the SCI Ethiopia program. This analysis aimed to provide insights into the perceived level of factors influencing humanitarian and development project implementation through project supply performance, as perceived by the respondents. The combined results of standard deviation and mean values are presented in the table below, offering a comprehensive overview of the variability and central tendency of the measured variables.

**Table 4.3. Compound Mean and Standard Deviation Score.**

<b>Dimensions/Scale</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Project Supply Performance	126	3.81	0.81
Technology and Innovation	126	3.755	0.75
Organization Resource Availability	126	3.79	0.81
Infrastructure and Logistics	126	3.69	0.84
Stake Holder Coordination and Collaboration	126	3.80	0.82
Valid N (Listwise)	126		

Source: Result of Survey, 2024

#### **4.4.1. Respondents' perception on factors affecting Project Supply Performance**

The mean values for the Technology and Innovation Factors, Organization Resource Availability Factors, Infrastructure and Logistics Factors, and Stakeholder Coordination and Collaboration Factors were calculated as 3.755, 3.79, 3.69, and 3.80, respectively, with corresponding standard deviations of 0.75, 0.81, 0.84, and 0.82. Notably, the lowest mean value was observed for Infrastructure and Logistics, while Technology and Innovation, Organization Resource Availability, and Stakeholder Coordination and Collaboration exhibited mean values ranging between 3.755 and 3.80, with standard deviations ranging from 0.75 to 0.82. These scores, reflected in the table, indicate that respondents perceive minimal effort being exerted across the SCI Ethiopia Program to ensure project supply performance through key organizational indicators. This suggests a need for enhanced efforts within specific departments of Operations, Supply Chain, and Finance, both at the country office and field offices, to improve performance during both emergency and development project implementations.

#### **4.4.2. Respondents' Perception on project Supply Performance**

The mean score for project supply performance within the organization is reported as 3.81 in the table above, accompanied by a standard deviation of 0.81. This score exceeds the mean scores of the lower-ranking dimensions observed in the analysis. Despite variations across individual dimensions, the composite mean score indicates that respondents generally perceive their work and offices as contributing sensibly to project supply performance. This suggests a

level of confidence among respondents regarding the organization's ability to perform effectively in terms of project supply, even though certain areas may require improvement.

#### **4.5. Correlation Analysis**

To ascertain whether a statistically significant relationship exists between Project Supply Performance factors, such as Technology and Innovation factors, Organization Resource Availability factors, Infrastructure and Logistics factors, and Stakeholder Coordination and Collaboration factors, correlation analysis was conducted. This analytical approach aids in determining the intensity and direction of the relationship between variables. The correlation coefficient, which can range from -1 to +1, indicates the strength and direction of the relationship. A correlation value of 0 suggests no relationship between variables, while values between 0.1 and 0.3 indicate a weak relationship, 0.4 to 0.6 and 0.7 to 0.9 imply moderate and strong relationships, respectively, and a correlation coefficient of 1 indicates a perfect relationship (Dancy, 2004). The findings of the correlation analysis, which assesses the relationship between the aforementioned factors and Project Supply Performance, are presented in the following table:

**Table 4.4. Combined Coefficient of Correlation**

	Project Supply Performance	
	Pearson Correlation	Significance (2-tailed)
Technology and Innovation	.719**	.000
Organization Resource Availability	.725**	.000
Infrastructure and Logistics	.610**	.000
Stake Holder Coordination and Collaboration	.666**	.000
**Correlation is significant at the .000 level (2 – tailed).		
Listwise N=126		

Source: Result of Survey, 2024

The table 4.4 above clearly illustrates modest positive correlations between the organization's Infrastructure and Logistics and Project Supply Performance ( $r=0.610$ ,  $p=0.00$ ), and between Stakeholder Coordination and Collaboration and Project Supply Performance ( $r= 0.666$ ,  $p=0.00$ ). Moreover, there exists a strong positive relationship between organization Technology and Innovation and Project Supply Performance ( $r = 0.719$ ,  $p=0.00$ ), as well as between Organization Resource Availability and Project Supply Performance ( $r= 0.725$ ,  $p=0.00$ ). These findings indicate robust positive associations among the variables under consideration and project supply performance. The relationships are statistically significant, suggesting that all scopes are significantly linked to project supply performance in Save the Children International Ethiopia Country Office.

This underscores the importance of implementing measures to enhance project supply performance, such as leveraging advanced technology solutions for supply chain visibility and tracking, conducting capacity building efforts to enhance workforce capabilities, and fostering joint planning, resource sharing, and coordination among different departments. In addition to the combined correlation analysis, specific correlation analyses were conducted to examine the relationships among the four scopes of factors affecting project supply performance in non-profit organizations. The findings of these individual correlation analyses between the dimensions of the dependent variable and each individual measure of the independent variable for project supply performance are presented in the subsequent tables.

**Table 4.5. Technology and Innovation Individual measures of Project Supply Performance**

		SCI utilizes advanced technology solutions for supply chain visibility and tracking.	SCI uses Integration of technology platforms for real-time monitoring procurement data.	SCI use supply chain optimization tools	SCI implemented Research and development initiatives to improve efficiency and effectiveness of projects.
Technology and Innovation	Pearson Correlation	.496	.455	.462	.370
	Sig. (2-tailed)	.000	.000	.000	.000
	N	126	126	126	126

Source: Result of Survey, 2024

As depicted in the table above, the independent variable Technology and Innovation exhibits a notably significant association with all the specific input measures of Project Supply Performance, each analyzed independently ( $p=0.000$ ). This indicates a strong and consistent relationship between technology and innovation initiatives within the organization and various aspects of project supply performance. Such findings underscore the critical role that advancements in technology and innovation play in enhancing project supply performance across different dimensions. It suggests that investments and efforts directed towards technological innovation are likely to yield tangible improvements in the efficiency, effectiveness, and overall performance of project supply operations within the organization.

**Table 4.6. Organization Resource Availability individual measures of Project Supply Performance**

		There is Available of skilled personnel in procurement, logistics, and supply chain management and project managers roles.	There is a training programs and capacity-building efforts to enhance workforce capabilities.	Budget allocated for procurement, transportation, warehousing, and project progress tracking technology investments.	There is enough Funding sources and resource mobilization strategies to support humanitarian operations.
Organization Resource Availability	Pearson Correlation	.573**	.478**	.542**	.157
	Sig. (2-tailed)	.000	.000	.000	.079
	N	126	126	126	126

Source: Result of Survey, 2024

Constructed on the above table, Organization Resource Availability during all project implementation in the country office has a substantial positive relationship with all of the individual inputted measures of project supply performance (at the  $p=0.000$  and  $p=0.079$  levels). The fact that adequate Funding sources and resource mobilization strategies much needed to support humanitarian operations with skilled personnel in procurement, logistics, and supply chain management and project managers roles. All the individual measure on the table has a statistically significant correlation to Project supply performance.

**Table 4.7. Infrastructure and Logistics individual measures Project supply Performance**

		Accessibilit y to reliable transportatio n modes including road, air and rail for SCI program Implementat ion sites and to beneficiaries .	Availability of warehousing facilities for inventory management and storage of relief supplies at SCI Offices and Distribution Sites.	Access to equipment and tools necessary for handling, packaging, and distributing project supplies during project implementatio ns.	Trained human skills for maintenance and repair fleets to sure the functionality of equipment during emergencies.
Infrastr ucture and Logisti cs	Pearso n Correl ation	.457**	.364**	.461**	.298**
	Sig. (2- tailed)	.000	.000	.000	.001
	N	126	126	126	126

Source: Result of Survey, 2024

Based on the above table of Organization infrastructure and logistics including the project implementation and distribution sites during emergency response has statistically significant correlation on project supply performance. The independent variable of infrastructure and logistics with all the individual inputted measures has positive relationship with project supply performance (at the  $p=0.000$  and  $p=0.001$  levels).

**Table 4.8. Stake Holder Coordination and Collaboration individual measures of Project Supply Performance**

	Joint planning, resource sharing and coordination mechanisms on different departments of the organization for efficient project supply performance.	Transparent communication channels for sharing data, forecasts, and situational updates among stakeholders.	Coordination platforms and digital tools to facilitate information exchange and decision-making.	Capacity Building.	Training programs and workshops to enhance stakeholder capabilities in supply chain management.	There is Established trust, mutual respect, and shared objectives to foster effective collaboration among the organizations.
Stake Holder Coordination and Collaboration	Pearson Correlation	.505**	.549**	.557**	.360**	.546**
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	126	126	126	126	126

Source: Result of Survey, 2024

As evident from the table above, the independent variable Stakeholder Coordination and Collaboration within the organization demonstrates a significant positive relationship with all individual input measures of project supply performance ( $p=0.000$ ). This finding highlights the crucial role played by effective stakeholder coordination and collaboration in enhancing project supply performance across various dimensions. It suggests that fostering strong partnerships, communication, and collaboration among stakeholders within and outside the organization leads to improved project supply outcomes. By working closely with stakeholders, including donors, government agencies, and local communities, streamline processes, and overcome challenges, ultimately contributing to the success of humanitarian and development projects..

#### 4.6. Regression analysis

In an effort to understand how the independent variable's scope predicts the dependent variable, multiple linear regression analysis was conducted. Multiple linear regression analysis is a statistical technique used to assess or predict a value on a dependent variable based on the values of one or more independent variables. Unlike correlations, which primarily examine relationships, the primary purpose of regression is prediction (Festinger, 2005). Through multiple linear regression analysis, an attempt was made to uncover the extent of the predictive power of the dimensions of the independent variable—namely, Technology and Innovation factors, Organization Resource Availability Factors, Infrastructure and Logistics Factors, and Stakeholder Coordination and Collaboration Factors—on the dependent variable, Project Supply Performance. This analysis aims to provide insights into how variations in the independent variables contribute to variations in the dependent variable, ultimately informing strategies for improving project supply performance within the organization.

**Table 4.9. Result of Regression Analysis**

Mode Summary	R	R Square		Adjusted R Square	Std. Error of the Estimate	
		.844 <sup>a</sup>	.712		.702	1.78360
Coefficients	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Std. Error	Beta		
	(Constant)	3.577	.933		3.836	.000
	Technology and Innovation	.369	.060	.392	6.120	.000
	Organization Resource Availability	.317	.062	.376	5.119	.000
	Infrastructure and Logistics	.002	.061	.002	.025	.980
Stake Holder Coordination and Collaboration	.193	.052	.235	3.677	.000	
<p>a. Predictors: (Constant), Stake Holder Coordination and Collaboration, Infrastructure and Logistics, Technology and Innovation, Organization Resource Availability.  b. Dependent Variable: Project Supply Performance of the organization.</p>						

Source: Survey result, 2024.

**Table 4.10. Regression Analysis Result**

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	949.897	4	237.474	74.649	.000 <sup>b</sup>
	Residual	384.928	121	3.181		
	Total	1334.825	125			

a. Dependent Variable: Project Supply Performance.

b. Predictors: (Constant), Stake Holder Coordination and Collaboration, Infrastructure and Logistics, technology and Innovation, Organization Resource Availability.

The ANOVA table indicates that the overall model fits well statistically, with a significant F-value of 74.649 and a p-value of .000 ( $< 0.001$ ). In multiple linear regression analysis, the ANOVA test assesses the model's suitability from a statistical perspective, providing insight into the level of variation explained by the model. According to the regression results, Technology and Innovation, Organization Resource Availability, and Stakeholder Coordination and Collaboration factors significantly affect the dependent variable. However, Infrastructure and Logistics have a comparatively less significant effect based on the survey responses regarding the dependent variable of project supply performance.

The Adjusted R Square value in the model summary table represents the correlation between observed values of the dependent variable, Project Supply Performance of Save the Children International Ethiopia Country Office, and the values predicted by the multiple regression models. A higher Adjusted R Square value indicates a larger correlation between predicted and observed values of the dependent variable. As shown in the model summary, the Adjusted R Square value is 0.712, indicating that 71.20% of the deviation in the dependent variable is explained by the model, which encompasses the combined variance in the dimensions of the independent variables—Technology and Innovation, Organization Resource Availability, Infrastructure and Logistics, and Stakeholder Coordination and Collaboration factors. Consequently, the remaining 28.8% of the variation in the dependent variable is attributed to

factors not included in the model. Technology and Innovation exert the greatest impact on Project Supply Performance, followed by Organization Resource Availability factors with  $\beta = 0.369$  and  $0.317$ , respectively. Despite the model's adequacy for further interpretation, as demonstrated by the ANOVA table, it's essential to acknowledge that additional factors may contribute to the variation in project supply performance.

#### **4.7. Result of qualitative data**

The interview with Mr. Ashenafi Gebremedhin, the Supply Chain Director at Save the Children International Ethiopia Country Office, conducted via Microsoft Teams live transcription, served to complement the quantitative survey findings. This informative open-ended interview aimed to gain insights into the factors affecting project supply performance across the organization. Mr. Ashenafi Gebremedhin, a seasoned supply chain and operations professional with over 6 years of experience at Save the Children International and more than 17 years in various nonprofit and international organizations, provided valuable perspectives. He shared insights into the current level of project supply performance and explained how the supply chain department supports the organization's development and emergency project implementations. Mr. Ashenafi Gebremedhin's expertise and extensive experience provided invaluable qualitative insights that complemented and enriched the quantitative findings of the survey.

For the question raised to understand how supply chain end-to-end workflow handles at SCI and what is the factors. How SCI Supply Chain Department consider project supply performance through Cos, Quality, Compliance and Sustainability?

*“Supply Chain Department in SCI structured by different functions and manage the End-to-End Workflow of the organization project supply as follow:*

- *Planning and Forecasting: SCI's Supply Chain Department likely begins by forecasting demand for goods and services needed for various projects and programs.*
- *Sourcing and Procurement: Once demand is determined, the department would identify suppliers, negotiate contracts, and procure the necessary items while considering cost, quality, compliance, and sustainability factors.*
- *Inventory Management: SCI would manage inventory levels efficiently to ensure that necessary supplies are available without excess stockpiling or shortages.*

- *Warehousing and Distribution: Goods are stored in warehouses strategically located to support program operations, and distribution channels are established to deliver supplies to project sites efficiently.*
- *Transportation and Logistics: SCI coordinates transportation logistics to move supplies from warehouses to project locations, often considering factors like cost, speed, and environmental impact.*
- *Supply chain Operations and compliance: Throughout the process, SCI likely implements monitoring and evaluation mechanisms to track supply chain performance, identify inefficiencies, and make continuous improvements.*

*The department assess the project supply performance through common criteria of project supply Performance as follows:*

- *Cost: SCI aims to optimize costs while maintaining effectiveness and efficiency in its supply chain operations. This involves negotiating favorable pricing with suppliers, streamlining processes to reduce overheads, and implementing cost-saving initiatives.*
- *Quality: Ensuring the quality of supplies is crucial for SCI to fulfill its mission effectively. The Supply Chain Department would implement quality control measures, conduct supplier audits, and monitor product quality to minimize the risk of defects and ensure that supplies meet required standards.*
- *Compliance: SCI adheres to relevant laws, regulations, and industry standards in its supply chain activities. This includes ensuring ethical sourcing practices, complying with import/export regulations, and upholding standards related to product safety and labor practices.*
- *Sustainability: Given SCI's commitment to social responsibility and environmental stewardship, sustainability is likely a key consideration in its supply chain management. This involves sourcing from environmentally responsible suppliers, reducing carbon emissions in transportation, minimizing waste generation, and promoting fair labor practices.”*

## **CHAPTER FIVE**

### **SUMMARY OF MAJOR FINDINGS, CONCLUSION AND RECOMMENDATION**

#### **5.1. Summary of Findings**

In pursuit of the research objectives, a mixed-methods approach was adopted, encompassing both quantitative and qualitative research methodologies. Quantitative data was collected from staff members across Save the Children International (SCI) Ethiopia's head and field offices, representing operations, supply chain, and finance departments. Descriptive statistical techniques, including frequency analysis and mean calculation, were employed to analyze respondents' background information and their perceptions regarding factors influencing project supply performance. Additionally, correlation analysis was conducted to explore relationships between variables, while regression analysis was utilized to investigate the impact of various factors on project supply performance. In parallel, qualitative data was gathered to provide deeper insights into the subject matter. Key findings from the qualitative data shed light on critical factors influencing project supply performance within SCI Ethiopia's operations.

- There is lack of integrated technology for real-time tracking and on the data-driven decision-making process.
- There is no efficient allocation of organizational resources, including financial, human, and technological resources.
- There are no constant and stable transportation networks, warehousing facilities, and distribution channels including predicted lead time.
- There is uncertainty on communication channels and focal, lack of joint planning and mutual understanding of project goals, and lack of collaborative decision-making.

The above major findings highlight the importance of technology, optimizing organizational resources, investing in logistics and infrastructure, and fostering stakeholder coordination and collaboration to enhance project supply performance in the context of Save the Children international Ethiopia country office.

A total of 126 staff respondents completed and returned the questionnaire, resulting in a study response rate of 83%. Among the respondents, 73% were male, while 27% were female. Findings indicate that organizational infrastructure and logistics factors, as well as existing

technology and innovation factors, have made minimal efforts to enhance project supply performance across Save the Children Ethiopia Country Office, with mean values of 3.69 and 3.75, respectively. Conversely, organizational resource availability factors and stakeholder coordination and collaboration factors demonstrated moderate efforts to promote project supply performance, with mean values of 3.79 and 3.80, respectively. The overall project supply performance of the organization, based on common standard criteria in addition to independent variables, was found to be moderately efficient, with a mean value of 3.81. This suggests a need for further improvement in enhancing project supply performance within the organization. Correlation coefficient statistics revealed strong and significant relationships between organizational resource availability factors, organizational technology and innovation factors, and project supply performance, with coefficient values of 0.725 and 0.719, respectively. This was followed by organizational stakeholder coordination and collaboration factors and organizational infrastructure and logistics factors, with coefficient values of 0.666 and 0.610, respectively. Regression analysis confirmed that all factors of project supply performance significantly impact the overall project supply performance of Save the Children International Ethiopia Country Office, with a p-value of 0.000.

## 5.1. Conclusion

The study aimed to evaluate the project supply performance of Save the Children International Ethiopia Country Office by focusing on key factors influencing it. Through comprehensive analysis, the research identified significant factors affecting project supply performance and assessed their impact. The findings offer valuable insights into the dynamics of project supply performance within Save the Children International Ethiopia Country Office. These conclusions, derived from robust and validated data, provide a foundation for enhancing project supply performance and inform strategic decision-making to drive organizational effectiveness and efficiency.

- The absence of integrated technology adoption across the country office project implementations affects project supply performance through unclear visibility and lack of data-driven decision-making.
- Lack of insufficient budget allocation for capacity building with small number of skilled manpower and insignificant resource allocation for technology enhancement affects project supply performances.
- The unstable transport rout, lack of good warehouse facility and unpredicted lead time for project supply procurement process affects the project implementation.
- The unclear communication focal and channel for internal and external communication of the organization with lack of joint planning and mutual understanding of the project goal affects the project supply performance across the country office.

In conclusion, addressing the key factors of technology integration, optimal utilization of organizational resources, logistics and infrastructure development, and stakeholder coordination and collaboration is essential for improving project supply performance for Save the Children international Ethiopia county office. By focusing on these areas, Save the Children can enhance its ability to deliver essential supplies to beneficiaries efficiently and effectively.

The study findings indicate that the factors of Technology and Innovation, Organization Resource Availability, Infrastructure and Logistics, and Stake Holder Coordination and Collaboration collectively account for 71.2% of the variance in project supply performance. This substantial R-squared value suggests that these independent variables significantly influence the dependent variable, project supply performance.

## **5.2. Recommendations**

Save the Children International Ethiopia Country Office should undertake a comprehensive review of its overall operations, supply chain, and finance functions to identify areas for improvement in project supply performance. This review should involve a critical examination of existing processes, systems, and practices to pinpoint inefficiencies and bottlenecks that may hinder the smooth implementation of projects. By identifying areas requiring enhancement and implementing necessary modifications, the organization can optimize its project supply performance, ensuring that resources are efficiently utilized, and project objectives are effectively achieved.

Based on the study findings, SCI Ethiopia Program need to prioritize an investment in technology and innovation to modernize supply chain end-to-end operations not only some functions of the workflow. Additionally, efforts should be directed and increased towards enhancing resource availability for all the functions of project supply to have efficient and effective performance of all project supply which is crucial for all project implementation across the country office and the satisfaction of the donors and beneficiaries as two benefited for an efficient project supply performance additional to the organization. When become organization resource availability one of the important particularly activities are by securing adequate funding and personnel to support supply chain, operation and finance activities. The must and one of the other important Improvements are in infrastructure and logistics of the organization, including investment in transportation networks and warehousing facilities, are essential to mitigate bottlenecks and streamline supply chain processes. Furthermore, fostering organizational stakeholder coordination and collaboration through regular communication, partnership agreements, and joint planning initiatives will enhance efficiency and promote shared accountability. SCI need to improve more on joint palming, shared accountability and regular communication for efficient project supply performance. Addressing these key factors across the country office operation areas and project implementation through implementing targeted interventions, Save the Children Ethiopia county office can optimize project supply performance, ultimately enhancing its ability to deliver impactful humanitarian assistance to vulnerable communities.

### **5.2.1. Limitation and suggestions for future studies**

While this research sheds light on significant aspects of project supply performance within Save the Children International Ethiopia Country Office, it is essential to acknowledge its limitations. One limitation is the study's inability to comprehensively capture all facets of project supply performance, focusing instead on major scopes and their associations. Future studies should aim for a more comprehensive assessment, considering additional dimensions that may impact humanitarian project implementation. Another significant limitation lies in the study's exclusive reliance on responses from Save the Children International Ethiopia Country Office, potentially overlooking valuable insights from beneficiaries and other stakeholders. To address this, future research endeavors should strive for a more holistic examination of exchange relationships from multiple perspectives, ensuring a more thorough understanding of project supply performance dynamics within humanitarian contexts.

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**Appendix A: Research Questionnaire**

**Addis Ababa University**

**School of Commerce**

**Factors Affecting Project Supply Performance: The Case of Save The Children International Ethiopia Country Office.**

**For Partial Fulfilment of master’s degree In Logistics and Supply Chain Management. May 2024.**

**Dear Respondent:**

I am conducting research on a title “Factors Affecting Project Supply Performance: - The case of Save the Children International-Ethiopia.” The aim of this study is to assess the affecting factors of project supply performance. Thus, your cooperation and provision of the correct responses will have a very good contribution particularly to the study in this research. This study will use only for academic purpose and no need of writing your name & telephone. Please tick “V” symbol on the space provided. If you need any clarification, please contact me Phone: [0926272721](tel:0926272721) Email: [wegeict@gmail.com](mailto:wegeict@gmail.com)

- Your Field Office: \_\_\_\_\_ Department: \_\_\_\_\_

Sex		Age				Work Experience				
Male	Female	21-30	31-40	41-50	Above 50	<1 year	1-3 year	3-5 year	5-10 year	>10 year
Educational Background										
High School Certificate		College Certificate		BA/BSc		MA/MBA/MSc		Above 2 <sup>nd</sup> Degree		Other
Current working position										
Director		Deputy Director		Head		Manager		Coordinator		Officer

**Part One: General Information about the Respondent**

**Part Two: Project supply performance**

S.N	Please indicate the extent to which you agree with the following statements regarding project supply performance at SCI.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
2.1	The delivery and completion of project supply is consistently timely and meets project deadlines.					
2.2	Projects implementations are completed within the planned budget at SCI.					
2.3	The project supply chain processes in SCI are designed to be environmentally sustainable and ethically responsible.					
2.4	Projects implementations meet the organizational as well as national quality standard.					
2.5	Supply Chain Team in SCI consistently follows compliance standards and procedures to ensure quality Project Supply for Project implementation.					

**Part Three: Effects of Technology and Innovation on project supply performance**

S.N	Please indicate the extent to which you agree with the following statements regarding the use of technology and innovation in project supply management.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5

3.1	SCI utilizes advanced technology solutions for supply chain visibility and tracking.					
3.2	SCI uses Integration of technology platforms for real-time monitoring procurement data.					
3.3	SCI use supply chain optimization tools					
3.4	SCI implemented Research and development initiatives to improve efficiency and effectiveness of projects.					

**Part Four: Effect of organization resource availability on project supply performance**

S.N	Please indicate the extent to which you agree with the following statements regarding resource availability for project supply management.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
4.1	There is Available of skilled personnel in procurement, logistics, and supply chain management and project managers roles.					
4.2	There is a training programs and capacity-building efforts to enhance workforce capabilities.					
4.3	Budget allocated for procurement, transportation, warehousing, and project progress tracking technology investments.					
4.4	There is enough Funding sources and resource mobilization					

	strategies to support humanitarian operations.					
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**Part Five: Role of infrastructure and logistics on project supply performance**

S.N	Please indicate the extent to which you agree with the following statements regarding infrastructure and logistics support for project supply management.	Stro ngly Disa gree	Disag ree	Neu tral	Agr ee	Stro ngly Agr ee
		1	2	3	4	5
5.1	Accessibility to reliable transportation modes including road, air and rail for SCI program Implementation sites and to beneficiaries.					
5.2	Availability of warehousing facilities for inventory management and storage of relief supplies at SCI Offices and Distribution Sites.					
5.3	Access to equipment and tools necessary for handling, packaging, and distributing project supplies during project implementations.					
5.4	Trained human skills for maintenance and repair fleets to sure the functionality of equipment during emergencies.					

**Part Six: Importance of stakeholder coordination and collaboration on project supply performance.**

S.N	Please indicate the extent to which you agree with the following statements regarding stakeholder coordination and collaboration in project supply management.	Stro ngly Dis agre e	Disagr ee	Ne utr al	Agr ee	Stro ngl y Agr ee
		1	2	3	4	5

6.1	Joint planning, resource sharing and coordination mechanisms on different departments of the organization for efficient project supply performance.					
6.2	Transparent communication channels for sharing data, forecasts, and situational updates among stakeholders.					
6.3	Coordination platforms and digital tools to facilitate information exchange and decision-making. c. Capacity Building:					
6.4	Training programs and workshops to enhance stakeholder capabilities in supply chain management.					
6.5	There is Established trust, mutual respect, and shared objectives to foster effective collaboration among the organizations.					

**Thank you for your time and cooperation.**