

COLLABORATIVE ARRANGEMENTS AMONG INTERNATIONAL HUMANITARIAN ORGANIZATIONS DEALING WITH REFUGEES IN KENYA

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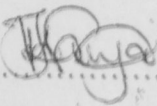


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Fulfillment of the Requirements of the Degree of
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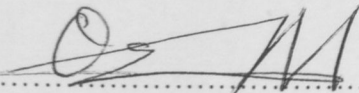
DECLARATION

This project is my own original work and has not been presented for a diploma or degree in any other institution.

Signed:  Date: 27/10/06

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This research project has been submitted for examination with my approval as University Supervisor.

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LIST OF ABBREVIATIONS

IDPs	Internally Displaced Persons
IGO	Inter-Governmental Organization
IOM	International Organization for Migration
NGO	Non-Governmental Organization
NTF	Not-for-Profit
UNHCR	United Nations High Commission for Refugees

ABSTRACT

The value of productive collaborations for building healthy, cohesive communities has long been clear to leaders of nonprofit social sector organizations. The challenges that society faces cannot be met, nor are the objectives of any one organization fully realized by any one organization and collaboration with other institutions is imperative. This study sought to establish the rationale behind the establishment of collaborative arrangements undertaken by international humanitarian organizations dealing with Refugees in Kenya as well as to examine the effectiveness of their collaborative arrangements.

The research design adopted for the study was a descriptive survey. The survey design enabled the researcher to collect data from a broad range of population members, which was desired for comparative purposes. The population of the study consisted of international humanitarian organizations dealing with refugees in Kenya. All the 37 listed international humanitarian organizations in the 2005 IOM mailing list (as per Appendix I) and which were participating in Refugee operations were studied. A census survey was conducted. This was justified by the fact that the population of study was rather small, besides being accessible to the researcher. Primary data was collected using a semi-structured questionnaire.

Results indicate that collaborative arrangements between international humanitarian organizations dealing with Refugees in Kenya exist and normally take the form of alliances, networks as well as joint arrangements for the implementation of projects. The arrangements are normally sealed through legal arrangements involving the signing of memorandum of understanding while others are done based on mutual trust. The study further revealed that these arrangements are for undertaking a specific project while others are long-term arrangements. These arrangements would normally be terminated upon completion of the projects being undertaken or if required by the respective organizations' head office. Results further indicate that collaborative arrangements had been very effective in realizing the objectives of the collaboration. Specifically, the arrangements have been very effective with regard to joint implementation of projects

outside the country, sharing of information as well as sharing of resources. Among the challenges facing the respective organizations as a result of the collaboration were the much time required to manage the collaborative arrangements as well as delay by some of the parties in meeting their part of the bargain. However organizations had taken steps to mitigate the effects of this by having consultative meeting and regular reports and updates. Several reasons for the success of the collaborative arrangements can be singled out as operating in similar locations, knowledge of partner's operations as well as long establishment of the collaborations. To improve on the current state of affairs there is need for organizations to be open when signing the agreements as well as weighing their partners to ascertain that they possessed the resources and capabilities required as input in a collaborative undertaking. In addition, there is need for organizations to learn from partners in order to build internal resources.

On the globe, wars, continued civil strife, violation of human rights and natural disasters continue to be the main reason behind displacement. As long as governments and the international community does not adequately deal with the issue of internally displaced persons (IDPs), the numbers of Refugees will continue to escalate as more IDPs cross their respective boundaries in search of shelter. A Refugee is a person seeking asylum in a foreign country and is normally driven by such push factors as persecution, war, terrorism and natural disasters. The United Nations High Commission for Refugees (UNHCR) was formed in 1951 and charged with the mandate of taking care of the Refugees' interests. Under this convention, a signatory nation must grant asylum to Refugees and therefore can not forcibly return them to their home countries.

International humanitarian crisis have been witnessed in Bosnia, Colombia and Afghanistan led to civil wars. Closer home, Kenya is shelter to Refugees from Somalia, Sudan, Democratic Republic of Congo and Uganda. By virtue of crossing the internationally recognized borders, Refugees are not only the concern of the national governments but of the international communities. Most of the national governments are characterized by scarce resources for their own internal development; therefore have no or very little development programmes for Refugees. While the international humanitarian organizations have little control over the internal policies, strategy

CHAPTER ONE: INTRODUCTION

1.1 Background

Across the world, leaders of organizations increasingly recognize the necessity of exceeding their limits by developing partnerships that thrive on the shared strengths of their participants. The value of productive collaborations for building healthy, cohesive communities has long been clear to leaders of nonprofit social sector organizations. Neither the challenges that society faces cannot be met, nor the objectives of any one organization can be fully realized by any one organization. Effective collaboration with other nonprofit institutions, government agencies and profit making business is imperative.

On the global scene, continued civil strife, violation of human rights and natural disasters continue to be the main reason behind displacement. As long as governments and the international community does not adequately deal with the issue of internally displaced persons (IDPs), the numbers of Refugees will continue to escalate as more IDPs cross their national boundaries in search of shelter. A Refugee is a person seeking asylum in a foreign country and is normally driven by such push factors as persecution, war, terrorism and natural disasters. The United Nations High Commission for Refugees (UNHCR) was formed in 1951 and charged with the mandate of taking care of the Refugees' interests. Under this convention, a signatory nation must grant asylum to Refugees and therefore can not forcibly return them to their home countries.

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independent states that contribute to the civil unrests, their mandate towards contributing to the quality of life amongst the Refugee community remains paramount. These humanitarian organizations have to choose the most cost-effective methods of delivering their services and managing the resources received from donors, one of which would be through establishing collaborative strategies amongst themselves.

According to Kalling (1982), an increase in joint ventures and other forms of strategic alliances and inter firm networks. Lupoli (2006) underscored the need for collaboration amongst the international players in addressing the plight of refugees which has become a crisis in many nations. That it was time to use the strengths of a network of organizations to pull together and provide coherent and comprehensive assistance to Refugees through the 'cluster approach'. The cluster approach focuses on assigning lead roles to individual agencies in different sectors such as camp management, water, sanitation and shelter in order to provide a more effective response to a humanitarian crisis.

In Kenya, both the government and the private sector have failed to provide quality life to the citizens and it will be way long before the Refugees are considered, thus the need to address the activities of international humanitarian organizations whose operations are predominant in this sector. Wheelen and Hunger (1995) recognized the importance of the non-profit making sector, under which these humanitarian organizations fall to the world's economy, and to the implementation of public policies. This is due to the society's desire for certain services that Government institutions are unable to provide, especially due to financial constraints. Amulyoto (2004) noted that international humanitarian organizations are a preferred choice for donor funding over those with a national outlook and are therefore not subjected to thorough scrutiny in regard to their past performance.

This study took a bias towards collaboration measures being undertaken by international humanitarian organizations working in the Refugee sector. The study was at a time when the operations of these organizations were being shaped by the global activities of internal conflicts among states and natural disasters which forced the organizations to either deploy their resources towards such areas, and/or forced the donor community to

divert the funding otherwise meant for these institutions to such emergency zones. The Refugee question can no longer be ignored as governments and private firms do not have the ability to provide the quality life that Refugees need on a long-term basis.

1.1.1 Collaborative Strategies

According to Killing (1982), an increase in joint ventures and other forms of strategic alliances across national borders were a striking feature in the development of international business in the preceding one and half decades. International collaboration had been witnessed in almost all industries including automobile, information technology, pharmaceuticals and aerospace. In examining the developments in the evolution of strategic management, Grant (1998) noted that key developments in the area of competition and competitive advantage to include the role of knowledge within the firm in cooperative strategies, particularly strategic alliances and inter firm networks.

Jauch and Glueck (1998) define strategy as “a unified, comprehensive and integrated plan that relates the strategic advantages of a firm to the challenges of the environment. It is designed to ensure that the basic objectives of the enterprise are achieved through proper execution by the organization”. Basically, the essence of a strategy is to enable a firm to achieve a long-term sustainable advantage over its competitors in every business it operates in (Banerjee, 1999; Johnson & Scholes, 2002). Collaboration as a strategy is supposed to pool the resources of different firms to attain this advantage both collectively and individually.

Collaborative strategies are cooperative arrangements between any two or more entities for mutual benefits beyond those any single organizations or sector could realize alone. Each firm commits resources to achieve the common set of objectives. Such collaborations may either take the form of a joint venture or a strategic alliance, and have the aim of pooling resources to attain a given objective. Firms may collaborate with a wide variety of players including customers, suppliers, competitors, scholarly institutions or government agencies.

According to Thomson and Strickland (1998) alliances are cooperative arrangements between companies with an aim of achieving competitive advantage in ways that otherwise are beyond a company's reach. Such cooperative arrangements can involve joint research efforts, technology sharing, joint use of production facilities, marketing of each other's products or joining forces in the manufacturing or assembling of each other's products. Porter (1998) uses the term coalition, which involves coordinating, or sharing value chains with coalition partners in order to broaden the scope of the firm's chain.

Kay (1993) noted an increase in collaborative strategies especially among firms with an international outlook for two main reasons namely the sharing of capabilities which one firm has over the other, and secondly for mutually beneficial outcome where each partner has skills or information useful to the other. Johnson and Scholes (2002) concur with the increase of collaborative strategies, which they refer to as joint developments. This increasing popularity is because organizations cannot always cope with increasingly complex environments such as globalization on their own individual entities. The complexity of collaboration strategies varies from two-partner alliances created to co-produce a product to one with multiple partners created to provide complex products and solutions.

According to Gatewood et al. (1994) collaborative arrangements are meant to reduce costs through economies of scale or increased knowledge, increase access to new technology, inhibit competition, enter new markets, reduce cycle time, improve research and development efforts and improve quality.

1.1.2 Global International Humanitarian Organizations Dealing with Refugees

The main reason why people cross international recognized borders and seek protection as Refugees is escape from war. From ten global wars in 1959 the number had increased to more than fifty in 1995; while the number of Refugees had increased from 10 million in 1980 to 23 million in 1995 (Stockton, 1995). Such wars have been witnessed in Afghanistan, Liberia, Sierra Leone, Sudan, Somalia, Rwanda, Mozambique, Bosnia,

newly independent states (NIS) of the former Soviet Union among them Chechnya, Azerbaijan, Armenia and Georgia. There is no precise figure regarding the current number of global Refugees - whereas the National Geographic News records 35 million as of June 2003, the UNHCR records a declining trend of 20.8 million in 2005.

International humanitarian players dealing with Refugees are involved in the areas of relief, development, education, resettlement, religion and advocacy of human rights. The preoccupation of UNHCR is refugee repatriation. Once Refugees are repatriated to their communities of origin, UNHCR, under its mandate, is discharged of further responsibility. However, in the absence of sustainable reintegration programmes, repatriation of Refugees can become a source of internal instability and which in turn could lead to violent confrontation, and this could be potential for another civil war and the cycle would again repeat itself. In this regard, McCall (1995) noted that short-term relief and rehabilitation responses by international humanitarian players do not reflect any strategic analysis or planning and that there was more required in addressing the Refugee question.

The increased scale and widespread media coverage of humanitarian crisis has led to the proliferation of new, often small agencies, which set themselves to concentrate on one part of the globe or areas which seemed strategic for such agencies such as was witnessed in former-Yugoslavia and on the Rwanda/Zaire border. Problems caused by proliferation include difficulties in tracking and coordinating agency activities, concerns about standards of service and overprovision in particular sectors (Stockton, 1995). The crisis in the horn of Africa in the mid-1980s changed the way Western countries responded to such distant events. Such aid was previously channeled through recognized governments, but was then shifted towards NGOs, on grounds of efficiency and neutrality.

While acknowledging the failure of the international humanitarian agencies in adequately responding to global emergencies, McCall (1995) blamed this on fiefdoms that had been built up and which were unwilling to be coordinated and which often were in pursuit of agendas that conflicted with effective relief and rehabilitation efforts. A number of

agencies were seen to be driven by the pursuit of resources. With declining resources for development and sizeable resources devoted to complex emergencies, agencies were seen to be packaging programmes in order to capture humanitarian relief dollars. Furthermore many of the new agencies neither had the experience nor the high professional standards essential in dealing with international humanitarian work. The donor community therefore saw the need to review the mandates of the institutions involved in humanitarian work. One of the results of these deliberations was the rise in collaboration between international NGOs and the United Nation bodies. In some cases as in Sudan, where the approval of humanitarian assistance and repatriation programmes had to be endorsed by the main warring parties (that is the Government and the Sudanese People Liberation Movement), Operation Lifeline Sudan (OLS) saw no other way than collaborating with the major international bodies to make an impact. Collaboration efforts between the United Nations, international and local NGOs were also seen in Rwanda following the country's crisis - only after the loss of many lives during which these humanitarian bodies were accused of failing in their response strategies (Dualeh, 1995). Since the 1991-1994 Somalia operations and the 1994-1995 Rwanda operations, the international humanitarian system has significantly increased the evaluation of its activities. The need for improved coordination and coherence among the players is now more widely recognized.

1.1.3 International Humanitarian Organizations Dealing with Refugees in Kenya

International humanitarian organizations dealing with Refugees in Kenya include non-governmental organizations (NGOs), inter-governmental organizations (IGOs), bilateral and multilateral agencies. Such institutions have the characteristic of being non-profit making, receive their funding from governments, trusts, multi-lateral development agencies as well as the United Nations agencies, and are not restricted to operating within the Kenyan borders. Wheelen and Hunger (1995) note that the non-profit making characteristic implies that the performance of these agencies cannot be judged on their economic performance, as is the case with profit making firms, but on the impact of the services rendered. On a daily basis, these organizations have to interact with the

Government and local institutions such as schools, churches and community-based organizations in order to garner support and acceptability of their projects.

These organizations are located in Nairobi and at the two main Refugee camps, Dadaab and Kakuma, which are home to Refugees from Somalia and Sudan, and a minor population from Congo, Burundi, Eritrea and Uganda. The agencies also extend their operations to the neighboring countries of Somalia, Tanzania and Sudan. Among the programmes that these organizations are involved in include facilitating the safe return of Refugees to their habitual residence, resettlement and repatriation, promotion of public awareness on Refugee issues, provision of basic services in the temporary residents of the Refugees including registration, provision of food, shelter and education, camp management, provision of health services, and defining essential protection and care principles for Refugees, in accordance with international standards.

The 2005 UNHCR World report records a total of 251,000 refugees registered and residing at the Kenyan camps (Dadaab, Kakuma) and Nairobi in that year. This figure could be higher judging from the fact that there several persons residing in the country without official registration. The International Organization for Migration (IOM) 2005 mailing list had a record of 37 registered international humanitarian organizations, and which were participating in Refugee operations.

Due to the international outlook of these organizations, their human resources is not restricted to the local nationals, and in some, the composition of the top management is influenced by the major donors. This has a two-fold effect on the strategic operations of the organizations. On the positive side, the global experience brought by the top management enables them to apply their expertise in the local context. In addition, it is expected that such personnel have long been exposed to the area of strategic management and would therefore employ the best strategies in their operations. On the reverse, according to Anthony and Young (1988), such top management may propagate the interests of the donors that may not necessarily benefit the accomplishment of their organizations' mandate. It is argued, for example that the Somali rebels are funded by

some of the developed countries for politically motivated reasons, a factor that makes it difficult for international agencies to rest the influx of the Somali Refugees into the country (Kenya), even as a significant number is resettled to other nations. This interference was noted by Banergee (1999) while addressing the management of not for profit organizations (NFP). That many NFPs are subject to a great deal of external interference and are dependent on funding, licensing on other powerful external groups; and therefore the role of the head of the organization as a liaison officer may result into conflicts with the need to please the sponsors and leading centralized decision making, and such defensive centralization would lead to poor quality decisions and conflicts with professionals working in the organization.

Only a few studies have been carried out on the humanitarian sector and most focus on the complexity of the environment in which these international agencies operate in is aggravated by global activities which often influence the level of funding. In the past two years, the number of natural disasters globally in the form of floods, tsunamis and earthquakes and which required the response of the international community saw many funds being diverted to these areas; and thus international humanitarian organizations operating in Kenya had to adjust their budgets accordingly. Worse still, the 1998 bombing of the United States of America (USA) embassies in Nairobi and Tanzania that was linked to extreme Islamic groups slowed down the resettlement process of many Refugees of Somali origin, most of whom were being resettled in the USA.

Internal challenges have also affected the work of assisting refugees within the country. Heavy rainfall such as was the case in 1997 caused the Tana River to burst its banks and this cut off access to the Northeastern Dadaab camp. The incidence of diseases, particularly in Dadaab, escalated after the infamous 1997 El-Nino rains, with malaria and cholera being quite prevalent. The security concern in the Dadaab and Kakuma is a source of concern with bandits not only attacking the Refugees but also the convoys transporting relief supplies to these areas. In addition, nutrition in the camps has often been a major concern. It is therefore imperative that international humanitarian organizations make concerted efforts in order to realize their objectives. As noted by Warsame (2002), the increase in the number of NGOs in Kenya has resulted in pressure

for these organizations to find effective management methods due to reduced financial resources and the high competition of diminishing resources. The players can no longer comfortably sit back and enjoy the historic funding that easily came by, but now have to not only think strategically but also translate their insights into effective strategies. According to Bryson (1995), an effective strategy should be technically workable and politically acceptable to key stakeholders and it must fit the organization's philosophy and core values; in addition to being ethical, moral and legal and should further the organization's pursuit of the common good.

Collaboration among Humanitarian Organizations in Kenya

Only a few studies have been carried out on the humanitarian sector and most focus on general strategic management and are biased towards national NGOs. Ndiao (2001) observed that 70 percent of the organizations studied were familiar with the concept of strategic choice in the management process. The study found out that management heavily influenced the strategic choice of organizations, and that a majority viewed networking to be important. However majority of his respondents were national NGOs in the relief and development operations and only 17 percent of the respondents were international organizations.

In his study on strategic development practices, Warsame (2002) found that majority of the NGOs in the relief and development sector did not understand nor did they attempt to respond to the question as to what they regarded as the sources of cooperative or collaborative advantage and the benefits of possible collaboration. Only three responded. The key success factors in this industry, he noted, included an impact on target beneficiaries; identification of societies' needs; working relationship with the target communities; efficiency and consistency in service delivery; performance, expertise and abilities; accessibility to donors; credibility and positive reputation among donors and communities served; and resources.

In a study on the factors influencing strategic implementation by international NGOs, Michael (2004) observed that majority of them practiced strategic management and

applied most of the key principles required to ensure organizational success and growth. The study was however restricted to organizations listed in the National NGO Coordination Board.

Kamanu (2005) found out that majority of NGOs were moving towards partnerships which implied a medium term relationship, with both parties contributing resources and expertise. The study focused on four groups of alliances between the NGOs and the private sector; with the Government; with community-based organizations and with fellow NGOs. The study established the following as some of the reasons that led to the formation of alliances: advocacy, sharing resources and competences, joint implementation of projects, sharing information. However the study was restricted to NGOs with a national outlook and did not consider other intergovernmental organizations and multilateral institutions.

1.2 The Research Problem

Environment and development practitioners are interested in identifying methods, institutional arrangements and policy environments that promote negotiations among natural resource stakeholders leading to collective action. Yet the implications of these negotiations especially for the humanitarian organizations dealing with Refugees and disadvantaged groups are seldom critically examined.

Literature on strategic management in the developing world is scanty and still evolving as most of it focuses on the developed world and more so, on the corporate firms. Along the relief and development NGOs, previous studies have focused on strategic choice and management practices (Ndiao, 2000; Warsame, 2002). Kamanu (2005) carried out a research on the strategic alliances among the development NGOs in Kenya that addressed the alliances between the NGOs and the private sector, the government and community based organizations. Amulyoto (2005) focused on the financial aspect by addressing the agency problem among NGOs dealing with refugees.

Little is known about the specific strategies that the international humanitarian organizations in the Refugee sector in Kenya adopt amongst themselves and hence a significant gap exists in our knowledge, which this study tried to bridge. Furthermore, as noted by Anthony and Young (1988) strategic collaborations are formed and often break up either along the way or after undertaking one event. This is possible because the partners realize it does not help them to go into collaborative arrangements at all. For this reason, this study examined why these collaborations are formed and their level of effectiveness.

1.3 The Research Objectives

The main objective of the study was to establish the rationale behind collaborative arrangements among international humanitarian organizations dealing with Refugees in Kenya and their effectiveness. The specific objectives of the study were:

- i) Establish the reasons behind the collaborative measures undertaken by the international humanitarian organizations dealing with Refugees in Kenya.
- ii) To determine the effectiveness of their collaborative arrangements.

1.4 Significance of the Study

The findings of this study will be important to a number of interest groups. First, international humanitarian organizations can use it to review and improve on the collaboration strategies amongst themselves. Such agencies will be able to identify areas where collaborative arrangements can yield more gains to their operations.

Secondly, it is expected that the study will be of importance to the government in general and to the Ministry of Immigration and Registration of Persons in forging collaborative strategies with all the players involved with Refugee programmes. The Refugee influx into the country continues to strain the government in such areas as security and influx of illegal arms, provision of infrastructure and general development.

Thirdly, it is hoped that the study will be of great use to national NGOs, not necessarily restricted to the Refugee sector in understanding the benefits of collaboration and eventually identify areas where they can cooperate for greater success. At a time when donor funding for projects is very competitive, institutions have to more and more cut down on their operational costs and collaborating is one of the ways to achieve this.

Finally, it is expected that the research findings will be of importance to individuals, persons and scholars who have an interest in similar studies in the future.

1.5 Scope of the Study

The study was limited to international humanitarian that focus on Refugee activities. Whereas these institutions have offices locally, their mandate and functions are not nationally restricted and often extend beyond the borders. Due to their international outlook, these agencies may or may not be headquartered in Kenya.

CHAPTER TWO: LITERATURE REVIEW

2.1 Collaborative Arrangements and their Forms

The term collaborate implies the working together to achieve a common cause, and is often interchanged with the term strategic alliance. The latter is a widely used but loosely defined term that encompasses a wide range of collaborative business activities. Strategic alliances may take any number of forms, including minority equity investments, exclusive supply arrangements, joint research and development, joint production, joint purchasing, and joint marketing through co-promotion, co-branding and other similar arrangements. Gatewood et al. (1994) define strategic alliance broadly as including any form of inter-firm cooperative arrangement beyond contracts completed in the ordinary course of business. Strategic alliances, according to Thompson and Strickland (1998) are cooperative arrangements between firms that go beyond normal company –to –company dealings but that fall short of merger or full partnership and ownership ties. Such partnerships involve the combination of resources, capabilities and core competences to pursue mutual interests to develop, manufacture or distribute goods and services. Other forms of alliances exist in the form of equity and non-equity strategic alliances, the difference of which is in the equity distribution. However they are defined, what strategic alliances all have in common is their goal: enabling the parties to use their complementary resources effectively to pursue strategic objectives.

Johnson and Scholes (2002) record three main forms of collaborative arrangements, which they refer to as cooperative development, namely joint ventures, consortia and networks; while other forms include opportunistic alliances, licensing, subcontracting and co-production. A joint venture is an agreement by which two companies cooperate to do business remaining independent in their status, yet founding another that they own and manage together. What mainly recommends a joint venture is that it supports quick responsiveness (Rumelt et al., 1994). Both successful and unsuccessful ventures are often terminated at the end of the contract, since partners in a successful venture will have learnt enough to go it alone, while the opportunity to collaborate will have been lost for the unsuccessful partners.

Networking involves two or several organizations working together in collaboration through mutual trust, yet without any formal relationships. This is what Wheelen and Hunger (1995) refer to as interorganizational linking which involves developing cooperative ties with other organizations. A consortium is when two or more organizations come together and focus on a particular venture or project.

2.2 Reasons and Benefits of Collaboration

The management literature explains the growing popularity of collaboration as a response to the greater need for cooperation to keep pace with increasingly complex technologies and global markets. Arms-length dealings and open market transactions are often insufficient to serve the needs of firms trying to stay competitive. According to Johnson and Scholes (2002) organizations form alliances when they cannot cope with the ever increasingly complex environment from internal resources and competences.

The globalization trend and the need for firms to compete in a global economy require a much larger scale and scope of operations. In addition, in many national markets, the presence of well-entrenched local firms, different cost structures, local customs and preferences, and restrictive national laws make it difficult for foreign firms to compete successfully. Strategic alliances provide a way to achieve the scale and scope necessary to compete globally and to overcome the many obstacles to global expansion.

Porter (1988) notes that an increasing prevalent method to approaching the more ambitious strategies in global industries is transnational coalitions or cooperative arrangements between firms in the industry of different home countries. The need to set up global operations and reduce the risks associated with new ventures, has led to the formation of many collaborations (Barney, 1996; Jauch & Glueck, 1988; Byars, 1991; Thomson & Strickland, 1998; Johnson & Scholes, 2002). As a result, firms are able to increase their leverage as collaborations allow one firm to gain greater results from the company's core strengths.

Collaboration between firms is also driven by the need to achieve economies of scale and increase their scope of operations. More generally, in more and more industries, the scale and scope of the optimal-sized firm seems to be expanding dramatically due to technological change. Again, strategic alliances provide a means of competing on a much larger scale through a network of firms (Byars, 1991; Barney, 1996; Johnson & Scholes, 2002). Opportunities for growth are presented through collaboration. Through the tying of one's product to another firm's distribution, or one's research and development skills to a partner's production skills, a firm is able to expand its business more quickly and cheaply than by other means. Allies can direct combined competitive energies into building competitive advantage and defeating mutual rivals. Coalitions in addition, allow competitors to team up to surmount the difficulties of implementing a global strategy in such areas as technology and market access.

Another driving force to collaboration is the need for specialization. While collaboration enhances the increase of economies of scale and scope and individual markets increase, there is increased consciousness of the diseconomies of a large firm trying to do everything on its own. The current business school mantra is to concentrate on one's core competencies. This imperative drives firms to outsource everything else and to form strategic alliances with the firms on whom they then become dependent for strategically important functions.

Complexity of business operations and the need to share complementary competences often acts as a motivating factor for collaboration. Many key technologies have grown so complex that few if any companies can master them all, especially considering the risk involved. This drives firms to look for partners who can provide the expertise they themselves lack (Barney, 1996; Thomson & Strickland, 1998; Johnson & Scholes, 2002). Wheelen and Hunger (1995) noted emergencies as the most important aspect that encouraged cooperation among non-profit organizations in an attempt to make concerted efforts in an undertaking. Collaboration is a way to enhance the capacities of the organizations to serve beneficiaries and acquire resources while preserving their identities.

Collaborative arrangements allow for risk sharing. A joint move with an international company for example helps a firm share the costs associated with the venture, offset its market exposure and allow for the joint exploitation of new opportunities.

In technology-driven markets, network effects make it critical that a firm capture the first mover advantage so that its technology becomes the industry standard. Alliances between new technology firms and established manufacturers are often used as a way to get off the starting block more quickly in order to capture these network effects. Collaboration allows a greater responsive on the partnering firms. By allowing a firm to focus on its core strengths, collaborations provide the ability to respond more quickly to change and opportunity.

At times, business environments demand leave collaboration as the only option for firms. Where governments adopt protectionism policies for their internal industries, or insist on certain percentages of local ownership, then collaborating would be the only way of access either through joint ventures, or licensing (Byars, 1991). The formation of trade agreements such as World Trade Organization (WTO) and North America Free Trade Area (NAFTA) has facilitated an increased collaboration ventures as firms pursue foreign investments. Among the not-for-profit organizations, Bowman and Asch (1987) noted that the turbulence and complexity of the environment led to an increase in inter-organizational relationships. Geographical proximity and the level of awareness of the other organization's operations facilitated the need for such interaction.

2.3 Conditions for the Success of Collaboration Arrangements

Managing a collaboration to ensure that it achieves the results targeted requires that the parties involved be committed to it. According to Jarillo (1998), this requires that the collaboration makes sense economically in that it be an efficient way of coordinating the specific business systems, and that the firm starting it be able to lower transaction costs by developing trust with partners. In fact, trust is a key factor behind the success of collaborations. Trust cannot be imposed but has to be earned in the course of transacting business. Johnson and Scholes (2002) record trust as probably the most important

ingredient of success and a major failure if absent, and give two forms of trust. The competence-based trust which is based on the fact that the other partner has the resources and competences to fulfill their part of the collaboration, and character-based trust where the partners trust each other's motives and are compatible in terms of attitude, honesty, integrity and consistency of behaviour. Competence-based trust is what Grant (1998) advances as the appropriability of the contributions of the partners involved in the collaborations.

The strategic intent of the partners greatly influences how much the individual members benefit and ultimately determine the continuity of the collaboration. As such it is important to choose the right partner (Byars, 1991; Grant 1998). The Japanese collaborations with Western firms have always been criticized, as having not benefited the other nations as the Japanese did so with the intent of global dominance. Eventually the Westerners who had entered the collaborations with the aim of giving up production to the Japanese due to their efficient production techniques felt short changed.

While commencing a collaborative venture, it is important to outline the goals of the collaboration and what is expected to be achieved. This involves setting up performance goals that the partnerships are expected to achieve, and managing the relationship to ensure that a firm is deriving the maximum of learning from the collaboration. This is what Grant (1998) refers to as the receptivity of the company entering the collaboration. That a firm should be receptive in terms of its ability to identify what it wants from the partners and to acquire the skills necessary to adapt and learn from the collaboration. According to Jauch and Glueck (1988) some of the crucial decisions that should be taken into account in the forming of collaborations such as joint ventures include share of control and voting strength, the share of ownership, share of rewards and the choice of partners. A strategic collaboration is likely to be fruitful only when each partner is satisfied with its share of the benefits and concentrates only on the area of familiarity and does not develop a desire to encroach upon the area of familiarity of the other (Banerjee 1999).

According to Byars (1991) a key consideration in forming collaboration and which eventually contributes to its success is top management support in addition to the parties involved being interested in having the quality of management necessary to ensure its success. This is important since collaborations require wide range of relationships to be built and sustained. This view is shared by Thomson and Strickland (1998) who emphasized that a key issue in cooperative alliances and partnerships is effectively managing the relationship and capturing potential gain in resource capability, not just in striking the deal.

In the 7-Cs for strategic collaborations, Austin (2000) summarized the guidelines as establishing a connection based purpose that engages people; a clarity of purpose; ensuring the mission's, strategy and values of the collaborating partners are congruent; developing a partnership that creates value for both parties; developing and maintaining effective communication between the parties involved; viewing the alliance as a dynamic relationship involving a process of continuous learning; and basing the partnership on a long-term commitment involving deep relationship.

2.4 Challenges of Collaboration Arrangements

Making the decision to collaborate and then finding the right person, company, or organization to partner with is an intense process not to be undertaken lightly. It is one of the hardest things to determine in business because it takes research and strategy. It is often too difficult to get a viable, productive, mutually beneficial strategic partner as many of the preferred strategic alliance opportunities turn out to be less than ideal, if not a drain on one's resources.

Collaborations, as with other business ventures, require thought, planning, and strategic objectives from day one. According to Strickland (2004) businesses often fall into the trap of the "well let's see what this will do" with no clear concept of what would be required to make the relationship succeed - or even if the relationship had the potential to generate a result that is in line with one's overall business objective.

The best advice for forming strategic collaborative relationships is to proceed with caution. Proceeding with caution means that one has to do some homework on the people, the company, the agreement, and how to protect themselves when things go right or things go wrong. When things go right it is matter of ensuring that the financial benefits are shared according to agreement and equitably. On the reverse, when things go wrong it is a matter of preserving the reputation of one's business, minimizing the financial exposure and impact, and mitigating litigation and other risks. The ability to accomplish all of these elements lies in the foundation one builds before entering the relationship (Gatewood et al., 1994).

Often the level of scrutiny and diligence used to screen potential employees is not extended to other areas of the business such as strategic alliances, vendor relationships, and customers. There seems to be either a reluctance to risk the opportunity being presented or a lack of recognition of the true degree of risk these relationships can bring to the business. Some areas to examine prior to entering into any business collaboration include the duration a firm has been in business or in their area of expertise; the reputation of the business and the key people; the financial stability of the firm; how the relationship would be formalized - agreements, legal structure; what the partner is bringing into the relationship and if it is worth the additional complexity and risk; what the partners are seeking in the relationship; what intellectual property one will be exposing; and likely damage to the business if something goes wrong (Doz & Hamel, 1998; Jauck & Glueck, 1988; Strickland, 2004). Essentially, protecting a firm and its business should be standard practice and expected by all parties involved in a collaborative arrangement.

2.5 Causes of Failures and Break-ups in Collaborations

Even as firms collaborate, they also retain their individual entities and therefore remain as competitors, thus there are significance risks associated with collaborations. Thompson and Strickland (1989) summarize these risks to include such outcomes as poor contract development, misrepresentation of partners firms' competences, failure of partners to

make complementary resources available, and a misunderstanding of a partner's strategic intent.

The success of any strategy requires a system to link the strategies with implementation, otherwise an identified viable strategy may never see the light of day. According to Jauch and Glueck (1998), many of the 1980 collaborations in the form of joint ventures did not meet their objectives or were disbanded. One major problem had been that executive investment in the implementation was weak. While executives had devoted 23 percent of their time to developing collaboration, only 8 percent was devoted to setting up a management system to implement the strategy.

Brown and Eisenhardt (1999) note over-collaboration as one aspect that inhibits the success of a cooperative undertaking. The three common traits of over-collaboration noted are placing the choice of how to collaborate with senior managers who lack the understanding of the compromises involved or who have a few of the relevant perspectives and therefore view collaboration as easier to accomplish than it actually is. A second trait is collaborating on everything, and managers in this trap typically try to capture most of the possibilities for collaboration and fail to focus their quest on the best opportunities. A third trait is giving equal treatment to businesses and therefore attaching an equal importance to all. When managers fail to make distinctions among their businesses regarding differences in their profitability and growth, the result is that collaborations do not take advantage of the different opportunities for success. Joint ventures and strategic alliances between small firms and multinational corporations (MNCs) in India notes Banerjee (1999) turned sour with MNCs increasing their stakes and taking over completely or obtaining effective control.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

The research design adopted for the study was the descriptive survey. The survey enabled the researcher to collect data on a broad range of population members, which was desirable for comparative purposes.

3.2 Population

The population of the study was all the international humanitarian organizations dealing with Refugees in Kenya. All the 37 listed international humanitarian organizations in the 2005 IOM mailing list (Appendix I) and which were participating in Refugee operations were studied; hence a census survey was conducted. This was justified by the fact that the population of study was rather small besides being accessible to the researcher.

3.3 Data Collection Methods

The study relied on primary data to determine the reasons why international humanitarian organizations form collaborative arrangements, and their effectiveness. The data was collected through a semi-structured questionnaire (Appendix II) which was dispatched both through e-mail and drop and pick system. E-mail communication was used for the organizations based at the camps, while the drop and pick system applied for the Nairobi-based organizations. Where an organization was known to have branch offices at the camps, then questionnaires were sent to both the Nairobi-based and the camp-based offices. The study targeted two respondents from every organization namely, the Deputy Director and Programme officer in the Refugee programme.

3.4 Data Analysis AFTER FOUR: DATA ANALYSIS AND FINDINGS

Completed questionnaires were edited for completeness and consistency. The data was coded to enable the responses be grouped into categories. Coding was necessary to facilitate statistical analysis. The data was descriptive in nature hence descriptive statistics were used in the analysis of the results. The descriptive statistics included tables, frequencies and percentages. Mean scores and standard deviation were calculated to indicate the effectiveness of the reasons in achieving the objectives of the collaborative arrangements.

Table 4.1: Respondents Profile

Classification	Frequency	Percentage
International NGOs	60	81.1
Inter-governmental	5	8.1
Government	3	10.8
Non-governmental	4	100.0
Total	72	

Author: 2020

CHAPTER FOUR: DATA ANALYSIS AND FINDINGS

4.1 Introduction

The main objective of the study was to establish the rationale behind collaborative arrangements among international humanitarian organizations dealing with Refugees in Kenya and the effectiveness of such collaborations. This chapter dealt with data analysis and interpretation of the research findings. Data presentation took aid of descriptive statistics and results were summarized and presented in the form of tables, frequencies, percentages, mean scores and standard deviation. A semi-structured questionnaire based on literature review and pre-tested on a few selected organizations was used to collect data. The questionnaires was administered through the 'drop and pick later' method for the Nairobi-based organizations and e-mailed to the offices located in the Refugee camps. Where an organization was known to have branch offices at the camps, then questionnaires were sent to both the Nairobi-based and the camp-based offices. As such four organizations each received four questionnaires; three questionnaires were sent to fourteen organizations while two questionnaires were sent to the remaining nineteen organizations. A total of 96 questionnaires were sent out and 74 were received representing a 77 percent response rate, which was considered representative of the attributes of the organizations targeted for the study and adequate for data analysis

Table 4.1.1 Respondents Profile

Classification	Frequency	Percentage
International NGOs	60	81.1
Intergovernmental Organizations	6	8.1
Multilateral /bilateral Organizations	8	10.8
Total	74	100.0

Author: 2006

As shown in Table 4.1.1 above, 81.1 percent of the respondent organizations were international NGOs, 8.1 percent were intergovernmental organization, while 10.8 percent were multilateral/ bilateral organizations. These findings reveal that majority of the international humanitarian organizations dealing with Refugees in Kenya are international NGOs.

Table 4.1.2 Areas of Operation

Location	Frequency	Percentage
Nairobi, Kakuma and Dadaab	54	73.0
Nairobi and Kakuma	12	16.2
Nairobi and Dadaab	2	2.7
Nairobi only	6	8.1
Total	74	100.0

Author: 2006

Table 4.1.2 shows that 73 percent of the humanitarian organizations dealing with Refugees in Kenya operate in three areas namely Nairobi, Kakuma and Dadaab. 16.2 percent on the other hand operated in the two areas of Nairobi and Kakuma. Only 2.7 percent of the respondents operate in Nairobi and Dadaab while a percentage of 8.1 operated in Nairobi only.

Majority of the organizations had been in operation for a relatively long period. 18.9 percent had been operating since the period 1951-1970 while 56.8 percent had operated since the period 1971-1989. However 24.3 percent of them were relatively young having been in operation since the 1990s.

4.2 Reasons for Entering into Collaborative Arrangements

The first objective of the study was to establish the reasons why international organizations dealing in Refugees establish collaborative arrangements. Several questions were asked to address this objective and the results are analyzed in this section.

Table 4.2.1 Existence of Collaborative Arrangements

	Frequency	Percentage
Yes	74	100
No	0	0
Total	74	100

Author: 2006

Respondents were required to indicate if collaborative arrangements existed in their organizations. Results presented in Table 4.2.1 above indicates that 100 percent of the organizations that responded had some form of collaborative arrangements between them and other organizations.

Results further reveal that collaborative arrangements between humanitarian organizations dealing with Refugees in Kenya normally take the form of consortiums and alliances, networks as well as arrangements for the joint implementation of projects. These arrangements are normally sealed through legal arrangements involving the signing of memorandum of understanding (MOUs) as indicated by 70 percent of respondents while others are done through mutual understanding (gentleman's agreement) as indicated by 30 percent of the respondents.

Table 4.2.2 Reasons for Entering into Collaborative Arrangements

Reason	Frequency	Percentage
Requirement by donors	40	54.1
Share resources	64	86.5
Joint implementation of local projects	64	86.5
Joint implementation of projects outside the country	26	35.1
Share information	45	60.8
Sharing of costs	58	78.4
Others	18	24.3

Author: 2006

Respondents were required to indicate the reasons why they entered into collaborative arrangements and the results are summarized in Table 4.2.2 above. 54.1 percent of the respondent organizations had entered into collaborative arrangements since this was a requirement by the donors while a significant 60.8 percent entered into collaborative arrangements in order to share information. Results further pointed at sharing of resources and joint implementation of local projects as factors that motivated 86.5 percent into entering into collaborative arrangements. 78.4 percent reported the sharing of costs as the main reason for the organizations going for collaborative arrangements. 24.3 percent of the respondents on the other hand indicated other reasons for going into collaborative arrangements as the remoteness of the locations that they operated in which demanded formation of associations; need to respond to emergencies; need to learn from each other; and a history of collaborations that existed among the head offices of their organizations.

4.3 Effectiveness of Collaborative Arrangements

The second objective of the study was to determine the effectiveness of the collaborative arrangements formed by the international humanitarian organizations dealing with Refugees in Kenya. The main questions posed to address this issue focused on the effectiveness of the collaborative arrangement in realizing the objectives of the collaboration, the duration of the collaboration arrangements, factors that had contributed to the success and the challenges faced. Apart from descriptive analysis, the findings are presented in the form of mean scores and percentages whereby the higher the rating the better.

Table 4.3.1 Extent of Effectiveness of Collaborative Arrangements in realizing the Objectives of the Collaboration

Reason	Mean score	Standard deviation
Requirement by donors	4.30	0.18
Share resources	4.59	0.11
Joint implementation of local projects	4.34	0.14
Joint implementation of projects outside the country	4.77	0.29
Share information	4.87	0.39
Sharing of costs	3.83	0.66
Others	4.67	0.19

Author: 2006

Results indicate that collaborative arrangements had generally been very effective in realizing the objectives of the collaboration. Specifically, the arrangements have been very effective with regard to sharing of information, joint implementation of projects outside the country and sharing of resources as indicated by a mean score of 4.87, 4.77 and 4.59 out of five respectively. Collaborative arrangements had been least effective in the area of sharing of costs as indicated by a mean score of 3.83.

Significantly though, a high mean score of 4.67 was rated for the other reasons which include the need to respond to emergencies, need to learn from each other and a history of collaborations that existed among the head offices of their organizations as very effective.

Often, collaborative arrangements will be for undertaking a specific project while others are long-term arrangements. Respondents were however quick to indicate that some of the lifespan of some of their collaborative arrangements were infinite and would go on as long as the projects they were undertaking continued to receive funding from specific group of donors. This is because the donors dictated who the organizations were to collaborate with and in which phases of the programme each organization was to be involved in. With regard to termination of collaborations, respondents were required to indicate the circumstances under which the termination was done. 75 percent reported that this arose if there appeared like they were not gaining much while 6 percent indicated that instructions from their head offices had led to the termination of collaborative arrangements. This 6 percent was reported by three organizations and no details were given regarding the circumstances under which such instructions were issued

Table 4.3.2 Reasons for the Success of the Collaborative Arrangements

Reason	Frequency	Percentage
Long establishment of the collaborations	56	75.7
Sharing of common donors	34	46
Operating in similar locations	68	91.9
Knowledge of partner's operations	62	83.8
Trust	74	100
Fulfillment of obligations by partner agencies	74	100

Author: 2006

Respondents identified factors that they considered important or which had contributed to the success of the collaborations, and these are presented in Table 4.3.2 above. Results indicate that trust and the fulfillment of obligations were the main reasons for the success of the collaborations as indicated by 100 percent of the respondents. Further the study established the other factors that contributed to the success of the collaborative arrangements as operating in similar locations (91.9%), knowledge of partner's operations (83.8%) as well as long establishment of the collaborations as indicated by 75.7 percent of respondents.

Among the challenges facing the respective organizations as a result of the collaboration included the much time required to manage the collaborative arrangements as well as the failure by some of the partners to timely meet their part of the bargain. Time spent on discussions was a major constraint especially when new players were involved in collaboration on a first time basis as mentioned by 76 percent of the respondents. 59 percent of the respondents responded that mistrust and disagreements among the players often cropped up especially in view of commonality of funding sources. However

organizations have indeed tried to reduce the effects of such challenges through holding consultative meetings especially on periodic basis (95%), through regular reports and update mechanisms (76%) as well as thorough scrutiny of new partners (41%). 7 percent reported that they closely monitored the gains achieved from a collaboration in order to know what course of action to take if such associations were not beneficial.

On a question that set to establish the issues that organizations felt needed done in order to improve on the current state of affairs, the respondents mentioned the need to be open when signing the collaborative agreements as well as weighing their partners to determine if they had the resources and capabilities they would be required to bring into an undertaking. Organizations further need to learn from partners so as to build their own internal resources.

5.2 Summary, Discussions and Conclusions

The first objective sought to find out the reasons behind the formation of collaborative arrangements among international humanitarian organizations dealing with Refugees in Kenya. The study findings indicate that international humanitarian organizations dealing with Refugees in Kenya see the need for undertaking collaborative arrangements amongst themselves and these normally take the form of consortiums, networks, alliances as well as joint arrangements for the implementation of projects. These arrangements are normally aimed at giving collaborative arrangements legal status (partnership agreement). Collaborative arrangements are also aimed at ensuring mutual trust (partnership agreement). Collaborative arrangements will be for undertaking a specific project while others are on long-term arrangements. The findings coincide with Bowman and Ash (1987) that collaborative arrangements among not-for-profit organizations are many times more simple and less formal than those among for-profit organizations. The study also found that collaborative arrangements are often initiated by informal networks and informal arrangements.

The study revealed that the main reasons that motivated organizations to form collaborative arrangements were the sharing of resources, joint implementation of

CHAPTER FIVE: SUMMARY, DISCUSSIONS AND CONCLUSIONS

5.1 Introduction

The main objective of the study was to establish the rationale behind collaborative arrangements among international humanitarian organizations dealing with Refugees in Kenya and the effectiveness of such collaborations. A semi-structured questionnaire based on literature review and pre-tested on a few selected organizations was used to collect data. This chapter presents the summary discussions and conclusions from the research findings as per the objectives of the study. Based on the findings, recommendations have been given on collaborative arrangements and how international humanitarian organizations dealing with Refugees can achieve higher levels of success through collaborating. The limitations of the study as well as suggestions for further research are also discussed.

5.2 Summary, Discussions and Conclusions

The first objective sought to find out the reasons behind the formation of collaborative arrangements among international humanitarian organizations dealing with Refugees in Kenya. The study findings revealed that international humanitarian organizations dealing with Refugees in Kenya see the need for undertaking collaborative arrangements amongst themselves and these normally take the form of consortiums, networks, alliances as well as joint arrangements for the implementation of projects. These arrangements are normally sealed through legal arrangements involving signing of memorandum of understanding while others are done through mutual trust (gentleman's agreement). Often, arrangements will be for undertaking a specific project while others are on long-term arrangements. The findings concur with Bowmann and Asch (1987) that interconnections among not-for-profit organizations take many forms from being simple information exchanges to complex formal and informal interlocking networks united by clients, resources and information flow.

The study revealed that the main reasons that motivated organizations to form collaborative arrangements were the sharing of resources, joint implementation of

projects outside the country, sharing of costs as well as information. Other factors that led to the formation of collaboration arrangements include the joint implementation of local projects, the remoteness of the areas of operation, need to respond to emergencies as well as a history of collaboration that existed among the headquarters of these organizations. Further the findings show that donors had a significant influence on the collaborative arrangements that organizations entered into.

The Refugee issue is quite complex and no organization can handle it on their own. The complexity arises when considering the processes involved from the time a foreigner is accorded refugee status; to the facilitation of daily provisions; and eventual resettlement and repatriation and the associated processes of medical examination, travel documents, and interactions with the governments of the resettlement country; besides the logistics of the staff working on such programmes. For this reason no single organization would boast of having the mechanisms of handling such a process on their own and collaborating with others becomes imperative. The study findings concur with previous scholars who identified the area of networking and strategic alliances as gaining prominence within the humanitarian sector especially in the area of sharing resources and information sharing (Ndiao, 2001; Kamanu, 2005). Further the findings that donors influence the extent to which and with whom to collaborate among the international humanitarian players is in agreement with previous studies where donor influence in the running of NGOs was reported (Michael, 2004; Wairimu, 2003; Bwibo, 2000). The findings concur with Wheelen and Hunger (1995) on the fact that emergencies encourage cooperation among non-profit organizations.

In contrast to Warsame (2002) where only 33.33 percent responded to a question on collaboration advantage, the study found that majority of the organizations understood and responded to this question and the benefits associated with possible collaboration. This could be explained by the fact that Warsame focused on national and development NGOs of which the international segment was quite low as compared to the current study, besides having a low response rate.

From the foregoing discussions, the following conclusions may be drawn regarding why international humanitarian organizations go into collaboration arrangements. The main reasons for the establishment of collaborations include the sharing of resources, joint implementation of projects and the sharing of costs. The remoteness of the location of the Refugee camps and the need to respond to emergencies, such as the outbreak of communicable diseases in these locations, are other factors that force these organizations to form collaborations.

The second objective of the study was to determine the effectiveness of the collaboration arrangements formed amongst the international humanitarian organizations dealing with Refugees in Kenya. The study revealed that the duration of collaborative arrangements varied from single projects' undertaking to long-term indefinite periods. Results indicate that collaborative arrangements had generally been effective in realizing the objectives of the collaboration. Specifically, the arrangements had been very effective with regard to joint implementation of projects outside the country, sharing of information as well as sharing of resources. Significantly though, other reasons that respondents rated to be very effective in realizing the objectives of collaboration include the need to respond to emergencies, need to learn from each other and a history of collaborations that existed among the head offices of their organizations. Collaborative arrangements had been least effective in the area of sharing of costs. Organizations had taken steps to mitigate the effects of the challenges faced through having consultative meetings and establishing regular reporting and update mechanisms. In order to improve on the current state of affairs, the findings underscored the need to be open when entering into agreements as well as weighing their partners to see if they had the resources and capabilities required, in addition to the need to learn from partners so as to build own internal resources.

The mixed reporting on the effectiveness levels may be attributed to how each of the organizations has reacted to the change in environmental factors, the length of operation and experience and resources that these organizations possess, and the level of networking that had been attained. In some organizations, the level of networking is quite high and partners are aware of the expected roles working together through mutual trust.

Further such organizations share similar objectives and targets and therefore the level of collaborative arrangements is bound to be very effective. The high rating of success of the collaborative arrangements in implementation of projects outside the country could be explained by the fact that organizations are driven by the need to succeed within the limitations of scarce resources and therefore put in extra effort to ensure the success of their operations. These organizations have further developed their communication networks and also realize the need for up-to-date information on the situation in their operational areas, and this could be the reason why information sharing reported a high score. The high score in sharing of resources could be explained by the fact that programme funding has reduced over the years and that organizations have realized the need for cost-effectiveness in delivery of services. It would, for example, be unwise and uneconomical for each organization to charter a plane to the Camp areas every other week instead of engaging in the joint-chartering of one. Cost sharing rated the least as far as the reasons for the collaborative arrangements had succeeded in achieving the objectives of the collaboration.

5.4 Suggestions for Further Research

The reason why cost sharing rated lowest in effectiveness of achieving the objectives of the collaboration is probably due to the additional costs that arise in the course of the organizations' transactions. This could correspond with what Kamanu (2005) identified as hidden costs, which were a challenge to the success of strategic alliances. The findings correspond with the 7-C's advanced by Austin (2000) as the guidelines for effective collaboration especially the characteristics of the process of continuous learning and ensuring the mission, strategy and values of the partners are congruent. The study concurs with Bowmann and Asch (1987) that the success of collaborations among organizations is facilitated by geographical proximity, the level of awareness of other partners operations as well as the duration of the inter-organizational interaction. Further the study supports the proposition by Johnson and Scholes (2002) that trust is a major ingredient in the success or failure of any collaboration.

From the foregoing discussions, the conclusion that there is a generally high rate of effectiveness in the collaborative arrangements established by the international

humanitarian organizations dealing with Refugees in Kenya may be drawn. These organizations have realized the need for trust and fulfillment of the obligations stipulated in the collaboration as key to the enhancement of the level of effectiveness in their collaborative arrangements.

5.3 Limitations of the Study

The study was constrained by several factors. The first constraint was that there was a non-response from 23% of the targeted group. This was a major drawback as it was not possible to know how these organizations would have responded. The second constraint was that the time available for the study was short and thus the research was only restricted to humanitarian organizations dealing with Refugees. The implication of this is that the findings may not be generalized for other organizations. Furthermore the study was only based in Kenya, and the factors that affect collaborations within the national borders may not be applicable elsewhere.

5.4 Suggestions for Further Research

The current study was conducted among the humanitarian organizations dealing with Refugees in Kenya. However, the issue of collaborative arrangements especially among humanitarian organizations is of global importance and thus an extensive research would therefore be necessary to reflect the current state of affairs with regard to collaborative arrangements on a global scale. Furthermore, more variables would have been incorporated if it were not for time constraints therefore a more comprehensive research should be undertaken addressing in detail each of the reasons that lead international humanitarian organizations to form collaborative arrangements. A comparative analysis with other players at national levels would greatly contribute to bridging the gaps that exist in the current literature.

5.5 Recommendations for Policy and Practice

The study revealed several reasons and different levels of effectiveness reached by international humanitarian organizations dealing with Refugees in Kenya in their collaborative arrangements. In the light of the changes in the environment and the prevailing competition, these organizations would better benefit from managing their external relationships in order to reap the full benefits of collaborations. One of the ways would be by working out the parameters of networking and professionally managing them.

By virtue of the fact that all firms face scarcity of resources which create internal constraints, coupled with the wider environmental context that international humanitarian organizations operate in, these organizations have to adjust their strategies accordingly in order to win. Through the nurturing of their collaborative arrangements, the results of joint pooling of efforts and resources, would enable these organizations enjoy a higher bargaining power as well as attain their objectives more cost-effectively. Better coordination of their activities would eliminate instances where there is overprovision in particular sectors. This would in turn lead to more efficient use of resources in yielding higher results.

Although it is expected that donors of any agency play a significant role in the decision making of an organization, it is disturbing when their input adversely affect the management of an agency, especially in determining what agencies one has to collaborate with without allowing the particular agencies to carry out comprehensive due diligence on the would-be-partners. For this reason, managers of international humanitarian organizations should not only employ the best strategies in their operations but also educate their donors on the benefits of voluntary collaborations in achieving the collective objectives of the involved parties.

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APPENDIX I: LIST OF ORGANIZATIONS STUDIED

UNHCR (2006). **Global report, 2005**

Adventist Relief Agency (ADRA)

Wheelen, T. L. and Hunger, J. D. (1995): **Strategic management and business policy, 5th Ed.** Reading: Addison-Wesley.

CARE International

Catholic Relief Services (CRS)

Wairimu, G. (2003). **Governance practices among NGOs in Nairobi.** Unpublished MBA project, University of Nairobi.

Cooperatione Italiane Nord-Sud (CIN/S)

Warsame, A. A. (2002). **A survey of strategic development practices of relief and development NGOs in Kenya.** Unpublished MBA project, University of Nairobi.

Food and Agricultural Organization (FAO)

Food for the Hungry International (FHI)

GOAL

GTZ

Handicap International

Horn of Africa Relief and Development Agency

International Committee of the Red Cross (ICRC)

International Rescue Committee (IRC)

International Organization for Migration (IOM)

Islamic Relief Agency

Jesuit Refugee Service (JRS)

Lutheran World Foundation (LWF)

Misericordia International

Medical Emergency Relief International (MERLIN)

Mission for Essential Drugs Supply (MEDS)

Mercy International Relief Agency

MSF Belgium

MSF-Spain

Office for the Coordination of Humanitarian Affairs (OCHA)

OXFAM

Save the Children Fund

APPENDICES

APPENDIX 1: LIST OF ORGANIZATIONS STUDIED

Action Contre la Faime
Adventist Relief Agency (ADRA)
Ambassadors Development Agency
Catholic Fund for Overseas Development (CAFOD)
CARE International
Catholic Relief Services (CRS)
CCF
Church World Service
Cooperazione Italian Nord-Sud (CINS)
Cordaid Foundation
Danish Refugee Council
Food and Agricultural Organization (FAO)
Food for the Hungry International (FHI)
GOAL
GTZ
Handicap International
Horn of Africa Relief and Development Agency
International Committee of the Red Cross (ICRC)
International Rescue Committee (IRC)
International Organization for Migration (IOM)
Islamic Relief Agency
Jesuit Refugee Service (JRS)
Lutheran World Foundation (LWF)
Mapendo International
Medical Emergency Relief International (MERLIN)
Mission for Essential Drugs Supply (MESD)
Mercy International Relief Agency
MSF Belgium
MSF Spain
Office for the Coordination of Humanitarian Affairs (OCHA)
OXFAM
Save the Children Fund

SNV Netherlands

United Nations Development Programme (UNDP)

United Nations Children's Fund (UNICEF)

Windle Trust International

World Food Programme

Buruburu, 00513

Nairobi

Dear Sir/Madam,

I am a post-graduate student at the University of Nairobi. As part of the requirement of the Masters of Business Administration degree programme, I am carrying out a study on *collaborative arrangements among international humanitarian organizations dealing with Refugees in Kenya*.

You have been selected to participate as a respondent in the study based on your activities in formulating and implementing collaboration activities in the Refugee programmes in your organization. In this regard, I am kindly requesting you to fill in the attached questionnaire. The information provided is strictly for academic reasons and will be treated with utmost confidentiality. A copy of the final report will be available to your organization upon request.

Yours sincerely,

James Kagar

APPENDIX II: LETTER OF INTRODUCTION

Janet Kagai
P. O. Box 67,
Buruburu, 00515,
Nairobi.

Dear Sir/Madam,

I am a post-graduate student at the University of Nairobi. As part of the requirement of the Masters of Business Administration degree programme, I am carrying out a study on *collaborative arrangements among international humanitarian organizations dealing with Refugees in Kenya*.

You have been selected to participate as a respondent in the study based on your activities in formulating and implementing collaboration activities in the Refugee programmes in your organization. In this regard, I am kindly requesting you to fill in the attached questionnaire. The information provided is strictly for academic reasons and will be treated with utmost confidentiality. A copy of the final report will be available to your organization upon request.

Yours sincerely,

Janet Kagai

APPENDIX III: QUESTIONNAIRE

Section A: Background information on the organization

1. Name of organization
2. Respondent's position in the organization
3. What is the form of your organization? (please tick where appropriate):

International NGO ☐

Intergovernmental Organization ☐

Multilateral/bilateral Organization ☐

4. In which areas of the country are you operating?

.....

5. For how long has your organization been in operation?

.....

Section B: Background information on collaborative alliances

1. Are there any collaborative arrangements between your organization and other international humanitarian organizations?

Yes ☐

No ☐

2. a) If no, what reasons prevent you from collaborating?

.....

.....

2 b) If yes, what form do the above arrangements take? Please explain.....

.....

.....

.....

3. How do you seal the collaborative arrangements with partner agencies, do you use legal agreements, for example?

.....

.....

.....

Section C: Reasons for and effectiveness of collaboration arrangements

1. For which of the following reasons did you enter into collaboration arrangements
(please tick all relevant ones)

- a. Requirement by donors []
- b. Share resources []
- c. Joint implementation of local projects []
- d. Joint implementation of projects outside the country []
- e. Share information []
- f. Sharing of costs []

Others, please specify

- g.
- h.
- i.

2. For each of the responses in (1) above, please state the reason and indicate the extent to which the collaborative arrangement has been effective in realizing the objectives of the collaboration. (use a 5-point scale where 1=ineffective, and 5 = very effective, tick zero where the reason does not apply to your organization)

Reason	Effectiveness					
	0	1	2	3	4	5
a. Reason (a)	☐	☐	☐	☐	☐	☐
b. Reason (b)	☐	☐	☐	☐	☐	☐
c. Reason (c)	☐	☐	☐	☐	☐	☐
d. Reason (d)	☐	☐	☐	☐	☐	☐
e. Reason (e)	☐	☐	☐	☐	☐	☐
f. Reason (f)	☐	☐	☐	☐	☐	☐
g. Reason (g)	☐	☐	☐	☐	☐	☐
h. Reason (h)	☐	☐	☐	☐	☐	☐

3. Please explain on the duration of your collaborative arrangements: Is it for undertaking a given project or for long-term project working relationships?

.....

.....

.....

.....

4. What factors have contributed to the success of your collaboration arrangements?

.....

.....

.....

.....

.....

.....

5. Under what circumstances does your organization terminate the collaborative arrangements?

.....

.....

.....

.....

.....

Thank you very much for your participation

6. i) What challenges does your organization face as a result of such arrangements?.....

.....

.....

.....

.....

.....

ii) How has your organization coped with the challenges in (i) above?.....

.....

.....

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.....

.....

7. What do you think needs to be done to improve on the current state of affairs as far as collaborative arrangements are concerned?

.....

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.....

.....

Thank you very much for your participation