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**Horizontal collaboration between international and local non-governmental organisations: A cross-sectional study regarding the Syrian refugee crisis in Jordan**

A thesis presented in partial fulfilment of the requirements for the degree of

Master in

Supply Chain Management

At Massey University, Manawatu,

New Zealand.

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2016-2017



## Abstract

**Purpose-**This thesis seeks to explore supply chain collaboration within a humanitarian context, and to appraise relationships between international non-governmental organisations and community-based organisations during disaster relief. It also aims to identify challenges facing such collaboration in the humanitarian supply chain, and to discover whether effective partnerships contain a set of identifiable facilitators, drivers and mechanisms which promote relationships between local and international NGOs.

**Design/Methodology/Approach-**Literature from both commercial and humanitarian sectors is discussed in the context of horizontal partnerships. A Jordanian cross-sectional study spanning a network of NGOs is explored via semi-structured interviews. Insights are synthesised into a conceptual model of how NGOs can form partnerships during a humanitarian response.

**Findings-**The research provides valuable insights into the challenges facing local and international NGOs when developing partnerships. Four types of challenge are identified: organisational, inter-organisational, external, and donor-related. The conceptual model highlights the essential elements required for effective partnerships. **Research**

**limitations/Future research-**The research is built on a single cross-sectional study from one country during an extended humanitarian crisis. The majority of the empirical data is only from one actor's perspective, thus further research into dyadic and network relationships is required. Further investigation is required into approaches to addressing the diverse cultural and decision-making perspectives of local and international NGOs.

**Practical Implications-**Recognising the challenges and major elements to horizontal partnerships between local and international NGOs will assist managers, both at strategic and operational levels, to find solutions and evolve strategies to build effective

partnerships. Compromise and consideration for partner's drivers and cultural views are essential for effective humanitarian relief.

**Originality/Value-** The research extends supply chain collaboration to a humanitarian context. Overcoming the challenges facing collaborative efforts and the complementary nature of the facilitators, drivers, and mechanisms provides a means to achieve effective partnerships. Despite the uniqueness of the humanitarian context, such as the secondary nature of cost and dynamic demand, the core principles of collaboration still hold.

**Keywords-**Humanitarian, supply chain collaboration, partnerships, community-based organisations (CBOs), non-governmental organisations (NGOs), international NGOs (INGOs).

## Acknowledgements

*In the name of God, the Compassionate, the Merciful First and foremost*

I would like to express my sincere thanks to my advisor, Prof. Paul Childerhouse. Completing my Master was not possible without his unconditional support. His high standards in conducting research, his flexibility in giving me the time to develop my research ideas, and his support in enhancing my research and teaching skills will never be forgotten. My thanks to the NZDAID for the scholarship that they offered.

Acknowledgements to the international NGOs and Community-Based Organisations that participated in the interviews. My appreciation goes out to those individuals who specified time to answer my questions. While the confidentiality prevents me from thanking you individually, please know that the research would not be the same without your very significant inputs.

Finding words to thank my parents, Aziza and Naser, and my sisters, Sarah and Marah, is impossible for me. They supported me with the means to continue my education and encouraged me with their prayers and best wishes. I owe my earnest thankfulness to my best friend, Adham, who accompanied me through my graduate studies' journey with its difficulties and challenges. I am very happy to share my success moments with all my loved ones and dedicate my thesis to my beautiful family.

## Abbreviations

3PL	Third-party logistics
4PL	Forth-party logistics
CBO	Community Based Organisation
CSR	Corporate Social Responsibility
DSS	Decision Support System
ERP	Enterprise Resource Planning
GIS	Geographic Information System
ICT	Information and Communication Technologies
INGO	International Non-Governmental Organisation
JHCO	Jordan Hashemite Charity Organisation
JPS	Jordan Paramedic Society
JV	Joint Venture
KPI	Key Performance Indicator
LNGO	Local Non- Governmental Organisation
LSS	Logistics Support Systems
M&E	Monitoring and Evaluation
MOPIC	Ministry of Planning & International Cooperation
NGO	Non-Governmental Organisation
OXFAM	Oxford Committee for Famine Relief
PRA	Participatory Rapid Appraisal
RAIS	Refugee Assistance and Information System
UN	United Nations
UNDP	United Nations Development Programme
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations International Children's Emergency Fund
USAID	United State Agency for International Development

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