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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.

Samar Al Adem

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

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