

IMPACT OF GLOBALIZATION ON SOURCING IN NON-GOVERNMENTAL ORGANIZATIONS

NAFISA ISSACK

**A RESEARCH PROJECT REPORT SUBMITTED TO THE SCHOOL OF
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DECLARATION

This research project is my original work and has not been presented for a degree at any other university.

NAFISA ISSACK

REG.NO. BML/10/00289/1/2015

Signed Date

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

Dr. Wambua

Sign Date

DEDICATION

I would like to dedicate this project to me who gave a magnificent input and support towards the success to this work. Alongside, to my friends and colleagues whose encouragement and understanding during the period of study made the task become lighter.

ACKNOWLEDGEMENT

My gratitude to the almighty GOD through His amazing grace, I was able to undertake and complete this study, to him I give all the glory and honor. I am deeply indebted to my supervisors Dr. Wambua whose patience, dedication and continued encouragement made it possible to complete this project. Kindly accept my sincere gratitude.

Furthermore, I wish to thank all Northern Nomadic Disabled Persons' Organization (NONDO) heads and the organization staffs for taking part in the study, by providing primary and secondary data without which this study would not have been possible.

May the Almighty God bless the many friends, colleagues, NGOs officials Especially Paul Karanja my Supervisor at NONDO for the assistance and many others not mentioned by name who contributed in one way or the other for the successful completion of this study. It may not therefore be possible to mention all of them individually. However, I am greatly obligated and appreciative for their contributions one way or another. I also wish to acknowledge the contributions of my classmates whose keenness to detail and critique helped in refining the document.

ABSTRACT

This research, aimed to discuss the impacts of globalization on sourcing in non-governmental organization with a case study of Northern Nomadic Disabled Persons Organization (NONDO). Specific objectives of the study included; to examine determinants of global sourcing in the Northern Nomadic Disability Persons, to determine the effects of global sourcing in northern nomadic disabled people's organization, to examine the sourcing strategies in the northern nomadic people's organization and to identify the challenges of global sourcing in northern nomadic disabled persons. The significance of the study was to various non-governmental organizations. Northern Nomadic Disabled Persons Organization will benefit in understanding the determinants of global sourcing, find out the impacts of global sourcing in northern nomadic disabled persons organization, identify the various challenges of global sourcing in northern nomadic disabled persons organizations and find out the various sourcing strategies of the northern nomadic disabled persons organization. The research was qualitative and quantitative in nature based on (NONDO) consisting of a target population of 120 people from the organization divided into Top level managers costing of 40 people, procurement personnel of 80 people from which a sample size of 50% was taken. Stratified random sampling was employed into getting the sample size. The data collection instruments were questionnaires with closed questions based on the objectives. Data was collected and analyzed in bar graphs and pie charts. The findings indicated that unavailability of materials and unsatisfactory products highly determine global sourcing. Communication highly aided global sourcing hence need to be enhanced. Existence of perennial problems of different standards and regulations in global sourcing, currency exchange rate fluctuation and lingual differences were the main hindrances to global sourcing. The recommendation were that communication in northern nomadic disabled persons organization should be enhanced, other competitive strategies to boost global sourcing need be adopted, study also recommended trainings, and using procurement techniques in projection and other ways to take care of the currency fluctuations.

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ABBREVIATIONS AND ACRONYMS

1. NONDO- Northern Disabled Person's Organization.
2. NGO - Non-Governmental Organization
3. PWDs- Persons With Disabilities
4. NGEC - National Gender and Equality Commission
5. NCIC-National cohesion and integration commission

CHAPTER ONE

INTRODUCTION

1.1: Background study

Associations are presented to worldwide powers of interest, supply, and universal market rivalry, their importance to worldwide issues concerns, statistic changes and political advancements as opposed to staying secured by neighborhood condition. Worldwide sourcing concerns issues key to any store network technique: what constitutes the key components of an inventory network methodology, where to find contributors, where to source parts and how to design items, firmly affected on any globalization exertion (Zenz, 1994). (slope, 1985) Characterizes sourcing as the key logic of choosing merchants in a way that makes them a vital piece of the purchasing firm for a specific segment or part they are to supply. To summarize this definition, sourcing can in this way be translated as a key choice of an organization to develop cozy association with its providers as a methods for enhancing upper hands, a thought talked about finally concerning the refinement amongst antagonistic and community provider relations (Merli, 1991) All in all, universal sourcing is "the securing of crude material segments and subassemblies from global hotspots for use in manufacture, get together or for resale, paying little respect to whether the import source is inner or outer to the organization" (Kotabe, 1989).

They post that global sourcing that retailers have a tendency to be more proactive in the procurement of wellsprings of supply and their own particular methodologies command basic leadership as to where, when, what, how much, and from whom to purchase. Customary bringing in is planned such that, retailers frequently assume a latent part in getting stock, with providers stepping up with regards to giving the merchandise. Off shoring then again is the inventive and cautious utilizing of new and accessible pools of gifted work abroad, while misusing correspondence advancements to interface these to local request. Organizations that are thinking about seaward sourcing will research which of their procedures are area free and if it's the best area. (Bronfenbrenner, 2008),says that the number and degree of creation moves out of the Unified States has expanded fundamentally since 2001, as organizations are moving generation to different seaward and close shore goals in the meantime. In that sense, offshoring alludes basically to

choices identified with assembling instead of sourcing system, in spite of the fact that the previous effects affect the sourcing of segments and materials.

1.2: Factors Relating to Sustainability of NGO's

Operational supportability is the capacity to meet the present needs without bargaining the capacity the capacity to meet the future needs or the capacity of future ages to address their own issues. Unsustainable operations suited for either by creating manageable operations or by anticipating a future ailing in assets right now required. While various associations could turn out to be institutionally supportable inside 2-3 years, monetary maintainability remains a far off objective. NGOs should do their best to expand their wellsprings of financing in their offer to wind up noticeably more free and in addition to extend and develop their voting public to have the capacity to utilize their participation for willful errands and additionally enrollment expenses. Albeit numerous associations have administration structure set up, it is regularly centered on conformance with controls. Furthermore, this is essential; however administration ought to likewise bolster the association's endeavors to enhance execution. (Ogre, 2013) Successful organizations adhere to governance principles and periodically evaluate results to ensure the continuity of efficiency of the governance system (Ogre, 2013).

An NGO is responsible to its group when it exhibits routinely that it utilizes its assets admirably and doesn't exploit its benefits to seek after exercises in opposition to its not-for-profits status. A NGO is responsible when it is straightforward, promptly opening its records and records to open investigation by funders, recipients, and others. (Grosf, 1993) Through these demonstrations of responsibility, a NGO shows to be focused on majority rule esteems and adds to the working of civil society (Grosf, 1993). From the point of view of the managerial approach of an NGO, human capacity is another necessary resource in order for an NGO to be sustainable. As this is the responsibility of the top-level leadership, the commitment to sustainability, the planning, project-writing and progress review involves directly the CEO and top board leadership therefore, "these individuals ought to have extraordinary capacity in three noteworthy considering spaces thinking, understanding and self-information and be profoundly talented in the interior and outside procedures that constitute them". By and by associations generally tend to

point towards maintainability by expanding proficiency in the path in which assets are used. It is the core of organizational efficiency and connected to all other key components .NONDO is the leading non-governmental organization operating in Northern part of Kenya. It was founded in 2012 as is the first Disabled Persons' Organization (DPO) that advocates for the rights, inclusion and participation of PWDs in 12 nomadic counties of Kenya in all spheres of lives. NONDO envisions a society where PWDs have a voice and space to participate and live dignified lives. To achieve these objectives, NONDO's main intervention approach is advocacy. We believe that when persons with disability in Kenya, and the world at large, have a voice and space, they live meaningful and dignified lives. Some of the advocacy tools that NONDO utilizes include; inclusive sports, lobbying, media engagement and litigation (Nation, 2014).

NONDO's thematic areas are; Education, Governance, Health and Rehabilitation, and Socio-economic empowerment, with cross-cutting agenda on peace, gender, environment, old age and child protection. To remain competitive and operational, Mondo has an annual even the desert wheel race which is the resource mobilizer of the organization. The Desert Wheel Race is a patented and branded annual flagship event of NONDO that was started in Isiolo County in 2012 with Isiolo County only participating. Over the years, the race has grown in leap and bounds. In 2013, the 2nd edition of the Desert Wheel Race, five counties participated. In 2014 3rd edition, seven counties targeted participated. In 2015 4th Edition, the event attracted all the 12 Nomadic Counties, making it the biggest disability sporting derby in Kenya schematic activities, The NGOs chip away at the premise of a methodical calendar which is taken after consistently where they take a shot at various undertakings with respect to group welfare. The individuals from NONDO work in gatherings and they are made to visit diverse unprivileged ranges giving fundamental offices to the locals of that region. Diverse social overhauling ventures incorporate the divisions like training for all, annihilation of tyke work, Wellbeing and Restoration, Administration, Social and Financial Strengthening human rights as a rule and ladies specifically, equity and law giving, giving wellbeing offices and distinctive cleanliness programs. All these welfare ventures turn into a major wellspring of winning cash for NONDO.

NONDOS additionally do distinctive broad communications battles in a joint effort with various media accomplices for welfare of society. The interface amongst media and society gives the best mix to help up the dynamic vocation of NONDO financial development of its assets and fund raise to a vast degree. Different associates are NGENC and NCIC to encourage open with welfare and offices. It also uses social media in raising funds and donations to facilitate its operations (Bulitia, 2016).

1.3: Research Problem

Compassionate guide (humanitarian) contains a blended exhibit of operations and spreads both calamity alleviation and nonstop help for creating locales. All in all, activities need to satisfy the standards of humankind, lack of bias and impartiality to constitute a helpful operation. (Kovacs, 2007) Considered the assortment of establishments that are engaged with help operations. They communicated that the primary performers are nongovernmental associations (NGOs, for example, the Red Cross, which facilitate and 'work' alleviation operations. The creators communicated legislative associations are predominantly in charge of giving budgetary assets, while business associations deliver and offer help things. Furthermore, private benefactors, media and military are critical players in alleviation operations.

(Okorley, 2012) Findings explain the impact an association makes in its condition, its validity and responsibility to its partners, and above all, its budgetary and authoritative maintainability decide the association's long haul achievement. It is the view of (Okorley, 2012) that an employer can ensure its sustainability through the use of two systems namely, the Conventional Approach and the Organizational Development Approach. They concluded that the two approaches are complementary; however, one is more effective in the long term. (Aad, 2012) studied the characteristic of NGOs having powerless associations with subjects as a result of recorded, social and political reasons; at times, this has prompted a propensity for NGOs to keep running as tip top associations. He stated that, sustainability is one of the most crucial concerns that NGOs face nowadays and that this condition of undertaking has confined the NGOs to a reliance disorder which is debilitating the manageability of their projects and their survival as establishments. The reviewed studies have focused on different aspects of sustainable and the extent of its effects on the NGO fraternity. To the researcher's knowledge, at the time

of the study, no international or local studies had ever focused on the factors affecting globalization and strategic responses adapted by NGO's in Kenya to the shorter life-spans. This represents a significant gap in knowledge that must be bridged since NGOs provide an important component of education, health and other social developments in Kenya. It is in this light that the researcher aimed to fill the existing gap by carrying out an investigation into the factors influencing sustainability of NGO's in Kenya.

1.4: Research Objectives

This study shall be guided by two objectives; the general and specific objective.

1.4.1 General Objectives

To assess the factors that affect globalization in Northern Nomadic areas especially with the disable persons.

1.4.2 Specific Objectives

The specific objectives of the study will be:

1. To examine the determinants of global sourcing in Northern Nomadic Disabled Persons Organization
2. To determine the effects of global sourcing in Northern Nomadic Disabled Persons Organizations.
3. To examine sourcing strategies in Northern nomadic persons organization.
4. To identify the key success and challenges of global sourcing in Northern Nomadic Persons Organization.

1.5 Research questions

1. What are the drivers of global sourcing in Northern nomadic disable person's organization (NONDO).
2. Does global sourcing have impacts in Northern nomadic disable person's organization (NONDO)
3. What would be the key successes and challenges of global sourcing in Northern nomadic disable person's organization (NONDO)
4. What are the sourcing strategies in Northern nomadic disable person's organization (NONDO)

1.6 Justification of the study.

The study investigated the proximate effects of global sourcing brought at NONDO as a non-governmental organization. The study revealed the specific effects identified and the means for their occurrence and how this affects the operation of the organization. In addition, the strategy adopted in the global sourcing was established to determine the efficiency and efficiency of the systems that led to the effects under study. Also the study explored the success factors and challenges that could be very relevant for the organization to premise on in planning for future projections. This study is very necessary since it will inform policy shift for implementation of global sourcing functions in non-governmental organizations.

Finally, the findings of this study avail global sourcing researcher's key considerations to make as research innovations are scaled up into non-governmental organizations in non-research settings

1.7 Scope of Study

The study was focused on effects of global sourcing noticed at NONDO being a non-governmental organization. There was identification of factors that facilitate global sourcing, the strategies used in the sourcing and the impacts on the organization. The study also focused on success factors and failures in global sourcing and how either of the mentioned affects the operations of the non-governmental organization under study.

1.8 Limitation.

The study was done only at NONDO non-governmental organization despite the existence of many other organizations due to its known global sourcing operations. This was because most of the non-governmental organizations do not engage in global sourcing and in case they do, they are discreet due to accountability issues that they avoid being exposed.

Most of the non-governmental organizations with the relevant areas of interest for this study are located in remote areas and therefore access and resources were limited in facilitating the implementation

CHAPTER TWO

INTRODUCTION

2.1: Global sourcing

This chapter presents theoretical literature review on sustainable funding with reference to non-profit organizations. The literature sources include books, journal and web articles.

Frank Curtin study on global sourcing, the research demonstrates that worldwide sourcing is connecting with the global division of work in its most basic way (Ross J., 1987). The productivity of worldwide sourcing is liable to numerous recognizable and circuitous factors such as distinctive societies, obligations and levies, among others. The advancement from local purchasing to universal purchasing and to worldwide sourcing can be envisioned as drive through five unique stages local buying,

International buying as part of a sourcing strategy, global sourcing procedures coordinated through world spots and Functional groups (Trent, 2003). Changing from local purchasing to global purchasing, associations must adapt to money variances, longer separations, expanded principles and directions, dialect necessities, social and time contrasts. Organizations that are that point go ahead to seek after worldwide sourcing must adapt to the operational issues that influence global obtaining, while likewise dealing with a more elevated amount of cross-practical and cross-area coordination

2.3: Drivers of Worldwide Sourcing

As indicated by Porter's generic strategies, the competitive strategies can be part into product differentiation and minimal effort strategy. Both are highly related to global sourcing strategy. The search for bring down expenses has been the best driver of worldwide sourcing. Other variables entail greater material availability, product and process technology and search for higher quality. These elements can be delegated as Push and Pull main impetus. Draw factors are negative and detached, which implies the

business is helped to seek after worldwide sourcing in view of the weights from global rivalry and appeal of clients. Push components of worldwide sourcing are sure, which implies worldwide sourcing is a principle part of business technique and it can help the business to have a constant rivalry. The worldwide technique caused by Draw factors, supervisors mull over the worldwide system as a strategy which can understand the ease focal points in a brief span, as an option of an economical upper hand over the long haul. For organizations to support a workable upper hand, a long-extend viewpoint is required. The purchaser underscores the buying expense and quality. This inactive and negative method of acquirement is chosen by the low utilitarian offices and choices are disengaged from different divisions in business. This implies acquisition choices are exactly at the level of capacity and strategies, rather than being a piece of an entire blended system. International sourcing technique built up on the pull factors, the bond amongst purchasers and merchants is ordinary exchanging relationship. To guarantee showcasing productivity, the purchasers as a rule obtain a similar sort of items from a few providers. In the event that they neglect to purchase the item from a similar provider, they can get similar items frame another provider as a substitute and in the event that one provider leaves the purchaser unsatisfied, they can change to another. This relationship is not the same as the long haul agreeable relationship which accentuations on the both development of purchasers and venders. The system in view of this sort of relationship can't get the benefits of worldwide sourcing. With the overhauling of worldwide obtaining exercises, organizations get more acquiring encounters than some time recently. Along these lines, worldwide sourcing is not anymore only for business presence, yet to ensure the solid upper hand in the parts of innovation, quality, cost and others.

1. No locally available materials

This may be due to motives of technology and geography; domestic manufacturers may not be available to supply specific materials probably they are not capable of addressing the required technical capabilities, supplying some materials due to their limited or delivery time.

2. Poor quality of domestic products.

The household products and services may not meet the required quality required by the purchaser. The great may not be sufficient for fabricates to offer their items in worldwide market where top notch great may apply. Also, the nature of the products and enterprises themselves, perhaps the provider can't give after-deals administrations or attractive guarantees to the makers.

3. Prices

In core nations, the materials or products and enterprises provided by residential providers might be excessively costly, and they can get similar merchandise or administrations with less expensive cost the world over.

4. Technology

A few organizations may have no choice yet to get globally; else they can't access world-class levels of innovation

2.4: Outcomes of global sourcing

As indicated by past research, it has demonstrated that the underlying target of worldwide sourcing is taken a toll funds and appropriate administration of cost uses. With the advance of globalization, item separation in contemporary markets isn't that needing any longer, to some degree; it prompts a more prominent accentuation being put on value rivalry. This has particularly been the situation with buyer items. Other than cost reserve funds, a lot of studies have likewise recognized quality and accessibility as basic viewpoints for worldwide sourcing. The market today is very influenced and ruled by the undertakings acting comprehensively, which brings about much solid rivalry than some time recently. Also, the weight from buyer request is higher today. For some reasons, there is a more prominent plausibility to source providers from everywhere throughout the world, enabling organizations to collect into specialized abilities insufficient locally, enhancing quality and accessibility of items.

Additionally, undertakings that source all inclusive are in an enhanced aggressive position they figure out how to work together in a potential market, and enhance their organization picture, also. As per the conclusion from (Brockwell, 1991), many undertakings are as yet settling on acquirement choices principally in view of unit cost.

Be that as it may, many undertakings obtain merchandise from worldwide sourcing for different reasons, including access to crisp research, outline or concentrated scholarly capital, Availability of new innovation and limit. Many organizations source abroad on the grounds that residential providers do not have the limit and are not making the focused on ventures to remain aggressive and give a base to their help, Plans to offer or administration locally. A few organizations source locally to help break the obstruction to neighborhood advertise passage. Or, on the other hand their clients have now moved assembling procedures to that nation and need to be overhauled locally, Proximity to crude materials and superior quality. Many organizations applaud the nature of universal sourced items contrasted with household items. This is regularly because of provider interest in innovation and ability to draw in worldwide business as said above.

From last segments, we have presented and positioned sorts of advantages the organizations can accomplish from worldwide sourcing. Be that as it may, to be to more concrete, diverse organizations get distinctive sorts of advantages in differing degrees as per the administrative and statistic qualities of the ventures. As indicated by the examination from (Jinsook, 2010), the sorts and level of advantages got from worldwide sourcing are distinctive as far as the extent of the organization, the sort of items {competitive or not},the import volume {depends on quantity},the level of imports {depends on quality},the organization's involvement in worldwide sourcing, the domain where merchandise are bought {nature of the suppliers}The organizations with vast import volumes can accomplish more advantages in getting lower-evaluated item accessibility. The organizations bringing in from a settled area can get advantages of cost diminishment more fundamentally than an organization bringing in from some different regions. Moreover, organizations with involvement in worldwide sourcing can undoubtedly achieve outside providers which can offer higher quality and lower costs items.

2.5 Global Sourcing Strategies

The sourcing technique is associated with the organizations purchasing methodologies as they are the primary case which is managing the providers, provider choice and exercises like value, transactions and the purchaser prerequisites over the sourcing. At the point

when firm need to set the generation procedure, supply supervisor must consider both hard and delicate decisions creation structure to execute the objectives of creation., the ascent of worldwide sourcing originates from creating economies such India, among different states and they open doors for cost investment funds, low work market and offer another assorted market to deliver and offer the global brands. Studies demonstrate that cost investment funds are the primary motivation to source and the other reason may be to deliver huge amount and circulate around the world. To help worldwide purchasers to build up an obtaining domain, which is additionally utilized as a focused and sourcing system that is supply proficient with many firms utilizing (Caniels, 2005) it as likewise utilized as a key instrument to settle on supply administration choices. The (Caniels, 2005) essentially finds the four grouped purchasing methodology which is additionally sorts its energy and handiness to supply experts while they are making obtainment approaches.

(Caniels, 2005) proposes a particular sourcing strategy which has four different types. The four main types which are as follows – Single sourcing, delegated sourcing, multiple sourcing and parallel sourcing. Single Sourcing is sorted out as a purchaser; purchaser has one wellspring of supply for a specific decent and administrations. It could be to keep away from the cost or the key significance of the final results. Single sourcing can likewise have negative passages which expand the purchaser reliance on the providers. It is hard to discover the substitution effortlessly and it demonstrates the purchaser shortcoming on the providers. Multiple sourcing is whereby a purchaser have numerous choice to source, as the quantity of providers are high and demonstrate the less reliance on the providers. Purchasers have numerous options however provider assessment and provider reviewing important to keep the nature of sourcing items or materials. Numerous sourcing builds the opposition and bringing down the provider exchanging costs. This approach of sourcing isn't for some time run relationship as the value arrangements are high in this sort of sourcing. Delegated sourcing this methodology somewhat mind boggling and have high reliance on sub providers of principle providers. Endeavors utilize the key providers and are speaking with the sub-providers. This supply technique has many layers of providers where key providers are just imparting or conveying items to the purchasers. This sourcing methodology has high number of

benefits for clients and provider, as centering one fundamental providers are decreasing the exchanges cost however close participation and information sharing imperative in this sourcing strategies. Parallel Sourcing resembles a complex sourcing contrasting with all others sourcing technique, parallel sourcing permits to work with the one or numerous providers and it gives high focal points to purchasers, as the buyers can utilize both sort of sourcing strategies. Parallel sourcing enables purchaser to keep up the value rivalry and to diminish the many-sided quality with the high favorable circumstances many wellsprings of relationship. Concentrated or decentralized purchasing strategy additionally influences sourcing process. Both techniques have preferences and impediments on general supply administration.

According to (Monczka, 2008), the following several factors linked to desirable global sourcing outcomes were revealed. This procedure should be administered by an official pioneer. Proceeded with audit and change of the worldwide sourcing process is the prescribed procedures.

Decentralized control of operational exercises is probably going to bring down aggregate cost of possession, result in better stock administration over the production network, and recuperate general execution to outer purchasers, On time specialized devices abbreviate a mind boggling process, particularly when partakers are geologically flowed, Powerful worldwide sourcing expects access to data, and ability to share data,. Resource availability which incorporate spending plan for travel and different costs, required data, qualified staff and time for those work force to build up the overall procedures. An absence of qualified faculty is not kidding issues when associations seek after overall open doors.

2.6 Challenges of Global sourcing

2.6.1 Complicated logistics

In worldwide sourcing, global administration of coordination's is an essential method. Coordination in worldwide sourcing alludes to a lot of extra issues such fringe crossing techniques, transportation deferrals and longer stock administration. Absence of coordination's learning in ease creating nations would inconvenience the acquirement administrators while executing worldwide sourcing. Coordination administration has

significantly enhanced in the created nations. Creating nations providers are shy of involvement with the most developed methodologies and are normally not mindful of elevated expectation necessities, for example, succession conveyances joined with Just-In-Time; electronic information exchange interchanges and merchant oversaw stock arrangements. These abilities of store network administration are essential in deciding how much advantages an undertaking can acquire from worldwide sourcing. Besides, second rate setup of coordination's in creating nation's impacts the achievement of worldwide sourcing. For instance, if an organization plots to purchase items from South Africa, they need to consider the coordination's capacity in South Africa. They should confront the difficulties of inland transport. The streets in South Africa are not yet as created by European or American gauges. This is on account of transportation foundation did not create at an indistinguishable pace from global exchanging. Inadequate vehicles and drivers additionally cause issues of coordination's. Despite the fact that these inconveniences are being diminished, they do affect store network execution of ventures sourcing from each point in South Africa.

2.6.2 Cultural and language difference

Social issues are sensible, yet despite everything it ought to be recognized as a worry that must be managed. Legitimate worldwide sourcing administration requires that common regard be appeared to the general population, dialect and culture of the nations where a venture works. It is significant to require the investment to learn fundamental data about the particular culture and potentially take in some essential dialect abilities, at any rate how to make proper acquaintance, Thank you and others. The capacity to effectively collaborate on an individual level with remote organizations will go far in building up a win-win working relationship, which is useful to expand the likelihood for achieving fruitful worldwide sourcing forms.

Notwithstanding, dialect hindrances dependably undermine social correspondence and even innovation move in worldwide sourcing. Albeit numerous providers from creating nations have specialized staff and sales representatives with English expertise, troubles still emerge when they have to connect with Western specialists to examine proficient specialized issues. Principle work force of providers in creating nations doesn't generally

have adequate order of English or of other Western dialects to take part in extensive, itemized trades. Utilizing interpreters is one choice, yet they regularly don't have the specialized foundation to address industry specifics. The danger of misconception and correspondence impasse can't be disparaged in worldwide sourcing (Guheen, 2007).

2.6.3 Volatile economic and political environment

Local and provincial monetary condition can be an essential hazard factor for worldwide sourcing. Because of the shabby work and different elements, creating nations might encounter indeterminate monetary circumstance. An articulated budgetary emergency occurred in 1999 prompting a decrease in practically every Asian economy and money diminished forcefully more than one end of the week. A lot of banks and organizations went bankrupt in Asian nations. Indeed, even as late as 2006, albeit numerous Asian nations have seen their economies restored, some still have not completely recuperated. Numerous European and American organizations were fiscally stricken by this unpleasant event. Numerous U.S. organizations are not willing to put resources into an abroad manufacturing plant in Latin American and Africa as a result of the vulnerability of neighborhood financial condition. Numerous solid organizations connect with specialists to assess nearby economies where they intend to source. The financial dangers are more serious for the medium and little organizations; they should discover solid approach to cover this hazard. There are additionally a few issues caused by political factors in worldwide sourcing. For example, occasions in the Europe and North African demonstrate that nearby governmental issues can command how organizations set up business association with the organizations in these nations. Agreeing the investigation of (Mangione, 1999), there is more than 50 nations around the globe where the political condition isn't helpful for manages neighborhood organizations.

2.6.4 Fluctuation of currency exchange rate in global sourcing

In worldwide sourcing, the cash must be moved between local nations and outside accomplices. Soundness of cash empowers the worldwide exchange to be less demanding while precariousness makes it more mind boggling and presents chance. On the off chance that exchange adds up to a huge number of dollars, a 0.5% deviation of swapping scale could influence the effectiveness of worldwide sourcing technique and benefit of

the entire production network. Also, 4% deviation could bring about an appalling end (Cook, 2006). For huge multinational organizations, they more often than not have particular work force in the money related offices that are accountable for gathering and dealing with the data on cash valuations. Be that as it may, for the little organizations intending to do worldwide sourcing, regularly they don't have the particular monetary specialists, however despite everything they should set up an inward administration framework or outsource the work keeping in mind the end goal to anticipate and fence against money changes. However, from another side, if the organizations can make savvy utilization of the hazard from cash vacillation, infrequently experienced organizations can place themselves in a gainful position by overseeing money effectively. Thus, the resistance of hazard from cash change is additionally present while talking about money issues.

2.6.5 Diverse standards and regulations in global sourcing

Inferable from the different periods of industrialization in various nations, mechanical principles change among various nations on the planet. Hence, assessing the circumstances and elucidating the distinctions are exceedingly vital and vital before the organizations share plans with their providers who may utilize diverse specialized measures. By and by, misconception may channel into the situation. All things considered, it sets aside an unreasonable measure of time for the providers to comprehend muddled clarifications of required modern gauges, which might act naturally informative in the purchaser's nation. Albeit numerous worldwide business associations are endeavoring to unitize diverse benchmarks keeping in mind the end goal to encourage universal participation, existing modern models which are not synchronized with global measures or desires still can cause expensive inconveniences and even the disappointment of worldwide sourcing.

Notwithstanding the diverse benchmarks, the extraordinary controls proclaimed by governments likewise impact worldwide sourcing straightforwardly and in a roundabout way and frequently make it confused. The fundamental controls affecting worldwide sourcing are taxes and amounts (Ackerstaff, 1999). Nontariff limitations including muddled documentation necessities for outskirts crossing forms, and numerous sorts of worldwide exchange bills are additionally troublesome difficulties which the purchasers

from abroad need to confront (Cho, 2001). Governments make utilization of taxes and amounts for two purposes: to start with, to win income; second, to make remote merchandise all the more expensive so as to secure national items. The last is ending up more vital these days (Jeannet, 1995). A few limitations demonstrated by worldwide exchange bills are cases of protectionism also. These protectionism controls are intruding on the change of worldwide sourcing forms.

2.7: Global sourcing and supply chain management

The worldwide sourcing from the method of inventory network administration has an unmistakable character: the estimation of every item is corporately made by the entire store network and the focused ability of every item is chosen by the aggressive capacity of each procedure of this production network (Fan, 2007). Contrasted and lessening normal cost by extending the fabricate scale; store network administration is another idea and formative heading. It empowers the business to upgrade benefits and aggressive ability by re-planning the business forms, and setting up win-win key associations with teammates both upstream and downstream. Subsequently, this idea and mode are supporting the improvement of worldwide sourcing.

Supply chain management includes the arranging and administration of all exercises engaged with sourcing, obtainment, change, and coordination's administration exercises (Fan, 2007). Essentially, it likewise incorporates coordination and cooperation with channel accomplices, which can be providers, mediators, outsider specialist co-ops, and clients fundamentally, production network administration incorporates free market activity administration inside and crosswise over organizations keeping in mind the end goal to fabricate and deal with the best ideal cost. Worldwide financial incorporation encourages the levelheaded distribution of overall assets, and is likewise the immediate main thrust for worldwide sourcing and store network joining. In light of the quickened improvement of worldwide financial reconciliation, the monetary procedure of every nation is moving from dependence on local learning, HR, fundamental framework, local product markets and shopper inclinations to dependence on the approach of relative assets advantage, which empowers the portion of assets past the nation's topographical outskirts. Through the re-portion of worldwide assets, the organizations can accomplish

the best ideal and sane proficiency of reallocation. The advancement of data innovation unquestionably encourages store network joining and worldwide sourcing. Through the use of data innovation, the different decentralized business areas can be associated and turned into a natural entirety. In the interim, the refreshed data can be shared among the maker, merchant and clients, which empowers them to give their items or administrations in view of the request of business sectors and organize their different business forms adequately. Thus, data innovation has turned into the center of production network mix and worldwide sourcing. With the expansion of business showcasing fringes and authoritative limits, there are numerous progressive changes occurring in the business administration and operational framework. Most particularly, the foundation and improvement of inventory network administration gives a compelling and productive approach and instruments for worldwide sourcing and store network joining.

2.8: Theoretical Review

In any case the way that NGOs are named non-benefit making associations, regardless they stay financial foundations in that they utilize society's rare assets (land, work and capital) to deliver products and ventures. These associations have working expenses, force costs on society to the degree that they utilize commitments and deliberate administrations to give better an incentive than culture and need a solid stream of income to back their main goal and be monetarily manageable. The problem of how Local Non-Governmental Organizations (NGOs) can ensure their sustainability has come into focus in recent years. In the past, this problem was not as intensely felt as there were enough resources to fund projects and programmers (Moore, 2005). With the changing economic environment, world-wide donors' withdrawal, sustainability, is perhaps one of the debated subjects on non-governmental organization (NGOs). With the collapsing up of even monetarily stable NGOs, the customary perspective of manageability being compared with having sufficient assets is extraordinarily tested. The (Peet, 2009), in a paper arranged for the meeting of the Group of Twenty Finance Ministers and Central Bank Governors held in London in April 2009 issued a warning to developing countries. It noted that developing countries faced a financing short falls in 2009 as trade income would decline and rich nations would compete for capital to deal with the global fall. The

World Bank concluded that the impact of the economic depression would make poor countries more needful on development assistance because as richer 11 countries borrow more, it would become more difficult for poorer countries to raise capital.

2.9: Resource-Based Theory

Resource-based view (RBV) of firms is in light of the idea of financial lease and the perspective of the organization as a gathering of capacities. This perspective of procedure has a lucidness and integrative part that spots it well in front of different systems of key basic leadership. The asset based view (RBV) offers basic and central bits of knowledge into why firms with important, uncommon, matchless, and efficient assets may appreciate predominant execution. Its present unmistakable quality is reflected not just by its strength in the scholarly diaries, by its incorporation in driving vital writings which warrants the conclusion that it is broadly educated to understudies and experts in undergrad, bosses' and official projects. Expanding on the RBV, (Madsen, 2003) recommend a more far reaching dialog of maintained contrasts among firms and build up a wide hypothesis of focused heterogeneity. The RBV appears to accept what it looks to clarify. This weakens its logical power. For illustration, one may contend that the RBV characterizes, instead of guesses that managed execution contrasts are the aftereffect of variety in assets and capacities crosswise over firms. The distinction is inconspicuous, however it baffles understanding the Resource Based View's conceivable commitments (Romano, 2003). The Resource Based View's absence of clearness with respect to its center commences and its absence of any reasonable limit hinders productive civil argument. Given the hypothesis' absence of specificity, one can conjure the definition-based or speculation based rationale whenever. Once more, we contend that assets are yet one potential wellspring of focused heterogeneity. Focused heterogeneity can get for reasons other than sticky assets (or capacities) (Romano, 2003). Focused heterogeneity alludes to continuing and efficient execution contrasts among close contenders. The RBV utilizes firms' inside attributes to clarify firms' heterogeneity in system and execution.

A firm is a sorted out, remarkable arrangement of components known as assets and abilities, and RBV hypothesis refers to two related wellsprings of points of interest: assets

and 12 capacities. Assets are a company's aggregated resources, including anything the firm can use to make, deliver, and additionally offer its items to a market. Assets are qualified for lawful security (Amit, 1993); can work freely of firm individuals (Camison, 2005); and intercede as elements in the generation procedure to change over contribution to yield that fulfills needs (Grant, 1991).

2.10: Income Diversification

(Michael, 2012) Considered the expansive examples of wage broadening in Asia and Africa. They noticed that African ranchers regularly have exceedingly broadened edit blends as a methodology to decrease dangers related with climate. Conversely, edit assorted variety in Asia is related with ranchers enhancing far from rice into higher-esteem products and exercises, for example, agriculture, animals, and aquaculture. In an investigation of Zimbabwe, (Diaz, 2003) inspected the connection between salary expansion and family unit welfare. Utilizing family unit overviews did in 1990– 91 and 1995– 96, the investigation measured salary expansion by the quantity of wage sources, the offer of nonfarm wage, and the Simpson list of decent variety (see Chapter 3, area on Indicators of Diversification).

The examination found that in country territories, wealthier families had more differentiated pay sources, while in urban zones the switch was valid. (Diaz, 2003) Likewise found that in his examination that family units living in provincial territories with very factor precipitation will probably have countless sources, which is predictable with the possibility of salary assorted variety as a hazard administration methodology. Utilizing zone and creation insights, (Joshi, 2004) analyzed the patterns in broadening in South Asia over late decades

They demonstrated that the assorted variety of yield generation has expanded since 1980 in most South Asian nations. In India, the southern and western areas are enhancing far from grains toward beats, oil seeds, organic products, and vegetables. In the northern locale, agriculturists are turning from coarse grains to business generation of rice, wheat, and (to a lesser degree) non-grain crops. The eastern area is poorer and less created. Farming is commanded by rice; however the non-rice territories are very differing. Doing

state-level time-arrangement econometric investigation, they demonstrated that pay assorted variety is related with street thickness, urbanization, normal homestead estimate, and per capita salary.

Precipitation is likewise a huge factor: low-precipitation ranges have more differing editing designs than high-precipitation regions. They presumed that expansion from coarse grains to high yielding rice and wheat has effects affected sustenance security, while broadening toward money crops has supported business per hectare and rural fares. Concentrates by (Lay50, 2010) found that provincial family units in a parched town in Burkina Faso have extremely assorted pay sources, depending on edit wage, animals wage, neighborhood nonfarm exercises, and transient work in generally measure up to extents. Interestingly, another town with better agro climatic conditions earned about portion of their pay from edit creation yet was in reality more defenseless against dry spells than family units in the drier 14 zone. Concentrates that attention on enhancement as far as the number and adjust of pay sources are moderately uncommon contrasted with examines utilizing different definitions, especially expansion into nonfarm exercises. These investigations are talked about in the following three areas.

2.11: Transaction Cost Economics

The value-based cost financial aspects (TCE) school has been generally utilized as a part of administration look into, and appears to be especially suited to the investigation and assessment of worldwide sourcing and assembling systems. For instance, (Shieh, 2013) assessed the criticalness of proprietorship and area particular factors in universal creation. He researched that the essential impetus of a firm to disguise its capital, innovation, administration aptitudes itself to create products as opposed to externalize their utilization by taking part in portfolio speculation, authorizing et cetera. It was to stay away from the detriments of outside systems and market flaws, which emerges at whatever point arrangement or exchange costs are high.

2.11.1: Firm competitive advantage

The aggressiveness of high-innovation and information escalated firms is significantly influenced by the globalization wonders. To begin with, due to the regularly high R&D costs, it is of most extreme significance to spread these over countless, including the

quickly developing markets. Second, the progressing worldwide exchange advancement and territorial incorporation into various exchanging obstructs far and wide has additionally diminished exchange and speculation related confinements. Third, innovative advances and specialized institutionalization have in reality come about to the drive-in globalization (Dumitrescu, 2010). The effect of globalization depends on the business innovation lifecycle stage, for example, regardless of whether the business is in a period of maturation and fast development or a time of incremental development and development (Simsek, 2005).

2.11.2: Donor Relationship Management

A study by (Fredrickson, 2005) implemented experimentation and recommended the proximity argument and the slippery slope argument. The proximity argument illustrates that firms are more likely to assist those who are in need close by than the needy person far away. The donation decision, specifically how much and to whom to donate, is directly made by an authorized manager on the basis of cognitive moral rather than a set of specific criteria. Another complementary explanation, the slippery slope argument, demonstrates that if a firm begins to help people in distant places, it will be in part, not all, which seems morally unacceptable. Therefore, the firm ought to help the residual people in distant places, since it would be morally inconsistent if the firm were to help some people not at all; thus the firm has to refrain from helping people in distant places. In addition, ceaseless gifts are ethically inadmissible, in light of the fact that they make the organization come apart.

The investigation assumes that the gift sum is another determinant, on the grounds that the constrained asset confines the gift expectation. The investigation by (Mittal, 2001) propose that with regards to raising support contributor fulfillment with the nature of the administration they are furnished with (as benefactors) would drive 16 consequent dependability, yet that the quality of this effect may change by the profile of the givers being referred to. The position for charities, in any case, is additionally confounded by the organization part that they play and it is plausible that both contributor benefit quality and the apparent nature of administration conveyed to the recipient gathering might be at issue, since it might be contended that benefactors are in certainty obtaining both.

Experimental work has so far neglected to address this issue and the idea of these interrelationships.

The research addresses contributor fulfillment by (Sargeant, 2001) distinguished a positive relationship with unwaveringness, givers showing that they were 'extremely fulfilled' with the nature of administration gave being twice as liable to offer a moment or resulting blessing than the individuals who recognized themselves as only fulfilled. Later work by (Sargeant, 2001) and (Woodliffe, 2005) have affirmed this relationship, while in the last case all the while distinguishing a connection amongst fulfillment and sense of duty regarding the association. Work by (Bennett, 2005) comparatively offers help that there is a noteworthy and positive connection between fulfillment with the nature of relationship promoting movement (for this situation, relationship gathering pledges) and the contributor's future aims and conduct, especially the presumable span of the relationship and the levels of gift advertised.

2.11.3: Legitimacy theory

Legitimacy hypothesis is esteem framework focused (Uwuigbe, 1994). A division exists between the esteem arrangement of associations and those of the general public. Authenticity exists at the hierarchical level when there is coinciding amongst association and society esteem framework. Authenticity alludes to recognitions by key partners that the presence, exercises and effects of Civil Society Organizations (CSOs) are legitimate and fitting as far as focal social esteems and foundations. Authenticity is grounded in the impression of partners in the bigger condition in which the association is implanted (Brown, 2007). It is around an association satisfying its social contract with the general public. Authenticity is the privilege to be and accomplish something in the public eye a feeling that an association is legitimate, acceptable, and defended in its picked strategy A NGO authenticity could be legitimate, majority rule, or earned through esteem included.

2.11.4: Dynamic Capabilities (DC)

In this section of this study, the author might want to seek after the vital point of view of firms' dynamic abilities and how firm can maintain their upper hands over a long stretch. With the reason for building long haul association with the providers, associations must build up the correct capacities and an exploration finished by Hackett Group

demonstrates that exclusive those organizations are performing admirably who can utilize cross-utilitarian group abilities. Because of the development of advancement and mechanical change, company's chiefs are required to check the hypercompetitive conditions and firms will work with those providers who have right innovation, specialists and capacities in their association (Curtis, 2012)

As (Teece, 1997) talked about that, dynamic capacities are built on a contention that a few firms have the capacity to change after some time, and this capacity empowers the chose firms to perform superior to their rivals.

All the company's capacity to oversee in powerful conditions is called dynamic abilities. This is firmly associated with learning; as company's aptitudes set (assets and abilities) are under consistent change, the change should be overseen so it can be as proficient as could be allowed. Dynamic capacities can be characterized for instance as the company's capacity to coordinate, form and reconfigure inner and outside skills to address quickly evolving situations (Teece, 1997), the estimation of dynamic capacities for making upper hand lies in their capacity to modify the asset base by making, coordinating, recombining and discharging assets. Subsequently, dynamic capacities don't consequently prompt upper hand, since the estimation of dynamic abilities varies, which relies upon the varieties in the business condition and hierarchical learning. With the reason for increasing long haul upper hand through powerful abilities the firm needs to utilize the capacities sooner, more keenly or more surprisingly than the rivals keeping in mind the end goal to make asset setups that have that preferred standpoint. For any asset to be a potential wellspring of upper hand there must be heterogeneity in the dynamic capacities and assets; and certain interest for the item or administration needs to exist. In like manner, the dynamic abilities should be uncommon contrasted with the measure of the request, and there must be no other method for actualizing the change. (Helfat, 2003) To condense the dynamic abilities, association's steady conditions can be worked from its center capacities and that can be economical in long run.

Then again, to fabricate the dynamic capacities, firm ought to be able to change, authoritative learning and to develop new arrangements. Without considering, firm supervisor need to comprehend the assets and the exercises, with the goal that director

will have the capacity to distinguish which exercises include esteem and which don't. Other than DC, it is profoundly prescribed for troughs to comprehend the esteem system and esteem chain (Smith, 2008).

2.11.5: Conclusions from literature review

(Doppelt, 2003) Observed that since the mid-1980s, there had been tremendous development of sustainable development initiatives (organizations) world-wide. Despite the increased activities of these organizations, their progress towards sustainability had been slow. In his search to find out why so few organizations had successfully adopted effective sustainability measures, (Doppelt, 2003) came up with seven key Sustainability blunders. He was convinced that any organization that would take note of these blunders would be taking the first step in creating a sustainable enterprise. With no unmistakable vision of maintainability, association attempting to receive an economical way for the most part need lucidity about what they are endeavoring to accomplish. Without an unmistakable vision, these associations regularly expect that being in consistence with the law is the sole reason for their approaches. Be that as it may, consistence is a back ward arranged vision concentrated on what not to do.

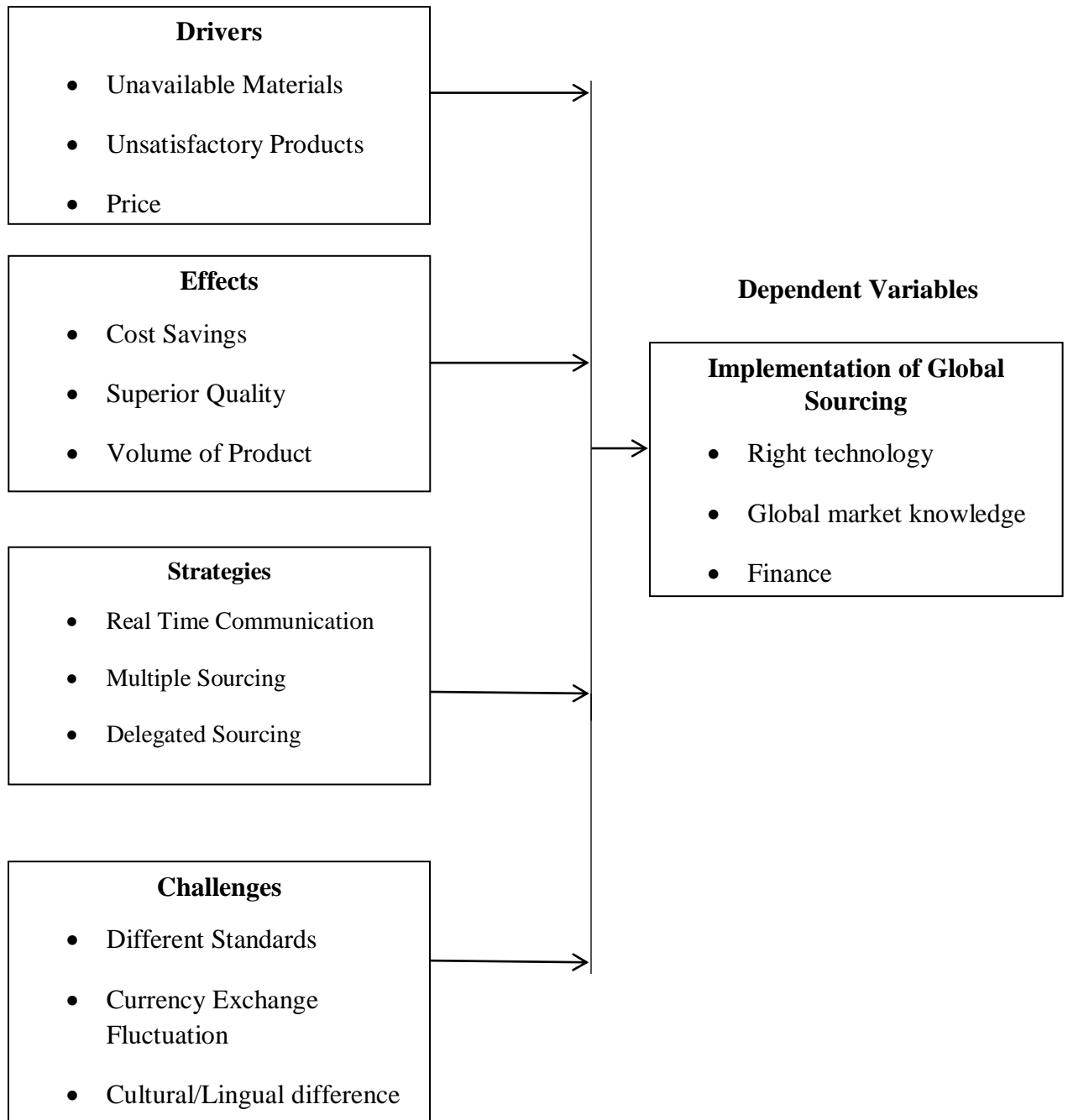
supportability is a forward-looking vision that energizes individuals and inspires their full help despite the existence of Ngo way back there have been little done of how they can be self-dependence without relying on donor funding a thing that result to their manipulation and when the funding is withdrawn this leads to their pull out and abandon their operations as they cannot sustain themselves on their own. Under management, (MacDonald, 2000) noted the factors influencing sustainability to include establishing accountability, efficient administrative systems and personnel management systems.

We can presume that the key components of budgetary manageability incorporate ideal utilization of assets, guaranteeing practical and cost useful intercessions, accessibility of money related assets, access to national government and non-legislative assets, evasion of over financing past the undertakings ability for development, research and observing and assessment. These will require certain measures including taking advantage of multiple

sources of funding, accessing governmental funds and donor funds, avoid over funding of projects and instituting cost efficiency and cost benefit analysis system

Figure 1 Conceptual framework

Independent Variables



CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter touches on Research design, purpose of the research design, target population, sample design, data collection and procedure for data analysis as well as presentation.

3.2: Research Design

According to (Kolbe, 1991) research design is the arrangement and structure of examination so imagined in order to get answers to explore inquiries or test the exploration theories. The arrangement speaks to the general methodology utilized as a part of gathering and breaking down information so as to answer the exploration questions. (cooper, 2003) condenses the fundamentals of research plan as an action and time based arrangement; constantly in view of the exploration question; manages the determination of sources and sorts of data; a structure for indicating the relationship among the examination factors and layouts the methodology for each exploration action. In this investigation, exploratory research configuration was adjusted The exploratory research design was chosen due to the its qualitative nature for collecting and analyzing in-depth textual data for gaining adequate understanding of the problem from the perspectives of the research participants (Huberman, 2002).

3.3: Target Population

Target population is the entire group of people that is of interest to the researcher, target population is also a whole set of individuals who meet the sampling criteria (Hauback, 2002), Target population of this study included the management and the procurement department of NONDO team of 120 respondents. The organization was selected because it has elaborate procurement systems and also engaged in global sourcing.

The target population is as follow;

Table 3.1 Population Size

Table 1 Target Population

Population Category	Target	Percentage (%)
Management	40	33
Procurement Personnel	80	67
Total	120	100

Source (Study, 2017)

3.4: Sampling Procedure and Sample Size

(Ngechu, 2004) Underscores the significance of choosing an agent test through influencing an inspecting to outline. From the populace outline the required number of subjects, respondents, components or firms will be chosen keeping in mind the end goal to make a specimen. The examining outline for any likelihood test is an entire rundown of the considerable number of cases in the populace from which a specimen is drawn. An example is a littler and more open sub set of the populace that enough speaks to the general gathering, along these lines empowering one to give a precise (inside worthy points of confinement) photo of the populace all in all, as for the specific parts of interests of the investigation. From the populace outline the required number of subjects, respondents, components or firms were chosen keeping in mind the end goal to make an example. Stratified proportionate irregular examining method was utilized to choose the example. As per (Oso, 2009), stratified proportionate irregular inspecting procedure creates evaluations of general populace parameters with more prominent accuracy and guarantees a more illustrative example is gotten from a moderately homogeneous populace. Stratification intends to decrease standard mistake by giving some control over change. Measurably, with the end goal for speculation to occur, the investigation tested half of the respondents for decrease of inspecting mistakes. The sample population is as follows;

Table 2 Sample Size

Population Category	Target Population	Sample Size(50% of target)	Percentage (%) of Population
Top level Management	40	20	50
Procurement personnel	80	40	50
Total	120	60	100

Source (Study, 2017)

3.5: Instruments.

In this study, the main data collection tool to be used by the researcher was a questionnaire. The advantage with this tool is that within a short duration of time it can be administered to a large group of respondents (Kombo, 2006) Questionnaires are also generally preferred for this study because they ensure a wide range of respondent perception. The questionnaire consisted of both open-ended questions and the closed questions. Open-ended questions will be for in-depth information while the closed ones will easily be analyzed and understood. For the closed ended items on the questionnaire, responses will be measured on a liker scale, e.g.

1=Strongly Disagree 2=Disagree 3=Uncertain 4=Agree 5=Strongly Agree.

The questionnaire was divided into 5 sections, where section 1 comprises of the socio-demographic data; Section 2, Drivers of global sourcing; Section 3 effects of global sourcing'; section 4 sourcing strategies and section 5 comprised items on challenges of global sourcing. The survey questionnaire item was being self-administered to the targeted respondents in the target NONDO organization. Personal interviews with the respondents was also be used to compliment information derived from the questionnaire items. The researcher developed an interview guide with a set of prepared questions and where also un-structured interviews were conducted to gather information that may not have otherwise been anticipated during the construction of the data instrument.

3.6: Validity and reliability test

Validity is the degree to which the instrument utilized as a part of research measures what it implies to quantify. As indicated by (Mugenda, 2003), Validity is the precision and seriousness of inductions which depend on the exploration comes about. In order to improve validity, experts will be used to validate the value content of the instrument then modifications will be made where necessary. Information gathered was also cross-checked with other secondary sources to ensure authenticity and accuracy.

Unwavering quality eludes to the consistency or rather the steadiness of the scores got from tests and evaluation methodology. (Mugenda, 2003) Contend that unwavering quality is a measure of how many a scientist's instrument yields reliable outcomes or information after rehashed trials. To guarantee unwavering quality, hypothesizes that consistency with which poll or test things are addressed or people scores remain generally the same can be resolved through the test-retest strategy at two unique circumstances.

This method involved administering the questionnaire at an interval of one week as a pilot test to the same group and then comparing the two scores. Comments which were made by the pre-testing respondents was used to adjust and improve the instrument.

3.7: Data Collection Methods and Procedures

Data was gathered through the administration of questionnaire to a cross-section of respondents drawn from the various categories. The respondents were requested to fill the questionnaire as the researcher waits. This helps to reduce instances of non-responses. The questionnaires were also left behind and picked later helping to increase the proportion of usable responses. Follow-ups were done through telephone calls, e-mails and personal interviews to ensure a viable response rate for the study. The questionnaires were scrutinized for errors and omissions, ambiguity, legibility and relevance.

3.8: Data Analysis

The collected data was analyzed was broke down utilizing both quantitative and subjective information examination techniques. Quantitative technique included both

enlightening and inferential investigation. Distinct examination, for example, frequencies and rates were utilized to introduce quantitative information in type of tables and diagrams. Information from survey was coded and signed in the PC utilizing Statistical Package for Social Science (SPSS V 17.0). This included coding both open and shut finished things keeping in mind the end goal to run basic expressive examinations to get gives an account of information status. Elucidating insights includes the utilization of total and relative frequencies, measures of focal inclination and dispersion. Information gathered through the open-finished inquiries and examination of records was investigated subjectively through substance investigation the collected data was first being transcribed before coding the data into themes or categories this involved breaking down the data into manageable pieces, arranging and filtering while at the same time hunting down sorts, classes, arrangements, procedures, examples or topics. The point of this procedure was to amass or reproduce the information in a significant or intelligible design (Jorgensen, 1989). The categorizing was typically based on the major research questions guiding the study. Generalization from the themes about the phenomena in question and discussion in the light of the available literature was then made.

3.9: Analytical model

The investigation additionally made utilization of different inferential insights. The factors were figured in the multivariate relapse demonstrate. The measures of the autonomous factors, utilizing the rating/Liker scales were changed over to mean esteems and afterward to rates to allow the utilization of direct show. Measurable hugeness of the autonomous factors was dictated by utilizing the F-test. Utilizing the relapse Durbin Watson test for autocorrelation of models residuals, t-test for coefficients significances were likewise tried. The regression equation

$$(Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4+ \epsilon):$$

Whereby Y = Sustainability

X1 =Strategic Financial management (SFM)

X2= Donor Relationship Management (DRM)

X3= Own Income Generation (IG)

X4= Income Diversification (ID)

ϵ = Error Term

Sustainability suggests that society must utilize to a greater extent an asset than can be recovered. Vital money related administration alludes to investigation of fund with a long haul see considering the vital objectives of the undertaking. Operationalization factors are; budgetary arranging, money related examination, design execution, resource choice, stock choice and investment checking Donor relationship management- develops new and existing donors into partners who will ideally give at increasingly higher levels and more consistently. Operationalization variables are; donor segmentation, enhanced meaningful communications, uses information management, providing accountability, implementing a comprehensive recognition program. Own income generation- those initiatives that that influence the monetary parts of individuals' lives using financial apparatuses.

Operationalization variables are; social entrepreneurship, unrestricted income generating activities, business activities Salary broadening alludes to as increment in the quantity of wellsprings of wage or the adjust among various wellsprings of pay. Operationalization factors are; raising support and improvement design, tapping global financing streams, corporate givers sourcing, owning and overseeing organizations.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.0 Introduction

In this chapter the findings from the respondents are tabulated and analyzed to help the researcher in achieving objectives under study projected in the constructs. All the variables are analyzed individually to have specific results to inform the study on the way forward. The data presents response from the management and procurement personnel at NONDO non-governmental organization. The specific constructs tested on global sourcing are: Global sourcing drivers, effects, strategies and challenges of global sourcing.

Section A: Demographic Information

4.1 Demographic Information

The demographic information was necessary to be established in the study to have the background information of the respondents necessary for analysis. The following information was sort from the participants:

The total population of the respondents was 60 where 41 were women and 19 men meaning that the women were dormant in the study. The age of those interviewed had those below 24 years of age at 89% and then the majority was between 25-30 years at 36%. Those between 31-40 years stood at 22% while those ranging from 41-45 were at 16% and finally those above 45 years had 8%. There was also identifying the level of education from the respondents and it was noted that 8% of the sample population had done a certificate course , the highest were those with a diploma at 38% then those with the bachelor's degree at 10% and then finally the post-graduate level of education had 4%.

Then finally the length of time that an individual respondent had worked at NONDO was examined and it was established that those worked between 1-2years were at 15% with simple majority falling between 2-4 years at 25% and then those above 5 years had 20%.

The summary of the data has been tabulated in the table below:

Table 3 Respondents Characteristics

Respondents' characteristics	Frequency	Per cent	
Age	Below 24	11	18%
	25-30	22	36%
	31-40	13	22%
	41-45	9	16%
	Above 45	5	8%
Gender	Male	19	32%
	Female	41	68%
Duration of work	1-2 years	15	25%
	2-4 years	25	42%
	Above 5 years	20	33%
Level of Education	Certificate	8	13%
	Diploma	38	63%
	Bachelor's degree	10	17%
	Post- graduate	4	7%

Section B: Drivers of Global Sourcing

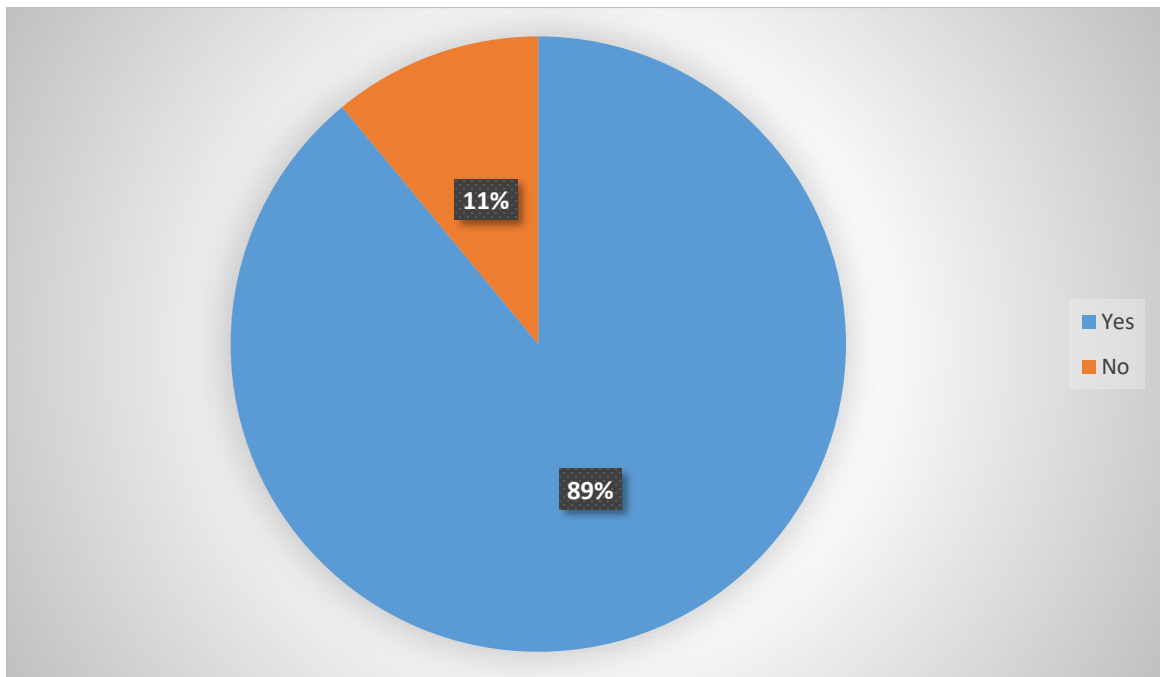
4.2 Unavailability of materials

The researcher to sort and establish if the absence of the necessary materials needed for operations at NONDO influences sourcing globally. 89% of the respondents agreed to it as being a driving force while the remaining 11% did not agree.

Table 4 Drivers of Global Sourcing

Unavailability of materials	Frequency	Percentage
Yes	53	89
No	7	11
Total	60	100

Figure 2 Drivers of Global Sourcing



It was evident from the tabulation that unavailability of the materials influences global sourcing the number of those who agreed to it was enormous and substantial enough.

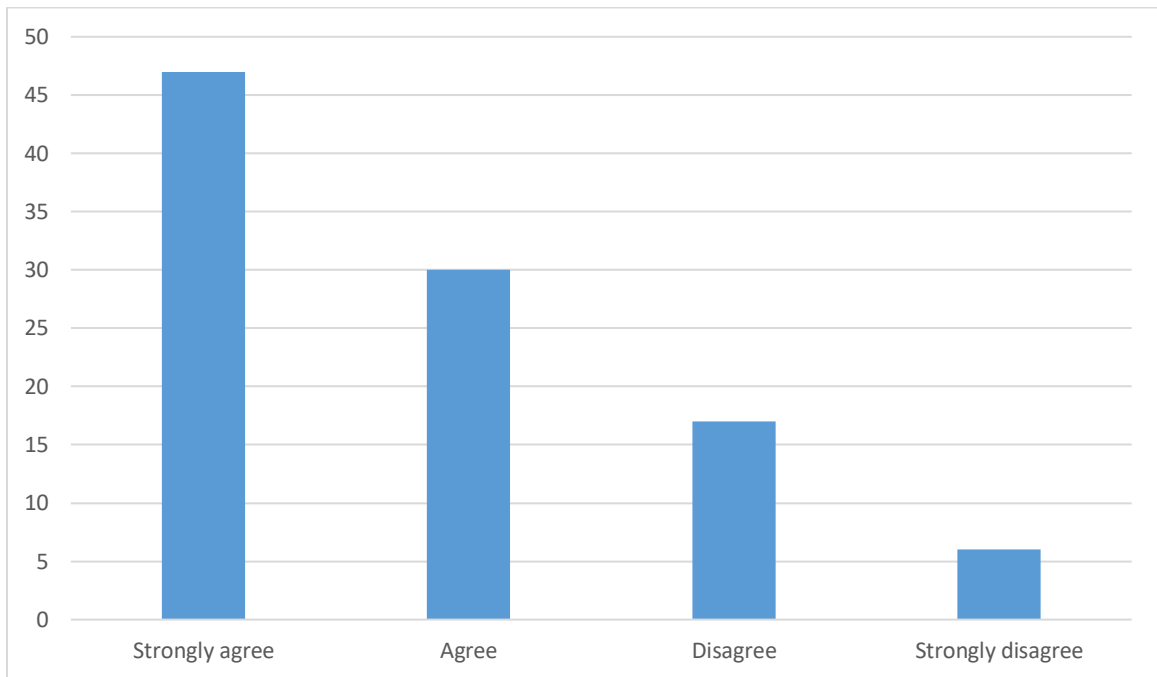
4.3 Unsatisfactory products to global sourcing

The research tested how the unsatisfactory products can lead to global sourcing as one of the drivers and the results were tabulated on a table as indicated;

Table 5 Unsatisfactory Products to global Sourcing

Unsatisfactory Products	Frequency	Percentage
Strongly agree	25	47
Agree	18	30
Disagree	10	17
Strongly disagree	7	6
Total	60	100

Figure 3 Unsatisfactory Products to Global Sourcing



The 74% of the participants agreed that products that are not satisfying for use at NONDO was a determining factor for sourcing globally while 26% of them did not agree to that narrative. That means that global market offers variety and to the specific needs and that makes satisfaction a necessary factor that has to be met through global sourcing.

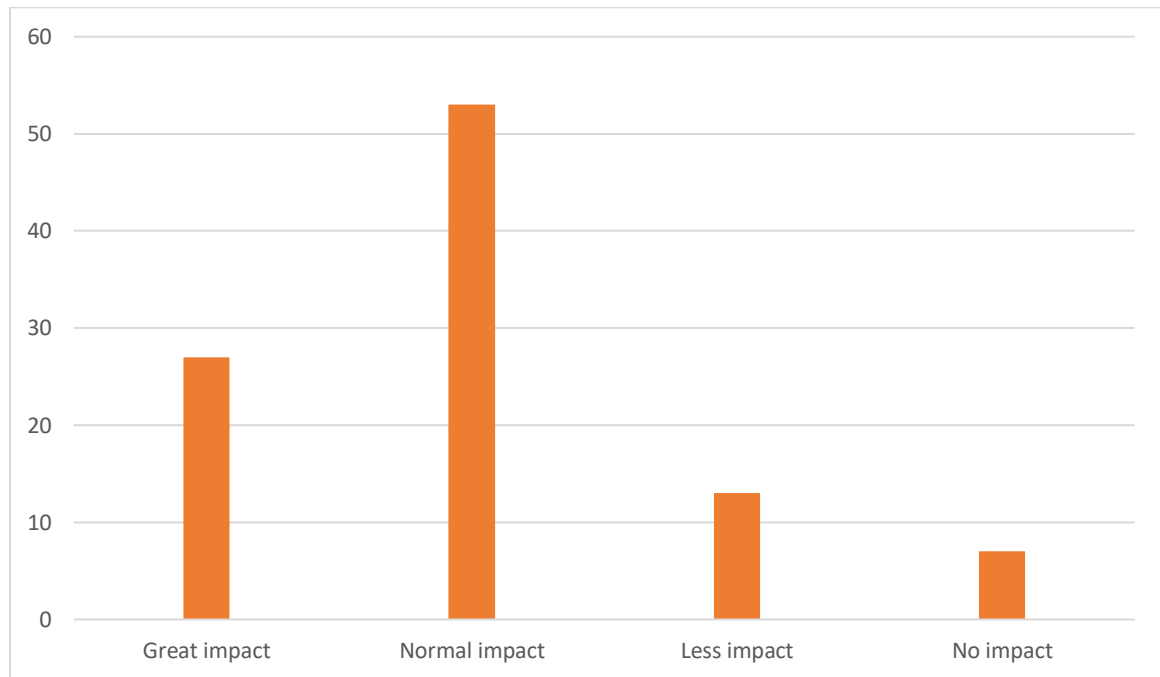
4.4 Pricing to Global Sourcing

There was need to also establish pricing of products and services as a driver to global sourcing and the information gathered from the respondents were put on the table.

Table 6 Pricing to Global Sourcing

Pricing	Frequency	Percentage
Great impact	16	27
Normal impact	32	53
Less impact	8	13
No impact	4	7
Total	60	100

Table 7 Pricing to Global Sourcing



It was noted that those who attributed to the fact that pricing impacts on global sourcing stood at 80% making it a serious factor to be considered in the event of planning to procure abroad. The 20% indicated that there is no impact of pricing on sourcing globally.

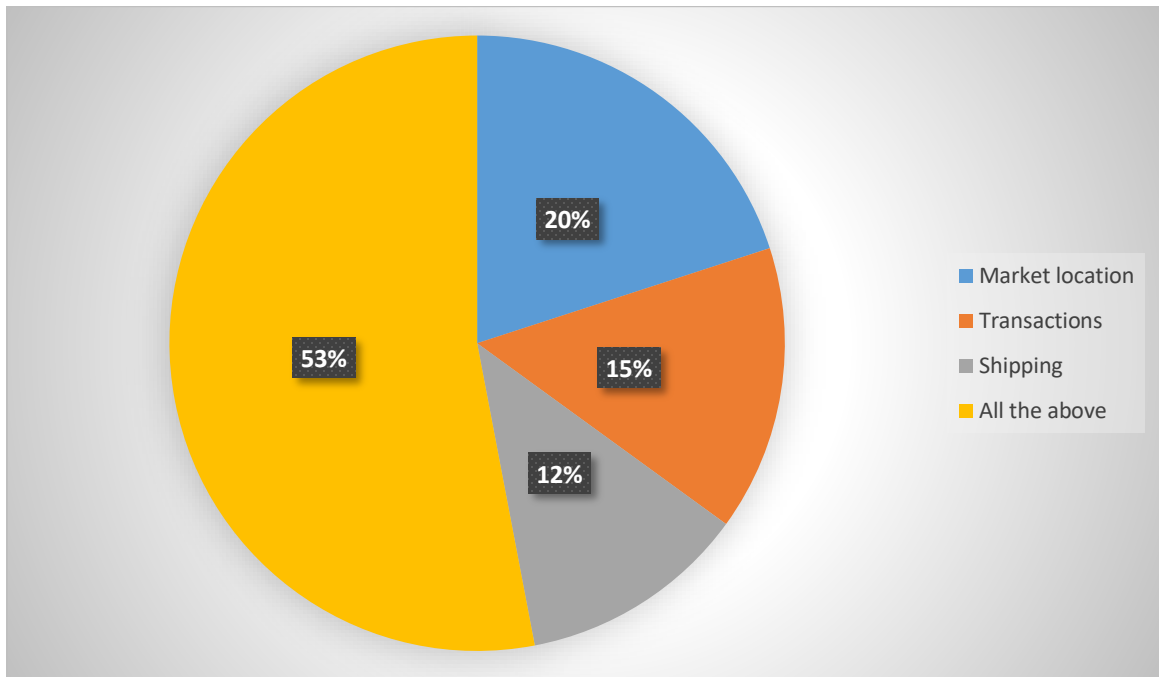
4.5 Role of technology on global sourcing

Technology has become the most reliable tool for effective procurement and sourcing. It has also made the world a global village and that is why the researcher sorts for the roles of technology in the process of global sourcing.

Table 8 Role of Technology on Global Sourcing

Role of technology	Frequency	Percentage
Market location	12	20
Transactions facilitation	9	15
Shipping	7	12
All the above	32	53
Total	60	100

Figure 4 Role of Technology on Global Sourcing



From the data collected, greater part of the respondents indicated that the mentioned factors (market location, transaction facilitation and shipping) are facilitated by technology in the process of global sourcing.

Section C: Effects of global sourcing

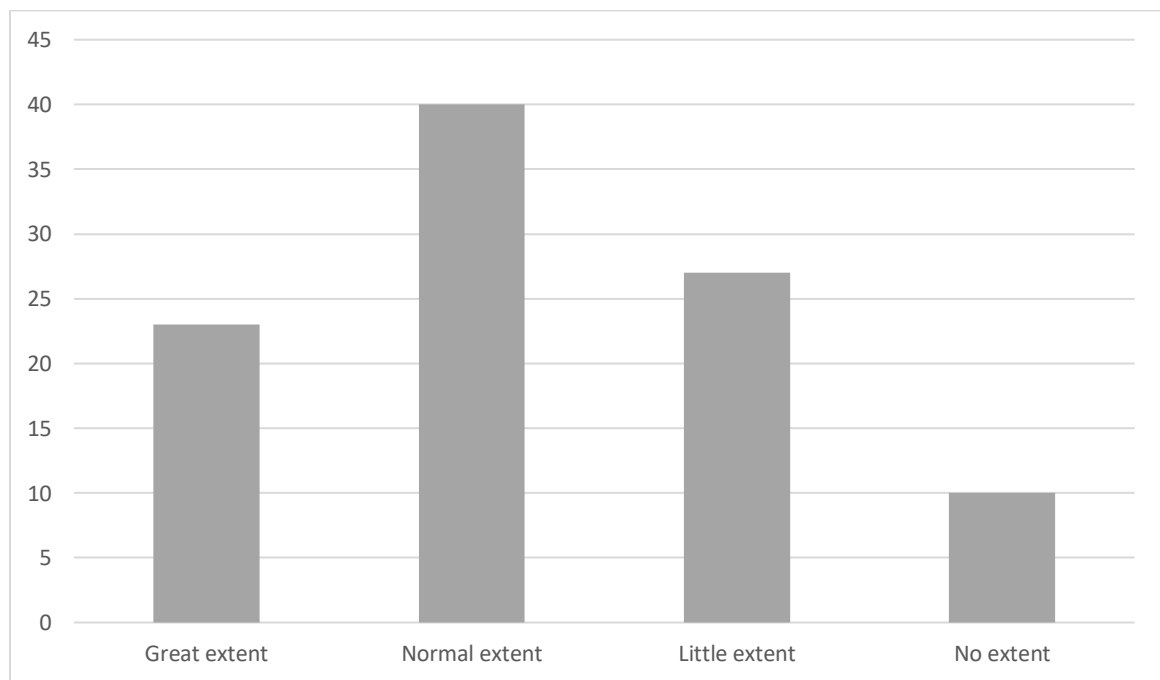
4.6 Cost savings on global sourcing

Saving costs is an important aspect in every organization and therefore the extent at which global sourcing has on saving costs was what was sort from the participants.

Table 9 Effects of Global Sourcing

Global sourcing effects	Frequency	Percentage
Great extent	14	23
Normal extent	24	40
Little extent	16	27
No extent	6	10
Total	60	100

Figure 5 Effects of Global Sourcing



There was a supportive agreement that global sourcing has some effects on cost savings with majority at; 40% terming it normal effect as compared to 23% great extent effect

and 27% little affect extent. This is a clear indication that global sourcing is one of the factors necessary cost saving.

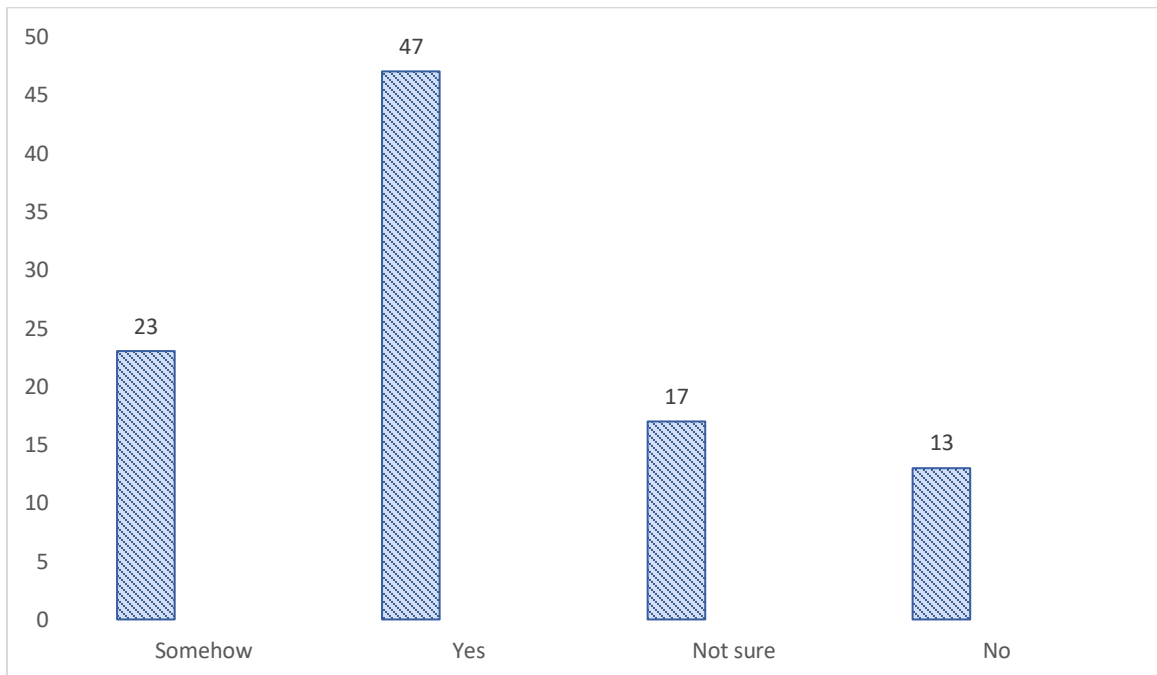
4.7 Superior quality to global sourcing

The researcher wanted to know if the quality of product was an important aspect in the consideration of global sourcing. The data was recorded and tabulated in the table as indicated;

Table 10 Superior Quality of Global Sourcing

Superior quality	Frequency	Percentage
Somehow	14	23
Yes	28	47
Not sure	10	17
No	8	13
Total	60	100

Figure 6 Superior Quality of Quality Sourcing



The findings noted that a considerable number of 47% agreed that the quality of products had influence on the global sourcing. Others at 23% noted that the quality of products had a little influence on sourcing of products and services globally. The remaining group had mixed reactions where some were not sure and others did not agree at all.

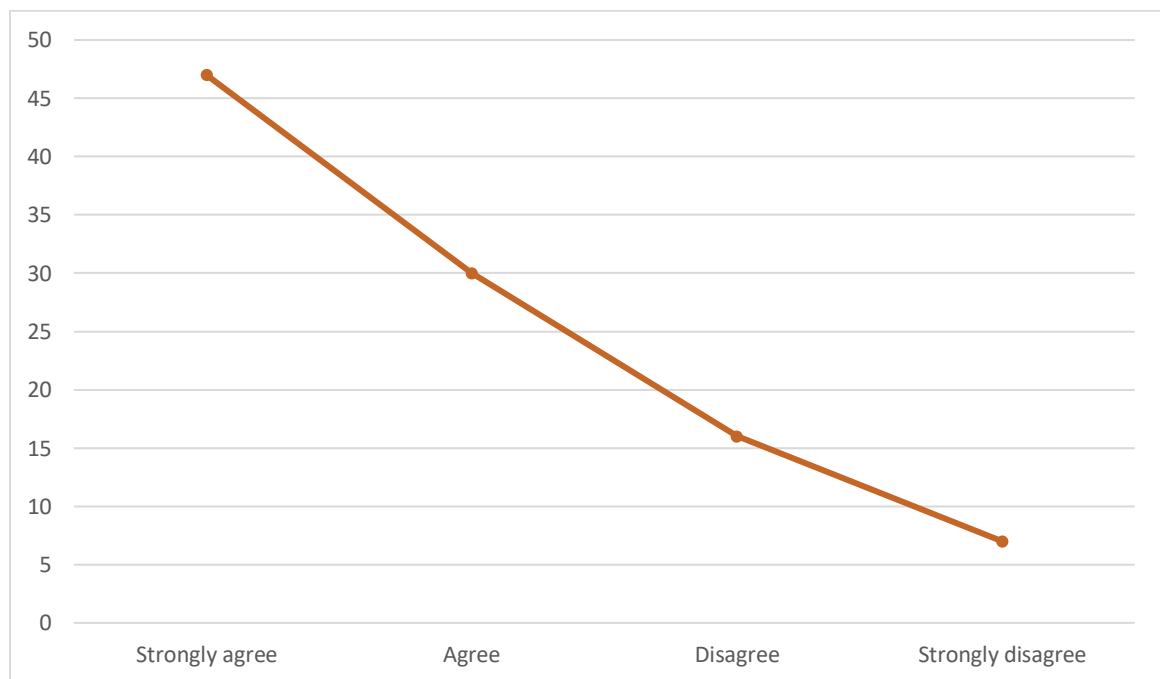
4.8 Volume of product to global sourcing

The volume of product in this context means the quantity of products available for sufficient operation. There was need to establish whether the shortage of the products on demand determines global sourcing.

Table 11 Volume of Product to Global Sourcing

Product volume	Frequency	Percentage
Strongly agree	28	47
Agree	18	30
Disagree	10	16
Strongly disagree	4	7
Total	60	100

Figure 7 Volume of Products to Global Sourcing



Out of the total number of respondents, 47% of them indicated that product volume has much effect on global sourcing. 30% also agreed and therefore 77% were of the same opinion though with differing conviction. The other remaining 24% did not agree to it.

Section D: Strategies for global sourcing

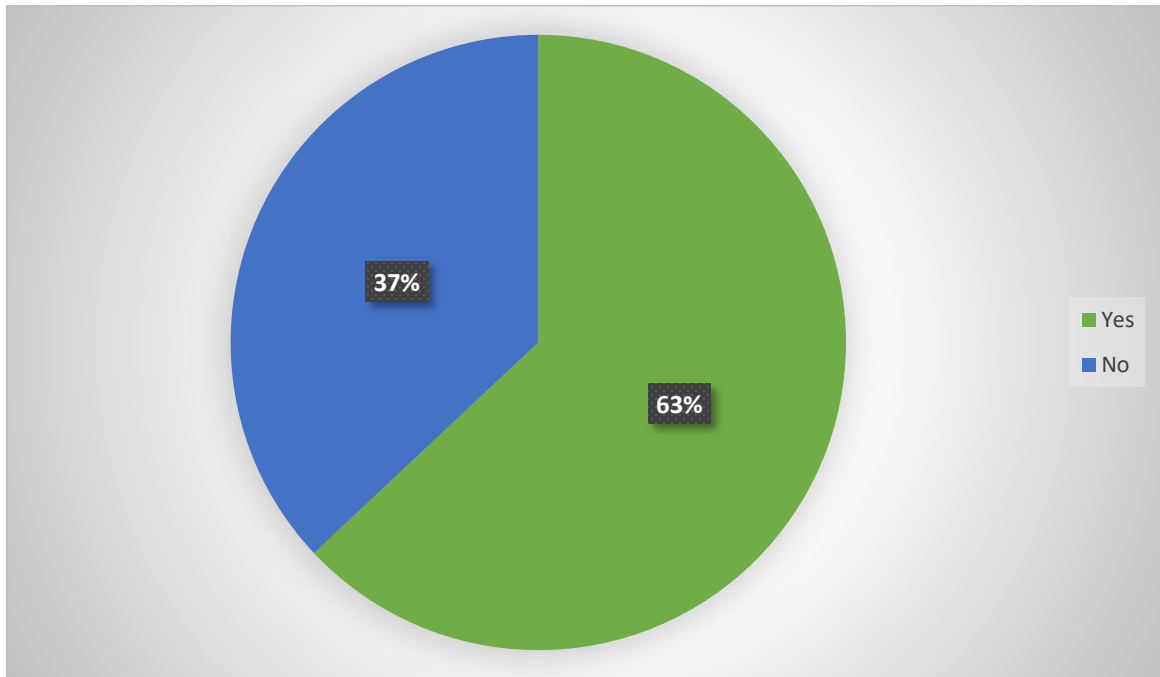
4.9 Real time communication to global sourcing

Real time communication ensures efficiency and timely engagement and achievement of the target consignment or commodity during the sourcing process. The researcher therefore wanted knows from the employees at NONDO if real time communication is a reliable strategy in global sourcing.

Table 12 Strategies for Global Sourcing

Real time communication strategy	Frequency	Percentage
Yes	38	63
No	22	37
Total	60	100

Figure 8 Real Time Communication



It was clear from those interviewed that real time communication is a reliable strategy to consider when sourcing globally for efficiency and time bound according to 63% of participants. The other 37% did not accept it as a strategy.

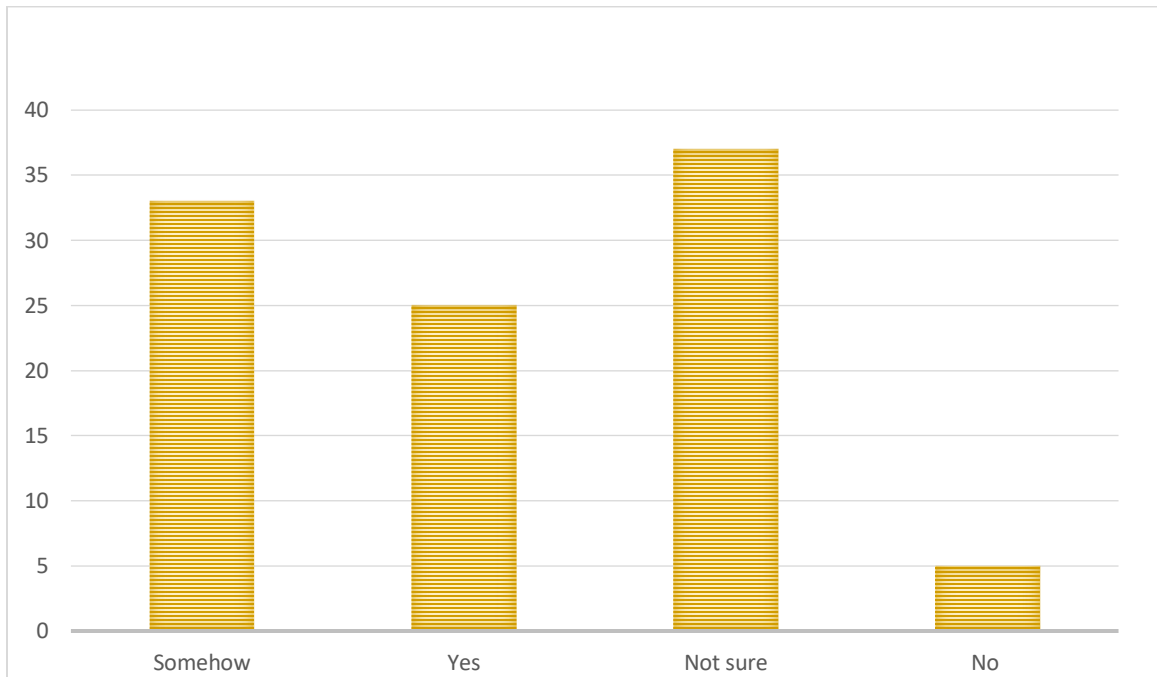
4.10 Multiple sourcing on global sourcing

This was to explore the use of multiple sourcing as a strategy at NONDO in their process of sourcing globally and the responses were tabulated.

Table 13 Multiple sourcing on Global Sourcing

Multiple sourcing	Frequency	Percentage
Somehow	20	33
Yes	15	25
Not sure	22	37
No	3	5
Total	60	100

Figure 9 Multiple Sourcing



Multiple sourcing is evidently done at NONDO during global sourcing according to 58% of the respondents. A considerable number at 37% were not sure of the use of multiple sourcing as a strategy and then 5% rejected the strategy being used at the organization.

Section E: Challenges of Global Sourcing

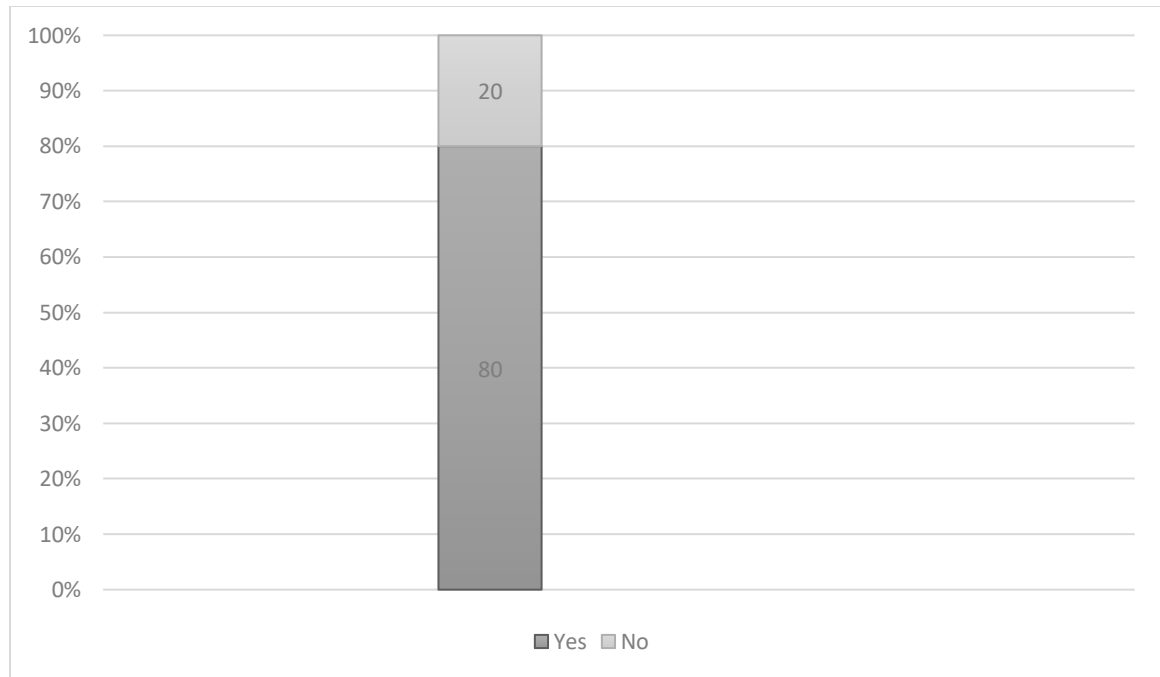
4.11 Perennial Challenges to global sourcing

On the facing global sourcing, there was need to establish existence of perennial challenges during global sourcing. After data collection, the results tabulated were as follows;

Table 14 challenges of Global Sourcing

Challenges	Frequency	Percentage
Yes	48	80
No	12	20
Total	60	100

Figure 10 Challenges of Global Sourcing



It was very clear that 80% of the respondents agreed that there exists a perennial challenge that affects the process of global sourcing. 20% did not agree that the challenges exist. The response is clear that those agreeing to the existence of challenges are those dealing with sourcing directly and there experience the challenges but those who did not agree seem not involved in the process.

4.12 Common challenges facing global sourcing

The researcher identified some of the common challenges on the global market that easily affects sourcing and therefore it was necessary to establish if NONDO faces the same challenges and at which rate.

The following statements were rated;

1. Different standards and regulations in global sourcing.
2. Currency exchange rate fluctuated in global sourcing.

3. Cultural and lingual difference in global sourcing.
4. Volatile monetary and political condition in worldwide sourcing.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total respondents
Statement a)	27	16	3	10	4	60
Statement b)	25	20	5	8	2	60
Statement c)	28	18	4	10	0	60
Statement d)	14	10	15	20	1	60

From the challenge statements it is worth noting that majority of the respondents either strongly agreed or agreed to the existence of the listed challenges apart from the challenge of volatile economic and political environment where majority disagreed to it though a considerable number were neutral.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0: Introduction

This chapter brings forth what was presented in chapter four in a summary form and therefore specific constructs are summarized and then a conclusion drawn from it. Then recommendations are made from the conclusion to offer the entire study an informed way forward.

5.1 Summary

The study presented the demographic data that which showed that the female interviewed were more than male. The age bracket of 24-36 years of age consisted of the majority respondents though those below 24 years were the second majority showing that NONDO non-governmental organization has the young population being majority of the employees. Those with diploma level of education were the majority and those with undergraduate coming in second followed by certificate course holders and then the post-graduate were the least. The period of service at the organization was highly characterized by those with 2-4 years then with above 5 years being second, those below 2 years were the least.

5.1.1 Drivers of Global Sourcing

It was noted that unavailability of materials influences global sourcing enormously for the sake sustainability. Another reason that was identified was the unsatisfactory products and therefore pushes for sourcing globally due to the existence of the variety of products with needed qualities according to the majority respondents. Pricing was of products and services were also another factor that determines sourcing internationally and therefore terming it an important aspect when planning to source. Technology was also confirmed to be a key factor especially in market location, transaction facilitation and shipping in the process of global sourcing.

5.1.2 Effects of global sourcing

It was clear from the respondents that cost savings has direct effect from global sourcing with most of the respondents terming it the normal effect especially on bulk sourcing. It was also established that global sourcing results to superior quality that would otherwise not acquired locally. The volume of the products was also cited as the benefit from global sourcing according to the majority of participants.

5.1.3 Strategies for global sourcing

Communication here was noted and specifically on real time communication becoming a strategy for global sourcing for efficiency and time bound in respect to majority respondents though a considerable number did not agree. Multiple sourcing also came in play as strategy for global sourcing used at NONDO from the respondents slightly above average but a good number were not sure whether it is used at the organization or not.

5.1.4 Challenges of Global Sourcing

On the challenges the organization face in global sourcing, there was established existence of the perennial/common challenges encountered in the process. The common challenges faced as rated from the respondents were; Different standards and regulations in global sourcing, currency exchange rate fluctuation, cultural and lingual difference in global sourcing. The only challenge that was not common was volatile monetary and political condition in worldwide sourcing.

5.2 Conclusion

From the summary it is clear that the organization has a young generation for its employees with majority of them are diploma holders, this also means that few with undergraduate enroll for higher education while working there. A minimal number percentage are post-graduates in the management.

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APPENDIX II:

QUESTIONNAIRE FOR FACTORS AFFECTING GLOBAL SOURCING AT NONDO NON-GOVERNMENTAL ORGANIZATION.

Section A: Background Information

1. Your gender:

Male

Female

2. Your age bracket

Below 24 Years

25 - 30 Years

31 - 34 years

35 - 40 years

41 - 44 years

45 - 50 years

Over- 51 years

3. What is your highest education level?

Secondary certificate

Certificate

Diploma

Bachelor's degree Postgraduate degree

others-

specify.....

4. Working Period/Experience in the Organization

1-2 years

2-4 years

5 years and above

Section B: Drivers of global sourcing

5. Does unavailability of materials influence global sourcing at Nondo?

Yes

No

6. Do you agree that unsatisfactory products leads to sourcing globally to get the products?

Strongly agree

Agree

Disagree

Strongly disagree

7. Pricing is one of the factors that determine sourcing of products and services. Does it has any impact on global sourcing?

Great impact

Normal impact

Less impact

No impact

8. What is the major role of technology in the process of global sourcing?

Locating market through internet

Facilitate transactions such as payments

Shipping

All the above

Section C: Effects of global sourcing

9. To what extent do you think global sourcing has on cost savings?

Great extent

Normal

Little extent

No extent

10. The superior quality of products and services are very important to consider when sourcing globally. Could globalized sourcing ensure acquisition of superior quality at NONDO?

Somehow

Yes

Not sure

No

11. The volume of product is where there is plenty and enough products according to the need of the organization. Do you agree that global sourcing has made it possible for NONDO to attain the required product volume?

Strongly agree

Agree

Disagree

Strongly disagree

12. Do you agree that global market competition helps the organization to learn how to do business in a potential market, and improve their company image?

Strongly agree

Agree

Disagree

Strongly disagree

Section D: Strategies for global sourcing

13. Do you think real-time communication can be a strategy to simplify a complex process of sourcing globally especially for international connections?

Yes

No

14. In global sourcing, multiple sourcing increases competition and lowers suppliers switching costs whenever they feel so. Is this kind of strategy used at NONDO?

Somehow

Yes

Not sure

No

15. Delegated sourcing is where a client communicates to the main supplier through a sub-supplier but the main supplier delivers the products and services directly to the client. Which of the following is suitable for non-governmental organizations?

Reduce transaction cost

Information sharing

Necessary for complex sourcing

Strengthen networking

Section E: Challenges of Global Sourcing

16. Are there perennial challenges faced during global sourcing?

Yes

No

1. 17. The following statements outline the common challenges faced during global sourcing. Please indicate with a (√) to the statement with a rating on the scale of 1 to 4. (1= Strongly Agree, 2= Agree, 3= Disagree, 4= Strongly Disagree).

• Statement	1	2	3
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1. Different standards and regulations in global sourcing.

2. Fluctuation of currency exchange rate in global sourcing.
3. Cultural and lingual difference in global sourcing.
4. Volatile economic and political environment in global sourcing.

THANK YOU