

IMPACT OF SOCIAL PROTECTION FUND APPROACHES ON SUSTAINABLE LIVELIHOODS IN KISUMU COUNTY. A CASE STUDY OF INUA JAMII PROGRAMME

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ABSTRACT

The purpose of this study was to examine the impact of Social Protection Fund Approaches on Sustainable livelihoods in Kisumu County, Kenya. This study employed a cross-sectional research design with the population of 100 respondents. This study was guided by the following research objectives; to establish the effects of provisional social protection fund on sustainable livelihoods in Kenya, to determine the effects of preventive social protection fund on sustainable livelihoods in Kenya Data were sampled using Stratified purposive sampling. Under this study, descriptive statistics were used. Questionnaire and observation were the main tools for collecting data. This study found that provisional social protection fund had a significant impact on sustainable livelihoods in Kisumu County, Kenya. This study concluded that there are higher expectations related to dependency syndrome among those who would otherwise be able to wean off the programme. Additionally, the study concluded that the goal of sustainable livelihoods faces the problems such as: of inadequate financial knowledge, lack of harmony between national and county government social services operations around safety nets programmes as well as conflict of interests among local leaders. This study recommended that, implementation of policies in a multimodal way to bridge gaps and strengthen collaboration between all actors at all government levels countrywide, adequate staffing to attract and retain/replace skilled personnel as well as scale up information, communications and education on social programmes and other government social economic policies for improved population positive public participation and desired impact devoid of political activities.

Key Words: Social Protection Fund, Sustainable livelihoods

INTRODUCTION

Social insurance assumes an especially critical job in understanding the right to human standardized savings for aged people, in guaranteeing salary security and access to fundamental administrations including wellbeing and care benefits in a way that advances their rights and pride. Solid wellsprings of salary security assume an especially critical job for more established people. As individuals become of age, they can depend less and less on wage from work for various reasons: while exceedingly instructed experts may frequently proceed with all around compensated occupations until late in their life, most of the populace is normally rejected from access to generously compensated employments at more seasoned ages (SPDILO, 2014).

In Myanmar, Social protection, in a frequently used technical taxonomy, is divided into social security and social assistance (ILO). Hanlon, Hulme & Barrientos (2010) state that social security includes contribution-based old-age pensions, unemployment and accident insurance, and contributory health insurance; these forms tend to be concentrated in the formal sector i.e. government service and large private sector companies. Social assistance includes social transfers that are financed through government taxation or official development assistance and thus by definition are non-contributory.

Lately, many countries and undeveloped nations have attempted incredible endeavors to extend the inclusion of contributory benefits plans and to set up non-contributory annuities to ensure essential wage security in maturity to all. In the meantime, higher wage nations undertaking financial solidification are changing their annuity frameworks for cost investment funds, by means including raising the retirement age, lessening benefits and expanding commitment rates. These modifications are lessening state duty regarding ensuring pay security in maturity and moving huge parts of the monetary dangers related with annuity arrangement on to people, in this way undermining the sufficiency of benefits frameworks and decreasing their capacity to forestall neediness in seniority (SPDILO, 2014).

The Government of Kenya, at the national level is currently supporting four unconditional CT programs is currently divided into: Hunger Safety Net Program, Older Persons Cash exchanges (OPCT), Orphans and Vulnerable Children (OVC-CT) and Persons with extreme handicaps (PWSD-CT). All in all, in excess of 0.6m families are accepting money exchanges over the Kenyan counties. The responsibility by the administration to improve and grow the current Older Persons Cash Transfer Program (OPCT) into a more comprehensive program that gives exchanges to every single more established individual matured 70 years is educated to some extent by an attainability think about authorized by the Help Age International together with the at that point, Ministry of Gender, Children and Social Development in 2011 and an investigation visit by the Ministry to Brazil and various meetings and arrangements inside government and different partners. The Ministry of East African Community, Labor and Social Protection (MEACLSP) propelled another social help unqualified money exchange program known as the InuaJamii 70 years or more money exchange program on 5th July, 2017.

It is imagined that by giving the every other month, ordinary and unlimited money exchanges to the 70 years or more Senior Citizens, it will give them the genuinely necessary social help required to get to social administrations in wellbeing and different comforts (Hunger Safety Net Program, 2017). Moreover, the Government will give National Health Insurance Fund cards that will be esteem added reciprocal help to the InuaJamii 70 or more money exchange program. Eligibility for the InuaJamii Cash Transfer Programme is that a person must be a Kenyan Citizen aged 70 years and above and must have a valid national identity card. Currently, Muranga and Nakuru Counties are leading in the number of registered beneficiaries with 21,114 and 19,494 persons respectively while Marsabit and Isiolo have so far registered the lowest number of persons aged 70 years and above with 170 and 303 respectively.

Problem Statement

Four methodologies were sought after in the conveyance of social assurance, in a particular arrangement, counteractive action, advancement and change. Current situation however, have been met with several challenges of inclusion of Kenyan social help, government disability and medical coverage frameworks which left out several gaps. Around 8 million casual segment laborers and those living in marginalized regions have deficient access to the defensive and promotive parts of social insurance. The government managed savings framework in Kenya is exceptionally partitioned, including a wide range of establishments and countless services. In this manner combination of both open and private retirement and medical coverage plans.

Wood et.al., (2010) discovered that the South African social help is an extremely compelling approach instrument to battle neediness and to enhance instruction and wellbeing, particularly of kids living in poor family units. Further,

Bailer (2001) asserted that, in Mauritius discovered that each elderly inhabitant of Mauritius gets pay bolster from a non-contributory benefit from age 60. An enhancement is paid to visually impaired or incapacitated people. The annuities are not expose to either a methods test or a retirement test however they are assessable. In Nigeria, Holmes & Buck (2012) found that there are low inclusion of existing projects which just achieve a small amount of poor people, the execution of just a thin arrangement of social security instruments, and the discontinuity of methodologies and activities the nationwide. This study therefore examines the Effects of Social Protection Fund Approaches on Sustainable livelihoods in Kisumu County, Kenya.

Specific Objectives

To ensure an in-depth research was done on this study, the researcher investigated the effects of Social Protection Fund approaches on sustainable livelihoods in Kenya.

Significance of the Study

Other than academic purpose, this study is expected to benefit several stakeholders in the local and national platform to understanding the dynamics of social protection fund programmes successful policy development, implementation, impact assessment as well as improvements.

Scope of the Study

This study delimited itself to InuaJamii Cash Transfer Programme implementation among the targeted 100 respondents drawn from Kisumu County Social Welfare administration. The data collection was conducted between August and second December, 2020.

LITERATURE REVIEW

Theoretical Literature Review

Resilience Theory

Resilience is a tendency to respond to stress in a flexible manner without being rigid and focuses on supports and opportunities which encourage success rather than failure. According to Deitheid et al. (2011), the hypothesis is based on ability to recuperate or bounce back in the wake of being extended or pushed and centers on empowering life achievement as opposed to dispensing with components. The theory looks at how people and systems can rise above their challenges and calls for moving away from vulnerability and emphasizes on success amidst diversity by empowering people to cope with shocks that can otherwise negatively affect them. It has shifted from being constrained in nature to being more extensive and concentrating on person's passionate self-direction, effectiveness and self-assurance to seeing the more extensive family unit connection and network's social resources in light of a scope of hazard defensive factors, for example, wellbeing nets (Cicchetti, 2010). The theory focuses on life stresses and how to respond to the causes of the stress. The elderly, OVCs and people with severe disability are considered the vulnerable and can easily succumb to diversities therefore offered support to improve their capacity to manage them successfully adapt to the stressful events. It was underscored by Kaplan et al. (1996) that activities of endurance empower the helpless network individuals and their families to diminish introduction, lessen negative adapting procedures, keep up positive confidence and productivity and make chance to turn around the impacts of assorted variety. The aim of the social protection support given to the vulnerable groups is to improve their welfare and increase their resilience in order to reduce higher levels of poverty and vulnerability.

Theory of Change

The theory of change adapts the graduation approach which is based on 5 center components i.e. utilization bolster, reserve funds, a benefit exchange, specialized abilities preparing, and normal fundamental abilities instructing. The approach of graduation draws on the most pertinent parts of social security, occupations improvement, and money related incorporation to convey results by joining support for quick needs with longer-term human capital and resource ventures. The goal is to ensure the recipients in the short run while advancing reasonable employments for what's to come (CGAP, 2010).

The theory has three main visions; i) that a high up-front investment in program beneficiaries helps the extremely poor families develop sustainable livelihoods; ii) that as the beneficiary families build up their ability to create expanded pay and assemble resources, their strength will increment and their helplessness to stuns will decrease correspondingly after some time. This ought to diminish the danger of them falling once again into extraordinary neediness and stuns. The most helpless and extremely poor families are liable to numerous stuns; any of these stuns may make them drag behind therefore the progress along the pathway is not linear and households may not progress evenly. This theory elaborates that not all households can progress at the same rate, and some households may not succeed in fully adopting to the shocks, however the overall effect is that the majority of families, over time, are expected to develop livelihoods that will help move them out of severe vulnerability, extreme poverty and toward sustainability and resistance to future shocks; iii) that the long-term benefits accrues both to the individuals and families directly affected, and also to the broader social goals of breaking entrenched, multigenerational vulnerability, poverty and of reducing inequality (Ford Foundation, 2014).

Empirical Literature Review

Social Protection Fund approaches and Sustainable Livelihoods

This mechanism acknowledges social justice contending that social security needs to address the hidden drivers of weakness, not simply the indications of destitution. It additionally features the linkages from protection of livelihood to the promotion of livelihood, which makes social security a great toolbox for financial and also social improvement. Transformative adopts a rights-based approach and is about empowering excluded individuals and marginalized groups to claim their rights (FAO, 2016).

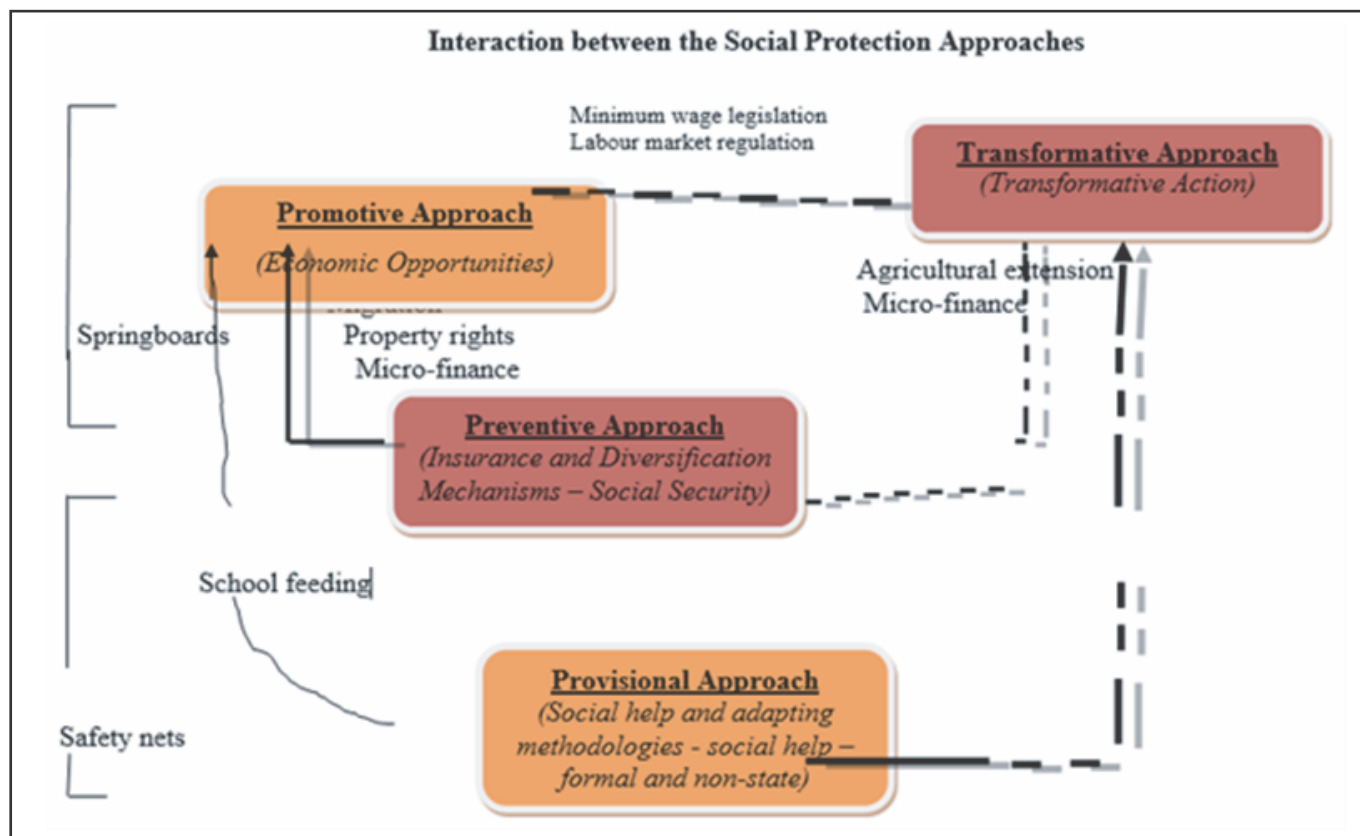
In the beginning of the 2000s, the IDS built up a system for social insurance that meant to widen the extent of social assurance past its roots in social wellbeing nets and hazard administration approaches that offer just monetary security against employment stuns (FAO, 2016). Transformative Social Protection contends that the center capacity of social security is to lessen helplessness and in addition destitution, and that neediness and defenselessness ought to be extensively characterized to incorporate underestimation and imbalance, to such an extent that social insurance likewise has a social equity work.

According to Devereux & Sabates (2004), Social security portrays all open and private activities that give wage or utilization exchanges to poor people, secure the helpless against vocation dangers, and upgrade the societal position and privileges of the discriminated with the general goal of lessening the monetary and social defenselessness of forlorn and underestimated gatherings. FAO (2016) noted that, the protection programme proposes a more extensive scope of social assurance intercessions including formal and casual social help exchanges, social protection components, access to social administrations, and social value activities to ensure all individuals are secured against separation or misuse. These intercessions can be grouped as far as their destinations, under four classes.

Defensive instruments give alleviation from hardship, and incorporate focused on money or nourishment exchanges juvenile stipends, social annuities, nutritional help and access to administrations such as well-being and education. These instruments are intended to counteract hardship, and incorporate contributory standardized savings plans, government-or network oversight key grain holds, climate filed protection, and semi-formal foundations, for example, reserve funds clubs and internment social orders.

Promotive instruments expect to upgrade wages and capacities by supporting jobs in various divisions agribusiness such as input sponsorships, contributions for-work; businesses and education. Transformative on the other hand plan to address issues of social shameful, for example, separation and abuse, and can incorporate crusades for monetary, social and social (ESC) rights, the lowest pay permitted by law enactment, and measures to kill youngster work.

Figure 2.1: Transformative Approach



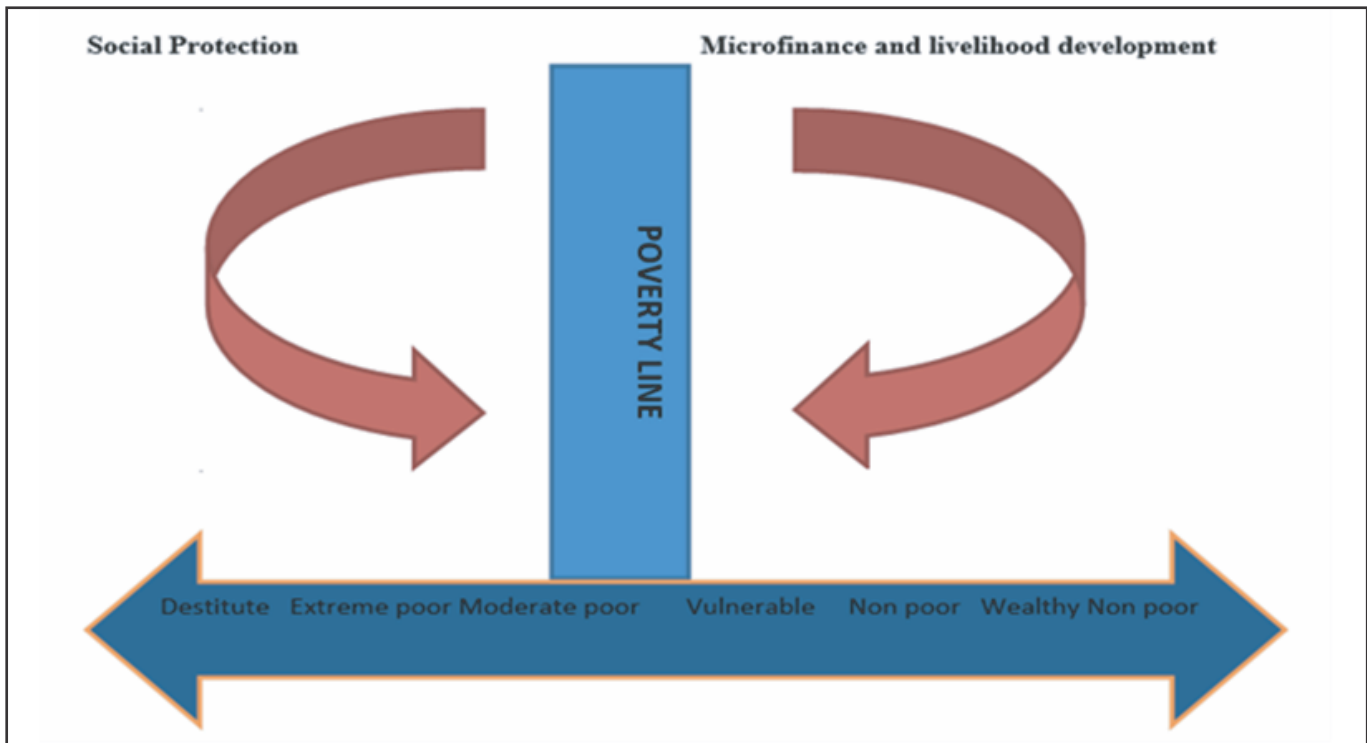
Source: Researcher (2020)

The Promotive Social Protection aim to improve monetary flow and abilities by supporting occupations in various areas including; agriculture where the beneficiaries are supported with input subsidies and inputs-for-work; education where the beneficiaries are supported in terms of school fee waivers and school feeding; and enterprises where the beneficiaries are involved in public works programmes and asset transfers(FAO, 2016).

Promotive consideration into social security is available to the feedback that it takes social assurance too a long ways past its unique conceptualization. In any case, the expectation isn't to expand the extension to incorporate all improvement activities, yet to center around promotive estimates that have pay adjustment in any event as one goal. Models incorporate microcredit that puts resources into little businesses with the end goal to satisfy salary balancing out and utilization smoothing capacities, or open works extends that exchange nourishment proportions or money compensation while at the same time fabricating financial foundation, for example, streets or water system as noted by (Wheeler, 2004).

The Starter Pack Scheme (SPS) introduced in Malawi in 1998/1999 emerged as a very efficient and progressive source of targeted aid. An evaluation of the SPS showed that, in 1998 terms, the scheme was worth approximately 60 per cent to the household, more than its cost to donors (Masters et al., 2000). However, an obvious potential drawback with such programme is leakage. For instance, incentives may exist for farmers to sell their starter packs, or fertilizer intended for a particular crop may find its way onto other crops. In addition, such programmes can depress the demand for inputs from the private sector dealers when distributed through government agencies that exclude private sector participation and poor targeting can hamper efficiency (Chirwa, 2006; Gregory, 2006). Other studies show that social protection measures could have far-reaching effects, as far as rural poverty, and rural incomes and income inequalities are concerned. For instance, the removal of fertilizer subsidy resulted in increase in rural poverty and income inequality (Firdausy, 1997).

Figure 2.2: Approaches to the needs of poor households



Source: Researcher (2020)

Research Gaps

The literature review reveals that there is a series of gaps in the evidence base regarding the impacts of various interventions on the livelihood of the vulnerable populations. These include the following: Robust evaluations of livelihoods interventions are relatively scarce in the Nairobi Nepalese context and many of those that do exist are preoccupied more with inputs and outputs than outcomes and impacts. Similarly, there are few impact evaluations in the area of service delivery and social protection. There are limited data on that shows the role and effectiveness of various, governmental and non-governmental actors in delivering basic services to the population. Further, there is a scant information linkages and interdependence between the micro, meso and macro levels of livelihoods.

There is little information on the wellbeing of children and child poverty. Most studies on basic services and social protection contain inadequate gender specific and gender disaggregated analysis. There is also limited evidence on people's perceptions of the quality and accessibility of services. Many studies rarely incorporate participatory methods that would seek to identify and utilize people's voice and experiences. There is no study that has assessed the effects of social protection fund approaches on the livelihoods of the vulnerable community members and more specifically, in Kisumu County. It is this gap that this study addressed through InuaJamii Cash Transfer Programme case study in Kisumu County.

METHODOLOGY

Research Methodology

This study adopted Cross-sectional descriptive design to examine the impact of Social Protection Fund Approaches on Sustainable livelihoods in Kisumu County, Kenya. Cross sectional research design is a design used to capture information based on data gathered for a specific point in time. (Cresswell, 2008) noted that Cross sectional design represent a sub set of data at a point of time, say from 2010 to 2018, while descriptive under this study, the researcher described approaches on sustainable livelihoods in Kisumu county, Kenya.

Target Population

According to Lyon (2007) target population represents a widespread arrangement of the investigation of all individuals from genuine or theoretical arrangement of individuals, occasions or questions which an examiner wishes to sum up the outcome. The survey targeted all the County Government of Kisumu Planning and Economic Development–Safety Net Programme employees who were interviewed as the respondents. Currently the County has one Director, one County Coordinator, Assistant Directors who are Sub-County Coordinators covering the seven Sub Counties and eighteen field staff. The study therefore, targeted 135 County Government of Kisumu Planning and Economic Development - Safety Net Programme employees from the seven sub counties in Kisumu. The population was distributed as follows:

Table 3.1 Target Population Distribution

Sub County	Population Distribution
Kisumu West	19
Kisumu Central	22
Kisumu East	17
Seme	14
Muhoroni	18
Nyando	21
Nyakach	25
Total Population	135

Source: (County Government, 2020)

Study Location

The research was carried out in Kisumu County between August and December 2018. The county lies at the heart of the Lake Basin climatic condition of hot and wet. Her proximity to Lake Victoria has attributed to the many fishing activities within the county and her neighboring counties of Homa Bay to the south west and Siaya County to the North West. The agricultural production of Kisumu County is average. This explains why the county significantly relies on buying agricultural products from neighboring agriculturally endowed counties to supplement her locally produced ones. The county in other elements however is self-supporting. For instance, Jaramogi Oginga Odinga Teaching and Referral Hospital is the main health referral facility for not only Kisumu but also other five neighboring counties. Good road network, schools and social amenities are also found in the county.

Kisumu County's population is majorly inhabited by Luos and some Luhyas, Kisiis, Somalis and Indians. The County also boasts of various geographical features such as rivers, (Yala, Nyando, Miriu) plains (Kano plains), plateau (Nyabondo plateau), Lake (L. victoria) and Winam Gulf. There is also moderate communication due to average network coverage. Transport within the county is sound; this is attributed to many tarmacked roads and well maintained murrum roads.

Kisumu County also struggles with her share of challenges ranging from poor living conditions of her sizeable population resulting from their low economic status, high human population and highest rate of unemployment, HIV/AIDS prevalence rate of 24%, substance abuse and immorality. Illiteracy is a bit high leading to low knowledge on the importance of providing children with good foundations of education. The locals engage so much in odd jobs such as hawking, unprofessional fishing.

Study Instruments

This study adopted a triangulation where weakness of the other tools will be addressed by the other data tools. Both questionnaire and observation were used in this study. The rationale of triangulation in this study, is to provide confluence of evidence that breeds credibility as postulated by (Bowen, 2009) in order to seek convergence and corroboration, qualitative researcher used at least two sources through using different data sources and methods (Bowen, 2009).

The researcher used this method to collect information from the 100 sampled staff members of Kisumu County Social Welfare Department to solicit for views on impact of Social Protection Fund Approaches on Sustainable Livelihoods in Kisumu County. The researcher used this method because of the following merits: questionnaires are quick method of collecting data; plenty of data may be collected if mailed questionnaires are returned, and use of questionnaires is cheaper than interviews. This method had some demerits like:- it is not possible to clarify ambiguous questions in mailed questionnaires, in questionnaires, the researcher may not know who actually responded to the questionnaires, respondents may give incorrect data if they do not understand some questions, many questionnaires may not be returned, questionnaires are mainly useful with literate people, many questionnaires may not be responded to arising in gaps in data and lastly the information received may not be correct because the person who responded to the questionnaires may not be the one who was expected to respond to it.

Researcher collected data on an instrument (e.g. a set of questions about response towards the commitment of county officials) or gather information on a behavioral checklist (e.g. observation of county worker engaged in distribution of funds to the actual beneficiaries). On the other end of continuum, collecting data also involved visiting the ministry of social services at sub county level itself and observing the behaviors, life style of individual as they are allowed to talk openly about a topic, largely without the use of questions. The choice of methods turns on whether the intent is to specify the type of information to be collected in advance of the study or to allow it to emerge from participation in the project. Also, the type of data analyzed may be numeric information recording and reporting the voice of the participants. Researchers make interpretations of the statistical results, or will interpret the themes or patterns that emerge from the data as noted by (Bowen, 2009).

Data Analysis

After collecting the data, editing was done to ensure that all errors and inconsistencies were detected and eliminated. Then the data was analysed using descriptive statistics and presented using tables and diagrammes.

FINDINGS

Response Rate

Table 4.1: Response Rate

Response	Frequency	Percentage
Returned	100	100%
Non-returned	0	0%
Total		100%

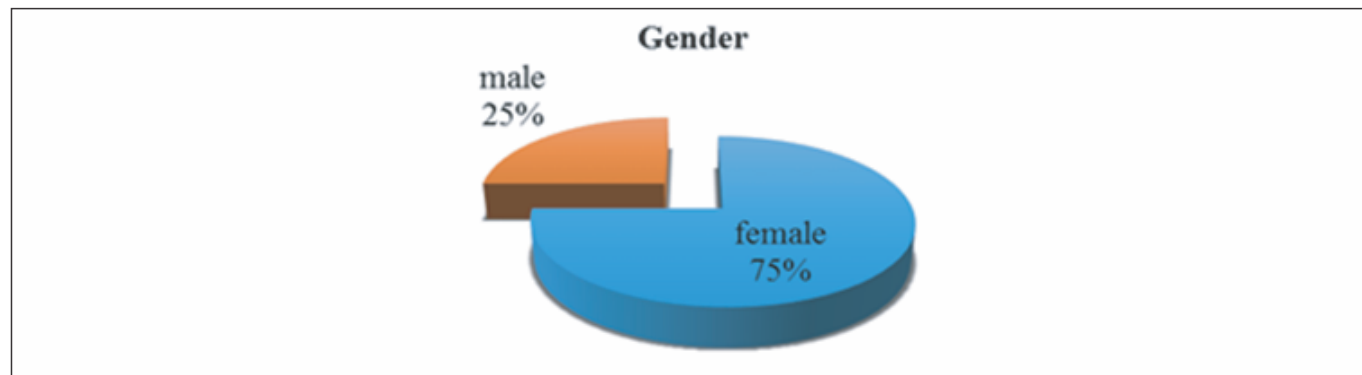
Source: Survey Data (2020)

The administered number of questionnaires to the residents of the County Government of Kisumu was 100. A total of 100 were properly filled and returned. This represented an excellent response rate of 100% as shown on Table 4.1. According to Mugenda & Mugenda (2003) and also Kothari (2004) a response rate of above 50% is adequate for a descriptive study. Babbie (2004) also asserted that return rates of above 50% are acceptable to analyze and publish, 60% is good, 70% is very good while above 80% is excellent.

Demographic Information

Respondents' gender distribution was as shown in figure 4.1 below.

Figure 4.1: Gender of the Respondent



Source: Survey Data (2020)

The results in figure 4.1 revealed that majority of the residents (75%) were female while 25% of the respondents were male. This implies that majority of residents of the County Government of Kisumu are female.

The respondents were then asked to indicate their respective age. The results are as shown in table 4.2 below:

Table 4.2: Age of the Respondent

Age	Frequency	percentage
18-30 years	28	28
31-40	10	10
41-50years	18	18
Above 50 years	44	44
Total	100	

Source: Survey Data (2020)

The results in table 4.2 revealed that 44% of the residents of the County Government of Kisumu stated that they were above 50 years, while 28% of the residents indicated that they were between 18 and 30 years. The results also revealed that 18% of the residents noted that they were between 41 and 50 years while 10% of the respondents indicated that they were between 31 and 40 years. This implies that majority of residents of the County Government of Kisumu are over 50 years.

The respondents' level of education as shown in table 4.3 below:

Table 4.3: Level of Education

Level of Education	Frequency	Percentage
Primary school not completed	23	25
Primary school completed	44	33
Secondary school	17	15
Certificate/ college/Dip	10	21
University	3	3
None–Never attended School	3	3
Total	100	100

Source: Survey Data (2020)

The results in table 4.3 revealed that most of the respondents (44%) had completed primary school, 23% of the respondents had not completed primary school yet while 17% of the respondents had a secondary level attainment. The results also indicated that 10% of the respondents had a college certificate or a diploma while 3% of the respondents had attend ended university education while 3% of the respondents had never attended School at all. This implies that majority of residents of the County Government of Kisumu are not well educated.

The respondents were then requested to indicate their occupation. The results are as shown in table 4.4 below:

Table 4.4: Occupation

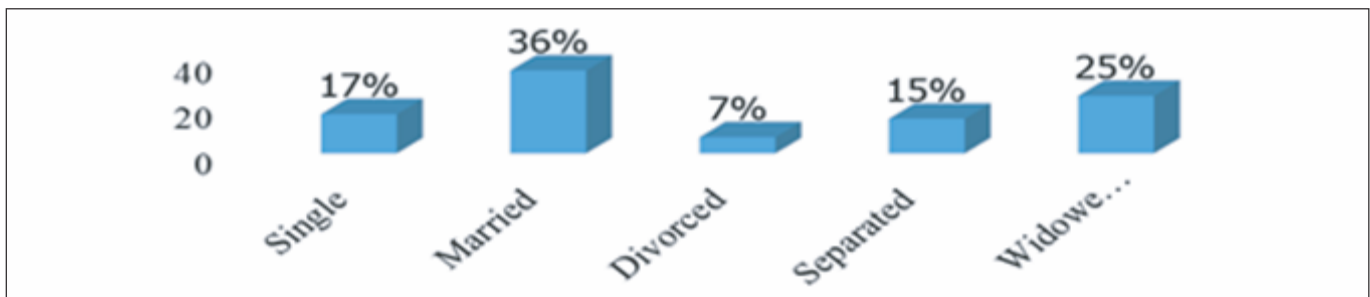
Occupation	Frequency	Percentage
Medical Doctor	6	6
Health Auxiliary	3	3
Accountant	7	7
Engineer	6	6
Lawyer	3	3
IT Specialist	6	6
Lecturer/Teacher	6	6
Artisan	11	11
Administrator	5	5
Clerk	6	6
Driver	5	5
Unskilled worker	36	36
Total	100	100

Source: Survey Data (2020)

The results in table 4.4 revealed that most of the respondents (36%) were unskilled laborers, 11% of the respondents were artisans while 7% of the respondents were accountants. The results also revealed that 6% of the respondents were medical doctors, engineers IT specialists, clerks and lecturers respectively. The results also indicated that 5% of the respondents were drivers and administrators while 3% of the respondents were health auxiliaries and lawyers. This implies that majority residents of Kisumu County are unskilled laborers with no significant jobs.

The respondents' marital status as shown in figure 4.3 below:

Figure 4.2: Marital Status



Source: Survey Data (2020)

The results in the figure above revealed that most of the respondents (36%) were married while 25% of the respondents were widows/widowers. The results also indicated that 17% of the respondents were single, 15% were separated while 7% of the respondents were divorced. This indicates that majority of the residents of the County Government of Kisumu are couples.

The respondents were then requested to indicate their religion. The results are as shown in figure 4.4 below:

Figure 4.3: Religion



Source: Survey Data (2020)

The results in figure 4.4 above revealed that most of the respondents (35%) were SDAs, 24% were Catholics while 19% of the respondents were Protestants. The results also indicated that 14% of the respondents were Muslims while 8% of the respondents had no denomination. This indicates that majority of the residents of the County Government of Kisumu are couples.

Descriptive Statistics: Social Protection Fund approach

The main social protection fund approaches considered in this study were government commitment and civil society involvement. The descriptive statistics done as are shown below:

Government Commitment

The respondents were then requested to state whether the government was committed enough (politically, financially) to improving social protection. The results are as shown in table 4.5 below:

Table 4.5: Government Commitments

Government Commitment	Frequency	Percent
Yes, social protection coverage and systems are satisfactory	9	9
Yes, however social security scope and mechanisms require an improvement	23	23
No, because it lacks political will	44	44
No, because it lacks funds	24	24
Total	100	100

Source: Survey Data (2020)

The results in table 4.5 revealed that most of the respondents (44%) indicated that the government was not committed to improving social protection because it lacks political will while 24% indicated that the government was not committed to improving social protection because it lacks funds. The results however, indicated that 23% of the respondents indicated that the government was committed to improving social protection however social security scope and mechanisms require an improvement improved while 9% of the respondents indicated that the government was committed to improving social protection coverage and systems are satisfactory. This implies that majority of residents of the County Government of Kisumu are not adequately satisfied with the commitment of the Government towards social protection. This was attributed to the inability of the government employees to perform their services adequately due to under staffing problem.

Civil Society Involvement

The respondents were also asked to indicate their views on the involvement of the civil society social protection programs and responded as shown in table 4.6 next page:

Table 4.6: Civil Society Involvement

	Frequency	Percentage
Yes, most of the time	14	14
Yes, sometimes	19	19
No, almost never	36	36
No, never	31	31
Total	100	100

Source: Survey Data (2020)

The results in table 4.6 revealed that most of the respondents (36%) indicated that the civil society almost never involved in social security schemes while 31% indicated that the civil society never involved itself in social security frameworks. The results however, indicated that 19% of the respondents indicated that yes the civil society was sometimes involved while 14% of the respondents indicated that the civil society was most of the time, involved in social security frameworks. This implies that majority of residents of the County Government of Kisumu are not adequately satisfied with the involvement of the civil society in social security frameworks. The county government is understaffed and thus the delivery of service becomes a challenge to all the residents of the County.

CONCLUSION AND RECOMMENDATIONS

Conclusions

This study concluded that there are higher expectations related to dependency syndrome among those who would otherwise be able to wean off the programme. Additionally, the study concluded that the goal of sustainable livelihoods faces the problems such as: of inadequate financial knowledge, lack of harmony between national and county government social services operations around safety nets programmes as well as conflict of interests among local leaders.

Recommendations

Based on study findings, the researcher recommends the following:

This study recommended that, implementation of policies in a multimodal way to bridge gaps and strengthen collaboration between all actors at all government levels countrywide, adequate staffing to attract and retain/replace skilled personnel as well as scale up information, communications and education on social programmes and other government social economic policies for improved population positive public participation and desired impact devoid of political activities.

The study sought to examine the impact of Social Protection Fund approaches on Sustainable Livelihoods in Kisumu County. This study focused on Kisumu County, Kenya and from findings thus recommends further studies in other Counties such as Kakamega, Mombasa, Kisumu, Eldoret, Uasin Gishu, Kiambu, etc. for the purpose of making a comparison of the findings with those of the current study. In addition, the study could incorporate a moderating variable to offer room for a moderate approach to the study among devolved Kenyan governance units.

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SUPPLY CHAIN PRACTICES AND ORGANIZATIONAL PERFORMANCE IN THE AGRIBUSINESS INDUSTRY IN KENYA: A CASE STUDY OF AMIRAN (K) LIMITED

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ABSTRACT

Globally, firms in the agribusiness supply chain have found it increasingly difficult to satisfy customers due to their ever changing demands. Firms must be quick in responding to market demands since customer requirements and market conditions keep on changing. The study examined the effect of inventory management and assessed the effect of collaborative relationships on organizational performance in Amiran (K) Limited. Descriptive research design was used and a census was done involving all the workers in the five departments of Amiran (K) Limited. Both quantitative and qualitative data was gathered and analyzed using quantitative and qualitative procedures. The study found that the organization has adopted inventory management techniques to improve efficiency and the overall performance. The study established that the organization is keen on collaborative relationships with suppliers and is open to sharing information with partners. The findings revealed that inventory management plays a significant role in enabling the organization to enjoy competitiveness and achieve operations efficiency. The study found that collaborative relationships helps the suppliers improve products quality and there is willingness of collaboration in strategic decision making. The study concluded that inventory management has enabled the organization to put in place proper material handling processes and there is a significant influence of collaborative relationships and organization performance. The study recommends that Agribusiness firms should come up with policy frameworks to facilitate the inventory management techniques implementation. Managers should also give special attention to information sharing through collaborative relationships in order to improve organizational performance.

Keywords: Agribusiness, Market Demands, Organizational Performance, Supply Chain.

INTRODUCTION

Market globalization resulting from information and communication technology changes has greatly changed the nature of competition in almost all sectors in all economies of the world. In addition to the traditional areas of focus on production efficiency and cost leadership, firms have sought competitiveness through ensuring efficient inventory management (Ogema, 2017). Time has also become very essential as prompt response to customer demand has been recognized as an important component of competitiveness. Firms that are able to meet the demand of their customers within the shortest possible time are thus better positioned to excel in the business-scape (Qrunfleh & Tarafdar, 2013).

In the United Kingdom, Qrunfleh and Tarafdar (2013), indicate that most firms lose a lot of profit as well as ruining their public image as a result of shortages of inventory which freezes operations of the firm. To minimize any chances of possible shortages, organizations ensure they overstock, by availing enough capital which will facilitate the company operations and hence ensure increased return on assets. Huxel and Gelashvili (2014) observe that firms operating in volatile markets in Pakistan controlled by both risks and uncertainties tend to prefer agile processes as well as agile systems towards ensuring effectiveness in supply chain management.

According to Ambe (2014), out of the total companies adopting agile supply chain practices in South Africa, 94% of them could ensure timely delivery and in-full. In addition, these firms keep inventories of less than 85 days. On the other hand, firms that never implemented agile practices kept their inventory for up to 108 days or even more than that further, 87% of these firms could ensure timely delivery. The use of supply chain practices has been found to influence organization performance.

In Kenya, Nyangweso (2013) argues that agile supply chain practices in the Kenyan manufacturing sector include strategic supplier partnership, adoption of information technology, information sharing, knowledge management, reverse logistics, green supply chain and customer orientation. Mwale (2014) established clearly that supply chain practices include strategic supplier partnership, demand forecasting, customer relationship, risk management, lean practices, information sharing level and postponement. Apopa (2018) revealed that supply chain management practices in government ministries in Kenya include strategic supplier partnership, risk management, inventory management, customer relationship, and information sharing.

Inventory management is concerned with the practices aimed at ensuring efficiency in operations like procurement of goods, transportation, stocking of the inventory as well as use of the firm inputs. These practices include planning, directing, controlling as well as organizing. Mogere, Oloko and Okibo (2013) argued that collaborative supply chain is concerned with the merging of two or more participants acting together with an aim of creating a competitive advantage. This is made possible through information sharing, ensuring joint decision making as well as sharing the profits realized from the collaboration. Supply chain management practices contribute 50% to the profitability and performance of any organization (Choy, 2016). Although SCM is currently no longer a new strategy, there are still some serious practical problems that have yet to be addressed. Like lack of basic knowledge of SCM amongst the business practitioners and even though some of the practitioners have realized the importance of SCM, they lack an understanding of what constitutes a comprehensive set of SCM practices.

Like any other sector, agribusiness sector has found it increasingly difficult to add value and satisfy customers due to the changing demands and needs of the market (Arif, Bakkappa & Sahay, 2009). In Kenya, despite agriculture being the pillar of Kenya's economy, contributing approximately 25% of the GDP, and employing 75% of the national labor force (Republic of Kenya, 2005), most of agribusiness firms in Kenya are yet to fully embrace proper supply chain practices. Therefore, they are not effective in today's competitive business which requires continuous improvement in solving supply chain problems (Jayne & Muyanga, 2006). Over a period of time, Amiran (K) limited has continued to experience a downward trend in its financial performance and internal processes. Frequent stock outs due to poor inventory management has contributed to losing business opportunities to the competitors and lowering the company profits. Overstocking on some seasonal products has caused the company to hold high value inventory for long periods of time thus lowering the firm's returns. Munyoki and Getuno (2018) indicate that the continued failure in meeting customers' demands in Amiran Kenya Limited has been noted to be a big challenge in the company negatively affecting the market share. Given this background there is need to investigate the effect of supply chain practices on the organizational performance in the agribusiness industry in Kenya.

Even though studies have been conducted locally on supply chain management practices such as Mutuerandu and Iravo (2016) did a study on impact of Supply Chain Management practices on organizational performance a case study of Haco Industries Limited. Nyangweso (2017) conducted a study on supply chain management and organizational

performance in the sugar industry in Kenya. Okello and Were (2014) influence of supply chain management practices on performance of the Nairobi Securities Exchange's listed, food manufacturing companies in Nairobi. However, no study has focused on agribusiness sector in Kenyan context. Thus the current study aims to examine the effect of demand forecasting, inventory management, collaborative relationship and risk management on organizational performance in the agribusiness industry in Kenya with specific reference to Amiran (K) limited.

Objectives of the Study

This research was guided by the following specific objectives;

- i. To determine the effect of demand forecasting on organizational performance in Amiran (K) limited.
- ii. To examine the effect of inventory management on organizational performance in Amiran (K) limited.
- iii. To assess the effect of collaborative relationships on organizational performance in Amiran (K) limited.
- iv. To examine the effect of risk management on organizational performance in Amiran (K) limited.

Research Questions

The research was guided by the following questions;

- i. To what extent does demand forecasting affect organizational performance in Amiran (K) limited?
- ii. What is the effect of inventory management on organizational performance in Amiran (K) limited?
- iii. How does collaborative relationships affect organizational performance in Amiran (K) limited?
- iv. To what extent does risk management affect organizational performance in Amiran (K) limited?

LITERATURE REVIEW

Theoretical Literature Review

The study is guided by the Theory of Inventory Management and Human Collaboration Theory

Theory of Inventory Management

Theory of inventory Management was developed by Thomson Whitin and Hadley (1963). The theory is incorporated in both research operations and management operations. It is mostly concerned with production design aimed at ensuring maximum production at the least possible cost of production. The theory evaluates or is more concerned with the options available for organizations in relation to warehousing and supply chain. The theory also provides a mathematical background for logistics. The problem of inventory control is concerned with the difficulties faced by organizations in making orders in a given time to enable them meet their market demand for their goods and services. This inventory problem can be expressed in a model through use of mathematical techniques of ensuring optimal control, network optimization as well as dynamic programming (Szozda & Wojciechowska, 2012).

One of the key factors in this theory is the infrequent large orders as compared to the frequent small orders. When an organization makes large orders, the amount of inventory on hand increases, however this is costly although the main benefit can be the volume discounts. On the other hand, there is a high processing cost of frequent orders. In addition, the probability of stock out increases as a result of small levels of inventory and this may lead to loss of clients. All the demand and inventory factors can be calculated in a mathematical method to get the optimum inventory to hold (Forslund & Jonsson, 2014). The second factor is relating to variation in demand of the product being sold (Ismail & Abu, 2013).

Commercially, inventory plays an important role. Factors such as the stock level throughout the whole supply chain, costs related to storing and maintaining the inventory, in particular their minimization in the whole supply chain, and at the same time, the pursuit of maximum demand satisfaction affect supply chain (Samal and Pratihar 2014).

Human Collaboration Theory

The human collaboration theory was proposed by Grosz and Sidner (1979). The theory argues that when focusing on enabling the supply chain collaborations, investment based on the supply chain has the highest impact. The theory bases its concern on the ability of the top management to invest in human resources and ensure that human collaboration is promoted between the staff in the supply chain. The act of using skills by harmonizing persons, teams and firms to attain

greater goals that are very hard to be attained individually is referred to as the human collaboration. There are four key components that are laid out by the human collaboration theory. The force that drives change is the first component, the second one is concerned with the people technology-process assets that links the network collaboration, the third component is concerned with the force of resistance encouraging people not to collaborate while the last component is concerned with the needed collaboration performance. The theory argues that the top management in any firm should be in a position to understand and put into practice the above components in order to ensure implementation and operation of a successful global supply chain (Rani & Refu, 2015).

The theory holds that in order to ensure implementation and operation of the best collaboration system, the top management in any organization should create trust between various players of the supply chain, establish a culture that encourages decision making together with work, implementation of a good reward system as well as utilization of synergistic activities. The proponents of the theory argue that the top management of any organization should adhere to the mentioned four steps in order to make a positive change to their network to facilitate a more collaborative network. The initial step is being aware that innovation is needed for any company to be competitive and this innovation can only be proposed and facilitated by individuals beyond the corporate boundary. This means that to get in touch with these people, there is a need for more collaboration with the external partners. This therefore indicates that the top management must change their views of attaining collaborations through incorporating various types of collaborations which include synchronized, transactional, coordinated as well as co-operative. The other stage is that the top management should come up with a collaborative plan that attains the goals set to be achieved. Lastly, the top management should come up with proper controls of ensuring the set goals can be attained. Through adherence to the recommended steps in this theory, then the top management of the organization will have implemented a good supply chain that is based on human collaboration that will give good results (Dogonay & Ergun, 2017). Collaboration in the supply chain is critical to achieving the integration of partners for performance impact. A firm attempt to seek economic and social benefits through supply chain collaboration. Successful collaboration is predicted not only to strengthen a firm's performance but also to reduce transaction costs

Empirical Literature Review

Effect of Inventory Management on Organizational Performance.

Inventory management facilitates maintaining adequate inventory for smooth operations in any organization. For the management of inventory to be effective, certain inventory control systems must be put in place depending on the set up and preferences of an organization. Inventory control system bases its concerns with the chains of lead time replenishment, holding cost of asset management, inventory visibility, demand forecasting, physical inventory, inventory ordering cost, returns and defective goods, the cost of holding inventory, quality management, inventory forecasting, future inventory price forecasting, inventory valuation and available physical space for inventory (Kaplan, & Norton, 2005). Mogere, Oloko and Okibo (2013) argue that management of inventory is concerned with stock balancing, establishment of order cycles and inventory tracking.

Mankazana, Silase and Molefe (2018) did a research in Johannesburg on inventory management techniques and supply chain with focus to management manufacturing Industries. The study adopted causal research design. In addition, the research used a non-random sampling technique. The research focused on 34 employees working in the manufacturing organizations. The researcher designed a questionnaire and distributed it to the 34 employees working in various departments of the firm. From the results it was revealed that both inventory management and supply chain processes influence profitability.

A study was conducted by Mogere, Oloko and Okibo (2013) on the influence of inventory control systems on firm performance in Gianchore tea factory. Questionnaires were used to collect data from the respondents. Regression analysis was performed. The study findings showed that firm performance together with operations efficiency is positively influenced through distribution planning, planning of material requirement and vendor inventory management. Lwiki, Ojera, Mugenda and Wachira (2013) investigated the influence of inventory management on the firm's financial performance in the sugar industry. Collection of primary data was done through use of questionnaires. The research also used secondary data. From the results it was revealed that ROI and ROA is positively influenced by inventory management.

In Kenya, Musau, Namusonge, Makokha and Ngeno (2017) researched on the influence of inventory management on firm performance in the textile industry. The design used was the convergent parallel mixed methods. The target group of interest for the study was the 196 employees working in the procurement department of 15 textile companies in

Nairobi County. Through random sampling the sample size for the research was 139 employees. Textile firms were found to have adopted inventory management techniques to improve their efficiency as well as the performance. It was found that performance of the textile firms is influenced by inventory management processes. The textile firms have realized the positive impact of managing inventory and therefore they have implemented proper measures to facilitate management of inventory. It was found that through proper control of inventory there is smooth flow of operations and hence ensure effectiveness as well as customer satisfaction.

Onchoke and Wanyoike (2016) investigated on inventory management practices and performance of agricultural firms in Nakuru County. Primary data was collected through use of questionnaires. This method was selected since it is cheap in terms of cost and time saving. Furthermore, the research also performed a regression analysis. Performance of the agrochemical firms was found to be positively influenced through inventory auditing, security practices of inventory control as well as computerized control of inventory.

In another study conducted by Mukopi and Iravo (2015) on stock management and profitability of sugar firms in Kenya. The research targeted 100 employees working in the procurement department in Mumias Sugar Company, Nzoia Sugar Company, Butalii Sugar Mills together with West Kenya Sugar Company. Through random sampling a sample of 30 employees was selected. Through use of analysis of variance, the study findings revealed that performance of the sugar companies is influenced through inventory management. These companies have adopted lean inventory management systems to enhance the functioning of the procurement function. It was found that a good relationship with the supplier is very vital in enhancing inventory management. The research indicates the procurement functioning of sugar companies is facilitated by the legal policies.

A study was conducted by Mwangi and Nyambura (2015) on stock control and profitability of food processing companies. Descriptive research design was used. The research further used multiple regression analysis. It was found that the performance of food processing companies is influenced through cost control, continuous supply and production maintenance. Wangari and Kagiri (2015) researched on inventory management practices and the competitiveness of Safaricom Kenya limited. Regression analysis was used. It was found that competitiveness of Safaricom Company is influenced through inventory shrinkage, inventory investment as well as inventory turnover. Ngei and Kihara (2017) focused on inventory management systems and profitability of firms in Nairobi County. Questionnaires were used in this research to collect primary data. The research also utilized secondary data. It was revealed that the performance of gas manufacturing companies is predicted by VMI, ERP and RFID.

Further, Kitheka and Ondiek (2014) did a study on inventory management and the profitability of the supermarkets in Kenya. Descriptive survey design was used by the research. The target group of interest consisted of the supermarkets operating in Kisumu, Bungoma and Kakamega town. It was found that the profitability of supermarkets in Kenya is directly influenced through automation of inventory management. Kimaiyo and Onchiri (2014) focused on inventory management and the performance of KCC Company in Kenya. The research focused on 500 employees working in the company. Through random sampling a sample of 83 employees was selected. It was found that the performance of the firm is improved through management of the firm inventory which is determined by the method used in handling stock as well as ordering the stock. The research indicated that application of inventory control is used almost in every industry in Kenya.

Effect of Collaborative Relationships on Organizational Performance

A collaborative supply chain entails two or more partners who join their efforts to ensure competitiveness through sharing of information, sharing of ideas to make informed decisions as well as sharing profits obtained from the operations. The players in the supply chain need to come together, join efforts and work together as one. Furthermore, enhancement of value is done throughout the supply chain hence ensuring that the supply is matched with the profit (Oliveira *et al.* 2011). Cao and Zhang (2011) argue that a collaborative process is concerned with sharing of information, relationship management and process integration.

In a study conducted by Goffin, Lemke and Szwejcowski. (2006) pointed that it is very essential to identify the potential players before making any move towards collaboration. Furthermore, they should show the essence of making accurate decisions concerning working together in collaboration since not every partner will lead to improvement. Rani and Refu (2015) argue that as a result of globalization, collaboration adopted by various firms had facilitated the competitive advantage of those firms. Many firms currently are regarding supply chain collaboration as the new strategy towards attaining competitive advantage. Currently, most of the manufacturing firms are putting more emphasis on the supply chain collaboration to ensure attainment of competitive advantage. Through collaborative

practices by the manufacturing firms it was found that there has been increased effectiveness as well as profitability in the manufacturing firms. In addition, the manufacturing firms have also been able to address the ever dynamic customer demand through collaboration. Cao and Zhang (2011) argues that through joint working or mergers, players in the supply chain are sure to reap high benefits which can in turn lead to increased ROI as well as effectiveness and efficiency in inventory management.

In a study conducted by Doganay and Ergun (2017) on supply chain collaboration and supply chain processes in firms. The research used questionnaires to collect primary data. Performance of the supply chain firms was found to be influenced by collaboration of the supply chain. This is an implication that through supply chain collaboration, firms can perform better in terms of timely delivery as well as meeting customer demand. The research further indicated that the urge of supply chain firms to ensure maximum customer satisfaction leads to shift from supply competition to supply collaboration. The association between the two variables is positive. This implies that increasing one factor leads to an increase in the other factor. Through ensuring proper collaboration among the supply chain players, firms can improve their performance.

In a study conducted in five countries by Oliveira *et al.* (2011) focused on supply chain collaboration and the internet utilization. The research used descriptive survey design. The research focused on 788 companies from 5 countries which included Brazil, Canada, USA, China and UK. Internet utilization was found to be influenced positively by supply chain processes that are customer oriented. Internet utilization is also influenced by business relationships with supply chain players. In addition, the performance of supply chain firms is influenced by collaborative practices. Firms operating in Brazil have adopted both internet as well as collaborative practices.

In USA, Boyce, Mano and Kent (2016) researched on supply chain collaboration and the performance of procurement firms. The research targeted the employees working in the procurement department of various supply chain firms. Data collection from the respondents was done through use of questionnaires. Performance of procurement firms was found to be influenced through sharing of information. It was found that most of the procurement firms have not fully implemented supply chain collaboration.

In another study conducted by Cao and Zhang (2011) on the collaborative advantage and performance of supply chain firms. The research adopted descriptive survey design. Primary data was collected through a web survey. The study also utilized secondary data. The target group of interest was manufacturing firms operating in the US. It was found that the collaborative advantage in various organizations is improved through supply chain collaboration. It was further found that collaborative advantage leads to improvement in firm performance. Strengthening supply chain collaboration among the players was found to improve firm performance in terms of increased customer satisfaction, less complaints from the target customers, increased market shares as well increased profitability.

In Ethiopia, Rani and Refu (2015) researched on supply chain collaboration and performance of supply chain firms. The research used descriptive survey design. Target group of interest was the manufacturing firms. The research collected primary data from the target audience through use of questionnaires. Productivity of firms was found to be influenced by collaboration practices. Among the identified collaboration practices include information sharing. Competitive advantage was found to be the outcome of supply chain collaboration. From the research, various benefits of supply chain collaboration were revealed. Among these benefits included increased customer satisfaction, increased return on investment and improved general performance of the firm.

A study was conducted by Frankel, Goldsby and Whipple (2002) on their research revealed that only few supply chain firms have adopted the supply chain collaboration practices. As a result, the performance of these firms still remains poor. The research further showed that due to low collaboration, the rate of customer dissatisfaction is high and also meeting the ever changing customer demands is a challenge to many firms that have not adopted supply chain collaboration practices. Dresner (2008) argues that despite the fact that some supply chain firms have improved in terms of performance, most of them are yet to assume supply chain collaboration.

Summary and Research Gaps

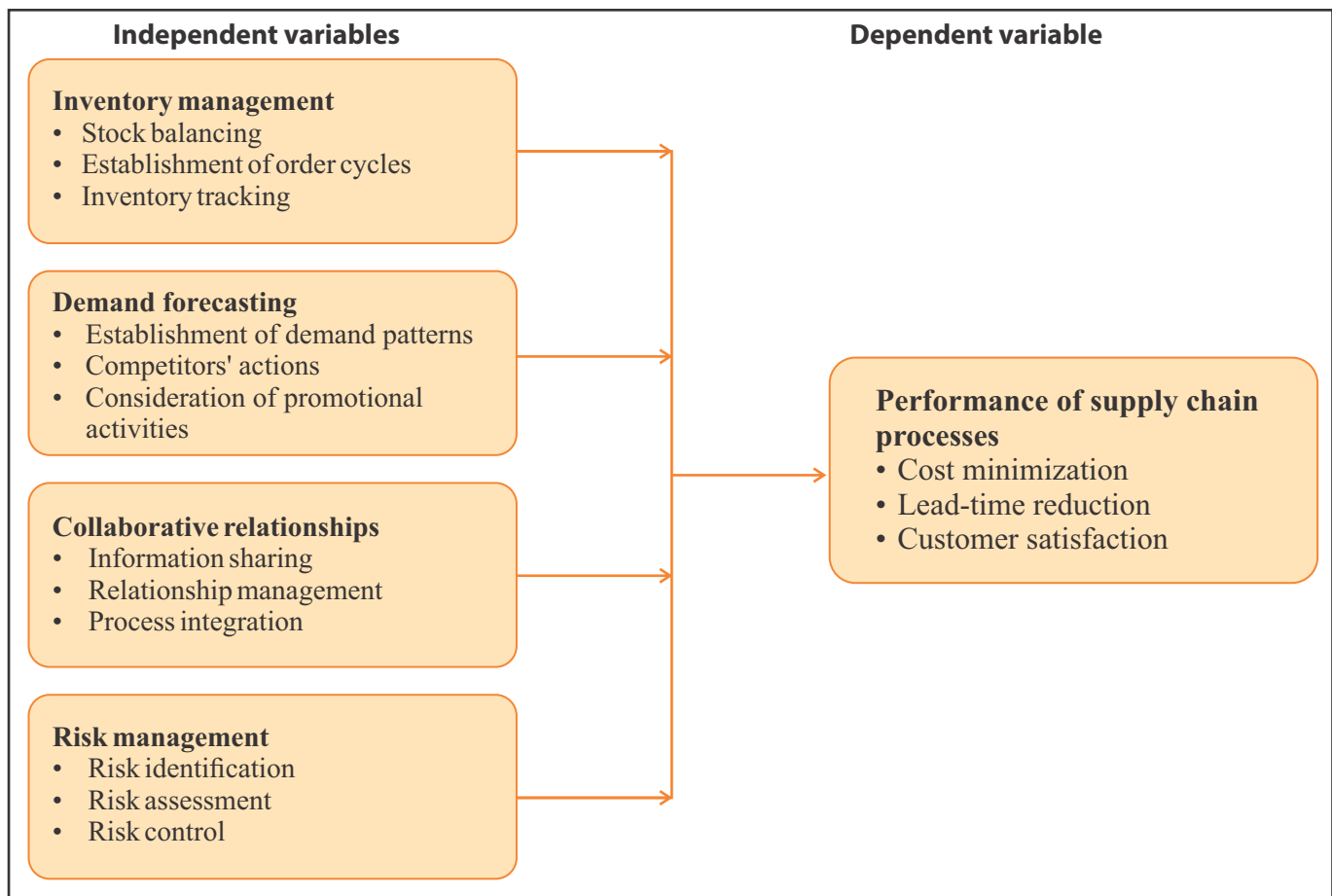
Over the last decade the competition has shifted from lowest priced product, highest quality or best-performing product to the ability to respond quickly to market needs and get the right product to the right customer at the right time. This shift toward speed has pushed organizations to compete with their entire supply chain. Consequently, understanding and practicing supply chain management (SCM) has become a mandate to compete and improve supply chain surplus in the global arena. The early attempts of empirical research in SCM have been limited at developing instruments

capable of measuring SCM practices. Most recently, researchers have focused their research efforts into exploring the relationship between practices of SCM and organizational performance. In Kenya, although there are many studies conducted on the effect of supply chain practices on the performance of supply chain processes, they are limited to specific sectors and industries, which makes generalization of the findings difficult. The current study sought to fill this gap by outlining the influence of demand forecasting, inventory management, collaborative relationships and risk management on performance of supply chain processes in Amiran (K) Limited.

Conceptual Framework

The conceptual framework represents the hypothesized association between the independent variables and the dependent variable. The independent variables were the supply chain practices such as inventory management, demand forecasting, collaborative relationships and risk management. The dependent variable was organizational performance. The relationship of the variables is displayed in the figure 2.1 below.

Figure 2.1: Conceptual Framework



METHODOLOGY

The study applied descriptive research design to determine the effect of supply chain practices on organizational performance in the Agribusiness industry in Amiran (K) Ltd. The target population consisted of all the one hundred and twenty-two (122) staff working in the 5 departments of Amiran (K) Limited. Since the population of the study was small and the workers were all in one location, a census was carried out.

The study used 5-point Likert questionnaires as data collection instruments. The Cronbach's coefficient alpha was applied on the results obtained to determine how items correlate in the same instrument. Cronbach's coefficient Alpha of more than 0.7 was taken as the cut off value for being acceptable which enhanced the identification of the dispensable variables and deleted variables.

For the purpose of facilitating collection of primary data, this study administered questionnaires through a survey monkey procedure. Survey Monkey is an online cloud-based programming that enables a survey to be carried over the internet phenomenon (Creswell, 2014). This method of data collection was very much convenient because it is applicable in circumstances where the target group of interest is literate. Bryman and Cramer (2012) argue that for questionnaires to be used, the respondents must be both cooperative and accessible as well. This research adopted a structured questionnaire since it is very advantageous in terms of less time used, less financial costs as well as facilitation of easier analysis since information collected through this method can be used in its immediate form.

The process of data analysis involves packaging of the collected and arranging them appropriately so as to structure their major elements in a manner that the obtained outcomes can be efficiently communicated (Bhattacharjee, 2012). Semi-structured questionnaires generated qualitative and quantitative data which was separately analyzed using different techniques. Graphical presentations like Tables were used to present the collected data for ease of understanding and analysis.

With the help of a statistical software, Statistical Package for Social Sciences (SPSS version 22), the research analyzed the quantitative data through use of both descriptive and inferential statistics. The descriptive statistics used in this study comprised of weighted mean, percentages, frequency distribution and Standard Deviation. The researcher used tables, pie charts and graphs to present the final results. Regression analysis was used in this research to determine the relationship between the independent variables and the dependent variable. This research had four independent variables; therefore, regression model was as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Whereby;

- Y = Organizational Performance
- B₀ = Constant
- β₁-β₄ = Coefficients of determination
- X₁ = Demand forecasting
- X₂ = Inventory management
- X₃ = collaborative relationships
- X₄ = risk management
- ε = Error term

FINDINGS

Demographic information

Research findings and discussions were done in line with the study's research objectives. It was followed by conclusions and recommendations. The researcher distributed one hundred and twenty-five (122) questionnaires to respondents to fill and return for analysis. From the study, 100 out of 122 target respondents filled in and returned the questionnaire contributing to 82%. The study results established that, majority (59%) of the respondents were female while the rest (41%) were male. Respondents were asked to indicate their age and the findings revealed that the highest number (51%) of respondents interviewed were in the category of age bracket 30-40 years. While, twenty-nine percent fall under the age bracket of 41-50 years. Age bracket 20-30 years constituted 14 percent of the total respondents interviewed. The findings could mean that Amiran (K) Limited is dominated by fairly middle aged employees. The study also established that the highest number (45%) of respondents in the study area had attained a bachelor's degree. This was followed by Diploma (32%) while those with Masters was 21%. Only 2% of the respondents interviewed had a secondary certificate while none of the participants in the study area had a primary certificate. This goes to mean that the organization recruits employees based on education qualifications. Majority (75%) of the participants interviewed indicated that they had worked for the company for a more than 5 years. Only 8% out of the 100 respondents interviewed indicated that they had worked for the company for less than two years. This infers that most of the participants in the study area knew a lot about the organizations supply chain practices and could therefore give dependable information about the performance of supply chain processes in the study area

Inventory Management and Organizational Performance

Table 4.1 Model summary for Inventory Management

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.661	0.437	0.423	0.084422

The study established that inventory management contributes to 44% to organizational performance. This is as indicated by R. 0.661, indicating a strong positive correlation and R^2 0.437 as shown in table 4.1. This indicates that inventory management used in this study contributes to 44% to organizational performance while other parameters not included in the model justify for 56% of the variations in organizational performance.

Table 4.2 ANOVA for Inventory Management

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	0.221	1	0.221	63.324	0.00187
	Residual	0.342	98	0.00349		
	Total	0.563	99			

Using F-Test Tables a critical value of 2.46 was obtained. To test for significance, F-Test obtained must be greater than the critical value. The F statistic indicated in the study findings (63.324) is greater than the critical value (2.46), thus the model is significant to predict organizational performance. Based on the output, inventory management had a value Sig. of 0.002 which is less than 0.05. Thus, we can conclude that there was linear relationship between inventory management and organizational performance. Based on the output, inventory management can be used to explain organizational performance.

Collaborative Relationships and Organizational Performance

Table 4.3 Model Summary for Collaborative Relationships

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.683	0.467	0.225	0.0572288

The study established that parameters used in this study for collaborative relationships contributes to 47% to organizational performance. This is as indicated by $R=0.683$, indicating a strong positive correlation and R^2 0.467 as shown in table 4.3. This points that collaborative relationships parameters used in this study contributes to 47% to organizational performance while other parameters not included in the model justify for 53% of the variations in organizational performance.

Table 4.4 ANOVA for collaborative relationships

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.013	1	0.013	5.417	0.014
	Residual	0.235	98	0.0024		
	Total	0.248	99			

Using F-Test Tables a critical value of 2.46 was obtained. To test for significance, F-Test obtained must be greater than the critical value. The F statistic indicated in the study findings (5.417) is greater than the critical value (2.46), thus the model is significant to predict organizational performance. Likewise, the model had a Significance $p=0.014$ which is

much less than 0.05. Thus, we can conclude that there was linear relationship between collaborative relationships and organizational performance. Based on the output, collaborative relationships therefore can be used to explain organizational performance.

Organizational Performance

Table 4.5 Organizational Performance

Statement	Mean	STDev
Cost minimization	4.21	0.182
Lead-time reduction	3.92	0.360
Customer satisfaction	4.21	0.425

From the study findings, the mean scores for all facets of organizational performance ranged from 3.92 to 4.21 and this suggests that the performance of Amiran Kenya Ltd and the supply chain practices in the organization was good. This could mean that the organization has put in place an effective inventory management technique and or practices high level of collaboration in the su4.1.28 Multiple Regression.

Multiple regression analysis was conducted to determine the relationship between organizational performance and the four variables. As per the SPSS generated in table 4..., the equation is:

$$(Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon) \text{ becomes:}$$

$$Y = 1.308 + 0.558X_1 + 0.785X_2 + 0.620X_3 + 0.731X_4$$

Table 4.6 Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	1.308	0.342		1.623	3.57-02
Demand Forecasting	0.558	0.310	0.172	4.342	2.76-02
Inventory management	0.731	0.156	0.210	3.532	2.85-02
Collaborative relationships	0.785	0.322	0.067	3.542	2.02-02
Risk management	0.620	0.245	0.148	3.458	2.49-02

The regression equation above established that taking all factors into account (demand forecasting, inventory management, collaborative relationships and risk management) constant at zero, organization performance adopted will be 1.308. The findings also show that taking all other independent variables at zero, a unit increase in inventory management will lead to a 0.731 increase of organization performance; a unit increase in collaborative relationships will lead to a 0.785 increase in organization performance. This infers that collaborative relationships contributes most to organization performance followed by inventory management then risk management while demand forecasting contributed little to organization performance. This notwithstanding, all the variables were significant as their P-values were less than 0.05.

CONCLUSIONS AND RECOMMENDATIONS

The study further showed that the organization in the study area has adopted inventory management practices to improve on efficiency as well as the general performance of the company and that the organization enjoys competitiveness through inventory investment and inventory turnover. The study showed that operations efficiency is positively influenced through distribution planning, planning of material requirement and vendor inventory management.

The study has shown that through joint working with other suppliers in the supply chain the organization in the study area is sure to reap high benefits which can in turn lead to high performance as well as effectiveness and efficiency in inventory management. The study concluded that inventory management has enabled the organization to put in place proper material handling processes in cases of stock out. The study also concludes that organization is able to establish order cycles as a result of inventory management. Inventory management has enabled the organization to do inventory tracking. The study concludes that inventory management contributes to 44% to organizational performance.

The study concludes that collaborative relationships helps the suppliers improve quality and that there is willingness of collaboration in strategic decision making. The study concludes that parameters used in this study for collaborative relationships contributes to 47% to organizational performance.

The study recommends that agribusiness firms should come up with policy frameworks to facilitate the inventory management techniques implementation. Managers should consider inventory management practices such as ensuring that there is tracking of inventory to enhance coordination of materials accessibility as well as controlling, utilization and procuring of materials. Managers should also give special attention to information sharing through collaborative relationships in order to improve organizational performance in terms of supply chain processes.

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