

**INFLUENCE OF RESOURCE UTILIZATION ON SERVICE DELIVERY
OF NON-GOVERNMENTAL ORGANISATIONS CASE STUDY OF
WORLD FOOD PROGRAMME, SOUTH SUDAN**

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DECLARATION AND APPROVAL

Declaration by the Student

This research project is my original work and has not been presented for a degree in any other University or for any other a ward

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Approval by the Supervisor

I confirm that the work reported in this Proposal was carried out by the candidate under my Supervision.



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DEDICATION

The project is dedicated to my family.



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To my Supervisor Dr Isaac Abuga for his immense inspiration and tirelessly reviewing my work and also for offering a very incisive critique on this work.

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ABSTRACT

The increasing economic challenges in developing countries have led to a significant rise in the number of non-governmental organizations (NGOs) competing for limited resources to support their operations. This study examined the influence of resource utilization on the efficiency of service delivery within the World Food Programme (WFP) in South Sudan. The research was grounded in Resource Dependence Theory, Stakeholder Theory, and Human Capital Theory and explored the impacts of personnel, technology, and fund utilization on service delivery outcomes. A cross-sectional survey design was employed, targeting 1000 WFP staff members across various departments, with a sample size of 285 respondents determined using Yamane's formula. Data collection was conducted using structured questionnaires, and the data were analyzed through descriptive and inferential statistics, including multivariate regression using SPSS (V.24). The findings indicated that personnel utilization had the most significant impact on service delivery efficiency, with a correlation coefficient of 0.392 ($p < 0.001$). Respondents rated the provision of necessary resources and tools with a mean score of 4.08 (SD = 1.27), highlighting its critical role in enhancing efficiency. Technology utilization was positively correlated with service delivery, with a mean score of 3.45 (SD = 1.29) for technology's role in enhancing communication and coordination. However, fund utilization showed a weaker direct impact on service delivery, with a mean score of 2.63 (SD = 1.54), indicating that while financial resources were necessary, their direct influence on efficiency was less pronounced. The study recommended that WFP prioritize continuous staff development and training to optimize personnel utilization, as these factors strongly influenced service delivery. Furthermore, improving the maintenance and updating of technological tools was deemed essential to enhance operational efficiency. Although fund utilization showed a weaker direct impact, the study advocated for more strategic financial management practices to ensure efficient resource allocation and utilization. This research provided valuable insights for NGOs on optimizing resource utilization to improve service delivery, especially in challenging environments like South Sudan. The findings contributed to the broader field of NGO management, offering practical recommendations to enhance the effectiveness of humanitarian interventions and support the achievement of organizational objectives.

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LIST OF ABBREVIATIONS AND ACRONYMS

FFA	Food for Assets
INGOs	International Non-Governmental Organizations
NGO's	Non-Governmental Organization's
PM2A	Prevention of Malnutrition in Children Under 2 Years of Age
UN	United Nations
WFP	World Food Programme



CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Non-governmental Organizations (NGOs) are renowned for their pivotal role in driving social change among citizens, particularly in regions where political instability prevails. In developing countries, NGOs are especially lauded for their crucial contributions to humanitarian aid, encompassing service delivery, poverty reduction, and empowerment initiatives. They play a vital role in helping citizens secure livelihoods in areas where government resources are limited and where the state alone cannot achieve poverty eradication and human development (Banks & Hulme, 2012).

Globally, water, health/nutrition, and livestock/food security represent the primary areas of humanitarian need (Snyder & Diesing, 2019). These sectors are critical for individuals in need for various reasons. For instance, pastoralists depend heavily on livestock for their livelihoods. Drought conditions directly threaten the food and livelihood security of these communities (Mwenda, 2018). Ensuring the health of cattle, which are often viewed as valuable assets, is essential, and the availability of adequate water is crucial. When cattle cannot find sufficient grass and water, they migrate in search of better conditions, often leaving behind vulnerable groups such as women, children, and the elderly with limited survival prospects. Drought leads to reduced food availability and access, as well as a scarcity of drinking water. This water shortage often results in unsanitary conditions, which can cause water-borne diseases like diarrhea and typhoid (Kimenyi & Meagher, 2017). The resulting hunger and poor health conditions can lead to malnutrition and increased

morbidity, particularly affecting children under five, the elderly, the sick, and individuals with HIV/AIDS (Peters, 2019).

The worsening economic conditions in emerging and developing countries have spurred an increase in the number of NGOs worldwide. However, the competition for funding among these organizations has intensified significantly, as many aim to support underprivileged communities and achieve sustainability in the near future (Roden, 2014). Over the past two decades, the number of NGOs has surged, especially in developing countries, where they have played complementary roles in enabling people to realize their potential and use it for social progress. This is largely because NGOs are more flexible and can swiftly respond to the needs of people, particularly in fragile states. They are capable of bringing programs and services closer to the populations, especially in marginalized areas (Milelu, 2018).

Non-Governmental Organizations (NGOs) often grapple with financial constraints due to the relentless demands for their services amidst limited resources, which is a fundamental aspect of the global financial landscape (Silva & Burger, 2015). In developing countries, NGOs play a crucial role in providing services to marginalized and disadvantaged populations. However, their ability to operate effectively hinges on sufficient donor funding. Without adequate financial support, these organizations may be forced to cease their operations. Saungweme (2014) discussed the dependency of NGOs on external donors for funding, highlighting recent challenges such as donor fatigue in developed countries, increased government scrutiny of NGO activities, the disproportionate influence of donors, and the unpredictable nature of financial flows, all of which have destabilized many NGOs. Banks, Hulme, and Edwards (2015) stressed the importance of bridging the gap between donors and NGOs and advocated for closer collaboration

between international humanitarian actors and local NGOs to enhance funding relationships.

Gyamfi (2010) pointed out that NGOs predominantly rely on grants and donations, yet these traditional funding sources are increasingly inadequate to cover operational expenses, leaving many organizations without alternative funding to fill the gap created by declining donor support. This financial strain puts NGOs in a precarious position, often leading them to cede control to donors who dictate funding conditions. Similarly, Khieng and Dahles (2015) noted that heavy reliance on foreign funding significantly impacts NGO activities, with donor dependency causing financial unpredictability, leading to shifts in organizational goals and objectives, and ultimately diminishing the organization's mission and autonomy.

Regionally, NGOs face numerous challenges, including weak leadership, insufficient strategic planning, an inactive fundraising drive, poor financial management practices, ineffective organizational policies and procedures, high turnover of senior staff, and ongoing reliance on dwindling donor funds. Without alternative fundraising methods, NGOs risk compromising their mandates and may even face closure. Omeri (2014) highlighted the financial challenges faced by NGOs in Kenya, where reduced donor funding has been redirected to new emergency areas, leaving regional NGOs struggling to support their operations and activities.

Backer (2015) defines capacity as the ability of an organization to achieve its goals and mission. Various interconnected activities contribute to the organizational capacity of NGOs. Donor financing criteria include a range of methods designed to enhance the ability of communities to absorb funds for initiatives. Recipients must meet specific pre-established requirements set by donors before funds are

disbursed, including accountability for previous funds and adherence to established norms and regulations. Failure to meet these conditions can result in funding suspension, impeding project delivery (Lukio, 2018). The term "donor condition" refers to the process by which recipients of donor assistance apply for funds based on set criteria. Beneficiaries who meet these criteria are more likely to secure funding. The competition for funding involves evaluating pre-set criteria, reviewing funding applications, and awarding grants based on the evaluation results (Habtihun, 2016).

The World Food Programme (WFP) is a renowned humanitarian organization that works around the world to combat hunger and malnutrition. Several projects have been implemented in South Sudan to promote food security and nutrition for vulnerable groups. WFP's principal operation in South Sudan has been to provide food assistance to millions of people afflicted by violence and natural catastrophes. In 2020, the organization provided food aid to 6.3 million people, including 1.1 million children under the age of five who got especially nutritious food. In addition, the World Food Programme offered food aid to 750,000 flood victims in 2020 (World Food Programme, 2021a).

WFP has also been developing programs in South Sudan to help vulnerable communities build resilience. One such program is the Food for Assets (FFA) program, which creates communal assets. The initiative served 292,000 people in 19 counties in 2020, thanks to the construction of infrastructure like as irrigation systems, feeder roads, and dams (World Food Programme, 2021a). WFP has been trying to improve nutrition among vulnerable people in South Sudan, in addition to providing food aid and resilience-building initiatives. The organization has been implementing the Prevention of Malnutrition in Children Under 2 Years of Age

(PM2A) program, which provides nutrition education, counselling, and support to mothers and caregivers of children under two years of age. In 2020, the program reached over 700,000 people in 54 counties (World Food Programme, 2021a).

Overall, WFP's performance in South Sudan has been commendable, given the challenging operating environment in the country. The organization has been able to reach millions of people with food assistance, resilience-building programs, and nutrition interventions, which have helped to improve the food security and nutrition status of vulnerable communities.

1.2 Statement of the Problem

In most situations, non-governmental organizations in South Sudan are unable to carry out their mandates due to inadequate and inappropriate financing for project operations. Many NGOs, particularly national non-governmental organizations, lack the ability to raise funds. When donors alter their intervention to meet pressing objectives, they lack the organizational capacity to mobilize resources. For instance, waiting for donors, foreign organizations, and other actors to contact them for money may be a big cause of anxiety, as can the complication of having little funds and being inaccessible to the right donors, in addition to having poor fundraising abilities (Nzeyimana, 2015). According to Abdulrashid and Aliyu (2019) Non-governmental organizations (NGOs) are non-profit, volunteer-run, service-oriented/development-oriented organizations that exist to help its members (grassroots groups) or other members of the public (agencies). In 2020, WFP reached 6.3 million people with food assistance, including 1.1 million children under the age of five who received specialized nutritious food. WFP also provided food assistance to 750,000 people affected by floods, implemented Food For Assets (FFA) program benefited 292,000 people in 19 counties and Prevention of

Malnutrition in Children Under 2 Years of Age (PM2A) program, which provides nutrition education, counselling, and support to mothers and caregivers of children under two years of age reaching to 700,000 people in 54 counties in 2020 (World Food Programme, 2021a).

There is no known study which has been conducted on resource utilization and efficiency of Service delivery in WFP, South Sudan. Past studies have been conducted generally on the importance Non-Governmental Organizations, their successes, and challenges in South Sudan. This study therefore seeks to look at resource utilization and efficiency of Service delivery in WFP, South Sudan.

1.3 Purpose of the study

The purpose of the study to assess how World Food Programme manage and utilize their available resources to provide services in an effective and efficient manner.

1.4 Specific objectives

This study was directed by the following specific Objectives:

- i. To establish the effect of Personnel utilization on efficiency of service delivery of World Food Programme, South Sudan.
- ii. To assess the effect of Technology utilization on efficiency of service delivery of World Food Programme, South Sudan.
- iii. To examine the effect of Fund utilization on efficiency of service delivery of World Food Programme, South Sudan.

1.5 Research Questions

The following questions will guide the research:

- i. What are the effects of Personnel utilization on efficiency of service delivery of World Food Programme, South Sudan?

- ii. What are the effects of Technology utilization on efficiency of service delivery of World Food Programme, South Sudan?
- iii. What are the effects of Fund utilization on efficiency of service delivery of World Food Programme, South Sudan?

1.6 Significance of the Study

The significance of the study titled "Influence of Resource Utilization and Efficiency of Service Delivery of Non-Governmental Organizations: Case Study of World Food Programme, South Sudan" extends beyond its immediate findings and encompasses several key areas:

1. **Policy Development and Implementation:** The study's insights can guide the creation of policies that enhance the efficiency of resource utilization in NGOs, particularly those operating in challenging environments like South Sudan. Policymakers can use these findings to develop strategies that optimize resource allocation, ensuring that aid reaches the intended beneficiaries effectively and efficiently.
2. **Academic and Research Contribution:** Academics and researchers in the fields of non-profit management, international development, and humanitarian aid will find this study a valuable addition to existing literature. It provides empirical data and analyses that can be used as a foundation for further research, especially in exploring the dynamics of resource management in crisis or conflict-affected regions.
3. **Practical Application for NGOs:** The study offers practical insights for NGOs on how to improve their service delivery through better resource utilization. It highlights best practices, challenges, and innovative solutions

that can be adopted by other organizations, especially those working under similar conditions as the World Food Programme in South Sudan.

4. **Capacity Building and Training:** The findings can be used in training and capacity-building programs for NGO staff. Understanding the nuances of resource utilization in complex environments will help in developing more effective training modules that are tailored to the unique challenges faced by NGOs in such contexts.
5. **Consultancy and Advisory Services:** For consultants and advisors specializing in NGO management and development, this study provides a rich source of information and case analysis that can be used to advise organizations on resource management, strategic planning, and operational efficiency.
6. **Impact Assessment and Donor Engagement:** The study is also significant for impact assessment and engagement with donors. It provides evidence-based insights on the efficient use of resources, which can be crucial in reporting to donors and stakeholders, ensuring transparency and accountability, and attracting further funding.
7. **Broadening Understanding of Local Contexts:** By focusing on the World Food Programme in South Sudan, the study offers a deeper understanding of the specific challenges and opportunities in resource utilization in a context marked by political instability and economic challenges. This can inform more contextually adapted approaches in similar settings.
8. **Innovation and Strategic Planning:** The findings can inspire innovation in the field of NGO management, particularly in terms of strategic planning and implementation of projects in challenging environments. This can lead

to the development of new models and frameworks for effective service delivery.

In summary, this study is not only crucial for its immediate findings and applications but also serves as a catalyst for further research, policy development, practical improvements in NGO operations, and innovations in the field of humanitarian and development work.

1.7 Scope of the study

The research study was conducted in Juba, South Sudan. Participants will include staff members from the World Food Programme, specifically program managers, finance managers, and accountants. These individuals have been selected because they possess extensive knowledge of the WFP's operations and can offer the detailed information necessary for the study.

1.8 Study limitations

There might be instances of incomplete or missing data from the research questionnaires, which was addressed through thorough data sorting and cleaning before the final analysis. Given that the study will utilize self-reported questionnaires, the researcher will not have control over the respondents' answers. To mitigate this, respondents were assured that the information they provide was used exclusively for academic research purposes.

Although political challenges in the country may restrict free movement to other regions, the researcher will ensure the study focuses on the World Food Programme's operations within Juba.

1.9 Operational Definition of Key Terms

Resources: Typically, resources such as materials, energy, services, staff, knowledge, and other assets can be transformed to generate benefits.

Resource Utilization: The proficient and effective management and utilization of available resources to accomplish the organization's mission and goals.

Donor: A donor is an individual, organization, corporation, or foundation that provides donations, gifts, or funding.

Non-Governmental Organizations: These indigenous organizations, primarily established by South Sudanese nationals, focus on advocacy, service delivery, and humanitarian assistance.

Service delivery: The process through which NGOs provide essential services, programs, and support to communities or individuals in need.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section provides an overview of the theoretical and empirical literature that forms the foundation for our study. Additionally, we conduct a thorough review of the existing literature, identifying research gaps that the study aims to address.

2.2 Theoretical Framework

The study draws upon several theories, including Resource Dependence theory, Stakeholder theory and Human Capital theory.

2.2.1 Resource Dependence Theory

Resource Dependence Theory (RDT), initially proposed by Pfeffer and Salancik in 1978, offers a crucial perspective on how external factors influence the utilization of resources within an organization. According to this theory, organizations, particularly non-governmental organizations (NGOs), often rely heavily on external donors for resources, which can significantly impact their autonomy and operational flexibility (Pfeffer & Salancik, 2003). The theory underscores the critical role that external resources play in shaping organizational behavior, emphasizing that the greater the dependence on external donors, the more control these donors exert over the organization's resources and strategic decisions (Hillman, Withers, & Collins, 2009).

In the context of NGOs, this dependence on external resources, such as grants and donations, can lead to instability due to fluctuations in funding flows and volatile donor demands. For example, NGOs that rely on a single donor or a limited number of donors are particularly vulnerable to changes in donor priorities, economic downturns, or shifts in political climates (Malatesta & Smith, 2014).

This vulnerability underscores the importance of understanding the dynamics of resource insufficiency within organizations and highlights the need for strategic management of resource dependencies.

Resource Dependence Theory provides a framework for comprehending the environment in which organizations strive to acquire and sustain the resources necessary for their operations. One of the key insights of RDT is that organizations must strategically manage their dependencies by cultivating relationships with multiple donors and exploring alternative funding sources (Pfeffer & Salancik, 2003). This strategic management approach helps organizations reduce their vulnerability to external pressures and enhances their ability to navigate the complexities of donor requirements.

For instance, board members of NGOs play a critical role in resource lobbying and securing funding. Board members with valuable knowledge, expertise, and reputations can offer strategic advice and direction, thereby helping the organization achieve its objectives (Hillman et al., 2009). These board members can leverage their networks to attract new donors, advocate for the organization's mission, and negotiate more favorable terms with existing donors. By doing so, they contribute to the organization's long-term sustainability and success.

Moreover, choosing the right board members is crucial for guiding the organization towards sustainability. Waldron (2015) explains that NGOs heavily reliant on external resources have less control over these resources because such funding often comes with stringent conditions imposed by foreign donors. These conditions can include specific project requirements, reporting obligations, and restrictions on how funds can be used. As a result, NGOs must carefully consider

the composition of their boards to ensure that they have the necessary expertise to navigate these challenges effectively.

A key strategy for mitigating the risks associated with resource dependence is the diversification of funding sources. Resource Dependence Theory encourages NGOs to diversify their revenue streams by gradually shifting from reliance on a single donor to a more diversified pool of donors (Malatesta & Smith, 2014). This diversification can include seeking funding from multiple international donors, local government grants, private sector partnerships, and individual donations.

Diversification of funding sources offers several advantages. First, it reduces the organization's vulnerability to changes in any one donor's priorities or financial situation. Second, it enhances the NGO's financial stability by ensuring a more consistent flow of income, even in the face of economic or political challenges (Froelich, 2015). Third, it increases the organization's autonomy, allowing it to pursue its mission without being overly constrained by donor-imposed conditions.

In practice, NGOs can implement diversification strategies by actively seeking partnerships with a broad range of entities, both local and international. For example, they can collaborate with private companies on corporate social responsibility (CSR) initiatives, apply for government grants, and engage in grassroots fundraising efforts (Mitchell, Agle, & Wood, 2018). Additionally, NGOs can leverage social media and other digital platforms to reach a broader audience and attract individual donors. By building a strong network of supporters and stakeholders, NGOs can enhance their capacity to attract resources and navigate the complexities of donor requirements.

Another critical aspect of Resource Dependence Theory is the emphasis on building organizational capacity to manage and utilize resources effectively.

Organizations that invest in capacity-building initiatives are better equipped to manage their resource dependencies and ensure the sustainability of their operations (Froelich, 2015). Capacity-building initiatives can include training staff in grant writing and fundraising, improving financial management systems, and enhancing transparency and accountability through rigorous reporting and evaluation processes.

By strengthening their internal systems, NGOs can improve their ability to manage and report on donor funds, thereby increasing donor confidence and attracting additional resources (Mitchell et al., 2018). Moreover, capacity-building initiatives can help NGOs develop the skills and expertise needed to adapt to changing donor expectations and requirements. For example, as donors increasingly prioritize impact measurement and outcomes-based funding, NGOs must develop the capacity to collect and analyze data on their programs' effectiveness.

The relationships between NGOs and their donors are complex and often characterized by a power imbalance. Donors, particularly those providing significant funding, can exert considerable influence over the organization's strategic direction and operations (Hillman et al., 2009). This influence can manifest in various ways, such as setting funding priorities, imposing reporting requirements, and demanding specific outcomes.

To navigate these relationships effectively, NGOs must develop strategies to manage donor expectations while maintaining their organizational autonomy. One approach is to establish clear communication channels with donors, ensuring that both parties understand each other's goals, expectations, and constraints (Mitchell et al., 2018). Regular communication can help build trust and foster a more

collaborative relationship, enabling NGOs to negotiate more favorable terms and conditions.

Another approach is to diversify the organization's donor base, as discussed earlier. By reducing dependence on any single donor, NGOs can gain greater leverage in their relationships with donors and have more flexibility in how they allocate resources. Additionally, NGOs can seek to align their mission and values with those of their donors, ensuring that funding priorities are consistent with the organization's long-term goals (Froelich, 2015).

Ultimately, Resource Dependence Theory highlights the critical need for NGOs to adopt a proactive approach to managing their resource dependencies. By doing so, they can enhance their resilience and ensure the sustainability of their operations. In an increasingly complex and competitive funding environment, NGOs that effectively manage their resource dependencies are better positioned to achieve their mission and make a lasting impact on the communities they serve (Pfeffer & Salancik, 2003).

One of the key implications of RDT is that NGOs must continuously adapt to changes in the external environment. This adaptability requires a willingness to innovate, explore new funding models, and embrace new technologies (Mitchell et al., 2018). For example, NGOs can use crowdfunding platforms to raise funds for specific projects, engage in social enterprise activities to generate income, or develop partnerships with private sector companies to leverage their resources and expertise.

Furthermore, NGOs must be prepared to navigate the challenges of donor-driven funding models, which can sometimes lead to mission drift or the prioritization of short-term projects over long-term goals (Froelich, 2015). To mitigate these risks,

NGOs must maintain a clear focus on their mission and values and ensure that their resource mobilization strategies align with their organizational objectives.

In conclusion, Resource Dependence Theory offers valuable insights into the challenges and opportunities that NGOs face in managing their resource dependencies. By strategically managing these dependencies, diversifying their funding sources, building organizational capacity, and navigating donor relationships, NGOs can enhance their resilience and ensure the sustainability of their operations. As the funding landscape continues to evolve, NGOs that adopt a proactive and strategic approach to resource management will be better positioned to achieve their mission and make a meaningful impact on the communities they serve (Hillman et al., 2009).

2.2.2 Stakeholder Theory

Stakeholder theory, as proposed by Freeman in 1984, posits that the interests of investors do not necessarily conflict with the interests of other stakeholders. This theory suggests that an organization can promote the interests of its stakeholders without compromising those of its major investors (Freeman, 1984). Over the past decades, Stakeholder Theory has gained significant traction as a more comprehensive approach to understanding corporate governance, surpassing the more traditional agency theory. Agency theory primarily focuses on the relationship between shareholders (principals) and management (agents), often leading to a narrow interpretation of corporate governance that prioritizes shareholder wealth maximization (Jensen & Meckling, 1976). In contrast, Stakeholder Theory expands the scope by acknowledging that organizations

operate within a broader network of relationships, all of which have a stake in the organization's success or failure (Freeman, Harrison, & Wicks, 2010).

Recent studies have reinforced the idea that the financial health of an organization is significantly influenced by how resources are allocated across various stakeholder groups, taking into account the organization's activities and their broader impact (Jones, Harrison, & Felps, 2018). This approach argues that by addressing the needs and concerns of all stakeholders—such as employees, customers, suppliers, and the community—organizations can create long-term value and stability. Proponents of Stakeholder Theory assert that the primary purpose of an organization is to create value for all its stakeholders by transforming their contributions into products or services that meet the needs of the market and society (Freeman et al., 2020). This stands in stark contrast to the traditional financial theory of the firm, which primarily focuses on profit maximization for shareholders.

Stakeholder Theory also emphasizes corporate accountability, not only to shareholders but to all stakeholders involved. As John and Senbet (1998) highlighted, corporate governance is not just about aligning the interests of shareholders and management but also about ensuring that the interests of other stakeholders are considered. This broader view of corporate governance has become increasingly relevant in today's globalized and interconnected world, where corporate actions can have far-reaching impacts on the environment, society, and the economy. Recent literature suggests that the rise in prominence of Stakeholder Theory is partly due to the growing recognition that corporate actions impact the external environment, necessitating accountability to a broader audience beyond just investors (Bosse & Phillips, 2016).

For example, the growing concern over environmental sustainability has led to increased scrutiny of corporate practices that contribute to climate change. Organizations are now expected to take responsibility for their environmental footprint and to implement practices that mitigate their impact on the environment. This has led to the adoption of sustainability reporting and the integration of environmental, social, and governance (ESG) criteria into corporate decision-making processes (Eccles, Ioannou, & Serafeim, 2014). By doing so, companies can not only enhance their reputation but also build trust with stakeholders, leading to long-term success.

In practice, implementing Stakeholder Theory involves more than just acknowledging the importance of various stakeholder groups; it requires active engagement and communication with these groups. Recent studies have shown that organizations that engage in regular dialogue with their stakeholders are better equipped to understand their needs and concerns, which can lead to more informed decision-making and improved outcomes (Greenwood & Freeman, 2018). This engagement can take various forms, including stakeholder advisory panels, surveys, and public forums, all aimed at gathering input and feedback from stakeholders (Crane & Glozer, 2016).

Moreover, the practical application of Stakeholder Theory also involves aligning corporate policies and practices with stakeholder expectations. For instance, companies can adopt initiatives aimed at improving employee well-being, such as offering competitive compensation packages, providing opportunities for professional development, and fostering a positive work environment (Post, Preston, & Sachs, 2016). These initiatives not only enhance employee satisfaction and retention but also contribute to the overall performance of the organization.

Similarly, companies can implement customer-centric strategies that prioritize customer satisfaction and loyalty, which are critical to long-term success (Harrison & Wicks, 2013).

Organizations are also increasingly recognizing the importance of community engagement and corporate social responsibility (CSR) initiatives. By contributing to the development of the communities in which they operate, companies can build stronger relationships with local stakeholders and create a positive impact on society (Carroll & Buchholtz, 2015). This not only enhances the company's reputation but also fosters goodwill and support from the community, which can be invaluable during times of crisis.

One of the key aspects of Stakeholder Theory is its recognition of the role of non-market mechanisms in influencing corporate performance. Unlike traditional financial theory, which primarily focuses on market-based mechanisms such as stock prices and dividends, Stakeholder Theory acknowledges the importance of non-market factors such as board composition, committee structures, and corporate culture (John & Senbet, 1998). Recent research has shown that these non-market mechanisms can play a significant role in shaping corporate governance and, ultimately, the performance of the organization (Aguilera et al., 2015).

For example, the composition of a company's board of directors can have a profound impact on its governance practices. A diverse board that includes representatives from various stakeholder groups can provide a broader perspective on corporate issues and ensure that the interests of all stakeholders are considered in decision-making processes (Ferreira, 2015). Similarly, the establishment of specialized committees, such as audit and compensation committees, can help to

enhance transparency and accountability within the organization (Ertug et al., 2018).

Corporate culture is another non-market mechanism that can influence corporate performance. A strong corporate culture that emphasizes ethical behavior, social responsibility, and stakeholder engagement can create a positive work environment and foster a sense of shared purpose among employees (Jones et al., 2018). This, in turn, can lead to increased employee motivation, productivity, and loyalty, all of which contribute to the long-term success of the organization.

As the business environment continues to evolve, Stakeholder Theory has become increasingly relevant in addressing the complex challenges faced by organizations today. The rise of globalization, technological advancements, and the growing importance of sustainability have all contributed to the need for a more holistic approach to corporate governance (Freeman et al., 2020). In this context, Stakeholder Theory provides a valuable framework for understanding the interconnectedness of various stakeholder groups and the need to balance their interests to achieve overall organizational success (Crane & Glozer, 2016).

One of the key trends in the modern business environment is the increasing emphasis on corporate social responsibility (CSR) and sustainability. Companies are now expected to go beyond profit maximization and to consider the social, environmental, and economic impact of their actions (Eccles et al., 2014). This has led to the integration of ESG criteria into corporate decision-making processes and the adoption of sustainable business practices. By aligning their operations with stakeholder expectations, companies can create shared value and contribute to the broader societal good (Post et al., 2016).

Another trend is the growing importance of digital transformation and technological innovation. In today's digital age, companies must be agile and adaptable to stay competitive. This requires not only investing in new technologies but also engaging with stakeholders to understand how these technologies can be used to create value (Harrison & Wicks, 2013). For example, companies can leverage digital platforms to enhance customer engagement, streamline operations, and improve supply chain management (Freeman et al., 2020).

In conclusion, Stakeholder Theory offers a comprehensive framework for understanding the multifaceted role of corporate governance in the modern business environment. By prioritizing the interests of various stakeholders and recognizing their contributions, organizations can achieve better financial performance, foster innovation, and contribute to the broader societal good. This approach not only enhances corporate accountability but also promotes a more sustainable and equitable business environment. As the business environment continues to evolve, Stakeholder Theory will remain a valuable tool for guiding corporate decision-making and ensuring long-term success (Greenwood & Freeman, 2018).

2.2.3 The Human Capital Theory

Human Capital Theory, extensively developed by Gary Becker and Jacob Mincer, provides a framework for understanding the cumulative stock of knowledge, habits, social and personality attributes—including creativity—that individuals possess and utilize to perform labor and generate economic value (Becker, 1998). This theory encompasses a wide range of traits, including knowledge, talents, skills, abilities, experience, intelligence, training, judgment, and wisdom,

collectively representing the total capacity of individuals within a population. These attributes form a type of wealth that can be harnessed to achieve the goals of a nation or state, effectively viewing human capital as an aggregate economic perspective of individuals operating within economies (Schultz, 2019).

The evolution of Human Capital Theory has expanded its relevance beyond mere economic transactions, incorporating the social, biological, cultural, and psychological complexities of individuals as they engage in the labor market. This broader interpretation of human capital acknowledges that education, health, and social environments significantly impact the productivity and economic contributions of individuals (Heckman & Mosso, 2014). Recent studies have emphasized the role of early childhood education, healthcare, and social policies in shaping the future human capital of a nation, highlighting the need for a holistic approach to human capital development (Currie & Almond, 2015).

Investment in human capital development is closely linked to education, with numerous theories emphasizing its role in driving economic development, productivity growth, and innovation (Psacharopoulos & Patrinos, 2018). Education is often viewed as the cornerstone of human capital development, providing individuals with the knowledge and skills necessary to participate in and contribute to the economy. This connection between education and economic prosperity justifies government subsidies for education and job skills training, as a well-educated and skilled workforce is critical for national economic prosperity (Goldin, 2016).

In recent years, there has been a growing emphasis on the need for education systems to adapt to the changing demands of the labor market. The Organization for Economic Co-operation and Development (OECD) has urged governments to

adopt policies that promote innovation and enhance knowledge in products and services, positioning these strategies as pathways to sustained economic prosperity (OECD, 2020). This has led to an increased focus on STEM (Science, Technology, Engineering, and Mathematics) education, which is seen as essential for preparing the workforce for the technological advancements that are reshaping industries and economies (Falk & Hermle, 2018).

Moreover, vocational training and lifelong learning are becoming increasingly important in maintaining the value of human capital. As the job market evolves, workers must engage in ongoing education and skills development to remain competitive and meet the evolving needs of employers (McKinsey Global Institute, 2017). Governments and organizations can support this by providing access to training programs, encouraging professional certification, and fostering environments that value continuous improvement (World Economic Forum, 2020). Human Capital Theory also addresses the issue of human capital flight, commonly referred to as "brain drain," which occurs when talented or well-trained individuals emigrate from a country that invested in their development to another country that reaps the benefits of their skills (Docquier & Rapoport, 2012). This phenomenon has significant economic implications, as it can lead to a loss of valuable human resources and hinder the development of the country of origin (Beine, Docquier, & Özden, 2015).

To mitigate the impact of human capital flight, policymakers must develop strategies to retain talent by improving working conditions, offering competitive compensation, and creating opportunities for career advancement within the country. Additionally, policies aimed at attracting skilled immigrants can help mitigate the impact of domestic talent loss by ensuring that the country remains

competitive in the global talent market (Aiyar, 2016). Recent research suggests that targeted efforts to improve the quality of life, such as investments in healthcare, education, and infrastructure, can be effective in retaining talent and reducing the likelihood of human capital flight (Czaika & Parsons, 2017).

Furthermore, understanding the economic implications of human capital flight can guide policymakers in creating strategies to retain and attract talent. For instance, countries experiencing significant brain drain might focus on enhancing the quality of their higher education institutions, creating centers of excellence, and fostering innovation ecosystems that provide opportunities for skilled individuals to thrive (OECD, 2020). Additionally, leveraging digital platforms and remote work opportunities can enable countries to benefit from the expertise of their expatriates, even if they reside abroad (Giannoccolo, 2019).

Another significant aspect of Human Capital Theory is its application to understanding structural unemployment, which arises when there is a mismatch between the available stock of job-specific human capital and the needs of employers (Yagan, 2019). This mismatch has become increasingly prominent in discussions of labor market dynamics, particularly as technological advancements and globalization have transformed industries and altered the demand for certain skills (Autor, 2019).

Recent research has focused on improving the alignment between educational outcomes and labor market needs, ensuring that the workforce is better equipped to meet the demands of employers (Deming, 2017). This involves not only enhancing the relevance of curricula but also promoting vocational and technical training programs that provide individuals with the specific skills required in high-demand sectors. For instance, apprenticeships and industry partnerships can play a crucial

role in bridging the gap between education and employment, facilitating smoother transitions from school to work (Hoffman & Schwartz, 2017).

Moreover, the theory suggests that targeted investments in human capital can yield significant returns not only for individuals but also for society at large. Education systems and training programs need to be adaptive, continually evolving to keep pace with technological advancements and changing economic conditions (Goldin & Katz, 2018). This is particularly important in sectors such as information technology, healthcare, and renewable energy, where rapid innovation is driving demand for new skills and competencies.

Lifelong learning and continuous professional development are critical components of maintaining the value of human capital in a rapidly changing world (Schleicher, 2018). As industries evolve and new technologies emerge, the skills required to succeed in the workforce are constantly changing. To remain competitive, workers must engage in ongoing education and skills development, which can be supported by both governments and employers.

Governments can play a key role by providing access to affordable and flexible education and training programs, as well as by promoting policies that encourage lifelong learning (OECD, 2020). Employers, on the other hand, can support their employees' professional development by offering training opportunities, mentoring programs, and career advancement pathways (World Economic Forum, 2020). By fostering a culture of continuous learning, organizations can ensure that their workforce remains agile and capable of adapting to new challenges.

Additionally, the rise of digital learning platforms has made it easier for individuals to access education and training on demand, allowing them to develop new skills at their own pace (Deming, 2017). This democratization of education is

particularly important in addressing skills gaps and ensuring that workers can continuously update their knowledge and expertise to meet the changing demands of the labor market (Goldin & Katz, 2018).

Human Capital Theory underscores the importance of investing in the development of individuals' skills and knowledge as a means to foster economic growth and innovation (Schultz, 2019). By aligning educational systems with labor market demands and supporting continuous skill development, societies can enhance their economic resilience and prosperity. This is particularly relevant in the context of economic shocks, such as the global financial crisis or the COVID-19 pandemic, which have underscored the need for a skilled and adaptable workforce (World Economic Forum, 2020).

Effective management of human capital, including addressing the challenges of human capital flight and structural unemployment, is vital for achieving sustainable economic development. Policymakers must prioritize investments in education, healthcare, and social policies that support the development of human capital from an early age (Currie & Almond, 2015). Moreover, fostering innovation and entrepreneurship can help create new opportunities for skilled individuals and drive economic growth (OECD, 2020).

In conclusion, Human Capital Theory provides a comprehensive framework for understanding the role of individuals' skills, knowledge, and attributes in driving economic value and national prosperity. By investing in education, promoting lifelong learning, and addressing the challenges of human capital flight and structural unemployment, governments and organizations can enhance their economic resilience and ensure long-term growth and development (Psacharopoulos & Patrinos, 2018).

2.3 Empirical Literature Review

2.3.1 Personnel Utilization and Service delivery

In Scotland, Kirsteen et al. (2014) conducted a research on skill utilization, examining managers' and workers' perspectives on how employees use their skills inside companies. Through the use of questionnaires and a case study methodology, they discovered that there is a highly significant difference in the opinions of managers and employees regarding how well employees match their current jobs, how much they use their skills, and the opportunities for advancement. Employees are more likely than managers to believe that their skills go beyond what is needed for their position. The survey also discovered that managers and workers alike are unsure of what talent usage really means. The study's conclusions support the notion that skill usage is significant, may help employees go above and beyond the call of duty, and increase their chances of being promoted. However, the researchers did not address the influence of skill utilization on an organization's overall performance. The purpose of this research is to determine how skill use affects an organization's performance. A research on the factors influencing employees' satisfaction with using performance data from Finnish municipalities was carried out in Finland by Aki in 2014. They discovered that high performance measurement or information system maturity levels do not ensure employee happiness by using both quantitative and qualitative research methods. The use of performance information in strategic planning, inter-administrative management using performance information, and transmission of measurement information are the three key perspectives that the research found to favorably improve satisfaction. Although the study's findings

suggest that managers should clarify the aim of assessment more clearly and that there is room for improvement in the use of performance data in resource sharing, they did not address the relationship between employee happiness and organizational success. The purpose of this research is to determine how personnel satisfaction drivers affect the performance of a business. In order to present a tool that uses semantic technologies for personnel performance and workplace learning assessment in an outsourced information technology environment, Cristina et al. (2011) conducted a study in Spain on Personnel Performance assessment in information systems outsourcing environment by use of case study approach. The researchers discovered that, by relying on accepted communication standards, semantic technologies allow staff to be monitored at every stage of the administration of outsourcing. As a consequence of competency assessment, monitoring also offered an integrated method for evaluating learning outcomes and employee performance. The research recognizes the significance of using semantic technologies for people monitoring and competency evaluation for performance assessment. Nevertheless, the study was unable to demonstrate how these practices impact organizational performance. Thus, the purpose of this research is to determine how employee performance affects the organization's overall performance.

A study conducted in Greece in 2007 by Sigala and Chalkiti on improving performance through the externalization and utilization of tacit knowledge through survey design on Greek hotels found that a greater number of respondents were unfamiliar with tacit knowledge, which consequently eliminated their efforts to do so in order to improve business performance. This research suggested that increasing industry understanding of the strategic function and significance of tacit

knowledge for enhancing corporate performance is imperative. But before building infrastructures and offering organizational incentives to encourage the use of tacit knowledge, it is thought that facilitating processes related to tacit knowledge is a necessary first step. The goal of this research is to find motivating incentives that would promote employee use and improve organizational performance. Kirsteen et al. (2014) concluded that skill usage is significant based on the research mentioned above. In 2014, Aki identified three characteristics that had a good impact on employee happiness. Cristina et al. (2014) discovered that employee monitoring improves performance evaluation and learning outcomes. Service delivery is not impacted by employee happiness or skill usage, according to neither Kirsteen (2014) nor Aki (2014).

2.3.2 Technology Utilization and Service delivery

Globally, technology has significantly impacted the operational efficiency of NGOs, with strategic planning tools playing a critical role in this transformation. Studies by Bakewell and Garbutt (2005) highlight the widespread adoption of the logical framework by international donor organizations. This tool aids in clarifying and systematically analyzing a project's objectives, expected outcomes, and resources required, thereby enhancing performance and accountability. In the United States, NGOs have increasingly adopted cloud computing and data analytics to improve their operations. Cloud-based platforms allow for the centralized storage and real-time access to data, which enhances decision-making and operational efficiency (Grobman, 2018). Furthermore, NGOs in the United States have utilized big data analytics to track and measure impact, allowing them to adjust their strategies in real-time to better meet their objectives (Smith, 2019).

In the United Kingdom, NGOs have integrated advanced technology to enhance transparency and accountability. The adoption of blockchain technology, for instance, has allowed NGOs to provide transparent and traceable transactions, ensuring that donations are used effectively and donors can see the direct impact of their contributions (Gates, 2020). This technology has also been instrumental in fighting fraud and corruption, which are significant concerns in the nonprofit sector. The use of blockchain has fostered greater trust between NGOs and their stakeholders, leading to increased donor engagement and support (Jones, 2017).

In Australia, the use of artificial intelligence (AI) and machine learning by NGOs has revolutionized the way these organizations operate. AI-powered tools have been used for everything from predicting donor behavior to automating administrative tasks, freeing up resources to focus on core activities (Peterson & Ward, 2018). Additionally, machine learning algorithms have been employed to analyze vast amounts of data, enabling NGOs to identify trends and patterns that can inform program development and resource allocation (Martin, 2019). This has significantly improved the efficiency and effectiveness of NGO operations, allowing them to maximize their impact.

In the African context, local NGOs have faced unique challenges in adapting global technological practices to their regional needs. Studies have explored how African NGOs navigate issues like limited internet access, diverse cultural landscapes, and varying degrees of technological literacy (Dartey-Baah, 2015). In Ghana, for instance, NGOs have leveraged mobile technology to overcome challenges related to internet connectivity. Mobile-based platforms have enabled NGOs to disseminate information, collect data, and engage with communities in remote areas where internet access is limited (Osei-Kojo & Andrews, 2016). The

widespread use of mobile phones in Ghana has allowed NGOs to reach a broader audience and deliver services more effectively, particularly in the areas of health and education.

In South Africa, mobile technology has also been a game-changer, particularly in the health sector. NGOs in South Africa have used mobile applications to provide health education, monitor patient adherence to treatment, and facilitate communication between healthcare providers and patients (Mwathi, 2017). The introduction of mobile health (mHealth) initiatives has improved access to healthcare services, especially in rural areas where healthcare facilities are scarce. Furthermore, the use of mobile technology has allowed NGOs to collect real-time data on health outcomes, enabling them to tailor their programs to meet the specific needs of the communities they serve (Gumede, 2019).

In Uganda, the use of technology by NGOs has focused heavily on agriculture and food security. NGOs in Uganda have developed mobile applications that provide farmers with real-time information on weather patterns, market prices, and best farming practices (Mwangi & Nambatya, 2018). These applications have empowered farmers to make informed decisions, increase their productivity, and access new markets. Additionally, technology has facilitated better communication between farmers and agricultural experts, leading to improved crop yields and food security in the region (Kasozi, 2020).

In Tanzania, NGOs have embraced technology to improve water and sanitation services. The use of SMS-based reporting systems has allowed communities to report water issues such as broken pipes or contamination, enabling NGOs to respond quickly and address these problems (Mwakalebela & Mwegoha, 2017). This has significantly improved access to clean water and reduced waterborne

diseases in rural areas. Furthermore, NGOs in Tanzania have used solar-powered water purification systems to provide clean drinking water to communities that lack access to reliable water sources (Simba & Mtui, 2019).

In Ethiopia, technology has played a crucial role in addressing education challenges. NGOs in Ethiopia have implemented digital literacy programs that use tablets and e-learning platforms to improve educational outcomes in remote areas (Habte, 2020). These programs have provided students with access to a wealth of educational resources, even in regions where physical infrastructure is lacking. Additionally, the use of technology has enabled NGOs to train teachers and improve the quality of education in schools across the country (Bekele & Worku, 2021).

In Nigeria, the integration of social media platforms has revolutionized how NGOs engage with the public and raise awareness about their causes. Social media has provided NGOs with a cost-effective way to reach large audiences, mobilize support, and drive social change (Iheanacho, 2019). For example, during the #EndSARS movement, Nigerian NGOs effectively used social media to raise awareness about police brutality and advocate for reform. The viral nature of social media campaigns allowed NGOs to amplify their message and garner international attention, leading to significant political and social outcomes (Adedokun, 2020).

Focusing on Kenya, the literature reveals specific challenges and innovations that have shaped the NGO sector. Kenyan NGOs have been at the forefront of using mobile technology for service delivery and data collection, significantly enhancing their reach and impact (Kamau & Ndemo, 2018). The use of mobile platforms like M-PESA has revolutionized how NGOs disburse funds and collect donations. M-PESA's mobile money services have made it easier for NGOs to transfer funds

directly to beneficiaries in remote areas, reducing the time and cost associated with traditional banking methods (Ngugi & Pelowski, 2020). This innovation has been particularly impactful in humanitarian efforts, where quick and efficient fund distribution is critical.

In addition to mobile technology, Kenyan NGOs have also embraced other forms of technology to improve their operations. For instance, geographic information systems (GIS) have been used to map and monitor development projects across the country (Onyango, 2019). GIS technology allows NGOs to visualize data spatially, helping them identify areas of need, allocate resources more effectively, and monitor the progress of their interventions. This has been particularly useful in sectors like agriculture, where NGOs work with smallholder farmers to improve food security and livelihoods.

Moreover, Kenyan NGOs have increasingly collaborated with government agencies and international partners to tackle pressing issues such as healthcare and education. These collaborations have often involved the use of technology to enhance service delivery and improve outcomes (Mutua & Ngugi, 2020). For example, the partnership between Kenyan NGOs and the government in the implementation of digital health records has streamlined patient management and improved the quality of care in public health facilities. Similarly, in education, NGOs have worked with technology companies to provide e-learning solutions to schools in marginalized areas, ensuring that students continue to receive quality education even in the face of challenges like the COVID-19 pandemic (Kiptoo, 2021).

2.3.3 Fund Utilization and Service delivery

Globally, NGOs often rely heavily on external funding sources, including government grants, private donations, and international aid. This reliance is a common theme across different regions, and it significantly impacts the operational autonomy and program sustainability of NGOs. For instance, in Asia, NGOs have increasingly faced challenges related to the dependency on foreign aid, particularly as international donors shift their focus to other regions or issues (Battii, 2014). In countries like India, NGOs have struggled to secure consistent funding as international aid agencies redirect their resources to new priorities, leaving local organizations to compete for dwindling resources (Kapur & Nangia, 2015). This has forced many NGOs to scale back their programs or seek alternative funding sources, such as corporate partnerships and social enterprises, to maintain their operations.

In Latin America, NGOs similarly grapple with the challenges of funding dependency. In Brazil, for example, the reduction in international aid following the country's economic growth has left many NGOs vulnerable (Maldonado & Seoane, 2017). These organizations now face intense competition for domestic funding, often from government sources that may have their own political agendas. As a result, Brazilian NGOs have had to navigate complex relationships with state actors, balancing their need for funding with the risk of compromising their independence and mission (Braga, 2018). This situation underscores the delicate balance that NGOs must maintain between securing necessary resources and preserving their autonomy.

In Eastern Europe, NGOs have experienced similar struggles as international donors have gradually withdrawn support following the region's integration into

the European Union. In countries like Hungary, the reduction in foreign aid has left NGOs reliant on domestic funding sources, which are often tied to government policies and political considerations (Batory & Svensson, 2019). This shift has led to increased competition among NGOs for limited resources, with smaller organizations particularly disadvantaged due to their lack of established networks and fundraising capabilities. To address these challenges, NGOs in Eastern Europe have begun exploring new strategies, such as crowdfunding and forming coalitions to pool resources and enhance their collective bargaining power (Kuti & Czakó, 2020).

In South Africa, the funding landscape for NGOs is equally challenging, with many organizations struggling to maintain their operations amid decreasing international aid and intense competition for domestic funding (Cloete, 2016). The South African government has implemented various policies to support NGOs, such as providing tax incentives for donations and offering grants to organizations that align with national development goals (Lester, 2017). However, these measures have not been sufficient to offset the decline in international funding, leading to increased competition among NGOs for available resources. This competition has forced NGOs in South Africa to become more strategic in their fundraising efforts, exploring options such as corporate social responsibility (CSR) partnerships and social enterprises to supplement their income (Moyo, 2018).

In Uganda, the situation is somewhat similar, with local NGOs facing significant challenges in securing consistent funding. A study by Mwangi and Nambatya (2018) revealed that Ugandan NGOs often depend on short-term project funding from international donors, which makes it difficult for them to plan and implement long-term programs. The reliance on project-based funding also leads to mission

drift, where NGOs tailor their activities to fit donor priorities rather than addressing the most pressing needs of their communities. To address these issues, some Ugandan NGOs have begun exploring innovative fundraising strategies, such as income-generating activities and local philanthropy, to reduce their dependency on external donors and enhance their financial sustainability (Kasozi, 2020).

In Ethiopia, the competition for funding among NGOs has been particularly intense due to the large number of organizations operating in the country. This competition has led to a proliferation of small, poorly funded NGOs that struggle to make a meaningful impact (Bekele & Worku, 2021). The Ethiopian government has implemented strict regulations to control the flow of foreign funding to NGOs, which has further exacerbated the challenges faced by local organizations. In response, some NGOs in Ethiopia have started forming coalitions to pool resources, share knowledge, and collaborate on projects to improve their chances of securing funding and achieving their objectives (Habte, 2020).

In the African context, local NGOs face significant challenges in mobilizing resources, often depending on external funding to sustain their operations. Studies have highlighted the fierce competition for available funds among African NGOs, which can impede their ability to effectively carry out their missions (Battii, 2014). In Nigeria, for example, local NGOs have struggled to secure funding amidst competition from larger international NGOs (INGOs) with better access to donor networks and resources (Nwankwo & Okafor, 2018). This competition has led to instances where local NGOs are unable to sustain their programs, forcing them to either scale down or cease operations altogether. The Nigerian experience illustrates the broader issue of resource dependency and the need for local NGOs to develop alternative fundraising strategies to ensure their long-term sustainability.

Across these regions, it is evident that NGOs need to develop more robust strategies to enhance their sustainability in the face of funding challenges. One common strategy is the diversification of funding sources, which involves seeking out a variety of revenue streams, including individual donations, corporate partnerships, social enterprises, and government grants (Kuti & Czako, 2020). Diversification helps NGOs reduce their dependency on any single source of funding, thereby enhancing their financial stability and resilience. For instance, in India, some NGOs have successfully diversified their funding by establishing social enterprises that generate income to support their programs while also creating social impact (Kapur & Nangia, 2015).

Another important strategy is capacity building, which involves strengthening the organizational capabilities of NGOs to improve their effectiveness and competitiveness. This includes investing in staff training, improving governance and accountability structures, and enhancing fundraising and communication skills (Cloete, 2016). In South Africa, for example, NGOs that have invested in capacity building have been better able to secure funding and sustain their operations in the face of declining international aid (Lester, 2017). Capacity building also enables NGOs to develop more strategic partnerships with other organizations, including NGOs, government agencies, and the private sector, which can help them access new funding opportunities and resources.

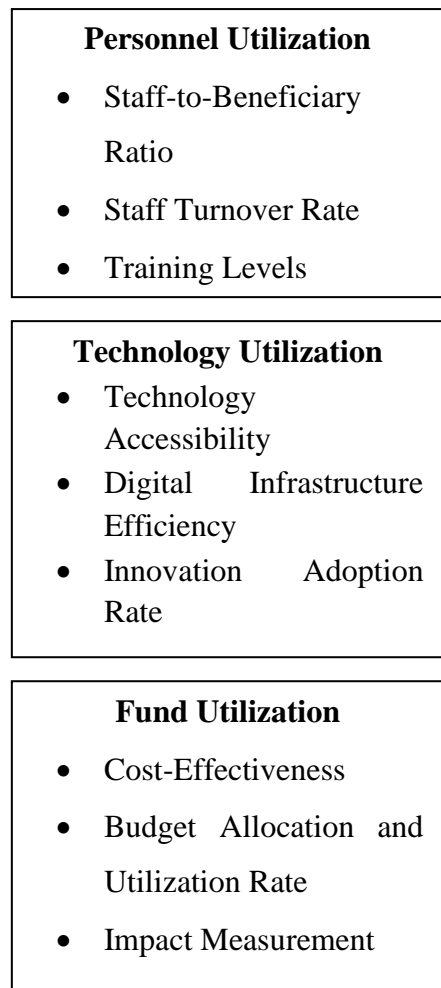
In Somalia, the competition for funding among local NGOs has had even more severe consequences. Aden (2015) investigated the effects of this competition on local NGOs running nutrition programs in the country, revealing that these organizations were not receiving sufficient support due to the intense rivalry for limited funds. The study also uncovered issues such as bribery, corruption, and

inadequate capacity among local NGOs, all of which were exacerbated by the competition for resources. These challenges have not only impeded timely service delivery and coordination but have also threatened the autonomy and viability of local NGOs in Somalia. This situation highlights the critical need for capacity-building initiatives and improved governance within local NGOs to enhance their competitiveness and effectiveness.

In Kenya, the landscape of NGO funding presents both challenges and opportunities. Kenyan NGOs have been proactive in leveraging technology to enhance their fundraising efforts, particularly through mobile money platforms like M-PESA (Kamau & Ndemo, 2018). However, despite these innovations, Kenyan NGOs still face significant competition for external funding, especially from INGOs that are better positioned to secure resources due to their international presence and established reputations (Ngugi & Pelowski, 2020). This competition has often marginalized smaller, community-based organizations that lack the resources and networks to compete effectively. As a result, there is a growing recognition in Kenya of the need for local NGOs to diversify their funding sources and build their organizational capacities to reduce dependency on external donors and enhance their sustainability.

2.4 Conceptual Framework

Independent Variable



Dependent Variable

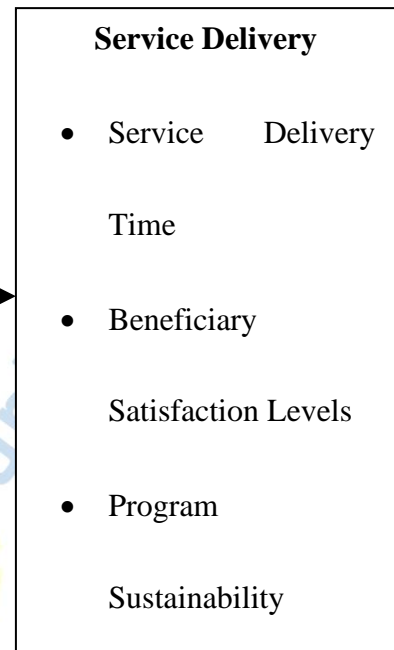


Figure 1: Conceptual Framework

Source: Researcher (2023)

2.5 Summary of Empirical Review

According to the review of literature, efficient resource utilization is critical to efficient service delivery. According to the review, personnel utilization is influenced by characteristics such as skills, satisfaction, competence, knowledge, and monitoring. The fund utilization and their reasonable deployment are critical for monitoring and evaluating resource utilization. IT assists companies in connecting, cooperating, and competing more effectively by merging information,

knowledge, procedures, and technology to offer a basis for driving efficiencies and fueling innovation.

2.6 Research gap

To better understand the significance of resource utilization in enhancing the efficiency of service delivery, it is essential to delve deeper into the specific dynamics that govern the operations of the World Food Programme (WFP) in South Sudan. As one of the world's leading humanitarian organizations, the WFP plays a critical role in addressing food insecurity, malnutrition, and the broader spectrum of humanitarian crises that have beset South Sudan for decades. However, despite its extensive resources and global expertise, the WFP faces substantial challenges in ensuring the efficient delivery of services, primarily due to the complex and often volatile environment in which it operates.

South Sudan, the world's newest nation, has been embroiled in conflict since its independence in 2011. The ongoing civil war, political instability, and economic turmoil have exacerbated the humanitarian crisis, leaving millions of people dependent on international aid for their survival. The WFP's mandate in South Sudan includes providing emergency food assistance, implementing nutrition programs, and supporting initiatives aimed at building resilience among vulnerable populations. However, the effectiveness of these efforts is inextricably linked to how well the WFP can utilize its available resources—human, financial, and material—to overcome the myriad challenges posed by the local context (Smith, 2020).

The concept of resource utilization refers to the manner in which an organization employs its available resources to achieve its goals. In the context of the WFP in South Sudan, efficient resource utilization is paramount, as it directly impacts the

organization's ability to deliver timely and effective services. This study, therefore, seeks to investigate the connection between the utilization of key resources—human resources, financial resources, and material resources—and the efficiency of service delivery within the WFP.

Human resources are a critical component of any organization, and the WFP is no exception. The skills, knowledge, and abilities of the WFP staff are essential in ensuring that the organization's programs are effectively implemented. In South Sudan, where the operational environment is particularly challenging, the competence and dedication of the WFP staff can significantly influence the success of its interventions (Brown, 2019). The study will explore how the WFP manages its human resources, focusing on aspects such as recruitment, training, and capacity-building initiatives. Additionally, it will examine how the organization addresses the challenges of high staff turnover, burnout, and the need for specialized skills in a conflict-prone environment.

Financial resources are the lifeblood of any humanitarian operation. The WFP's ability to secure adequate funding and allocate it efficiently is crucial for the success of its programs. In South Sudan, financial resources are often stretched thin due to the high costs associated with operating in a conflict zone, including transportation, security, and the procurement of goods and services (Johnson, 2021). This study will investigate how the WFP allocates its financial resources, with a particular focus on budget management, financial planning, and the prioritization of expenditures. By analyzing financial records and comparing them with service delivery outcomes, the research aims to identify any inefficiencies or areas where financial management could be improved to enhance service delivery.

Material resources, including food supplies, medical equipment, and logistical support, are vital for the WFP's operations in South Sudan. The procurement, storage, and distribution of these resources require meticulous planning and coordination to ensure that they reach the intended beneficiaries in a timely manner (Brown, 2019). However, the logistical challenges in South Sudan, such as poor infrastructure, seasonal flooding, and insecurity, can impede the efficient utilization of material resources. This study will explore how the WFP manages its material resources, examining issues such as supply chain management, inventory control, and the use of technology in tracking and distributing supplies. The research will also consider how the WFP adapts its logistical strategies to cope with the unique challenges posed by the South Sudanese context.

To comprehensively analyze the relationship between resource utilization and service delivery efficiency, the study will employ a mixed-methods approach, combining both quantitative and qualitative data collection techniques (Smith, 2020). Surveys will be administered to WFP staff members across various roles, including program managers, finance managers, and frontline workers, to gather insights into their perceptions of resource utilization practices. These surveys will be supplemented by in-depth interviews with key stakeholders to obtain a more nuanced understanding of the challenges and opportunities associated with resource management.

In addition to primary data collection, the study will review financial records, service delivery reports, and other relevant documents to quantify the efficiency and effectiveness of resource deployment. This secondary data analysis will help to identify patterns and trends in resource utilization, providing a robust evidence base for the study's conclusions and recommendations (Johnson, 2021).

Existing studies have largely focused on the individual impact of specific resources on service delivery within humanitarian organizations. However, there has been limited research on the combined impact of human, financial, and material resources on the efficiency of service delivery within the WFP in South Sudan (Smith, 2020). This study aims to fill this gap by adopting a holistic approach that considers the interplay between these three key resources. By doing so, it will provide a more comprehensive understanding of how resource utilization influences service delivery outcomes in complex humanitarian settings.

The findings of this study will have significant implications for policymakers and practitioners involved in the planning and implementation of humanitarian interventions. By identifying best practices and areas for improvement in resource management, the research will offer valuable insights that can be used to optimize resource allocation and enhance the effectiveness of humanitarian assistance programs in South Sudan and similar contexts (Johnson, 2021).

One of the critical aspects of this study is its focus on the unique challenges posed by the South Sudanese context. Political instability, logistical constraints, and socio-economic factors all play a significant role in shaping the operational environment in which the WFP operates (Brown, 2019). Understanding these contextual influences is crucial for developing practical recommendations that are tailored to the realities on the ground. For instance, the study will examine how the WFP can improve its logistical planning to mitigate the impact of seasonal flooding on the distribution of food supplies. It will also consider how the organization can enhance its staff retention strategies in a context where insecurity and high stress levels contribute to high turnover rates.

In summary, this study seeks to explore the impact of resource utilization on the efficiency of service delivery within the World Food Programme in South Sudan. By examining the utilization of human, financial, and material resources, the research aims to provide actionable insights that can enhance the effectiveness of humanitarian interventions and contribute to better outcomes for the affected populations (Brown, 2019). The findings will not only fill an existing research gap but also offer practical recommendations for optimizing resource management in complex humanitarian settings, ultimately helping to improve the lives of those most in need.



CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This section explains the steps taken during study. The items to be looked into are: design of the research, study population, sample and sampling procedure, data collection and methods of analysis.

3.1 Research Design

This study adopted a descriptive research design, a comprehensive approach aimed at detailing various aspects of variables within a specific context. Schoonenboom and Johnson (2017) highlight its suitability for depicting current states, relationships, attitudes, ongoing processes, noticeable effects, and evolving trends. Crucially, it facilitates data collection without altering the studied elements. By integrating both quantitative and qualitative methods, this design ensures a thorough understanding of the subject matter. Additionally, its survey aspect enables collecting data from a broad sample. This aspect not only supports the extrapolation of findings to a wider population but also ensures cost-effectiveness, as noted by Rahi (2017).

3.2 Target Population

The target population for this study encompasses the entirety of the 1,000 employees working across various categories and departments within the United Nations World Food Programme in South Sudan. This figure is derived from the WFP's internal staffing reports and public data on their operations in South Sudan, as outlined in their annual operational updates and workforce statistics documents available on the WFP's official website and related humanitarian information portals.

3.3 Sampling and Sampling technique

The study employed stratified sampling, followed by convenience sampling within each stratum. The population was stratified by Department, and respondents was chosen at random using convenience sampling. Convenience sampling enables the researcher to choose samples that are easily available and close by (Saunders, 2003).

Yamane formula for determining sample size was used to determine the study sample size

The formula is $n = N / [1 + N(e)^2]$

Where n =Sample size,

N =Population size

e =error term (0.05)

Hence, $n = 1000 / [1 + 1000(0.05)^2]$

$$N = 285$$

The sample size of the study was 285 respondents.

3.4 Construction of research instruments

The study utilized both primary and secondary sources for data collection. Primary data was gathered through a semi-structured questionnaire, incorporating both closed and open-ended questions. The open-ended questions aim to capture responses that may not be accessible through other methods. The questionnaire will employ a five-point Likert scale and be organized into distinct sections: Section A covered background information, Section B addressed Personnel Utilization, Section C focused on Technology Utilization, and Section D explored Fund Utilization.

Questionnaires are considered the ideal method for data collection in such research, as argued by Mugenda & Mugenda (2009). They were preferred because they are easy to quantify and analyze, ensure privacy, and help keep track of respondents who might not return the questionnaire on time, necessitating reminders (Bell & Bryman, 2007). Compared to other tools like focus groups, questionnaires were simpler to administer.

Secondary data was utilized to corroborate and authenticate the enrollment of students as indicated by the respondents. This approach helped in validating the findings obtained from the primary data, ensuring a comprehensive and reliable analysis of the study's subject matter.

3.5 Pilot Study, Validity and Reliability of Research Instruments

3.5.1 Pilot Study

Before deploying the questionnaire for data collection, a pilot test was conducted. The purpose of this pilot test is to refine the questionnaire, ensuring that respondents can easily answer the questions and that there are no issues with data recording. This preliminary testing will take place at the ACTED office in Juba, allowing the researcher to evaluate the questionnaire's validity and the likely reliability of the data to be gathered prior to the main data collection phase. This pilot group represents approximately 10% of the intended study sample, following the recommendation of Ikart (2019). The data collected from this pilot group was used to refine and improve the final questionnaire. Any challenges encountered during data collection, coding, or analysis served as valuable insights for questionnaire enhancement. The instrument underwent rigorous fine-tuning to ensure reliability and validity in obtaining results.

3.5.2 Validity of the Instruments

Content and face validity was assessed by Mount Kenya University supervisors, who will provide expert validation regarding the questionnaire's relevance and applicability before its administration to respondents. Additionally, construct validity was evaluated using Factor analysis (KMO & Bartlett Test of Sphericity). Statements within the questionnaire are expected to exhibit a KMO value exceeding 0.5 to demonstrate their validity in producing reliable results. Items with KMO values below 0.5 underwent revision in consultation with the supervisor to enhance their relevance and were subsequently be retested for reliability (Mohajan, 2017).

3.5.3 Reliability of Research Instruments

In this study, the descriptive research design is adopted, which is a comprehensive research technique aimed at defining the numerous aspects of variables within a specific context. According to Schoonenboom and Johnson (2017), this form is well-suited for depicting current situations, linkages, attitudes, ongoing processes, observable impacts, and developing trends. Most crucially, it enables data collection without interacting with or influencing the variables under investigation. Using both quantitative and qualitative research approaches, this strategy gives a full understanding of the subject issue. The survey component of the technique enables for data collection from a large sample, allowing for conclusions to be generalizable to the overall group while becoming cost-effective.

3.6 Data Collection Methods and Procedures

An introductory letter from the School of Postgraduate Studies and a study authorization from NACOSTI was received prior to data collection. Before collecting data, permission was obtained from WFP management. The surveys

were sent to respondents using the drop and pick approach. The respondents' confidentiality was ensured by an assurance letter included with each questionnaire.

The study used a questionnaire to collect primary data, ensuring uniformity in responses to questions. The research instrument was self-administered to the respondents by the researcher. The planned method of questionnaire administration involved a drop and pick method, where the respondents was given the questionnaire. Additionally, emails were utilized as a form of questionnaire administration for those respondents in distant centers, aiming to expedite the data collection process and reduce costs. The respondents had one week to respond to the questions, after which the questionnaires were collected. This allotted time is expected to enhance the response rate.

3.7 Data Analysis and Presentation

The information gathered was examined to identify any gaps, inaccuracies, omissions, or irregularities. Subsequently, the data was coded with numbers and organized into appropriate categories. SPSS Version 23.0, in conjunction with MS Excel software, was employed to obtain descriptive and inferential statistics. Thus, descriptive and inferential statistical methods was utilized in the research to assess the data. The report provided descriptive statistics in the form of tables, bar charts, and graphs. These statistics included the use of the mean and the standard deviation. For inferential statistics, the Pearson correlation coefficient and the OLS (Ordinary Least Squares) approach via regression was used to determine the relationships between the study's various variables. The multivariate regression model took the following format:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where: Y = Service Delivery

X₁ = Personnel Utilization

X₂ = Technology Utilization

X₃ = Fund Utilization

β_0 = Constant. It defines the level of credit rating without the inclusion of predictor variables.

$\beta_1, \beta_2, \beta_3$, = Regression Co-efficients for the predictor variables.

ϵ = Unexplained Variation i.e. error term

3.8 Ethical Issues

Research ethics serve as a guide for the researcher's behavior during a study, focusing on participants' rights and the proper conduct of the analysis. The researcher considered several ethical issues before, during, and after data collection. The following ethical guidelines was observed: informed consent, confidentiality and privacy, anonymity, demeanor and decorum, data storage, and plagiarism avoidance, as detailed below:

Informed Consent: Participants provided information voluntarily, exercising their right to freedom and decision-making. Informed consent means participants are aware of their role and responsibility in the study, including potential challenges (Louis et al., 2011). According to Ary (2010), it ensures participants understand the study's risks and consequences. The researcher ensured that participants are fully informed about the research goals and their right to participate or decline.

Confidentiality and Privacy: Respecting privacy is crucial in ethical research involving human participants (Ary, 2010). The researcher ensured participants'

privacy by securing data with passwords to prevent unauthorized access. Responses was grouped, making individual scores unidentifiable in the collective data. Participants was assured that their data was be shared without their consent.

Anonymity: Protecting participants' identities is a key aspect. The researcher ensured anonymity by excluding names from questionnaires, thus maintaining complete secrecy.

Data Storage: Collected information was stored with utmost confidentiality to prevent unauthorized access. It was preserved in both hard and soft copies, and no material was disclosed for any reason outside the study's scope.

Plagiarism Prevention: The researcher's work was checked through TURNITIN software to ensure it is free from plagiarism before each defense. The acceptable plagiarism index was maintained at a maximum of 15%, including references. Any document exceeding this threshold was revised and resubmitted until it meets the standard.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.0 Introduction

This chapter presents the research findings and discussions based on the data collected and analyzed, focusing on the efficiency of service delivery by the World Food Programme (WFP) in South Sudan. The findings are organized according to the study's specific objectives, which include establishing the effect of personnel utilization, assessing the effect of technology utilization, and examining the effect of fund utilization on the efficiency of WFP's service delivery. The chapter also provides an interpretation of the results, linking them to relevant literature and discussing their implications for the WFP's operations in South Sudan.

4.1 Response Rate

The study had a targeted sample size of 285 respondents, out of which 263 participants completed the survey. This resulted in a response rate of approximately 92.3%, which is considered highly satisfactory for the study. The high response rate enhances the reliability of the findings, as it suggests that the data collected is representative of the larger population targeted in this research.

4.2 Demographic Study

4.2.1 Gender

The gender distribution of the respondents indicates that 61.6% of the participants were male, while 38.4% were female. This shows that there was a higher representation of male respondents in the study.

Table 1: Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	162	61.6	61.6	61.6
	Female	101	38.4	38.4	100.0
	Total	263	100.0	100.0	

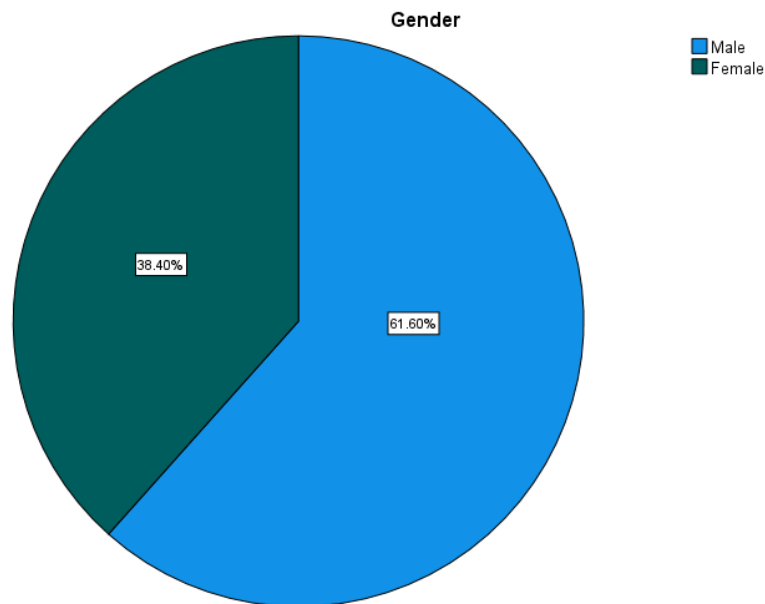


Figure 2: Gender

Source: Field Data (2024)

4.2.2 Age

The age distribution of the respondents reveals that the largest group is those aged 31 to 40 years, with 99 respondents, representing 37.6% of the sample. The second largest group is those aged 41 to 50 years, with 72 respondents (27.4%). Respondents below 30 years number 58, making up 22.1% of the sample, while those above 50 years total 34, accounting for 12.9%. This distribution indicates a predominance of mid-career professionals, which may impact their views and experiences related to personnel, technology, and fund utilization in service delivery.

Table 2: Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 30 years	58	22.1	22.1	22.1
	31 - 40 years	99	37.6	37.6	59.7
	41 - 50 years	72	27.4	27.4	87.1
	Above 50 years	34	12.9	12.9	100.0
	Total	263	100.0	100.0	

Source: Field Data (2024)

4.2.3 highest level of education

The educational qualifications of the respondents are as follows: 103 (39.2%) hold a diploma, 102 (38.8%) have a bachelor's degree, 35 (13.3%) possess a certificate, and 23 (8.7%) have a master's degree or PhD. This distribution highlights a predominance of diploma and bachelor's degree holders among the respondents, reflecting a generally well-educated sample that is likely to provide informed insights into the efficiency of service delivery by the World Food Programme.

Table 3: highest level of education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Certificate	35	13.3	13.3	13.3
	Diploma	103	39.2	39.2	52.5
	Bachelors	102	38.8	38.8	91.3
	Master's or PhD	23	8.7	8.7	100.0
	Total	263	100.0	100.0	

Source: Field Data (2024)

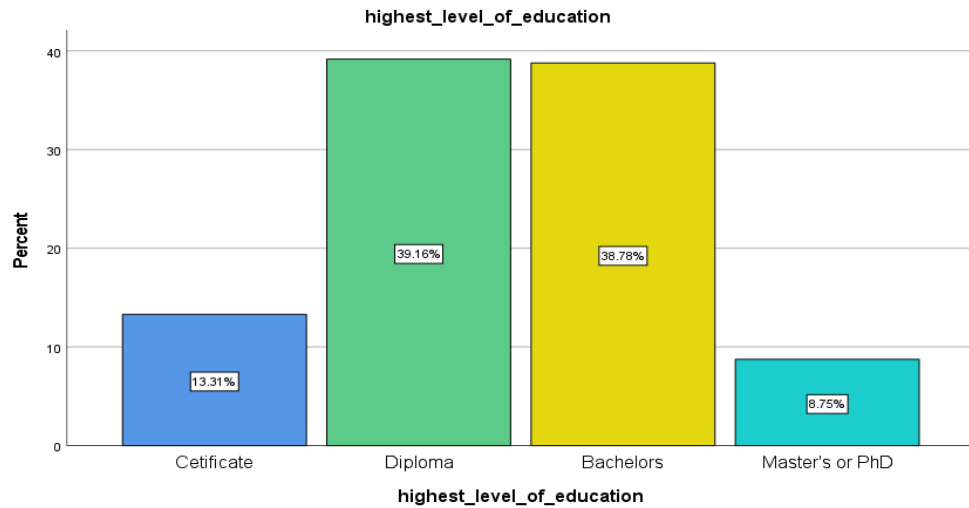


Figure 3: highest level of education

Source: Field Data (2024)

4.2.4 How long have you worked at WFP

Among the respondents, 161 (61.2%) have worked at the World Food Programme for less than 10 years, while 102 (38.8%) have been with the organization for over 10 years. This distribution indicates a significant majority of respondents are relatively newer employees, which may influence their perspectives on service delivery efficiency.

Table 4 : How long have you worked at WFP

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 10 years	161	61.2	61.2	61.2
	Over 10 years	102	38.8	38.8	100.0
	Total	263	100.0	100.0	

4.3 Personnel utilization on efficiency of service delivery

The study sought to establish the effect of Personnel utilization on efficiency of service delivery of World Food Programme, South Sudan. The research findings revealed that respondents view the provision of necessary resources and tools as the most effective component of personnel utilization, with a mean score of 4.08 (SD = 1.27). This suggests that adequate resources significantly support their work

and enhance efficiency. The study found that aspects such as the variability in employee expertise across departments (mean = 3.41, SD = 1.42) and training and development programs (mean = 3.41, SD = 1.39) received lower ratings, indicating that these areas may need further improvement. The research findings also indicated moderate satisfaction with employee competency considerations during task allocation (mean = 3.49, SD = 1.40) and regular performance assessments and feedback (mean = 3.97, SD = 1.32). However, there was notable variability in opinions regarding correct employee placement at various management levels (mean = 3.46, SD = 1.62), reflecting mixed perceptions about role suitability. The study found that while some aspects of personnel utilization are perceived positively, there are areas where improvements could enhance the efficiency of service delivery at WFP.

Table 5: Personnel utilization on efficiency of service delivery

	N	Minimum	Maximum	Mean	Std. Deviation
Level of employee expertise vary at various departments	263	1.00	5.00	3.4068	1.41889
Employee competency is considered during task allocation	263	1.00	5.00	3.4943	1.40030
Training and development programs are in place to enhance your skills	263	1.00	5.00	3.4144	1.39222
WFP provide necessary resources and tools which support my work	263	1.00	5.00	4.0798	1.26811
Regular performance assessments and feedback are given by my supervisor	263	1.00	5.00	3.9658	1.32026
Correct employee placement at various management levels.	263	1.00	5.00	3.4639	1.62449
Valid N (listwise)	263				

Source: Field Data (2024)

4.4 Effect of Technology Utilization on Efficiency of Service Delivery

The study sought to assess the effect of technology utilization on the efficiency of service delivery at the World Food Programme (WFP) in South Sudan. The research findings revealed a generally positive view of technology's role, though there are areas for improvement. Respondents indicated that WFP effectively uses technology to manage and track project resources, with a mean score of 3.12 (SD = 1.36). This reflects a moderate level of effectiveness in resource management through technology. Technology integration, which enhances communication and coordination within WFP, received a higher mean score of 3.45 (SD = 1.29), suggesting a positive impact on internal collaboration. The study also found that technological tools are regularly updated and maintained to ensure efficiency, with a mean score of 3.21 (SD = 1.42). This indicates a fair level of satisfaction with the maintenance of technological tools. Technology's role in streamlining reporting and data analysis processes was rated with a mean score of 3.31 (SD = 1.35), highlighting its contribution to improving these processes. The adequacy of staff training to use technological tools effectively was rated at 3.19 (SD = 1.38), suggesting some room for improvement in ensuring that all staff are well-trained to utilize technology. The study found that technology utilization positively impacts efficiency in service delivery at WFP, but there are areas, such as staff training and tool maintenance, that could benefit from further enhancement.

Table 6: Effect of Technology Utilization on Efficiency of Service Delivery

	N	Minim um	Maxim um	Mean	Std. Deviation
WFP appropriately allocates funds on priority basis on projects	263	1.00	5.00	2.7681	1.62618
There is adequacy of funds to carry out various WFP projects.	263	1.00	5.00	2.6350	1.57867
Correct utilization of funds allocated to various WFP projects.	263	1.00	5.00	2.6350	1.54198
There is effectiveness of financial Control measures to ensure right utilization of funds.	263	1.00	5.00	2.8897	1.42202
Funds are required to be utilized within the allotted timeframe or within the specified financial year	263	1.00	5.00	2.8251	1.46454
Valid N (listwise)	263				

Source: Field Data (2024)

4.5 Fund utilization on efficiency of service delivery

The study sought to examine the effect of fund utilization on the efficiency of service delivery at the World Food Programme (WFP) in South Sudan. The research findings revealed varying levels of effectiveness in how funds are utilized to support technological tools and resources. Respondents rated the availability of computers (desktop, laptops, iPads) for all employees with a mean score of 3.40 (SD = 1.62), indicating a moderate level of satisfaction. The provision of official phones to all employees received a slightly higher mean score of 3.76 (SD = 1.56), suggesting a better perception of communication support. Access to unlimited

Internet, email, and intranet for communications was rated the highest with a mean score of 3.96 (SD = 1.40), reflecting strong support for digital communication tools. The use of grant management software also received a high mean score of 3.89 (SD = 1.51), indicating its effectiveness in managing grants. The use of accounting software and Integrated Enterprise Applications (ERP) was rated at 3.64 (SD = 1.53), showing moderate approval of its role in achieving organizational objectives. However, the use of collaboration tools (e.g., Google Docs, Project2Manage, Skype, Lotus) received the lowest mean score of 2.93 (SD = 1.73), suggesting less effectiveness or utilization in this area. The study found that the use of IT to reduce costs related to personnel and time spent reporting had a mean score of 3.48 (SD = 1.62), indicating a moderate impact on improving cost efficiency. The study revealed that while certain technological and communication tools are perceived to contribute positively to efficiency, there are areas where fund utilization and technology implementation could be improved to enhance overall service delivery.

Table 7 : Fund utilization on efficiency of service delivery

	N	Minimum	Maximum	Mean	Std. Deviation
All employees have Computers (Desktop, laptops, I-pad) to perform their duties.	263	1.00	5.00	3.4030	1.61727
All employees have official phones.	263	1.00	5.00	3.7567	1.55856
All employees have unlimited access to Internet, E-mail and Intranet for communications.	263	1.00	5.00	3.9620	1.39741
WFP uses Grant Management software to manage their grants.	263	1.00	5.00	3.8859	1.51151
WFP uses accounting software and Integrated Enterprise Applications (ERP) to facilitate the achievement of their objective.	263	1.00	5.00	3.6350	1.52955
WFP uses collaboration tools (Google docs, Project2manage, Skype, Lotus) for communications	263	1.00	5.00	2.9316	1.73290
Use of IT has helped our organization reduce cost (efficiency) of personnel, time spent reporting etc.	263	1.00	5.00	3.4791	1.61533
Valid N (listwise)	263				

Source: Field Data (2024)

4.6 Performance Service Delivery

The study sought to assess the effect of fund utilization on the efficiency of service delivery at the World Food Programme (WFP) in South Sudan. The research findings highlighted several aspects of performance related to resource allocation and service delivery. Respondents rated the efficiency of resource allocation by WFP with a mean score of 3.39 (SD = 1.57), indicating a moderate perception of how well resources are used to maximize service delivery outcomes. The effectiveness of programs and initiatives in utilizing available resources to achieve service delivery goals scored higher, with a mean of 3.73 (SD = 1.52), suggesting a better perceived alignment with goals. The adaptability and flexibility of WFP in using resources to address unforeseen challenges or emergencies was rated at 3.57 (SD = 1.61), reflecting a reasonable level of confidence in the organization's responsiveness. The direct influence of resource utilization on the quality of services was rated at 3.55 (SD = 1.57), indicating an understanding of the link between resource use and service quality. The role of stakeholder engagement in enhancing resource utilization and service delivery received a mean score of 3.49 (SD = 1.58), suggesting that while stakeholder engagement is considered important, there is room for improvement in how it impacts resource utilization and service delivery. The study found that while there is a moderate to positive perception of WFP's performance in resource utilization and service delivery, areas such as resource allocation efficiency and stakeholder engagement could benefit from further attention to enhance overall effectiveness.

Table 8: Performance Service Delivery

	N	Minimum	Maximum	Mean	Std. Deviation
The WFP in South Sudan allocates its resources (financial, human, and material) efficiently to maximize service delivery outcomes	263	1.00	5.00	3.3916	1.57347
The programs and initiatives implemented by the WFP in South Sudan effectively utilize available resources to achieve intended service delivery goals.	263	1.00	5.00	3.7262	1.52121
The WFP in South Sudan demonstrates adaptability and flexibility in the use of resources to respond to unforeseen challenges or emergencies.	263	1.00	5.00	3.5703	1.61156
The quality of services provided by the WFP in South Sudan is directly influenced by how well resources are utilized.	263	1.00	5.00	3.5475	1.56678
Engagement with stakeholders plays a significant role in enhancing resource utilization and service delivery by the WFP in South Sudan.	263	1.00	5.00	3.4867	1.58440
Valid N (listwise)	263				

Source: Field Data (2024)

4.7 Inferential Statistics

4.7.1 Model Summary

The study sought to evaluate the effect of Personnel utilization, Fund utilization, and Technology utilization on the efficiency of service delivery at the World Food Programme (WFP) in South Sudan. The Model Summary table provides insights into the overall fit and explanatory power of the regression model used. The R value of 0.393 indicates a moderate positive correlation between the predictors (Technology utilization, Fund utilization, and Personnel utilization) and the efficiency of service delivery. The R Square value of 0.154 suggests that approximately 15.4% of the variance in service delivery efficiency can be explained by these predictors. This implies that while the predictors have some explanatory power, there are other factors not included in the model that contribute to the efficiency of service delivery. The Adjusted R Square value of 0.144, which accounts for the number of predictors in the model, is slightly lower than the R Square value, reflecting a modest fit of the model to the data. The Standard Error of the Estimate (5.42230) provides an indication of the average distance between the observed values and the predicted values from the model.

The R Square Change value of 0.154 and the F Change value of 15.734, with $df1 = 3$, demonstrate that the model significantly improves the prediction of service delivery efficiency compared to a model without these predictors. The statistical significance of these findings suggests that Technology utilization, Fund utilization, and Personnel utilization collectively have a notable impact on service delivery efficiency, though other factors may also play a role. The research findings indicate that while the predictors in the model are relevant, there remains

substantial unexplained variance in service delivery efficiency, highlighting the need for further exploration of additional factors.

Table 9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.393 ^a	.154	.144	5.42230	.154	15.734	3

a. Predictors: (Constant), Technology utilization, Fund utilization, Personnel utilization

Source: Field Data (2024)

4.7.2 ANOVAa

The ANOVA table assesses the overall significance of the regression model in explaining the variance in service delivery efficiency at the World Food Programme (WFP) in South Sudan. The Regression sum of squares (1387.783) represents the variation explained by the predictors: Technology utilization, Fund utilization, and Personnel utilization. The Residual sum of squares (7614.955) represents the variation not explained by the model. The Total sum of squares (9002.738) is the total variation in the dependent variable, Service Delivery. The F statistic of 15.734 and the associated Sig. value of 0.000 indicate that the regression model is statistically significant. This means that the predictors collectively have a significant effect on service delivery efficiency. The significance level of 0.000 (less than 0.05) shows that the model's predictive power is not due to chance.

Table 10 : ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1387.783	3	462.594	15.734	.000 ^b
	Residual	7614.955	259	29.401		
	Total	9002.738	262			

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Technology utilization, Fund utilization, Personnel utilization

Source: Field Data (2024)

4.7.3 Coefficientsa

The coefficients analysis provides insight into the influence of various predictors on the efficiency of service delivery at the World Food Programme (WFP) in South Sudan. The constant term, with a value of 6.932, is statistically significant ($t = 3.369$, $p = .001$), indicating that the baseline efficiency of service delivery is significantly different from zero when all predictors are absent. Personnel utilization shows a significant positive impact on service delivery efficiency, with a coefficient of 0.392 ($t = 4.587$, $p = .000$). This suggests that effective utilization of personnel is strongly associated with improved efficiency in service delivery. In contrast, fund utilization, with a coefficient of -0.021, does not significantly affect service delivery efficiency ($t = -0.305$, $p = .760$). This indicates that variations in fund allocation do not meaningfully influence the efficiency of service delivery in this context. Technology utilization has a positive coefficient of 0.101, but its impact is not statistically significant ($t = 1.674$, $p = .095$). This implies that while there is a positive association between technology use and service delivery efficiency, the effect is not strong enough to be considered significant.

Table 11: Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.932	2.058		3.369	.001
	Personnel utilization	.392	.086	.314	4.587	.000
	Fund utilization	-.021	.070	-.018	-.305	.760
	Technology utilization	.101	.060	.116	1.674	.095

a. Dependent Variable: Service Delivery

Source: Field Data (2024)

4.7.4 Correlations

The correlation analysis sheds light on the relationships between Personnel utilization, Fund utilization, Technology utilization, and Service Delivery at the World Food Programme (WFP) in South Sudan. The study found a moderate positive correlation between Personnel utilization and Service Delivery ($r = 0.379$, $p = 0.000$), indicating that higher levels of personnel utilization are associated with improved service delivery efficiency. Similarly, Technology utilization also shows a moderate positive correlation with Service Delivery ($r = 0.292$, $p = 0.000$), suggesting that increased use of technology is linked to better service delivery outcomes. Fund utilization exhibits a weak negative correlation with Service Delivery ($r = -0.074$, $p = 0.230$), which is not statistically significant, implying that variations in fund utilization do not significantly impact service delivery efficiency. Regarding the relationships among the predictors, Personnel utilization and Technology utilization are strongly positively correlated ($r = 0.549$, $p = 0.000$), indicating that higher levels of personnel utilization are associated with greater use of technology. Fund utilization and Technology utilization are weakly negatively

correlated ($r = -0.192$, $p = 0.002$), suggesting a slight inverse relationship where increased fund utilization may be linked to slightly lower technology use. Fund utilization and Personnel utilization have a weak negative correlation ($r = -0.109$, $p = 0.078$), which is not statistically significant.

Table 12: Correlations

		Personnel utilization	Fund utilization	Technology utilization
Personnel utilization	Pearson Correlation	1	-.109	.549**
	Sig. (2-tailed)		.078	.000
	N	263	263	263
Fund utilization	Pearson Correlation	-.109	1	-.192**
	Sig. (2-tailed)	.078		.002
	N	263	263	263
Technology utilization	Pearson Correlation	.549**	-.192**	1
	Sig. (2-tailed)	.000	.002	
	N	263	263	263
Service Delivery	Pearson Correlation	.379**	-.074	.292**
	Sig. (2-tailed)	.000	.230	.000
	N	263	263	263

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field Data (2024)

4.7.5 Reliability Statistics

The reliability statistics for the study indicate the consistency of the measurement instruments used. The Cronbach's Alpha is 0.816, suggesting a high level of internal consistency among the items in the scale. This value exceeds the commonly accepted threshold of 0.70, indicating that the items reliably measure the same underlying construct. When based on standardized items, the Cronbach's Alpha increases to 0.896. This higher value suggests even greater reliability when the items are standardized, confirming that the measurement instruments are consistently capturing the intended constructs across different conditions.

Table 13: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.816	.896	4

4.7.5 ANOVA with Friedman's Test

The Friedman's ANOVA test results provide insights into the differences between items within the study's measurement framework. The test reveals a Friedman's Chi-Square value of 375.876 with a significance level of 0.000, indicating that there are statistically significant differences among the items being assessed. The Kendall's coefficient of concordance (W) is 0.367, suggesting a moderate level of agreement among the items. This coefficient measures the extent to which the different items rank similarly in terms of their impact or effectiveness, with values closer to 1 indicating stronger agreement. The Sum of Squares Between Items is 19,041.896 with a Mean Square of 6,347.299, reflecting the variability between the items. The Residual Sum of Squares is 20,928.854, showing the variability within the items. The Grand Mean of 19.5884 represents the average ranking across all items.

Table 14: ANOVA with Friedman's Test

	Sum of Squares	df	Mean Square	Friedman's Chi-Square	Sig
Between People	11944.029	262	45.588		
Within People					
Between Items	19041.896 ^a	3	6347.299	375.876	.000
Residual	20928.854	786	26.627		
Total	39970.750	789	50.660		
Total	51914.779	1051	49.396		

Grand Mean = 19.5884

a. Kendall's coefficient of concordance W = .367.

Source: Field Data (2024)

4.8 Discussion of Findings

4.8.1 Personnel utilization on efficiency of service delivery

The findings from the study on the effect of personnel utilization on the efficiency of service delivery at the World Food Programme (WFP) in South Sudan offer insights into how various elements of personnel management impact organizational performance. The results align with and extend the findings of previous research from different contexts. Kirsteen et al. (2014) found a significant disparity between managers' and employees' perceptions of skill utilization, with employees often feeling their skills exceed job requirements. This supports the study's finding that the provision of necessary resources and tools (mean = 4.08) is viewed as crucial for enhancing efficiency. The importance of resource availability mirrors the findings from Kirsteen et al., which highlighted that adequate resources could facilitate better performance and skill utilization. However, similar to the study by Kirsteen et al., there is room for improvement in areas such as variability in employee expertise (mean = 3.41) and training programs (mean = 3.41), suggesting that the WFP could benefit from more targeted skill development and role alignment.

Aki's (2014) research in Finland demonstrated that high performance measurement maturity levels did not necessarily translate into increased employee satisfaction. The study identified key factors such as the use of performance information in strategic planning that enhanced satisfaction. This resonates with the WFP study's findings on moderate satisfaction with employee competency considerations during task allocation (mean = 3.49) and performance assessments (mean = 3.97). While these factors are seen as important, they also indicate that improving these aspects could potentially boost efficiency and satisfaction, thus aligning with Aki's

insights that clearer performance goals and effective resource management are vital.

Cristina et al. (2011) highlighted the value of semantic technologies for monitoring and assessing personnel performance. The WFP study's finding that the provision of resources and tools is crucial (mean = 4.08) supports this, suggesting that effective monitoring and support tools can enhance performance outcomes. However, Cristina et al.'s study did not address the impact of such practices on overall organizational performance, which is a gap the WFP study aims to fill by exploring how different aspects of personnel utilization affect service delivery efficiency. Sigala and Chalkiti (2007) emphasized the importance of tacit knowledge and understanding its role in performance improvement. Their research indicated that a lack of awareness about tacit knowledge could hinder performance enhancements. The WFP study's findings on mixed perceptions regarding employee placement (mean = 3.46) and training suggest that similar issues of awareness and utilization may affect service delivery efficiency. Improving understanding and application of such knowledge could potentially address these gaps and improve overall performance. The study's findings correlate with the broader literature, reinforcing the significance of resource provision and skill alignment while highlighting areas for improvement in training and role suitability.

4.8.2 Effect of Technology Utilization on Efficiency of Service Delivery

The findings of the study on technology utilization at the World Food Programme (WFP) in South Sudan resonate with both global and regional literature on the impact of technology on NGO operations. Globally, the research by Bakewell and Garbutt (2005) and Abdel-Kader and Wadongo (2011) emphasizes the strategic use of technology to enhance performance and accountability within NGOs. The

WFP study's finding that technology effectively manages and tracks project resources, with a mean score of 3.12, reflects a moderate level of alignment with these global practices. This suggests that, while the WFP is making strides in resource management through technology, there is still room to strengthen the effectiveness of these tools, similar to the improvements noted in global studies.

The literature on technology adaptation in Africa, particularly by Dartey-Baah (2015) and Mwathi (2017), highlights the unique challenges and innovative solutions employed by local NGOs. The WFP's positive view of technology's role in enhancing communication and coordination, with a mean score of 3.45, aligns with the observed benefits of mobile and collaborative technologies in Africa. The higher score in technology integration suggests that the WFP is effectively utilizing these tools to improve internal coordination, echoing the successful applications of technology in other African contexts.

Specific to Kenya, research by Kamau and Ndemo (2018) and Ngugi and Pelowski (2020) showcases the impact of mobile technology on service delivery and resource management. The WFP's finding that technological tools are regularly updated and maintained, with a mean score of 3.21, reflects a fair level of satisfaction in maintaining technological resources. This is consistent with the broader trend in Kenya where technological advancements, such as mobile platforms, have been instrumental in enhancing NGO operations. However, the study also highlights areas for improvement, such as staff training (mean score of 3.19), which aligns with the need for continuous capacity building observed in Kenyan NGOs.

The research by Onyango (2019) on collaboration between Kenyan NGOs and international partners further supports the WFP study's findings on the positive

impact of technology on service delivery. The WFP's use of technology for streamlining reporting and data analysis, with a mean score of 3.31, underscores the importance of technological tools in improving operational efficiency, similar to the collaborative and technological approaches adopted in Kenya. The study's findings indicate that while technology has a positive impact on WFP's service delivery efficiency, there are areas, particularly in staff training and tool maintenance, that require further enhancement. This reflects a broader pattern observed globally and regionally, where technology serves as a critical enabler of efficiency but also necessitates ongoing improvements and adaptations to fully realize its benefits.

4.8.3 Fund utilization on efficiency of service delivery

The literature and findings on fund utilization in NGOs highlight both the challenges and strategies related to managing financial resources and their impact on service delivery. Globally, NGOs often face significant challenges with funding dependency, as noted by Battii (2014), who observed that local NGOs in Africa struggle with insufficient resources and fierce competition for external funding. This dependency and competition for funds are echoed in the study's findings at the World Food Programme (WFP) in South Sudan. The moderate satisfaction with the availability of computers (mean score of 3.40) and the provision of official phones (mean score of 3.76) indicates that while some aspects of fund utilization are managed effectively, there are areas where resource allocation could be improved. This situation reflects Battii's assertion that local NGOs, including those operating in South Sudan, often have to navigate limited funding while striving to expand their programs.

Aden (2015) highlighted how competition for funding can impede service delivery and organizational autonomy. This is relevant to the WFP's findings, where the lower mean score for collaboration tools (2.93) suggests that competition and funding constraints may impact the effective use of such tools. The less effective utilization of collaboration tools could be indicative of broader issues related to funding allocation and resource management that affect overall efficiency and service delivery. The study by Harir (2015) discusses the advantages of INGOs, including better access to diverse funding sources and greater organizational capabilities compared to local NGOs. This aligns with the higher mean scores for digital communication tools and grant management software at WFP (3.96 and 3.89, respectively). These findings suggest that while WFP benefits from advanced funding and resource management tools, there remains a gap in certain areas like collaboration tools, which may be less utilized or effective due to funding limitations or management practices. The WFP's experience reflects the broader challenges highlighted in the literature. The moderate effectiveness in fund utilization for technological and communication tools indicates that while certain resources are well-supported, others require improvement. The competition for funds and the need for better organizational strategies, as discussed by Battii and Aden, are evident in the WFP's results. The findings suggest that enhancing fund utilization and addressing gaps in resource management, particularly in areas like collaboration tools, could improve service delivery efficiency.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter provides a comprehensive overview of the research findings on the factors affecting service delivery efficiency at the World Food Programme (WFP) in South Sudan. It summarizes the key results from the study on personnel utilization, technology utilization, and fund utilization. Based on these findings, the chapter draws conclusions and offers actionable recommendations aimed at improving service delivery efficiency within the organization. The insights presented here are intended to guide future strategies and operational enhancements at WFP, ensuring better alignment with its objectives and more effective management of resources.

5.1 Summary of Findings

5.1.1 Personnel utilization on efficiency of service delivery

The study found that personnel utilization at the World Food Programme (WFP) in South Sudan is perceived positively in some areas but also reveals several opportunities for improvement. Respondents rated the provision of necessary resources and tools as the most effective aspect of personnel utilization, with a mean score of 4.08, indicating strong support for their work and efficiency. However, areas such as the variability in employee expertise across departments and the effectiveness of training and development programs received lower ratings, both at 3.41. This suggests that improvements are needed in these areas to better match employee skills with job requirements. While satisfaction with employee competency considerations during task allocation and regular performance assessments were moderate, with mean scores of 3.49 and 3.97 respectively, there

was significant variability in opinions regarding role suitability at different management levels, indicated by a mean score of 3.46. Overall, while some aspects of personnel utilization are perceived positively, there are notable areas where enhancements could improve service delivery efficiency.

5.1.2 Effect of Technology Utilization on Efficiency of Service Delivery

The study highlighted that technology utilization at WFP in South Sudan has a generally positive impact on service delivery efficiency, though there are areas for improvement. Technology's role in managing and tracking project resources was rated with a mean score of 3.12, reflecting a moderate level of effectiveness. Technology integration for enhancing communication and coordination received a higher mean score of 3.45, indicating its positive impact on internal collaboration. The maintenance of technological tools was rated at 3.21, showing fair satisfaction, while technology's role in streamlining reporting and data analysis was rated at 3.31. The adequacy of staff training to effectively use technological tools was rated at 3.19, suggesting room for improvement. The findings indicate that while technology positively impacts efficiency, staff training and tool maintenance areas need further enhancement to optimize service delivery.

5.1.3 Fund utilization on efficiency of service delivery

The research findings on fund utilization at WFP in South Sudan reveal a mixed effectiveness in how funds are used to support various technological tools and resources. Availability of computers and official phones was rated at 3.40 and 3.76, respectively, suggesting moderate to good satisfaction with communication support. Access to digital communication tools, such as unlimited Internet and email, received the highest rating at 3.96, reflecting strong support. Grant management software was also rated positively at 3.89, indicating effectiveness in

managing grants. However, collaboration tools were rated the lowest at 2.93, indicating less effectiveness or utilization in this area. The use of IT to reduce costs related to personnel and reporting had a mean score of 3.48, showing a moderate impact on cost efficiency. Overall, while some aspects of fund utilization contribute positively to efficiency, there are areas where both fund management and technology implementation could be improved to enhance service delivery.

5.2 conclusions

- i. The study concluded that personnel utilization at WFP in South Sudan is positively supported by the provision of necessary resources and tools. However, areas such as employee expertise variability and training and development programs require improvement. These enhancements are essential to better match employee skills with their roles and boost overall efficiency in service delivery.
- ii. The study concluded that technology utilization at WFP has a positive impact on service delivery efficiency. Despite this positive influence, there is room for improvement in staff training and the maintenance of technological tools. Addressing these areas will further enhance the effectiveness of technology in supporting the organization's operational efficiency and service delivery outcomes.
- iii. The study concluded that fund utilization at WFP demonstrates a mixed effectiveness in supporting technological tools and resources. While there is notable satisfaction with digital communication tools and grant management software, other areas such as collaboration tools show less effectiveness. To improve service delivery, it is important to focus on

optimizing fund allocation and refining technology implementation strategies.

5.3 Recommendations of the Study

- i. The study recommended that WFP South Sudan enhance its personnel utilization by focusing on several key areas. Specifically, investing in targeted training and development programs can better align employees' skills with their job roles. Standardizing expertise levels across departments and improving training programs can address current gaps and enhance overall efficiency in service delivery.
- ii. The study recommended that WFP South Sudan prioritize comprehensive staff training to ensure effective use of technological tools. Regular updates and maintenance of these tools should be implemented to maintain high levels of operational efficiency. Enhancing technology integration and ensuring that staff are well-trained can contribute significantly to improving service delivery.
- iii. The study recommended optimizing fund allocation to address areas with lower utilization, such as collaboration tools. Additionally, WFP should conduct a strategic review of its fund distribution to better support technological advancements and maintenance. This approach will help maximize the impact of resources and improve overall service delivery efficiency.

5.4 Recommendations for Further Studies

The study recommended that further research should focus on exploring the impact of advanced technology integration and innovative personnel management practices on organizational performance across different contexts within NGOs.

Investigating how emerging technologies, such as artificial intelligence and machine learning, influence service delivery and resource management could provide valuable insights. Additionally, studying the effects of diverse personnel management strategies on employee satisfaction and efficiency in various organizational settings may offer comprehensive guidance for optimizing resource utilization and enhancing overall effectiveness in service delivery.



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APPENDICES

Appendix I: Letter of Introduction

Date.....

To.....
.....

Dear Sir/Madam,

RE: DATA COLLECTION

My name is Daniel Deng Madut, and I am a Mount Kenya University MBA (Finance) student, currently conducting research on "**Resource utilization and efficiency of service delivery of Non-Governmental Organizations: A Case Study of World Food Programme (WFP), South Sudan.**"

I am in the process of gathering data for this investigation, and you have been selected as a respondent. Your participation is crucial to the success of this study, and I kindly request that you take a moment to complete the enclosed questionnaire. Please rest assured that your responses was treated with the utmost confidentiality and will only be used for the purposes of this research.

Thank you in advance for your time and input.

Yours Sincerely

DANIEL DENG MADUT

Appendix II: Consent Form

Dear Participant,

I'd like to ask you to take part in a research proposal called (**INFLUENCE OF RESOURCE UTILIZATION AND EFFICIENCY OF SERVICE DELIVERY OF NON-GOVERNMENTAL ORGANISATIONS CASE STUDY OF WORLD FOOD PROGRAMME, SOUTH SUDAN.**): I'm writing my master's proposal while I'm enrolled at Mount Kenya University's (MASTER OF BUSINESS ADMINISTRATION) program. The investigational goal of the study is to: (**The seeks to establish the effect of Resource utilization on efficiency of service delivery of World Food Programme, South Sudan..**)

It is entirely up to you whether or not you take part in this study. You may choose not to answer any questions at all or leave them blank. Apart from the everyday risks of daily life, there are no known risks linked to participating in this study. Your feedback will remain private and anonymous. The data from this study was kept confidential and presented only in aggregate form. Only the researchers will have access to your specific responses to this questionnaire.

You won't directly gain anything by taking part in this study. However, you could find it fascinating to discuss the difficulties raised in the study, and it might also be helpful to the industry and to customers or other people in the future who have similar worries.

If you agree to participate in this study, please provide the most accurate responses you can to the questionnaire. It should take approximately seven minutes to complete. Kindly return the completed questionnaire at your earliest convenience to help me finalize the project report.

If you have any questions about this study, please feel free to contact the INVESTIGATOR: Daniel Deng Madut or the supervisor, Dr. Isaac Abuga, PhD. For inquiries about your rights as a participant, you can reach out to the Ethics Review Committee at Mount Kenya University, P.O. Box 342-01000 Thika, via email at cgsr@mku.ac.ke, or by phone at +254 709 153 000.

I appreciate your help with this crucial project.

CONSENT

I have read and understood the information provided and have had the opportunity to ask questions. I acknowledge that my participation is entirely voluntary and that I can withdraw at any time, for any reason, without any penalties. I understand that I have received a copy of this consent form. I willingly agree to participate in this research.

Participant's signature _____ Date _____

Investigator's signature _____ Date _____

Appendix III: Questionnaire

This questionnaire is meant to collect data regarding the title of Study *"Resource utilization and efficiency of service delivery of Non-Governmental Organizations: A Case Study of World Food Programme (WFP), South Sudan."*

Please give answers in the spaces provided and tick (√) where appropriate:

SECTION A: GENERAL INFORMATION

1. Indicate your gender

Male

Female

2. Age

Below 30 years 31-40 years

41-50 years Above 50 years

3. Indicate your highest level of education

Certificate Diploma

Bachelors Masters & PhD

4. Area of Qualification..... of
.....

5. How long have you worked at WFP?

Less than 10 years

Over 10 years

SECTION B: Personnel utilization and service delivery

Kindly respond by marking the item that matches your opinion with a tick (√) or cross mark (x).

S/no	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
6	Level of employee expertise vary at various departments					
7	Employee competency is considered during task allocation					
8	Training and development programs are in place to enhance your skills					

S/no	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
9	WFP provide necessary resources and tools which support my work					
10	Regular performance assessments and feedback are given by my supervisor					
11	Correct employee placement at various management levels.					

SECTION C: Fund utilization and Service delivery

Kindly respond by marking the item that matches your opinion with a tick (✓) or cross mark (x).

S/no	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
12	WFP appropriately allocates funds on priority basis on projects					
13	There is adequacy of funds to carry out various WFP projects.					
14	Correct utilization of funds allocated to various WFP projects.					
15	There is effectiveness of financial Control measures to ensure right utilization of funds.					
16	Funds are required to be utilized within the allotted timeframe or within the specified financial					

S/no	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
	year					

SECTION D: Technology utilization and service delivery

Kindly respond by marking the item that matches your opinion with a tick (✓) or cross mark (x).

S/no	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
17	All employees have Computers (Desktop, laptops, I-pad) to perform their duties.					
18	All employees have official phones.					
19	All employees have unlimited access to Internet, E-mail and Intranet for communications.					
20	WFP uses Grant Management software to manage their grants.					
21	WFP uses accounting software and Integrated Enterprise Applications (ERP) to facilitate the achievement of their objective.					
22	WFP uses collaboration tools (Google docs, Project2manage, Skype, Lotus) for communications					
23	Use of IT has helped our organization reduce cost (efficiency) of personnel, time					

S/no	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
	spent reporting etc.					

SECTION E: Service Delivery

Kindly respond by marking the item that matches your opinion with a tick (√) or cross mark (x).

S/no	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
18	The WFP in South Sudan allocates its resources (financial, human, and material) efficiently to maximize service delivery outcomes					
19	The programs and initiatives implemented by the WFP in South Sudan effectively utilize available resources to achieve intended service delivery goals.					
20	The WFP in South Sudan demonstrates adaptability and flexibility in the use of resources to respond to unforeseen challenges or emergencies.					

S/no	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
21	The quality of services provided by the WFP in South Sudan is directly influenced by how well resources are utilized.					
22	Engagement with stakeholders plays a significant role in enhancing resource utilization and service delivery by the WFP in South Sudan.					

Thank you

Appendix IV: ERC Letter



REF: MKU/ISERC/4027
TO: DANIEL DENG MADUT

Date: 31 July 2024

REG: MBA/2021/76093

Dear Sir/Madam,

RE: INFLUENCE OF RESOURCE UTILIZATION ON SERVICE DELIVERY OF NON-GOVERNMENTAL ORGANISATIONS: A CASE OF WORLD FOOD PROGRAMME, SOUTH SUDAN

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2947**. The approval period is **31/07/2024 - 30/07/2025**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to comply with any additional requirements from the relevant authorities in the country where this study will be conducted

Yours sincerely,



Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC



Appendix V: Letter of Introduction



DIRECTORATE OF GRADUATE STUDIES

MBA/2021/76093

6th August, 2024

To Whom It May Concern

Dear Sir/Madam,

RE: DANIEL DENG MADUT - REGISTRATION NO. MBA/2021/76093

The purpose of this letter is to introduce the above named student who is pursuing **Master of Business Administration** in the department of **Accounting and Finance** in the school of **Business and Economics**.

The title of the research is **"Influence of Resource Utilization on Service Delivery of Non-Governmental Organisations: A Case of World Food Programme, South Sudan."** It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **August, 2024 and October, 2024**.

Any assistance accorded to the student will be highly appreciated.

Thank you.


Dr. Samuel M. Karanja, PhD
Director, Graduate Studies

Main Campus, General Kago Road, P.O. Box 342-01000 Thika. Tel: +254 87 2820 000.

Cel: +254 720 790 796, 0709 153 000

Email: info@mku.ac.ke, Web: www.mku.ac.ke



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Appendix VI: Similarity Index

DANIEL DENG

INFLUENCE OF RESOURCE UTILIZATION ON SERVICE DELIVERY OF NON-GOVERNMENTAL ORGANISATIONS CASE ...

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