SJ Insight
Vol. 2 No. 10 (2025): October 2025 Issue
https://doi.org/10.51168/insights.v2i10.40
Original Article

Assessing the relationship between human capacity and performance of selected NGOs in Juba, South Sudan. A cross-sectional study.

Nwaokolo Chidi Ugochukwu*, Richard Semanda, Dr. Katerega Salongo
School of Postgraduate and Research, Team University

Abstract

Background

Monitoring and Evaluation (M&E) and performance of NGOs in South Sudan allow for project activities to be measured and analysed. The study aims to assess the relationship between human capacity and the performance of selected NGOs in Juba, South Sudan.

Methodology

The study used a quantitative method approach within an exploratory, cross-sectional design. A stratified random sampling method was used to select participants, and data were collected through questionnaires distributed using the "drop and pick later" technique. The questionnaires' reliability was tested with Cronbach's alpha, and data were analysed quantitatively using SPSS.

Results

79 respondents participated in the study, 72% (n=57) male and 28% (n=22) female. Human resource capacity, the result-based performance aspects, Human resource capacity (β2 =0.680; p-value = 0.001). The organization has skilled personnel with adequate capacity to analyse. The organization has skilled personnel with adequate capacity to analyze data, 23% of the respondents agreed, and 22% strongly agreed (mean =188.3, P≤0.001). On the issue of whether the monitoring and evaluation officers are knowledgeable in the day-to-day management of monitoring and evaluation systems, the respondents agreed at 70% while the others disagreed at 13%. 23% of the respondents agreed, and 22% strongly agreed (mean =188.3, P≤0.001). On the issue of whether the monitoring and evaluation officers are knowledgeable in the day-to-day management of monitoring and evaluation systems, the respondents agreed at 70% while the others disagreed at 13%.

Conclusion

Human resource capacity had the highest association and significance with the successful performance of NGOs in South Sudan.

Recommendation

Greater focus on results and the use of performance information for learning purposes should be prioritized in order to fully take advantage of the potential of results-oriented M&E to increase the effectiveness of Human resources.

Keywords: *Human Capacity, Performance of Selected NGOs, Juba, South Sudan.*
Submitted: *October10, 2025* ***Accepted:*** *October 20, 2025* ***Published:*** *October 30, 2025*

Corresponding Author: *Nwaokolo Chidi Ugochukwu*
Email: aristotlelives@gmail.com
School of Postgraduate and Research, Team University

Background of the study

Globally, Monitoring and evaluation (M&E) play a great role in NGOs' performance, which is used as the management tool to track systematically the progress of the project implementation, demonstrate results on the ground, and assess whether the project design needs to take into account evolving circumstances. According to OECD (2022), the monitoring system is a driving tool that is an ongoing, systematic collection of information from different projects in order to assess progress towards the achievement of objectives, outcomes, and impacts. In the case of the evaluation system, defined as the systematic and objective assessment of ongoing, completed projects, programs, or policies, its design, implementation, and results are used to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact, and sustainability of the different NGOs' projects or programs. In Asia, the development of the monitoring and evaluation system started through the participation process with the aim of addressing the ownership and sustainability. Also, the Civil Society Organization started by employing the expertise to develop the objectives, strategies, targets, key performance indicators, and data collection tools (INTRAC, 2009). A problem in African countries, and perhaps in some other regions, is that while sector ministries collect a range of performance information, the quality of data is often poor. This is partly because the burden of data collection falls on overworked officials at the facility level, who are tasked with providing the data for other officials in district offices and the capital, but who rarely receive any feedback on how the data are actually being used, if at all. This leads to another problem; data are poor partly because they are not

https://doi.org/10.51168/insights.v2i10.40
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being used, and are not used partly because their quality is poor. Therefore, in such countries, there is too much data, not enough information (Mackay, 2006).

In South Sudan, there are a number of organizations that are implementing programs aimed at socioeconomic transformation of vulnerable groups. A country that has lived in wars for years, that have left many women as widows and many children as orphans, and also affected the social and economic development of the country, has to struggle strategically to develop in all sectors. The study aims to assess the relationship between human capacity and the performance of selected NGOs in Juba, South Sudan.

Methodology

Research Design

A descriptive cross-sectional study design was employed for the research study. The research study used a quantitative approach for data collection.

Target Population

This study targeted 12 NGO projects with 88 M&E personnel and 12 project managers, bringing the total population to 100. This population was best placed to provide the required information for this study. The table below shows a breakdown of the target population.

Table 1: Population of the study

NGO Name	Population size
Child Fund International	05
Reproductive Health South Sudan (RHSS)	04
AIDS Information Centre (AIC)	10
Coalition for Health Promotion and Social Development (HEPS-South Sudan)	07
Doctors Without Borders	8
Plan International	08
Christian Aid	09
World Vision	18
Save the Children	10
Hope Initiative South Sudan	06
Juba Union of Persons with Disabilities	05
Care International	10
TOTAL	100

Source primary data 2025

Sample Size and Sampling Technique

The census sampling was used because the number of subjects was manageable. The sample size was selected based on the Krejcie and Morgan sampling table, and according to them, a population of 100 people gives a sample of 80 people.

Table 2: Sampling table

NGO Name	Population	Sample	Technique
Child Fund International	05	05	Census
Reproductive Health South Sudan (RHSS)	04	04	Census
AIDS Information Centre (AIC)	10	8	Census
(HEPS-South Sudan)	07	07	Census
Doctors Without Borders	8	8	Census
Plan International	08	08	Census
Christian Aid	09	7	Census
World Vision	18	10	Census
Save the Children	10	8	Census
Hope Initiative South Sudan	06	06	Census
Juba Union of Persons with Disabilities	05	05	Census
Care International	10	8	Census
TOTAL	100	80	

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Source primary data 2025

Data Source

Primary Data Collection

The primary data collection method explored the originality of data through gathering information relevant to the study. Primary data was obtained from respondents at their companies ' quarters and the sampled area.

Secondary Data Collection

Secondary data collection explored methods where data was obtained from all selective companies' administrative records (obtained from heads of various departments and speakers), dissertations, textbooks, the internet, and other materials (such as journals, newspapers, etc.), as found useful to the study.

Data collection instruments

Closed Questionnaire

Open-ended and closed-ended questionnaires were chosen for use. Questionnaires could reach out to a large number of respondents to collect timely data from subjects spread across a wide geographical location.

Validity

After pre-testing the questionnaire, relevant adjustments were made in good time, and then it was administered only to respondents who were involved in the selected projects, in the stated capacities, to obtain valid data.

Reliability

Cronbach's Alpha Coefficient served this purpose, and a value of 0.7 or above was accepted as an indication of consistent results. To enhance reliability, the questionnaire also had both open-ended and closed-ended questions. Having closed-ended questions enabled respondents to select answers that were already available among the alternatives.

Table 3: Summary of Cronbach's alpha Reliability Coefficients for Study Variables.

Aggregated Variable	No. of items	Cronbach's Alpha
Human resource capacity	6	0.860
Data Quality	9	0.869
Budgetary allocation	11	0.898

Through a pilot study, a total of 35 questionnaires were obtained, and reliability tests were conducted. The reliability alpha coefficients for Monitoring and Evaluation items were as follows: Human resource capacity, $\alpha = 0.860$, Data quality, $\alpha = 0.869$, and budgetary allocation $\alpha=0.898$.

Ethical considerations

Ethical approval was sought from the Research Review Board of the University before data collection. Participation in the study was entirely voluntary and based on written informed consent from each respondent. Anonymity of questionnaire responses was assured by excluding any personal identifiers. Confidentiality was ensured through secure data storage mechanisms and restricted access, with only the researcher having access to the data.

Data Processing and Data Analysis

Data Processing

After approval of the proposal, an introduction letter was obtained from the University Administration to solicit approval to conduct the study from the selected respondents. The respondents were briefed about the study and informed about its academic nature. The respondents were requested to completely fill out the questionnaires and keenly follow the instructions. The data gathered was edited, encoded into the computer, and statistically analysed using the Statistical Package for Social Sciences (SPSS).

Data Analysis

After the researcher has sorted out the valid questionnaires and coding is accomplished, to derive useful meaning from the data, and examine the propositions of this study, data from the survey were analysed using SPSS (Statistical Package for Social Sciences) version 23. The relationship between the variables was shown using Pearson's correlation coefficient, and to test the significance of the correlation, the coefficient of determination was used using the regression analysis tool, aided by SPSS version 24.

Results

Response Rate

The response from the respondents of the distributed questions yielded 79 questionnaires from the administered 80 questionnaires. This ratio represented a 98.7% response rate, which was satisfactory to conclude the research findings.

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Table 4: Response Rate

Response rate	Sample size	Percentage (%)
Returned questionnaires	79	98.7.
Un-returned questionnaires	1	1.3
Total	**80**	**100**

Table 5: showing the gender.

Gender	Sample size	Percentage (%)
Male	57	72
Female	22	28
TOTAL	**79**	**100**

Out of the 79 valid questionnaires, 72% (n=57) were male and 28% (n=22) were female respondents from the organization. The findings presented indicate that the majority of the organization's officials are male, although the constitutional threshold of not having more than two-thirds of either gender was being violated. These data highlight the male-dominant culture in organizations. As a result, women might find themselves functioning in an unfamiliar masculine organization, while men can take their own involvement for granted.

Respondent Age

The study identified four age groups, to which respondents were asked to self-identify. The groups were: between 20 to 29 years old, 30 to 39 years old, 40 to 49 years old, and above 50 years.

Table 6: Ages of the Respondents.

Age category	Frequency	Percentage
20-29 years	10	13
30- 39 years	24	30
40-49 years	27	34
50 years and above	18	23
Total	**79**	**100**

Table 6 shows the age composition of the clients being surveyed. As established by the organization 13% of the clients were in the 20-29 age group. In the 30-39 age group, the organizations had 30%. The 40-49 age group made up only 34% f of the respondents. The 50 years and above category comprised 23% of the respondents from the different organizations. Alternatively, the results might reflect the fact that the recruitment of new monitoring and evaluation staff in all organizations has slowed down over the last years, with no new positions becoming available for younger employees.

Respondent Level of Education

The education level of the officials and end-user key stakeholders is of utmost importance. Precisely, their education level contributes to understanding the different facets of project performance. As such, since the respondents possess the requisite academic qualification, they can communicate effectively, hence clearly indicating that there was fair representation in levels of education, thus authenticating the results of the study to be quite objective, leading to exemplary project performance. As such, the study sought to find the highest academic qualifications of the respondents.

Table 7. Education Levels

Educational Level					Total
O- Level	**A-Level**	**Certificate**	**Diploma**	**Degree**	**79**
9(11%)	8(10%)	16(20%)	26(33%)	20(26%)	

Table 7 shows that 26% of the respondents had attained a degree in various fields, 33% of the respondents had attained diplomas, 16% had attained certificates. Subsequently, 10% had A-levels while 11% of the rest had O-levels. The study, therefore, revealed that the appointed and elected officials working for the organizations have the necessary and requisite academic qualifications to discharge their duties and meet the demands of their positions.

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Respondents' Management Levels

Respondents' Levels of Management were used to describe their characteristics so as to establish the opinions in the different job categories.

Table 8: Management Levels

Management Level	Frequency	Percentage (%)
Top Level Management	3	4%
Middle-level Management	12	15%
Tech Level Management	28	35%
Lower Level Management	36	46%
Total	**79**	**100**

Table 8 shows that the distribution of management levels provided a diversified base of information, given the contribution of the different Levels of Management. These results are a clear indication that there was adequate representation in all levels of management, thus making the results of the study more objective.

Respondents' Length in Handling Projects.

Respondents' length in handling projects was used to describe the time period each respondent undertook in the various county projects.

Table 9: Respondents' Length in Handling Projects

Management levels				
	1-2 yrs	3-4 yrs	5-6 yrs	7-8 yrs.'
Top Level Management	-	-	1	2
Middle Level Management	2	3	6	3
Tech Level Management	6	8	7	7
Lower-Level Management	7	8	11	8
Total	15	19	25	20

Table 9 shows the summary of the distribution of the various county employees' lengths in handling projects. The study showed that the majority of the targeted staff are in the 5-6 years bracket in terms of length in handling projects. This is owed to the fact that many employees from the organizations were seconded to their roles after the devolution of functions. The staff in 3-4 years and above was 81% while in the 1-2 years was 19% respectively. This could be attributed to the fact that the organizations have employed new employees. The targeted sample is deemed a true representative of the population since the study targeted staff with adequate experience in the civil sector, thus yielding credible information.

Descriptive Findings on Scales

The purpose of this study was to establish the relationship between Monitoring and Evaluation and the performance of NGOs in South Sudan. According to Kothari (2005), an independent variable is antecedent to the dependent variable. It therefore implies that an independent variable causes changes in the dependent variable. The researcher analyzed descriptive statistics for the following observed variables: results-based performance indicators, program effectiveness, operational efficiency, and stakeholder engagement. The following sub-sections present descriptive statistics for each of the study variables.

Descriptive Analysis for human resource capacity and performance.

The first objective of the study was to determine the influence of human resource capacity and performance of non-governmental organizations. For this study, it was assumed that Human resource capacity would facilitate the performance of these organizations selected from Juba city. Chi-square test and the significance of individual constructs were used to compare observed results with expected results. Its purpose is to determine if a difference between observed data and expected data is due to chance or if it is due to a relationship between the study variables.

https://doi.org/10.51168/insights.v2i10.40

Table 10: Human resource capacity indicators

STATEMENT	SA (%)	A (%)	NS (%)	D (%)	SD (%)	MEAN	P-Value
The organization has skilled personnel who gather information on the performance of Programs	22(28)	23(29)	15(19)	10(13)	9(11)	175.931	0.0001
The organization has skilled personnel with adequate capacity to analyze data	24(30)	27(34)	10(13)	14(18)	4(5)	188.302	0.0001
The monitoring and evaluation officers are knowledgeable in the day-to-day management of monitoring and evaluation systems	26(33)	28(37)	7(9)	7(9)	11(14)	177.181	0.0001
Result-based performance is factored into personnel assessments	42(53)	16(20)	10(13)	8(11)	3(4)	258.388	0.0001
Our NGO has a clear and transparent recruitment process.	37(47)	27(34)	4(5)	3(4)	8(10)	199.040	0.0001
Our NGO provides regular training and development opportunities.	39(49)	33(42)	3(4)	2(3)	2(3)	222.819	0.0001
Our NGO has a clear plan for staff development and career progress.	23(29)	22(28)	23(29)	1(1)	-	236.922	0.0001
Our NGO has a regular performance appraisal system for staff.	29(37)	29(37)	17(22)	2(3)	2(3)	220.155	0.0001
Our NGO has effective leadership that supports staff development.	23(29)	17(22)	13(16)	8(10)	8(10)	207.397	0.0001

Key: n= 79, SD= strongly disagree, D=disagree, N=neutral, A=agree, SA=strongly agree,

The scores in Table 10 showed the reactions of respondents to the examined human resource capacity and performance of NGOs in South Sudan. The statement, the organization has skilled personnel who gather information on the performance of Programs, indicated strongly agree and agree were 28% and 29% respectively, while those who were in disagreement and strongly disagree were 13% and 11%. This result showed that the majority of respondents tended to agree (mean 175, P≤0.001) with the above statement. This implies that the organization has skilled personnel who gather information on the performance projects. The organization has skilled personnel with adequate capacity to analyze data, 23% of the respondents agreed, and 22% strongly agreed (mean =188.3, P≤0.001). On the issue of whether the monitoring and evaluation officers are knowledgeable in the day-to-day management of monitoring and evaluation systems, the respondents agreed at 70% while the others disagreed at 13%. This outcome showed that the majority of respondents tended to agree (mean=177, P≤0.001). The statement: Our NGO has effective leadership that supports staff development. Respondents who indicated strongly agree and agree were 29% and 22% respectively, while those who were in disagreement and strongly disagree were 10% and 10%. This result showed that the majority of respondents tended to agree (mean=207, P≤0.001) with the above statement. The indicators, Our NGO has clear plan for staff development and career progress23% strongly agreed and 23% agreed helps track impacts change trends was agreed awhile those who were in dis This shows that the majority of respondents tended to agree (mean =236, P≤0.001). The monitoring and evaluation officers are knowledgeable in the day-to-day management of monitoring and evaluation, respondents agreed at 26% and 28% while 7% disagreed and 11% strongly disagreed. The majority of respondents tended to agree (mean=177, P≤0.001). The objective: Our NGO has a clear and transparent recruitment process, 64% of the respondents agreed, and 11% disagreed. The majority of respondents tended to agree at (mean=199, P≤0.001). The indicator, Our NGO provides regular training and development opportunities, respondents agreed at72% and disagreed at 7%. This shows that the majority of respondents tended to agree (mean =225, P≤0.001). Our NGO has a regular performance appraisal system for staff,

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and they agreed at 58% and disagreed at 4%. This indicates that respondents tended to agree at (mean=220, P≤0.001).

Descriptive Analysis for Performance of NGOs in South Sudan.

To determine the performance of NGOs, the respondents were asked to rate various aspects of performance, and the results are displayed.

Table 11: Performance of NGOs in South Sudan

STATEMENT	SA (%)	A (%)	NS (%)	D (%)	SD (%)	MEAN	P-Value
The NGO achieved project targets and objectives.	12(15)	23(29)	11(15)	12(14)	17(22)	169.931	0.0001
The project changed people's living conditions in the community.	20(25)	20(25)	8(10)	22(29)	5(7)	171.302	0.0001
Did the NGO, through projects, address the pressing needs of the community?	20(25)	20(25)	3(4)	22(27)	5(7)	159.302	0.0001
Project resources were used cost-effectively by the NGO.	26(33)	28(35)	5(6)	15(19)	3(4)	166.181	0.0001
There is a mechanism for continuity of benefits after project closure by the NGO.	42(53)	16(20)	13(16)	8(10)	3(4)	268.388	0.0001
Were you adequately involved in project planning/implementation?	27(34)	21(27)	4(5)	3(4)	8(10)	185.040	0.0001
Stakeholders are involved in the data collection process.	29(37)	26(33)	8(10)	15(19)	1(1)	203.819	0.0001
Stakeholders' decisions are considered during project implementation by the NGO.	26(33)	28(35)	5(6)	15(19)	3(4)	165.125	0.0001
Stakeholders are involved in the identification and tracking of indicators.	20(25)	20(25)	8(10)	22(29)	5(7)	171.302	0.0001

Key: n= 79, SD= strongly disagree, D=disagree, N=neutral, A=agree, SA=strongly agree,

The scores in Table 11 showed the reactions of respondents to the examined performance of non-governmental organizations in South Sudan. The statement: The NGO achieved project targets and objectives, a flexible service is provided to meet performance requirements, results indicated strongly agree and agree were 15% and 29% respectively, while those who were in disagreement and strongly disagree were 14% and 22%. This result showed that the majority of respondents tended to agree (mean=169, P≤0.001) with the above statement. Project resources were used cost-effectively by the NGO; the respondents agreed 50% while those who disagreed represented 36%. This outcome showed that the majority of respondents tended to agree (mean =171.3, P≤0.001). On the issue, did the NGO, through projects, address the pressing needs of the community, the respondents agreed at 50% while the others disagreed at 34%. This outcome showed that the majority of respondents tended to agree (mean =159, P≤0.001). Project resources were used cost-effectively by the NGO was represented at an agreed 68% while the others disagreed at 23%. This shows that the majority of respondents tended to agree (=166, P≤0.001). There is mechanism for continuity of benefits after project closure by the NGO was seen to agree at 73% while the disagreed was at 14%. The majority agreed (mean=268, P≤0.001). The question, where you were adequately involved in project planning/implementation, was agreed at 61% while the minority disagreed at 14%. The majority of the respondents agreed (mean =185, P≤0.001) with that statement. Stakeholders are involved in the data collection process, were agreed at 70 agreeing % while the others disagreed at 20%. This shows that the majority of respondents tended to agree (mean=203, P≤0.001). Stakeholders' decisions are considered during project implementation by the NGO; 68% agreed and 23% disagreed, and respondents tended to agree (mean=165, P≤0.001). Stakeholders are involved in the identification and tracking of indicators (50% agreed, while 26% disagreed). This is an indication that the respondent tended to agree at (mean=171, P≤0.001).

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Inferential Analysis

According to Osborne and Waters (2002 inferential statistics are used to make inferences from data to more general conditions. Thus, they are used to test hypotheses and make estimates using sample data. In this study, inferential analysis was conducted through the use of correlation and regression analysis to determine the relationships between dependent and independent variables.

Correlation Analysis Results for the Study Variables

The researcher used the correlation technique to analyze the degree of relationship between two variables with the Pearson correlation coefficient (r), which yields a statistic that ranges from -1 to 1. Pearson correlation analysis was used to explore relationships between the study variables. Correlation analysis was used to reveal the direction and strength of the relationship between the variables. This was crucial to assess whether any relationship exists between the variables before carrying out further analysis. Mugenda and Mugenda (2003) posit that the correlation coefficient tells the magnitude of the relationship between two variables. If the correlation coefficient is positive (+), it means that there is a positive relationship between the two variables. A negative relationship (-) means that as one variable decreases, the other variable increases, and this is termed an inverse relationship. A zero value of r indicates that there is no association between the two variables. The coefficient assumes that there is a linear relationship or correlation between two variables, and that the two variables are causally related; one of the variables is the independent and the other the dependent variable; and a large number of independent causes are operating in both variables to produce a normal distribution.

Table 12: Correlation results on the relationship between variables.

Human resource capacity	Pearson					
	Correlation	.479**	.172**	1		
.						
	Sig. (2-tailed)	.000	.000	.		
	N	79	79	79		
Data Quality	Pearson					
	Correlation	.515**	.517*	.471**	1	
Sig. (2-		.000	.011	.000		
	tailed)					
	N	79	79	79	79	1
Budgetary allocation	Pearson					.524
	Correlation	.718**	.676**	.771**	.544**	
	Sig. (2-tailed)	.000	.011	.000	.000	0.001
	N	79	79	79	79	79

. Correlation is significant at the 0.05 level (2-tailed). Source: Research Data, 2025

The correlation summary table indicates a strong and significant association between the independent and dependent variables. From the correlation results, it was found that the results of human resource capacity (r =0.479, α = 0.01), data quality (r =0.515, α = 0.01), and Budgetary allocation (r =0.718, α = 0.01) had a significant positive effect on the performance of NGOs in South Sudan, Juba city.

The correlation between the independent and dependent variables indicated the presence of a moderately strong correlation. The results displayed in Table 12 indicate that budgetary allocation exhibited the strongest association with the performance of NGOs, followed by data Quality and Human resource Capacity, respectively.

Multiple Regression Analysis

Multiple regression analysis was used to determine the extent to which Monitoring and Evaluation affected the county government project implementation, focusing on Machakos and Embu, and to subsequently evaluate the data and examine the hypothesized relationships between the independent and dependent study variables.

Multiple regression analysis as an inferential statistic was used to analyse the extrapolative capability of the set of independent variables on a one dependent measure. The validation for the application of multiple regressions in this study was grounded on the fact that in the hypothesized relationships, multiple predictors were reflected to have extrapolative ability on a single dependent measure. As the purpose of this study was to predict the associations between multiple independent variables and one dependent variable using a regression equation, unstandardized regression coefficients were adopted. In statistics, the p-value specifies the significance testing level relative to the independent variable to the dependent variable. The critical value, which is statistically set at 0.05 and is also known as the probability value (p), should always be less than 0.05 to further conclude the model is significant and aids in clarifying the relationship between the independent and dependent variables, or else the model would be regarded as non-significant.

Table 13 Multiple Linear Regression Analysis Model Summary

Model	R	R Squared	Adjusted R Square	Std of Error Estimate
1	0.720[α]	0.518	0.514	0.54947

Source: Research data, 2025

Results displayed in Table 4.20 from regression analysis, which was used to produce a best-fit line to predict independent variables from the dependent variable, determined how the independent variables influenced the dependent variable, to what extent each independent variable affected the dependent variable, and which of those factors were more significant. The results obtained show the adjusted R-squared value of r^2 = .514, which indicates that when all the variables are combined, the multiple linear regression model could explain approximately 51% of the variation in the dependent variable by the variation in the independent variables on the performance of NGOs in South Sudan. The results from the Coefficient of Determination show a significant relationship (p = 0.000) in all the variables.

Table 14: Coefficient of Determination

nstandardized Coefficients				Standardized Coefficients			ollinearity Statistics	
	Model	B	Std. Error	Beta	T	Sig.	Tolerance	VIF
	(Constant)	.435	.167		2.608	.009		
	Human resource capacity	.680	.041	.693	4.440	.000	.0551	1.815
1	**ta Quality**	.455	.043	.457	10.694	.000	.0569	1.759
	budgetary allocation	.432	.322	.421	9.564	0.002	0.433	1.654

https://doi.org/10.51168/insights.v2i10.40

Dependent Variable: performance of NGOs in South Sudan.

Information in Table 4.21 indicates the prediction equation is performance of NGOs = .435(constant) + .680 (Human resource capacity) + .455 (Data quality) + .432 (Budgetary allocation). The standard error from the research findings revealed (0.167), being an estimate of the standard deviation of the coefficient, indicating that if a coefficient is large compared to its standard error, then it is probably different from 0, thus it is a random variable with a mean of zero, and which captures the variables that could not be quantified. The independent variables (human resource capacity, Data quality, and Budget allocation) which was most significant in the performance of NGOs in South Sudan. This was acquired by the beta value, at which point the results recognized Human resource capacity as the most vital variable of the study, followed by Data quality and Budget allocation in order. Table 4.21 shows the beta value for these variables, .693, 0.457, and .421, which indicate that the dependent variables would change by a corresponding number of standard deviations when the respective independent variable changed by one standard deviation. The variance inflation factor (VIF) value for Human resource capacity, Data quality, and Budget allocation resulted as the independent variables were less than 10, and the Tolerance was also less than 0.1; thus, there were no concerns over multicollinearity. This led to the conclusion that Human resource capacity, data analysis, and budgetary allocation were all important factors in the performance of NGOs in South Sudan. Indicating that if a coefficient is large compared to its standard error, then it is probably different from 0, thus it is a random variable with a mean of zero, and it captures the variables that could not be quantified.

Analysis of Variance (ANOVA)

The statistical method of testing the null proposition, such that the means of several populations are equal, is called the analysis of variance (ANOVA) (Burns & Burns, 2008:289). The testing of two independent variables calls for the introduction of ANOVA and is used to test the main and interaction effects of categorical variables on a continuous dependent variable, controlling for the effects of selected other continuous variables that covary with the dependent (Cooper & Schindler, 2006:493). ANOVA is a versatile statistic that tests for the significant differences between two or more groups of means and additionally breaks down the variability of a set of data into its component sources of variation. ANOVA is carried out in order to provide a more in-depth analysis of the data. As with correlations, some of the study's propositions are built on the significant differences between variables and factors. ANOVA is therefore used to prove or disprove the last three hypotheses of the study.

Table 15 ANOVA model

Source of Difference	Sum of Squares	df	Mean Square	FO	Sig
Between Groups	8.111	4	2.7923	10.34	.000
Within Groups	37.306	74	0.270		
Total	45.415	78			

The ANOVA results for regression coefficients show that the significance of the F-statistic is
0.000, which is less than 0.05; thus, the overall model significantly predicted the outcome variable. This implies that there was a significant relationship between Human resource capacity, Data quality, budgetary allocation, and performance of NGOs in South Sudan.

Discussion

The results of the analysis have revealed that monitoring and evaluation had a positive and significant effect on the performance of NGOs in South Sudan. Similar to the study findings, the extant literature (Naoum, Fong & Walker, 2004; Chung & Kim, 2002) has indicated that monitoring and evaluation are key tools that stakeholders use to ensure the success of projects. The results are also similar to Faniran, Love, and Smith (2000), who describe monitoring and evaluation as the systematic arrangement of project resources in such a way that it leads to the achievement of project objectives. In a similar vein, Jha et al. (2010) state that a well-prepared and executed monitoring and evaluation plan will contribute to both project outcomes and international standards of doing things. In collaboration with the views of prior authors, elucidate that the end products of monitoring planning are numerous project plans that represent defined strategies to achieve defined project objectives.

Discussions of findings on the relationship between Human resource capacity and performance of NGOs in South Sudan.

The specific dimensions considered by the study were: Monitoring and evaluation skills, and Experience with monitoring and evaluation. The correlation analysis validates a positive and linear relationship between Human resource capacity and the performance of NGOs in South Sudan. Consistent with the study findings, Rasna Warah's article in the Citizen tabloid on UNDP's shortcomings revealed that internal monitoring is likely to be flawed

within UN systems in South Sudan, leading to decreased project performance. However, contrary to the findings, Chaplowe (2008) echoes that monitoring systems such as the Human Resource Capacity are of the essence in enhancing project performance since they link the project goals and objectives to the inputs, processes, and outputs required for performance.

Human resource capacity and performance of NGOs in South Sudan.

In line with the first objectives, the results indicate that the adoption of human resource capacity M&E systems has led to a higher level of accountability by organization employees. In this regard, the agenda of these powerful actors has been key in determining the implementation of NGO projects. Therefore, the approach undertaken by these organizations has obeyed political considerations that, in turn, have had an impact on the usefulness of M&E systems. In effect, performance information serves to report to the national government and, at best, the general public, but it fails to contribute to managing and achieving greater outcomes. Since performance has emerged as a priority and is non-government-driven, outputs and financial soundness are being rewarded contrary to the achievement of the outcome. M&E of outcomes is avoided or not even undertaken, because it does not meet the interests of the program and county units, implying that essential opportunities for lesson learning are missed. Herein, the organizations are still managing for outputs, especially at the project level, indicating that the implementation of projects has not reached the end, and there is still some room for improvement and a path towards a focus on results. In this respect, greater focus on results and the use of performance information for learning purposes should be prioritized in order to fully take advantage of the potential of results-oriented M&E to increase the effectiveness of the organisation and employees of these NGOs.

Conclusions

The adoption of Human resource capacity methods of M&E systems has led to a higher level of accountability by NGO officials, which in turn has increased their focus on the implementation of projects and performance. NGOs in South Sudan face significant challenges in implementing effective monitoring and evaluation systems, which can impact their performance. Here are some conclusions: M&E plays a crucial role in promoting the performance of NGOs in South Sudan. A functional M&E system enables organizations to track progress, identify areas for improvement, and make informed decisions.

Recommendations

Human resource capacity and performance

Findings on the first objective imply that the NGOs are still managing for outputs, especially at the project level. This indicates that the implementation of projects has not reached the end, and there is still some room for improvement and a path towards a focus on results. This should be through the recruitment of the right people with the right skills, guaranteeing performance in the form of service delivery. In this respect, it is necessary to create M&E frameworks and indicators to track progress and measure impact. Greater focus on results and the use of performance information for learning purposes should be prioritized in order to fully take advantage of the potential of results-oriented M&E to increase the effectiveness of Human resources.

Acknowledgement

I would like to thank the Almighty God for giving me the strength and wisdom to complete this research project. Thank you to my supervisor, Mr. Richard Semanda, for your invaluable advice, guidance, and support, which inspired me to undertake this project with zeal to completion. God bless you.

Source of funding

The study was not funded.

Conflict of interest

The author did not declare any conflict of interest.

Author contributions

Nwaokolo Chidi Ugochukwu was the principal investigator. Richard Semanda supervised the research.

Data availability

The data is available upon request.

Informed consent:

The respondents who participated in the study consented.

Author Biography

Nwaokolo Chidi Ugochukwu holds a Master's degree in Project Planning from Team University.
Richard Semanda is a lecturer at Team University.

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