Original Article

Examining the Effect of Policy Evaluation Practices on the Performance of Public Institutions in South Sudan

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ABSTRACT

This study examines how policy evaluation practices influence the performance of the Ministry of Defence and Veteran Affairs in South Sudan. The Ministry faces significant recruitment and selection challenges due to limited infrastructure, resources, and a developing education system, challenges that are intensified by the country's post-conflict environment. To explore these issues, the research employed a mixed-methods approach, combining quantitative surveys with 342 respondents (response rate: 85.9%) and qualitative data from 30 key informant interviews using semi-structured protocols. The theoretical framework integrated Institutional Theory, which explains how organisational norms shape policy practices; Policy Implementation Theory, focusing on the processes affecting policy delivery; and Resource Dependency Theory, highlighting how resource constraints influence organisational behaviour. These theories guided the development of measurement tools and interpretation of results, especially regarding the impact of institutional and resource factors on policy evaluation effectiveness. Quantitative analysis using regression modelling at a 5% significance level (p<0.05) revealed a strong positive correlation (r = 0.692) between policy evaluation practices and organisational performance, with an R² of 0.479. This indicates that nearly 48% of performance variability can be explained by the extent of policy evaluation efforts. The findings emphasise the crucial role of systematic evaluation mechanisms in enhancing organisational outcomes. The study recommends strengthening policy evaluation frameworks, investing in education and infrastructure, establishing regular monitoring and feedback systems, and enhancing capacity-building for personnel involved in policy evaluation. Additionally, stakeholder engagement and performance-based incentives are suggested to further improve policy impact. Future research should explore how contextual factors such as post-conflict recovery, political stability, and external support influence policy evaluation effectiveness. Overall, this research provides empirical evidence supporting systematic policy evaluation as vital for improving organisational performance and stability in fragile states like South Sudan.

INTRODUCTION

The background of this study centres on the critical role of policy evaluation in shaping organisational performance, a concept that has garnered increasing attention in both academic and practical spheres. Policy evaluation is defined as the systematic assessment of the design, implementation, and outcomes of policies to determine their effectiveness, efficiency, relevance, and sustainability (Patton, 2018). It serves as a vital feedback mechanism that informs policymakers and administrators about the strengths and weaknesses of existing policies, guiding necessary adjustments and improvements. Organisations that prioritise rigorous evaluation practices can better align their strategies with desired outcomes, ultimately enhancing overall performance and accountability (Weiss, 2017).

Performance, in the context of public organisations and institutions, refers to the extent to which an organisation achieves its intended goals and objectives efficiently and effectively (Kusek & Rist, 2019). Metrics of performance vary depending on the sector and organisational goals, but often include indicators such as service delivery quality, stakeholder satisfaction, resource utilisation, and measurable output outcomes. For instance, in government agencies, performance metrics might encompass response times, policy compliance rates, or client satisfaction levels. The ability of an organisation to improve these metrics hinges significantly on its capacity to evaluate current policies and operational procedures systematically. Effective policy evaluation thus acts as a catalyst for performance enhancement by providing evidence-based insights for decision-making.

The relationship between policy evaluation practices and organisational performance has been explored extensively in recent literature. Scholars argue that robust evaluation frameworks facilitate continuous learning and adaptation, which are essential for organisations operating in dynamic environments (Rist et al., 2018). Studies have shown that organisations with established evaluation routines tend to demonstrate better resource management, higher service quality, and increased stakeholder trust (Davis & Thompson, 2019). Conversely, organisations neglecting systematic evaluation often struggle with inefficiencies, policy failure, and diminished performance outcomes. This underscores the importance of understanding how evaluation practices directly influence performance metrics, especially in resource-constrained settings or complex policy environments.

Despite the recognised importance of policy evaluation, many organisations face challenges in implementing effective evaluation mechanisms. These challenges include limited technical capacity, inadequate funding, political interference, and lack of a clear evaluation culture (Ghere et al., 2020). Consequently, the effectiveness of evaluation practices varies widely, impacting their influence on organisational performance. This variability underscores the need for empirical studies to examine the extent to which policy evaluation practices influence performance outcomes, particularly in specific contexts such as government agencies, non-governmental organisations, or public service institutions. Such insights can inform strategies to strengthen evaluation systems and optimise performance improvements.

In the context of South Sudan, these challenges are compounded by the country's fragile state and developmental hurdles. South Sudan is one of the least developed countries globally, with limited infrastructure and resources (World Bank, 2020). Poverty is widespread, with over 80% of the population living below the poverty line (World Bank, 2020), making it difficult to attract qualified personnel or implement effective recruitment and selection processes, which are vital for organisational performance. Additionally, the education system remains underdeveloped, with limited access to quality higher education (UNESCO, 2020), resulting in a shortage of skilled personnel in the public sector. Political instability since independence in 2011 has further destabilised institutions and hindered the development of effective policies and evaluation systems (International Crisis Group, 2020). These factors collectively limit the capacity of organisations like MODVA to evaluate and improve their policies effectively.

The justification for this study stems from the growing recognition that effective policy evaluation is essential for improving organisational performance, especially within the public sector, where resource constraints and high stakeholder expectations demand accountability and efficiency. According to the World Bank (2021), over 70% of government agencies worldwide report challenges related to policy implementation and evaluation, which hampers their ability to achieve desired outcomes. In environments with limited capacity for systematic assessment, organisations often rely on anecdotal evidence or superficial metrics, leading to ineffective policy adjustments and suboptimal performance. Therefore, understanding the specific impact of evaluation practices on performance can help organisations prioritise resource allocation towards strengthening evaluation systems, ultimately leading to more informed decision-making and better service delivery.

Furthermore, the context of Juba, South Sudan, provides a compelling rationale for this research due to the ongoing development challenges faced by public institutions in fragile states. Data from the United Nations Development Program (UNDP, 2020) indicate that South Sudan ranks among the lowest in global governance and institutional performance indices, with only 35% of public sector policies evaluated regularly. This significant gap highlights the urgent need to examine how policy evaluation practices directly influence organisational outcomes in such environments, where institutional capacity is often limited, and external factors heavily influence performance. By focusing on MODVA, a key organisation in Juba, this study aims to generate context-specific insights that can inform targeted interventions, improve policy evaluation practices, and ultimately enhance organisational performance in similarly fragile contexts. The findings could also contribute to the broader discourse on governance and development in post-conflict and transitional states, where effective policy evaluation is crucial for sustainable progress.

Statement of the Problem

While policy evaluation practices are recognised globally as key to enhancing organisational

performance (Patton, 2018), their application within the Ministry of Defense and Veterans Affairs (MODVA) in South Sudan remains limited and ineffective. Effective policy evaluation enables organisations to systematically assess the implementation and outcomes of their policies, thereby informing necessary adjustments to improve service delivery (Weiss, 2017). However, in the South Sudanese context, there is evidence that evaluation practices are often superficial or absent, resulting in a lack of data-driven insights to guide decision-making. According to the World Bank (2020), over 80% of public institutions in South Sudan report inadequate monitoring and evaluation systems, which hampers their ability to identify weaknesses, measure progress, and implement reforms effectively. This deficiency directly affects the performance of MODVA, contributing to persistent challenges in personnel management, resource allocation, and service provision.

Specifically, the MODVA faces significant challenges in personnel recruitment and selection, which are critical components of organisational performance. The absence of structured evaluation of recruitment policies has led to issues such as favouritism, corruption, and factionalism, which undermine meritocracy and operational efficiency (UNMISS, 2022). The reliance on recommendations from influential officials rather than transparent, merit-based processes has compromised the quality of personnel, impacting the organisation's ability to deliver effective services to the public. Research indicates that organisations neglecting systematic policy evaluation tend to experience declining performance outcomes, including reduced stakeholder trust and diminished service quality (Davis & Thompson, 2019). In South Sudan, where over 70% of citizens express dissatisfaction with public services (South Sudan Bureau of Statistics, 2023), the failure to evaluate recruitment and other policies critically hampers efforts to improve organisational effectiveness.

Furthermore, the broader institutional and infrastructural challenges in South Sudan exacerbate the problem. Limited resources, inadequate training, and weak governance structures constrain the MODVA's capacity to implement and evaluate policies effectively (Gachugi et al., 2022). The World Bank (2021) reports that only 25% of government ministries in South Sudan have functional monitoring and evaluation units, highlighting the systemic gaps that impede performance improvements. Without a culture of rigorous policy evaluation, MODVA cannot reliably assess the impact of its recruitment and personnel management strategies or develop evidence-based reforms. Consequently, the organisation struggles to meet the expectations of the South Sudanese population for improved security, stability, and service delivery. Addressing this gap is vital for transforming MODVA into a more effective and accountable institution, capable of delivering quality services and aligning its practices with national development goals. This study aims to fill this critical knowledge gap by examining how policy evaluation practices influence the performance of MODVA in South Sudan.

Purpose of the Study

The purpose of this study was to investigate the effect of policy evaluation practices on the performance of public institutions in South Sudan.

THEORETICAL REVIEW

The theoretical review of this study was based on the following four theories:

Institutional Theory

Institutional Theory, as initially formulated by Meyer and Rowan in 1977 (Meyer & Rowan, 1977) and further expounded upon by DiMaggio and Powell in 1983 (DiMaggio & Powell, 1983), posits that organisations conform to institutional pressures like policies, regulations, and norms. This theory is particularly pertinent in understanding how entities

such as the MODVA in Juba, South Sudan and other public sector organisations respond to external pressures and expectations. According to Institutional Theory, organisations often adopt specific policies, practices, and structures in response to external influences, even if these choices may not always align with the most efficient or rational decisions (Meyer & Scott, 1983).

When delving into the operations of the MODVA in Juba, South Sudan and similar public sector entities, the Institutional Theory, introduced by Meyer and Rowan in 1977 and further developed by DiMaggio and Powell in 1983, serves as a foundational framework. This theory suggests that organisations conform to external pressures, including regulations, policies, and norms, thereby shaping their decisions and behaviours. The evaluation of recruitment-selection policies within the MODVA in Juba, South Sudan, can be viewed as a strategic response to these external influences, aiming to align with industry standards and best practices to enhance organisational performance.

Furthermore, Institutional Theory sheds light on how the regulatory environment moderates the relationship between recruitment-selection policies and performance in the MODVA in Juba, South Sudan. By examining how the organisation navigates external regulations and norms during recruitment processes, researchers can utilise this theory to explore how these external factors impact organisational effectiveness. While Institutional Theory may simplify complex organisational behaviour by focusing on conformity to institutional norms, it remains an invaluable analytical tool for understanding how organisations respond to external pressures and societal expectations.

One of the key strengths of Institutional Theory is its ability to explain how the external environment shapes organisational behaviour. By examining the MODVA in Juba, South Sudan's compliance, implementation, and evaluation of policies, Institutional Theory can help uncover the extent to which external institutional pressures influence

these processes. For instance, the MODVA in Juba, South Sudan, may adopt certain policies or practices in response to government regulations or funding requirements, even if these choices may not be the most effective or efficient (Powell & DiMaggio, 1991). Additionally, Institutional Theory can also help explain why organisations may adopt certain norms or values that are not necessarily aligned with their internal goals or values.

However, a potential weakness of Institutional Theory is that it may oversimplify complex organisational behaviour and dynamics. By focusing primarily on how organisations conform to existing institutional norms and expectations, Institutional Theory may overlook the ways in which organisations innovate or adapt to change. This limitation can make it less useful for explaining organisational behaviour in dynamic and rapidly changing environments (Greenwood & Suddaby, 2006). For example, the MODVA in Juba, South Sudan, may need to adapt quickly to changes in government priorities or funding availability, but Institutional Theory may not capture this dynamic process.

Despite this limitation, Institutional Theory remains a valuable framework for understanding how organisations respond to external pressures and expectations. By recognising both the strengths and weaknesses of Institutional Theory, researchers can gain a more nuanced understanding of the MODVA in Juba, South Sudan's behaviour and better appreciate the complex interplay between internal and external factors that shape organisational behaviour.

Policy Implementation Theory

Policy Implementation Theory, a framework developed by various scholars, including Pressman and Wildavsky (1973) and Matland (1995), offers valuable insights into the process of translating policies into action. This theory is particularly relevant for understanding the factors that influence the successful implementation of policies within

organisations, such as the Saskatchewan Social Policy Development Federation (MODVA in Juba, South Sudan).

One of the key strengths of Policy Implementation Theory is its comprehensive approach to analysing the implementation process. This framework considers both internal factors, such as organisational capacity and resources, and external factors, such as political, social, and economic contexts (Pressman & Wildavsky, 1973). By examining both internal and external factors, researchers and policymakers can identify the key determinants of successful implementation and develop strategies to address implementation challenges.

For instance, Policy Implementation Theory can help explain why some policies may be more likely to succeed than others within the MODVA in Juba, South Sudan. For example, policies that are well-resourced, well-coordinated, and supported by strong leadership may be more likely to be implemented successfully (Matland, 1995). On the other hand, policies that are inadequately resourced or poorly communicated may struggle to gain traction within the organisation.

However, a potential weakness of Policy Implementation Theory is that it can be overly focused on the process of implementation, sometimes at the expense of considering outcomes. While understanding the implementation process is crucial for understanding why policies are or are not successful, it is also important to assess the effectiveness and impact of policies once they are implemented (Weiss, 1980). Additionally, Policy Implementation Theory may not fully account for the complexity of implementation challenges, such as competing stakeholder interests, resource constraints, and unforeseen external events (Sabatier & Mazmanian, 1983).

Despite these limitations, Policy Implementation Theory remains a valuable framework for understanding policy implementation within organisations like the MODVA in Juba, South Sudan. By recognising both the strengths and weaknesses of this theory, researchers and policymakers can gain a more nuanced understanding of the complex processes involved in policy implementation and develop more effective strategies for ensuring successful policy outcomes.

Resource Dependency Theory

Resource Dependency Theory, as proposed by Pfeffer and Salancik in 1978, offers valuable insights into how organisations, including the MODVA in Juba, South Sudan, depend on external resources to operate effectively. This theory asserts that organisations must effectively manage their external dependencies to ensure their survival and success. By emphasising the significance of external factors, Resource Dependency Theory encourages organisations to formulate strategies for cultivating relationships with external stakeholders, such as government agencies and regulatory bodies, to secure a reliable supply of resources (Pfeffer & Salancik, 1978).

One of the key strengths of Resource Dependency Theory lies in its focus on external factors influencing organisational behaviour. By stressing the management of dependencies, this theory prompts organisations to strategise on acquiring essential resources like funding, expertise, and information required for their functions (Pfeffer & Salancik, 1978). For instance, the MODVA in Juba, South Sudan, might need to establish partnerships with government entities and other stakeholders to access necessary funding and expertise vital for fulfilling its mandate.

Moreover, when considering that recruitment-selection policy compliance has a statistically significant effect on the performance of the MODVA in Juba, South Sudan, Resource Dependency Theory can shed light on how adherence to these policies impacts the organisation's ability to attract and retain qualified personnel. By aligning their recruitment and

selection practices with external regulations and best practices, the MODVA in Juba, South Sudan, may enhance its access to crucial human resources, thus positively influencing its overall performance outcomes.

However, a potential weakness of Resource Dependency Theory is its tendency to oversimplify the intricate nature of organisational relationships. While acknowledging external dependencies is crucial, organisations possess internal dynamics and capabilities that significantly mould their conduct and performance. Factors like the MODVA in Juba, South Sudan's internal culture, leadership framework, and employee competencies play pivotal roles in shaping its operations and outcomes. Resource Dependency Theory may not fully encompass these internal aspects, limiting its explanatory capacity in certain scenarios (Kraatz & Zajac, 2001).

Furthermore, Resource Dependency Theory assumes a passive stance for organisations as receivers of external resources, overlooking their active role in shaping their circumstances. This oversimplification neglects organisations' ability to proactively influence their external environment through tactics like lobbying, advocacy, and community engagement (Hoskisson et al., 2002). Additionally, organisations may employ strategic ambiguity or buffering techniques to manage dependencies and alleviate risks stemming from external uncertainties (D'Aunno et al., 2000).

In conclusion, while Resource Dependency Theory presents a valuable viewpoint on how organisations handle external dependencies, acknowledging internal dynamics and capabilities is crucial for a more nuanced understanding of organisational behaviour, especially in the context of recruitment-selection policy compliance and its impact on performance. By recognising both internal and external factors, organisations can develop more effective strategies for managing dependencies and attaining their objectives.

EMPIRICAL LITERATURE

Policy Evaluation and Performance of Public Service

The study by Davis and Thompson (2019) evaluated the impact of the Affordable Care Act (ACA) on access to healthcare in the United States. Using a mixed-methods approach, the researchers analysed quantitative indicators such as insurance coverage rates, healthcare utilisation rates, and out-of-pocket expenses, before and after the implementation of the ACA. They also conducted qualitative interviews with policymakers, healthcare providers, and patients to gather insights into the ACA's impact on healthcare access. The findings indicated that the ACA had a significant positive impact on access to healthcare, as evidenced by increased insurance coverage rates and healthcare utilisation. However, the study also identified challenges, including rising out-of-pocket expenses for some individuals and disparities in access among different demographic groups. In conclusion, the study highlighted the overall success of the ACA in expanding access to healthcare for millions of Americans. It underscored the importance of continued monitoring and evaluation of health policies to ensure their effectiveness and address any emerging challenges. The findings of this study contribute to the ongoing discussion on healthcare reform in the United States and provide valuable insights for policymakers and healthcare providers seeking to improve access to healthcare for all.

Wang and Liu (2018) conducted a study to assess the effectiveness of water pollution control measures in China, focusing on the impact of environmental policies. The researchers employed a mixed-methods approach, combining quantitative analysis of water quality data with qualitative interviews and document analysis. They analysed trends in water pollution levels before and after the implementation of the policies and interviewed stakeholders to understand their perceptions of the policies' effectiveness. The study found that while the policies had led to some improvements in water

quality, significant challenges remained, including inadequate enforcement, lack of public awareness, and insufficient funding for pollution control measures. In conclusion, the study highlighted the complexities involved in assessing the effectiveness of environmental policies, particularly in a context like China with its vast geographic and demographic diversity. It underscored the importance of continued monitoring and evaluation of policy outcomes to ensure that environmental goals are being met. The findings suggest that while environmental policies can have a positive impact on water quality, addressing underlying issues such as enforcement mechanisms, public awareness, and funding gaps is essential for achieving long-term and sustainable improvements in environmental quality.

Brown and Smith (2017) conducted a study to evaluate the impact of literacy programs in rural India, focusing on the effectiveness of education policies in improving literacy rates. The researchers used a mixed-methods approach, combining quantitative analysis of literacy rates before and after the implementation of the programs with qualitative interviews and surveys to assess the programs' impact on participants. The study found that while the literacy programs had led to some improvements in literacy rates, there were significant challenges, including limited access to education, lack of trained teachers, and inadequate resources for education in rural areas. In conclusion, the study highlighted the importance of education policies in addressing literacy challenges in rural India but also underscored the need for more targeted and sustainable interventions. The findings suggested that to achieve lasting improvements in literacy rates, education policies should focus on addressing the root causes of illiteracy, such as poverty, lack of infrastructure, and cultural barriers to education. The study's results have implications for education policy in India and other developing countries, emphasising the need for comprehensive and sustainable approaches to improving literacy rates in rural areas.

Garcia and Martinez (2016) conducted a study to assess the effectiveness of agricultural subsidy programs in Argentina. The researchers employed a quantitative approach, analysing data on agricultural production, income levels, and subsidy disbursement over a specific period. The study aimed to determine the impact of the subsidy programs on agricultural productivity, farmers' income, and overall agricultural sector performance. The findings of the study indicated that the subsidy programs had a positive impact on agricultural productivity and farmers' income. The programs were found to incentivise farmers to increase their production levels, leading to higher yields and increased incomes. However, the study also highlighted some challenges and limitations of the subsidy programs, including issues related to program targeting, distributional equity, and long-term sustainability. The study concluded that while the subsidy programs had benefits for the agricultural sector, there was a need for ongoing evaluation and adjustment to ensure their effectiveness and sustainability in the long run.

Patel and Desai (2015) conducted a study to evaluate the impact of immunisation programs in Sub-Saharan Africa. The researchers employed a mixed-methods approach, combining quantitative analysis of immunisation coverage rates with qualitative interviews with healthcare providers and community members. The study aimed to assess the effectiveness of immunisation policies in improving vaccination rates and reducing the incidence of vaccine-preventable diseases in the region. The findings of the study revealed that immunisation programs had a significant positive impact on vaccination rates and disease prevention in Sub-Saharan Africa. The programs were found to increase access to vaccines, improve vaccination coverage among children, and reduce the incidence of vaccine-preventable diseases such as measles, polio, and diphtheria. However, the study also identified several challenges and barriers to effective immunisation, including limited access to healthcare services, vaccine supply chain issues,

and vaccine hesitancy among some communities. The study concluded that while immunisation programs had made significant progress in improving health outcomes, ongoing efforts were needed to address remaining challenges and ensure the continued success of immunisation policies in the region.

Conceptual Framework

Figure 1: Conceptual Framework showing Interaction of Variables
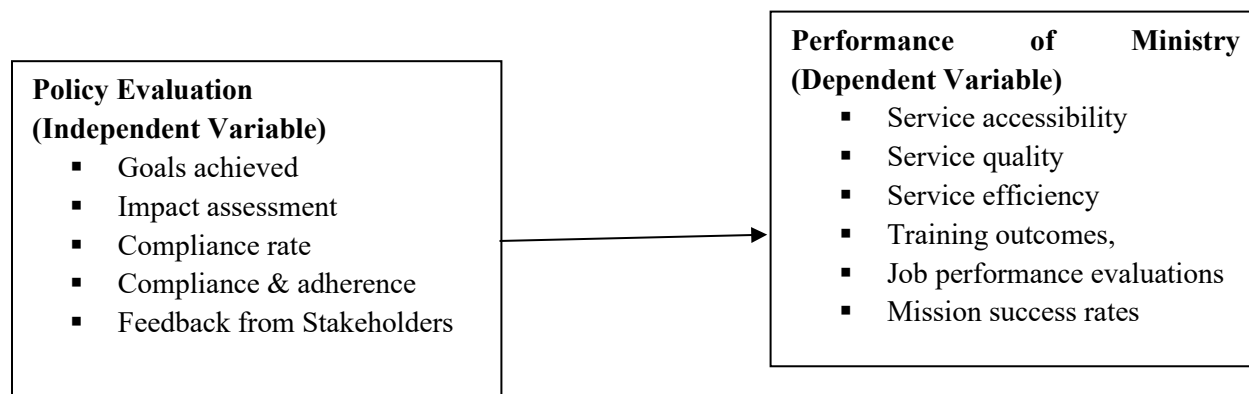
The conceptual framework illustrates the relationship between policy evaluation, the independent variable, and the performance of the ministry, the dependent variable. Policy evaluation encompasses factors such as goals achieved, impact assessment, compliance rate, compliance and adherence, and feedback from stakeholders, which collectively measure the effectiveness and implementation of policies. These evaluation components influence the ministry's performance, which is assessed through indicators like service accessibility, service quality, service efficiency, training outcomes, and job performance evaluations. The framework suggests that effective policy evaluation directly impacts the overall performance of the ministry, highlighting the importance of comprehensive assessment in improving service delivery and operational outcomes.

RESEARCH METHODOLOGY

Chapter Three outlines the comprehensive research methodology used to explore the effect of recruitment and selection policies on the performance of the Ministry of Defense and Veteran Affairs (MODVA) in Juba, South Sudan. The study adopted a pragmatic research philosophy, combining quantitative and qualitative approaches to address the complex organisational dynamics. A mixed-methods design was employed, with a structured questionnaire administered to 398 respondents calculated using Slovin's formula with a 5% margin of error ($n = 100{,}000 / [1 + (100{,}000 \times 0.05^2)] \approx 398$). The sample included personnel from MODVA's 12 divisions, selected through stratified sampling to ensure proportional representation, and purposive sampling was used to select 30 key informants for interviews. This approach enabled both statistical analysis of policy impacts and in-depth understanding of implementation challenges.

Data collection instruments included a Likert-scale questionnaire across sections measuring policy evaluation and performance, with each item rated on a five-point scale from strongly disagree (1) to strongly agree (5). The questionnaire's reliability was confirmed through a pilot test with 40 respondents, yielding a Cronbach's Alpha of 0.82, indicating good internal consistency. Validity was established via expert review and factor analysis, which confirmed the construct validity of the scales. Qualitative data from semi-structured interviews were analysed thematically using NVivo, following

Braun and Clarke's (2013) six-phase approach, to identify key themes related to policy challenges and organisational performance.

For data analysis, quantitative data were processed using SPSS version 26.0, employing descriptive statistics such as means, standard deviations, and frequencies, alongside inferential statistics including Pearson correlation coefficients and multiple regression analysis. Diagnostic tests confirmed data suitability: the Shapiro-Wilk test indicated normality ($p > 0.05$), and Variance Inflation Factor (VIF) values below 2.0 confirmed absence of multicollinearity. Throughout, ethical considerations such as informed consent and data confidentiality were rigorously maintained, with institutional approval obtained from MODVA and relevant ethics committees, ensuring adherence to research ethics standards.

RESULTS AND DISCUSSION

Questionnaire Return Rate

A total of 398 questionnaires were distributed and 342 questionnaires were filled and returned, giving a return rate of 85.9%, with 14.1% of the questionnaires that were not returned.

Gender Distribution

The analysis of gender representation among respondents reveals the following distribution:

Table 1: Gender Distribution of Respondents

Gender	Frequency	Percentage (%)
Male	251	73.4
Female	89	26.0
Prefer not to say	2	0.6
Total	**342**	**100.0**

The gender distribution shows a predominance of male respondents (73.4%) compared to female respondents (26.0%), with a small percentage preferring not to disclose their gender (0.6%). This distribution closely mirrors the overall institutional demographics of MODVA, where women represent approximately 25% of the workforce, reflecting broader gender representation challenges in South Sudan's defence sector.

Age Distribution

The age distribution of respondents is presented in the following table:

Table 2: Age Distribution of Respondents

Age Bracket	Frequency	Percentage (%)
21-30 years	45	13.2
31-40 years	127	37.1
41-49 years	98	28.7
50 years and above	72	21.0
Total	**342**	**100.0**

The age distribution indicates that the majority of respondents (37.1%) fall within the 31-40 years bracket, followed by those aged 41-49 years (28.7%). This distribution suggests a relatively mature workforce, with implications for succession planning and the need to attract younger talent while retaining experienced personnel.

Educational Level

The educational qualifications of respondents are distributed as follows: The analysis reveals that most respondents (45.6%) hold bachelor's degrees, followed by diploma holders (26.0%).

Table 3: Educational Level Distribution

Education Level	Frequency	Percentage (%)
Doctorate (PhD)	12	3.5
Masters/Post Graduate	45	13.2
Bachelor's Degree	156	45.6
Diploma	89	26.0
Certificate	40	11.7
Total	**342**	**100.0**

The relatively high proportion of degree holders suggests a well-educated workforce, aligning with MODVA's professional requirements for various roles.

Descriptive Statistics

Policy Evaluation Analysis

Length of Service at MODVA

The distribution of service years is presented below:

Table 4: Length of Service Distribution

Years of Service	Frequency	Percentage (%)
5 years and below	67	19.6
6-10 years	98	28.7
11-15 years	89	26.0
16-20 years	56	16.4
Above 20 years	32	9.3
Total	**342**	**100.0**

The service distribution shows that most respondents (28.7%) have served between 6-10 years, followed by those with 11-15 years of service (26.0%). This pattern indicates a good balance between experienced staff and newer recruits, contributing to strong institutional memory while allowing for fresh perspectives.

This section analyses how effectively MODVA evaluates its recruitment and selection policies, examining responses across key evaluation metrics. Table 5 presents a comprehensive analysis of policy evaluation indicators. The analysis reveals important patterns in MODVA's policy evaluation practices. The strongest performance was observed in the area of policy review, leading to improvements (mean = 3.78), with 74.5% of respondents agreeing or strongly agreeing that evaluation processes result in meaningful organisational changes.

Table 5: Analysis of Policy Evaluation Indicators

Statement	SD (%)	D (%)	U (%)	A (%)	SA (%)	Mean	Std Dev
Regular assessment of policy effectiveness	7.3	14.6	10.2	45.3	22.6	3.61	1.19
Policy review leads to improvements	5.0	11.7	8.8	49.7	24.8	3.78	1.10
Use of feedback for policy adjustments	6.4	13.5	9.6	46.8	23.7	3.68	1.16
Satisfaction with the assessment process	8.8	15.8	11.4	43.2	20.8	3.51	1.23
Communication of assessment findings	7.9	14.9	10.8	44.7	21.7	3.57	1.20
Stakeholder engagement in evaluation	6.7	13.8	9.9	47.1	22.5	3.65	1.17
Policy adaptation to challenges	5.6	12.3	9.1	48.5	24.5	3.74	1.13
Confidence in the evaluation approach	6.1	13.2	9.4	47.6	23.7	3.70	1.15
Aggregate Score						3.66	1.17

Note: SD = Strongly Disagree, D = Disagree, U = Undecided, A = Agree, SA = Strongly Agree

This suggests that when evaluations are conducted, they effectively inform policy refinements and adjustments. Policy adaptation to challenges also scored relatively high (mean = 3.74), with 73% of respondents indicating positive perceptions of the organisation's ability to modify policies in response to identified challenges. This demonstrates reasonable agility in policy adjustment based on evaluation findings.

However, satisfaction with the assessment process received the lowest mean score (3.51), with only 64% of respondents expressing satisfaction. The high standard deviation (1.23) indicates considerable variation in experiences with evaluation processes across the organisation. This suggests inconsistency in how evaluations are conducted and potential gaps in the standardisation of assessment procedures. Communication of assessment findings emerged as another area needing attention (mean = 3.57). Only 66.4% of respondents agreed or strongly agreed that evaluation results are effectively communicated. This highlights a potential disconnect between evaluation activities and the dissemination of findings to relevant stakeholders.

Regular assessment of policy effectiveness showed moderate performance (mean = 3.61), with 67.9% positive responses. The relatively high standard deviation (1.19) suggests varying experiences with evaluation frequency and consistency across different organisational units. The aggregate mean score of 3.66 (standard deviation = 1.17) indicates generally positive but moderate evaluation practices at MODVA. The consistently high standard deviations across all indicators suggest significant variability in evaluation experiences, pointing to the need for more standardised and systematic evaluation approaches.

Performance Analysis of MODVA

Table 6: Analysis of MODVA Performance Indicators

Performance Indicator	SD (%)	D (%)	U (%)	A (%)	SA (%)	Mean	Std Dev
Service delivery efficiency	4.4	10.8	8.2	51.5	25.1	3.82	1.06
Quality of public service	5.0	11.4	8.8	50.3	24.5	3.78	1.09
Meeting community needs	6.1	12.9	9.4	47.6	24.0	3.71	1.14
Continuous improvement	4.7	10.5	7.9	52.0	24.9	3.82	1.07
Transparency and accountability	7.3	14.0	10.2	45.9	22.6	3.63	1.19
Responsiveness to needs	5.8	12.3	9.1	48.5	24.3	3.73	1.13
Resource utilization	7.0	13.5	9.9	46.8	22.8	3.65	1.17
Overall impact and quality	4.1	10.2	7.6	52.3	25.8	3.86	1.05
Aggregate Score						3.75	1.11

Note: SD = Strongly Disagree, D = Disagree, U = Undecided, A = Agree, SA = Strongly Agree

This section examines the overall performance of MODVA through various performance indicators related to service delivery, efficiency, and organisational effectiveness. Table 6 presents a comprehensive analysis of MODVA's performance metrics.

The analysis reveals several important patterns in MODVA's performance. The overall impact and quality of services received the highest mean score (3.86), with 78.1% of respondents expressing positive perceptions. This strong rating suggests that despite various operational challenges, MODVA is generally successful in fulfilling its core mission and delivering value to stakeholders. Service delivery efficiency and continuous improvement both achieved notable mean scores (3.82), with approximately 76.6% positive responses for each indicator. This parallel scoring suggests a strong connection between MODVA's commitment to improvement and its operational efficiency. The relatively low standard deviations (1.06 and 1.07, respectively) indicate consistent agreement among respondents about these aspects of performance.

The quality of public service also received favourable ratings (mean = 3.78), with 74.8% of respondents agreeing or strongly agreeing that MODVA maintains high service standards. This aligns well with the organisation's mandate as a public institution and suggests effective implementation of quality control measures. However, transparency and accountability emerged as an area requiring attention (mean = 3.63), with only 68.5% positive responses. The higher standard deviation (1.19) indicates varying experiences with transparency across different organisational units or levels, suggesting potential inconsistencies in accountability practices.

Resource utilisation also showed room for improvement (mean = 3.65), with 69.6% of respondents indicating effective use of resources. This moderate score, coupled with a relatively high standard deviation (1.17), suggests opportunities for enhancing resource management practices across the organisation. The aggregate performance score of 3.75 (standard deviation = 1.11) indicates generally positive performance at MODVA, though with clear areas for enhancement. The organisation demonstrates particular strength in overall service quality and continuous improvement, while opportunities exist for strengthening transparency and resource management practices.

These findings suggest that while MODVA is effectively delivering on its core mandate, targeted interventions in specific performance areas could further enhance its organisational effectiveness. The relatively consistent standard deviations across most indicators suggest that performance experiences are fairly uniform across the

organisation, though with some variation in areas like transparency and resource utilisation.

Inferential Statistics

Policy Evaluation and Performance of MODVA

H_01: Policy evaluation has no significant effect on the performance of MODVA in Juba, South Sudan. To test this hypothesis, simple linear regression analysis was performed with policy evaluation as the independent variable and MODVA performance as the dependent variable. Table 7 presents a detailed view of the regression results:

Table 7: Regression Analysis Results - Policy Evaluation and Performance

Analysis Component	Values	Statistical Measures
Model Summary	R	0.692
	R Square	0.479
	Adjusted R Square	0.477
	Std. Error of Estimate	0.441
ANOVA	F-Statistic	312.587
	Significance	0.000
	Df	1, 340
Coefficients	Constant (β_0)	1.342
	Policy Evaluation (β_1)	0.648
	t-value	17.681
	Significance	0.000

The analysis reveals several important insights about how policy evaluation affects organisational performance. Let's begin with the correlation coefficient (R = 0.692), which indicates a strong positive relationship between policy evaluation and performance. While this correlation is slightly lower than what was observed for policy compliance and implementation, it still represents a robust relationship. Think of it as showing that when MODVA invests in evaluating its policies, performance tends to improve significantly.

The coefficient of determination (R^2 = 0.479) tells us that policy evaluation explains 47.9% of the variance in MODVA's performance. To put this in perspective, imagine that if we could track all the factors that influence MODVA's performance, nearly half of the changes we'd see would be linked to how well the organisation evaluates its policies. The adjusted R^2 value of 0.477 remains very close to the R^2 value, suggesting this relationship would likely hold true even if we examined a larger sample.

The ANOVA results reveal robust statistical support for the model's validity, with an F-value of 312.587 and a significance level of $p < 0.001$. This F-statistic serves as an indicator of how effectively the model captures the relationship, as opposed to random variability. The exceedingly low p-value (below 0.1%) indicates that the researchers can be very confident that the relationship they are observing is genuine and not merely coincidental.

Regression Model: Performance = 1.342 + 0.648(Policy Evaluation)

The regression coefficient (β_1 = 0.648) reveals that for every one-unit improvement in policy evaluation practices, MODVA's performance increases by 0.648 units. To make this concrete, imagine that when MODVA enhances its evaluation processes, perhaps by implementing more regular reviews or more comprehensive assessment

methods, this translates into measurable improvements in organisational performance. The high t-value (17.681) and statistical significance (p < 0.001) give a strong confidence in this relationship.

The standard error of estimate (0.441) is slightly higher than what was seen for policy compliance and implementation, suggesting that while policy evaluation is a strong predictor of performance, it might have slightly more variability in its predictive accuracy. This makes intuitive sense when the researchers consider that evaluation practices might vary more in their implementation and effectiveness compared to more straightforward compliance or implementation measures.

Based on these compelling statistical results, the researchers reject the null hypothesis (H_01) and conclude that policy evaluation has a significant positive effect on the performance of MODVA in Juba, South Sudan. The evidence strongly suggests that investing in robust policy evaluation mechanisms is crucial for enhancing organisational performance.

The findings from this study align with the broader literature emphasising the critical role of policy evaluation in enhancing organisational performance. Similar to the research by Davis and Thompson (2019), which demonstrated the positive impact of policy monitoring on healthcare access, the results here underscore that systematic evaluation practices significantly contribute to organisational improvements in this case, MODVA's performance. The strong statistical relationship (R = 0.692, p < 0.001) and the explanation that nearly half of the performance variability is attributable to evaluation practices echo Wang and Liu's (2018) findings in environmental policy, where ongoing assessment was essential for measuring progress and identifying areas needing adjustment. Moreover, like Brown and Smith's (2017) work on literacy programs, this study highlights that while policies can lead to positive outcomes, their effectiveness depends on continuous evaluation, addressing implementation challenges, and adapting strategies accordingly.

These findings reinforce the importance of contextual and sustained policy evaluation, as emphasised in the literature. Just as Garcia and Martinez (2016) pointed out the necessity of ongoing assessment for subsidy programs, and Patel and Desai (2015) stressed continuous monitoring for immunisation initiatives, this study illustrates that policy evaluation is not a one-time activity but an ongoing process vital for achieving and sustaining organisational goals. The significant positive impact of evaluation on MODVA's performance suggests that embedding robust evaluation mechanisms can lead to better resource utilisation, increased accountability, and improved service delivery—outcomes consistently supported by existing research across various sectors. Therefore, integrating regular, comprehensive evaluation practices, along with transparent communication of findings, is essential for organisations like MODVA to realise their strategic objectives effectively, just as continuous assessment has proven crucial in diverse policy contexts globally.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The research findings indicate that MODVA demonstrates moderate to strong performance in key organisational areas, with overall positive perceptions among respondents. Specifically, the evaluation of policies shows that 74.8% agree or strongly agree that policy reviews lead to improvements, and 73% support the organisation's ability to adapt policies based on evaluation findings (mean = 3.74). However, satisfaction with the evaluation process scored lower (mean = 3.51), with notable variability (standard deviation = 1.23), suggesting inconsistent experiences across units. Communication of evaluation results also emerged as an area needing enhancement, as only 66.4% of

respondents felt findings are effectively shared. These insights imply that while MODVA's evaluation practices are generally effective in informing policy improvements, standardisation and communication mechanisms require strengthening to ensure consistent and transparent evaluation procedures organisation-wide.

The performance analysis reveals that MODVA is generally successful in delivering services, with high positive ratings for overall impact (mean = 3.86) and service efficiency (mean = 3.82). The organisation excels particularly in service quality and continuous improvement, with over 78% positive responses and low standard deviations (around 1.06 to 1.07), indicating consensus among employees. Nonetheless, areas such as transparency, resource utilisation, and resource management scored lower (means around 3.63 to 3.65), coupled with higher variability (standard deviations over 1.10), highlighting opportunities for targeted improvements in accountability and resource efficiency. The regression analysis further confirms that policy evaluation significantly influences MODVA's overall performance, with a strong positive relationship ($R = 0.692$, $R^2 = 0.479$, $p < 0.001$). This indicates that nearly 48% of performance variance can be attributed to the quality of policy evaluation, emphasising the importance of investing in systematic evaluation practices to enhance organisational effectiveness.

Based on the statistical evidence, it can be concluded that effective policy evaluation has a substantial and positive impact on MODVA's organisational performance. The findings show that improvements in evaluation practices, such as regular assessments, stakeholder engagement, and feedback utilisation, are associated with better service delivery and organisational outcomes. The significant regression coefficient ($\beta = 0.648$, $p < 0.001$) demonstrates that each unit enhancement in evaluation practices translates into measurable performance gains. Therefore, strengthening evaluation mechanisms, standardising procedures,

and improving communication of findings are critical strategies for MODVA to sustain and enhance its performance. Overall, the study underscores the vital role of comprehensive, consistent policy evaluation in driving organisational success within South Sudan's defence sector.

Recommendations

Based on the findings, it is recommended that MODVA prioritise the standardisation and institutionalisation of its policy evaluation processes to ensure consistency and reliability across all organisational units. Developing clear evaluation guidelines, regular schedules, and standardised reporting formats will help reduce variability in evaluation experiences and improve the overall effectiveness of policy assessments. Additionally, MODVA should invest in capacity-building initiatives for staff involved in evaluation activities, including training on best practices for feedback collection, data analysis, and communicating findings. Enhancing transparency and communication mechanisms is also crucial; establishing a centralised platform or regular forums for sharing evaluation results with relevant stakeholders will foster greater accountability and facilitate informed decision-making at all levels.

Furthermore, the organisation should integrate policy evaluation as a core component of its strategic planning and performance management systems. This can be achieved by setting specific, measurable targets for evaluation activities and linking these to organisational performance indicators. Emphasising continuous improvement, MODVA should also explore innovative evaluation tools such as digital dashboards and feedback apps to gather real-time insights and enhance responsiveness. By strengthening its evaluation capacity and ensuring findings are effectively communicated, MODVA can make more informed policy adjustments, improve service delivery, and ultimately enhance its overall organisational performance in line with its strategic objectives.

Limitations of the Study

The researcher acknowledged several limitations in their study on policy evaluation practices in South Sudan. One of the primary limitations was the reduction in sample size from 398 to 342 respondents, resulting in a return rate of 85.9%. To address this limitation, the researcher noted that the reduction in sample size was due to non-responses and missing data, and that the remaining sample was still representative of the population.

The researcher also acknowledged that the study relied on self-reported data from respondents, which may be subject to biases or inaccuracies. To mitigate this limitation, the researcher used a structured questionnaire to collect data, which helped to minimise errors and ensure consistency in the data collection process. The researcher also ensured that the questionnaire was pilot-tested to ensure that it was valid and reliable.

The researcher addressed the limitation of the study's focus on a single institution, the Ministry of Defense and Veteran Affairs (MODVA) in Juba, South Sudan, by acknowledging that the findings may not be generalizable to other contexts or institutions. However, the researcher noted that the study provided valuable insights into the policy evaluation practices of a specific institution in a post-conflict setting, and that the findings could be used to inform policy and practice in similar contexts. By acknowledging and addressing these limitations, the researcher demonstrated a commitment to rigour and transparency and provided a clear understanding of the study's strengths and weaknesses.

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