



**SUPPLY CHAIN INTEGRATION AND SERVICE DELIVERY IN THE UN
PEACEKEEPING MISSIONS; A CASE OF MONUSCO IN THE DEMOCRATIC
REPUBLIC OF CONGO**

BY

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DECLARATION

I, **Patrick Rutaro**, declare that this dissertation titled, “Supply chain integration and Service delivery in the UN Peacekeeping Missions; A case of MONUSCO in the Democratic Republic of Congo” is my work in design and in execution, and that all material contained herein has been duly acknowledged; and that it has never been previously submitted by me to any Institution of learning for any award.

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APPROVAL

This is to certify that the research report titled “Supply chain integration and Service delivery in the UN Peacekeeping Mission; A case of MONUSCO in Democratic Republic of Congo” has been produced under my supervision and is now ready for submission to Uganda Management Institute with my approval.

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DEDICATION

To the almighty God for giving me strength and mental ability to begin and complete my Masters Degree. He made it possible through His divine protection amidst my weekly travels across borders from Goma, DRC through Rwanda to Kampala-Uganda to attend weekend classes.

To my supervisors Dr. Mwesigye Edgar and Ms. Pross Nagitta Oluka for their professional guidance from day one of my research study.

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LIST OF ACROYMNS

CVI	-	Content Validity Index
DRC	-	Democratic Republic of Congo
DV	-	Dependent Variable
IV	-	Independent Variable
M23	-	March 23
MONUSCO	-	United Nations Stabilization Mission in the Democratic Republic of Congo
SC	-	Supply Chain
SCM	-	Supply Chain Management
UMI	-	Uganda Management Institute
UN	-	United Nations
USA	-	United States of America
USD	-	United States Dollars

ABSTRACT

The study examined the effect of supply chain integration on service delivery at MONUSCO in Goma DRC. Three objectives were used namely examining the effect of internal operation integration on service delivery; examining the effect of customer integration on service delivery and examining the effect of material service provider integration on service delivery.

The descriptive correlation research design was adopted complemented with both the qualitative and quantitative approaches. Data was collected using questionnaires, interviews and documents. The response rate was 72% from which key findings obtained included a significant positive relationship between internal operation integration (.478**), customer integration (.498**) and material service provider (.431**) with service delivery. From this it is concluded that an organization's mission defines a positive direction for service delivery; departments are heavily reliant on internal operation integration in a supply chain environment. In addition, well streamlined processes improve service delivery and accurate information improves decision making on service delivery. Furthermore, eliciting accurate information aligns customer integration with timely delivery of services while well-established structures better communication whereas poorly aligned hamper it. Collaborative planning promotes material flows from source to destination and adopting the joint demand forecasting helps close supply gaps. Study recommendation identified include holding more regular weekly unit meetings, conducting inventory management refresher courses, introducing more warehouse spot checks; adopting an open policy information sharing; integrating potential material suppliers in the early stages of the procurement processes and embracing joint demand forecasting in supply chain integration.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

Supply chain integration stands out to be one of the key variables in managing the SC and one of the best practices to achieve efficiency and effectiveness (Danese & Romano, 2011). This study investigated the effect of supply chain integration on service delivery in the UN Peacekeeping missions; A case of MONUSCO in Democratic Republic of Congo. Supply chain integration is the independent variable and service delivery is the dependent variable. This chapter therefore presents the background, problem statement, purpose of the study, objectives, research questions, hypothesis, conceptual framework, justification and significance of the study, scope of the study and operational definitions.

1.2 Background to the Study

This section in the study presents the historical background, theoretical, conceptual and contextual as laid below

1.2.1 Historical Background

The concept of supply chain management arose in the late 1980s in developed countries like Europe, Japan in Asia and the USA and came into widespread use including developing countries in the 1990s. Prior to that time, businesses used terms such as logistics and operations management. As competition in the 1990s intensified and markets became global, so did the challenges associated with getting products and services to the right place at the right time at the lowest cost. Additionally, organizations UN inclusive began to realize that it was not enough to improve efficiencies within an organization, but their whole supply chain had to be made competitive in order to support its mission (Douglas, 1998).

The UN specifically the Department of Peacekeeping Operations (DPKO) was established as a separate department of the UN Secretariat in 1992. It is responsible for planning, managing, deploying, supporting, providing executive direction to all UN peacekeeping operations. In addition, the multi-national entity supports peace and security operations that are predominantly civilian including the DRC. DPKO on behalf of UN works very closely with the Department of Political Affairs (DPA), which is the focal point in the UN system for conflict prevention, peacemaking and peace building (Guéhenno, 2003).

The issue of SCM in the UN intensified in the late 1980's which led to an evolution in the structure of peacekeeping missions. UN's peacekeeping operations are still based on the traditional model of a military operation deployed in support of a political activity. These operations involve military tasks such as monitoring ceasefires and patrolling buffer zones between hostile parties and are carried out by UN peacekeepers who may or may not be armed however their operation has to be realized with logistics among other support hence effective SCM systems (Guéhenno, 2003).

The issue of SCM and service delivery in the DRC-Goma region came into existence as a result of a politically instigated situation. It was the aftermath of the Rwandese genocide in 1994, where over 1.2 million Hutu rebels fled to Kivu regions of eastern DRC in fear of Tutsi revenge. In an attempt to play politics within the region, the Hutu rebels were re-armed to destabilize Rwanda and in retaliation, the Rwandese Government supported the Congolese Rebel Laurent Kabila who overthrew the Mobutu Government hence becoming the president (United Nations Report, 1999).

The toppling and death of President Laurent Kabila escalated into a five-year civil war that dragged about eight nations regionally. The need to stabilize the region called for the Lusaka ceasefire agreement which was signed by all warring parties and a UN peacekeeping mission

(MONUC) was deployed. In spite of these developments, both violence and insecurity have prevailed instigated by the M23 a rebel group that has caused serious human rights violations against civilians, and the rebellion overall left hundreds dead and forced an estimated 800,000 people to flee their homes and requiring support for their survival (United Nations Human Rights Public Reports, 2010).

The origins of the United Nations Organization Mission in the Democratic Republic of the Congo (MONUC) are based on the above political situation. MONUC is a United Nations peacekeeping force in the Democratic Republic of the Congo (DRC) which was established by the United Nations Security Council in 1999 under resolutions 1279 (1999) and 1291 (2000) of the United Nations Security Council to monitor the peace process of the second Congo war specifically the Ituri, Kivu and Dongo conflicts (United Nations Security Council Documentation, 1999). MONUSCO's mission constitutes three priorities namely protecting civilians, stabilizing the country and supporting implementation of the peace, security and cooperation framework for the DRC and the region mandate to use all necessary means to carry out its mandate (mission) and to support the Government of the DRC in its stabilization and peace consolidation efforts (Buchanan, 2016).

Finally, MONUSCO peacekeeping operations are intended to ease tensions between hostile parties and create space for political negotiations. The peacekeeping has bridged the gap between the cessation of hostilities (DRC government and rebel groups). However, both parties have failed to have the political will needed to reach the goal. The situation was worsened by delays encountered in the delivery of expected logistical support to the civilians, refugees and other parties. The above literature provides a historical perspective on which the study was based.

1.2.2 Theoretical Background

The study was underpinned by the Resource Dependency Theory propounded by Barney Jay in 1991. The theory is an economic tool that can be used to determine the strategic availability of resources to a firm that can be used to support service delivery. Barney further points out that, resource dependency theory is used to determine a firm's potential key resources, evaluating whether the resources support the implementation of its strategies and whether the resources can be used to improve its efficiency and effectiveness. Based on this theory, it can be seen that MONUSCO operations are financially funded based on a stable source to realize its mission else failure to provide such funds or resources would jeopardize its expected support or delivery of services in DRC. This theory forms a firm basis for this study as it delineates and clearly expounds MONUSCO's supply chain integrated structure that is intended to support the delivery of services which echoes the structural approach that MONUSCO supply chain has since adopted. Supply chain integration entails tools and techniques that are used to properly diagnose problems, work around disruptions and determine how to efficiently move services and products to those in a crisis situation. However, the exercise was hampered by a number of issues ranging from lead times in procurement, cycle-counting, distribution of goods and services, breakdown of reporting lines causing delays in communication hence a communication lag, and issues of increased costs of transportation/logistics (UN Department of Field Support report, 2015).

1.2.3 Conceptual Background

This section in the study provides scholar definitions of key study concepts for instance Flynn et al., (2010) gave a more holistic definition of supply chain integration as the degree to which a vendor strategically collaborates with its supply chain partners and collaboratively manages intra and inter-organizational processes with the goal to achieve effective and

efficient flows of products and services, information, money and decisions, to provide maximum value to the customer at low cost and high speed.

Plambeck & Gibson (2010) define supply chain integration as improving the efficiency of inter-organisational supply relationships as a whole from source to customer with particular emphasis on the interfaces of the different operations in the supply chain. In addition, Bowersox et al., (2002) perceive supply chain integration both the extent to which an organization manages its intra and inter-organizational processes to achieve effective and efficient flows of products, services, information, money and decisions with the objective of providing maximum value to its customers.

Holland (2015), defines internal service integration as a set of practices used to manage, govern and coordinate the delivery of services provided by various suppliers while Sakhuja & Jain (2012), define customer integration as systems that are responsible for managing customer demand, through its demand management capability. They further add that customer integration looks at the capacity of systems to perform service operations and ultimately delivery of service to the customers. Another scholar Cayama (2008) defines material service provider integration as a network of material service provider facilities that are capable of processing one or more material services as needed by final consumers.

Zahay and Handfield, (2004) define internal operation integration as the way firms avail their employees with restricted access to an integrated information system covering multiple functions, activities and locations whereas Jennifer (2014) defines customer integration as the part of customer relationship management which installs technology that allows customers to process their own transactions and to have direct contact with the organization. Jennifer points out that it is a way for the organization to do business with substantial savings on human resources.

Bouchard (2014) defines material services provider integration as services that firms provide in terms of raw materials intended to boost customers' operations, their culture and their business objectives. In addition, he adds that such services are intended to bolster their customers' bottom line, and have the knowledge and expertise to identify material service points in the supply chain, providing solutions that streamline the entire process.

Finally, Plummer (2002) defines service delivery as the preference to service provision, removing the implication that there is a provider and a beneficiary while Pleace (2012) defines service delivery as the improvement of quality of services for service users leading to better outcomes. To him, service delivery enhances the quality of work for providers. The study was based on the conceptual definitions provided above.

1.2.4 Contextual Background

The UN Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) was established by the UN Security Council on May 28, 2010. MONUSCO's remit which include protecting of civilians from violence, facilitating humanitarian access, and disarming, demobilizing, and reintegrating former combatants into society, and numerous other tasks.

Since 1999, MONUSCO has been labeled the most expensive peace keeping mission ever estimated at US\$8.74 billion. The late 2015 shows a total strength of UN peacekeeping troops in DRC exceeding 23,000 from over thirty nations contributing military and police personnel for peacekeeping efforts (Guéhenno, 2003). The presence of the peace keepers, displaced civilians both adults and children has called for more logistical support in terms of basic needs in food, shelter (tents), cloths, clean water among others which cannot be realized by an inefficient SCM a situation that MONUSCO has time and again encountered.

MONUSCO uses supply chain integration as a component of SCM to streamline its routine or day-to-day delivery of services to protect local civilians, stabilize DRC, and support the implementation of the peace, security and cooperation. MONUSCO boasts of the SCM strategy guided by its clear vision which is to implement and maintain an agile and well-managed supply chain that supports clients in field missions effectively and efficiently. The agile supply chain is able to offer flexible, rapid and tailored remedies for different conflict situations, victim needs and challenges. Agility is increasingly needed in less predictable environments where demand is volatile and the need for adaptability is high however, two years since the adoption of an integrated supply chain, there still lingers the clear understanding of Supply chain integration. (Guy Siri, 2015).

The unexpected drawbacks in MONUSCO SCM system delayed the timely delivery of services to beneficiaries. The drawbacks saw administrative changes adapted to better services and in May 2015, MONUSCO, signed off on a vision, strategy and implementation roadmap for supply chain management that would call for delivering improvements in efficiency, responsiveness, effectiveness and client satisfaction along the field support supply chain and optimize resources through enhanced supply planning, global inventory management and optimized acquisition processes, all are directed towards ensuring its mandate of implementing peacekeeping, special political and other field missions (UN Department of Field Support, 2015).

To highlight the situation further, UN member states have continuously complained of lack of realization of value for money amidst the ever increasing financial crisis that makes it harder for continued service delivery support contribution for member states. In a bid to respond to the complaints, the UN adopted a Global Field Support Strategy to streamline its supply

chain management system and curb poor service delivery that may derail its public image internationally. The above contextual background guided the study.

1.3 Problem Statement

According to the Director of Mission Support (DMS), Guy Siri (2015), "...while improvement in the delivery of field support services was evident since the introduction of the Global Field Support Strategy, it has been observed that insufficient empowerment of field offices, lack of flexibility and accountability still hamper the timeliness, efficiency and effectiveness in the delivery of services in the field." Furthermore, then a number of changes have taken place including the Missions' Reconfiguration project in which the Mission significantly strengthened its presence in Eastern DRC and reduced its presence in areas not affected by armed conflict (ANAAC) scaling down to "Antenna" offices.

Although, there is growing evidence to explain the urgent use of the supply chain integration in realising improved service delivery Flynn et al., (2010), fewer studies have been conducted after the adoption of the global field support strategy (supply chain integration) by the UN intended to improve operations in its service delivery in Goma, DRC. Previous studies and reviews on service delivery had indicated weaknesses with the SC systems but none with the UN specifically MONUSCO. According to the UN department of Field Support (2015), UN member states have complained about lack of "value for money" which has made it harder for expected services. Evidence reveals increased lead times in procurement, cycle-counting, distribution of goods and services, breakdown of reporting lines causing delays in communication hence a communication lag, fewer UN staff have grasped the concept of integration and issues of increased costs of transportation/logistics Guy Siri, (2015). These represent components of poor service delivery which taunts the public image of the UN in

Goma DRC. The study was therefore anchored on such a mismatch between SCI and service delivery.

1.4 Purpose of the Study

The study examined the effect of supply chain integration on service delivery at MONUSCO.

1.5 Objectives of the Study

The study was guided by the following objectives namely:

- 1) To examine the effect of internal operation integration on service delivery at MONUSCO.
- 2) To examine the effect of customer integration on service delivery at MONUSCO.
- 3) To examine the effect of material service provider integration on service delivery at MONUSCO.

1.6 Research Questions

The study answered the following research questions namely:

- 1) What is the effect of internal operation integration on service delivery at MONUSCO?
- 2) What is the effect of customer integration on service delivery at MONUSCO?
- 3) What is the effect of material-service provider integration on service delivery at MONUSCO?

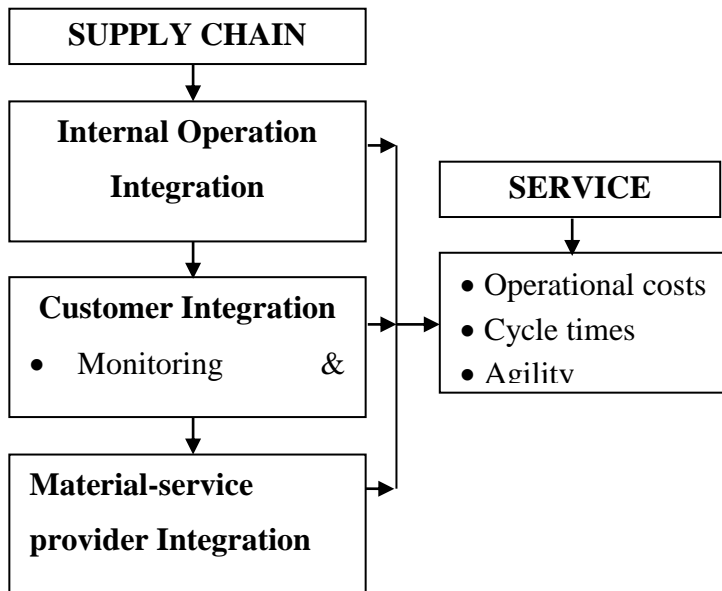
1.7 Research Hypothesis

The study tested the hypothesis statements provided below namely:

- 1) Internal operation integration significantly affects service delivery
- 2) Customer integration significantly affects service delivery
- 3) Material-service provider integration significantly affects service delivery

1.8 Conceptual Framework

The conceptual framework provided below presents supply chain integration as an independent variable and service delivery as a dependent variable.



Source: Adopted from Flynn, Huo & Zhao (2010)

Figure 1: The conceptual framework showing the

Figure 1 above shows supply chain integration as an independent variable and service delivery as a dependent variable. Supply chain integration is made up of three dimensions namely internal operation integration, customer integration as well as material-service provider integration. The internal operation integration entailed two indicators namely streamlined processes and visibility of information while customer integration compromised

of monitoring-reporting information and communication with stakeholders. In addition, material-service provider integration constituted two indicators namely collaborative planning and joint demand forecasting. The independent variable is seen to affect service delivery categorized as operational costs, cycle times, agility and visibility of information.

1.9 Justification of the Study

Strategic chain integration is a new phenomenon that has been introduced in the United Nation (UN) to support its delivery of services hence SC integration still stands out to be a new phenomenon that has not been studied at a large scale, its therefore important that the study on internal operation integration, customer integration and material service provider integration was and findings disseminated.

Secondly, it is planned that the study may provide an insight about strategic chain integration and service delivery therefore, the anticipated findings would be used to enable the UN to review as well as formulate better policy related to strategic chain integration and service delivery.

In addition, supply chain integration has been seen to help streamline everything to routine product flows to unexpected natural disasters. With the tools and techniques that supply chain integration offers, it is important that the study was conducted as its believed that its findings may help other multinational agencies to be able to properly diagnose service delivery problems, work around delivery disruptions and determine how to efficiently move services closer to key beneficiaries in a crisis situation. Finally, it is noted that the intended study on strategic chain integration and service delivery may provide factual information from a multinational agency that may be required and used by the academia and research fraternity among others therefore the study may contribute new information to the existing knowledge about strategic chain integration and service delivery.

1.10 Significance of the Study

The study may be significant to the following stakeholders namely the UN management, staff and the academia.

The study may provide an insight to senior management on key success factors required in integrating supply chain in the UN peace keeping missions; thereby adopting a holistic supply chain integration as opposed to simply warehouse integration.

Staff may appreciate the integration concept and work towards its success rather than the traditional functional silos of self-accounting units whose interest and focus was departmental success. Now with integration, more skills would be developed through shared learning between staff rotations of roles and functions as a result of supply chain internal integration.

The study may provide reliable information in the UN SCM framework that would be accessed through this research, and exposes gaps that further researchers would address in their pursuit for excellence in supply chain integration.

1.11 Scope of the Study

The scope of the study covered the geography, content and time scope as indicated below

1.11.1 Geographical Scope

Geographically, the study was conducted at the United Nations, MONUSCO in Goma, Democratic Republic of Congo. Goma, the capital city of North Kivu province in the eastern part of Congo (DRC) is approximately 2540Kms from Kinshasa, DRC's capital city. See map in Appendix iii.

Goma is chosen for this study due to its strategic importance to MONUSCO as a number of changes have taken place including the Missions' Reconfiguration project in which the Mission significantly strengthened its presence in Eastern DRC and reduced its presence in areas not affected by armed conflict (ANAAC) scaling down to "Antenna" offices. Guy Siri (2015, Field Operations policy on the delivery of support services in field offices by Mission Support Division.

the center for the mission's administrative and logistics management and where personnel directly tasked with administrative duties of ensuring SC integration and service delivery decisions are housed. This guarantees the study reliable information (MONUSCO Records, 2015).

1.11.2 Content Scope

The study focused on Supply Chain Integration and Service delivery in MONUSCO, DRC. The information was obtained about supply chain integration as independent variable and service delivery, as dependent variable.

1.11.3 Time Scope

The study focused on a period of six years from 2010 to 2016. This is a period when the UN in MONUSCO implemented the Global Field Support Strategy (GFSS) that launched the integrated support services in which Supply Chain Management pillar was more pronounced and launched to better service delivery to the victims of war (MONUSCO Records, 2015).

1.12 Definition of Key Concepts and Operational Definition

The concepts provided below are time and again used throughout the study. These are defined and they include namely:

Supply chain integration:

Supply chain integration is seen as improving the efficiency of inter-organisational supply relationships as a whole from source to customer with particular emphasis on the interfaces of the different operations in the supply chain. It has also been perceived as the extent to which an organization manages its intra and inter-organizational processes to achieve effective and efficient flows of products, services, information, money and decisions with the objective of providing maximum value to its customers. (Plambeck & Gibson, 2010; Bowersox et al., 2002).

Internal operation integration: The concept refers to a fusing of an organization's internal functional departments with a unified shared vision of service excellence. This is opposed to "Functional Silos" whose purpose is limited to their individual department's performance "Corporate Silo" is the major issue here (UN Department of Field Support, 2015)

Customer integration: According to Jennifer (2014), customer integration is the part of customer relationship management which installs technology that allows customers to process their own transactions and to have direct contact with the organization. Gunasekaran and Yusuf, 2002 further stress that Integration would enable the value creation and transfer process, right from the supplier to the end customer to operate as a seamless chain along which information, knowledge, equipment and physical assets flow as if water.

Customers in MONUSCO's context may include both organization's internal customers (staff) and external customers namely the Non-Governmental organizations also delivering similar services of peace building in the country, such as UNOPS, WFP and other international agencies. Customer integration here emphasizes information sharing and feedback to assist improve service delivery.

Material service provider integration: According to Bouchard (2014), material services provider integration as services and materials that firms provide in terms of raw materials intended to boost customers' operations, their culture and their business objectives.

This is contextualized as integrating UN's suppliers for both materials and services; the vendors in collaboration with the UN organization to bring about a smooth flow of products and services; thereby eliminating the bullwhip effect that leads to increased unnecessary inventories in MONUSCO's inventory management. Service/materials providers' integration leads to customer service excellence as the right products/services are delivered at the right time in the right quantity and quality. (UN Strategy and Vision, 2015).

Service delivery: Service delivery is the improvement of quality of services for service users leading to better outcomes. Pleace (2012). In MONUSCO context, service delivery refers to service departments that constitute the technical aspects of the engineering, transportation services, medical supplies, food and fuel rations and ICT equipment and installation units. However, service delivery in the researcher's study refers to the manner, quality and quantity of the above mentioned services to the UN clientele.

1.13 Conclusion

This chapter provides the genesis of the study. It entails the background to the study, problem statement, objectives, research questions and hypothesis statements of the study. In addition, presented is the justification and significance of the study. The scope of the study is geographically, timely and contextually provided.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents empirical literature on supply chain integration and service delivery. In addition, it highlights efforts made by other researchers to provide an in-depth understanding of the study variables in terms of arguments for and against the variables. The literature presented has been obtained from secondary sources of information.

2.1 Theoretical Review

The study was underpinned by the Resource-dependency theory. Resource Dependency Theory (RDT) was propounded by Barney Jay B in 1991. According to him, RDT is an economic tool that can be used to determine the availability of strategic resources available to support service delivery. It is based on the assumption that organizations comprise of internal and external issues which emerge from social exchanges that are formed to influence and control behaviour (Shah, 2015). Resource dependency Theory examines the relationship between organizations and the resources they need to operate (McDowl, 2012). Furthermore, the theory assumes that organisation environments are seen to contain scarce and valued resources essential to its survival and therefore poses the problem of organizations facing uncertainty in resource acquisition. The theory lets organizations assume that acquiring control over resources that minimize their dependence on other organizations and control over resources that maximize the dependence of other organizations on themselves. In addition, another point of criticism is that the dependency school considers ties with multinational corporations as detrimental, while one view has been that they are important means of transfer of technology. In addition, criticism is that levelled against the dependency theorists is that they base their arguments on received notions such as nation-state, capitalism

and industrialization. The scholar points out that determining the extent of firm's potential key resources, evaluating whether such resources are valuable to support the implement of a firm's strategies and improve its efficiency and effectiveness are important. Based on the RDT Theory, it can be argued that MONUSCO (the largest and most expensive peace-keeping mission) needs resources to support its operations or delivery of services in DRC and therefore the ability by the UN to have funds has positively contributed to service delivery.

The above provided theory is preferred because it delineates and clearly expounds MONUSCO's supply chain integrated structure that leads to effective service delivery thus echoes the structural approach that MONUSCO supply chain has since adopted. Notably, the RDT has been criticised on many occasions for its weaknesses; for instance, it is said that it is tautological that different resource configurations can generate the same value for firms and thus would not be competitive advantage. Secondly, that the role of product markets is underdeveloped in the argument and the theory has limited prescriptive implications.

2.2 Internal Operation Integration and Service Delivery

To note, Ragatz et al., (2012) acknowledges that internal integration has become critical to the success of companies and significantly improves delivery of quality, shorter cycle time, reduced cost and production lead time. However, Basnet (2013) stresses that internal operation integration is a chain of activities within a company that concludes with providing a product or service as required by customer preference. He adds that internal operation integration involves looking at their companies' internal operations for instance sales, production, and distribution. It is obvious that a company's performance would be enhanced by the integration of these functions and therefore an area of interest for the study as the researcher investigated and found out that UN MONUSCO conducts such internal operations to improve the delivery of service delivery to its beneficiaries.

To further note, Flynn et al., (2010) argue that supplier integration, customer integration and internal integration are required ingredients for effective service delivery. The scholars specify that internal operation integration supports functional departments within a firm and integrates upstream suppliers and downstream with customer together; thus it is important for improved service delivery.

Bowersox et al., (2002) add that supply chain integration, internal operation integration inclusive is perceived as the extent to which an organization manages its intra- and inter-organizational processes to achieve effective and efficient flows of products, services, information, money and decisions with the objective of providing maximum value to its customers seen as service delivery. The study found out that MONUSCO ensures smooth internal operations.

Finally, Vickery et al., (2003) investigated the impact of supply chain integration strategy on customer service and firm performance. The result showed a positive relationship between supply chain integration, customer service and firm performance. However, when the impact of supply chain integration was tested on firm performance the result was found to be insignificant showing that the relationship between supply chain integration and firm performance is fully mediated through customer service.

2.3 Customer Integration and Service Delivery

Fourie (2009) argues that customer integration provides information interfaces between customers and suppliers that translate to organizing, sourcing, stocking and delivering of supplies of materials, goods and services. To him, the customer integration is a medium for the exchange of information and the communication of orders and instructions to ensure that the required goods and services are made available. The study found out that MONUSCO has realized customer integration which has improved service delivery.

Additionally, Kwon et al (2007) in their study investigated the relationship between supply chain linkages and supply chain performance. The impacts of three dimensions of supply chain linkages namely supplier linkage, customer linkage, internal linkage were investigated on two well-known performance indicators of supply chain, namely cost containment and performance reliability, as well as on overall supply chain performance. The study revealed that all three linkages were positively related to overall performance and performance reliability with customer integration having the lead. However, Nikhat (2013) in his study found out that supplier and internal linkages had significant positive impact on cost containment performance; on the contrary the result was found insignificant for customer linkage.

Hugo et al., (2002) suggest that communication is one of the obstacles to the success of businesses. They add that poor communication leads to prejudices, mistrust and expectations that cannot be met yet expectations go together with communication. In addition, they further added that small suppliers accuse the purchasers of false promises relating to contracts, loans and technical assistance. Purchasers' accuse small suppliers of insisting on being given a contract simply because they are small and belong to disadvantaged groups.

Finally, Chandrashekhar (2007) argues that many entities have undergone reforms to improve the quality of public service delivery with the intent to serve the demands of customers for better services. To complement, Malinga (2007) while referring to customer integration found out that it was important that goods and services are delivered to the right place, in the right quantity with the right quality at the right cost and the right time.

2.4 Material Service Provider Integration and Service Delivery

Two scholars, Schoenherr and Swink (2012) investigated the impact of supply chain integration strategies on quality, delivery, flexibility and cost performance which revealed

that relationship between material service integration strategy and improved services were twined together. To add, Lu (2010), while conducting a study on material flow in organizations found out that all manufacturing supply chain have material flows from the raw at the beginning of the supply chain to the finished products at the end of the supply chain.

Van der Vaart, et al., (2004) argues that the purpose of linking internal functions, suppliers, customers is to remove barriers (forecast) that impede the flow of materials, information to improve organisational performance and/or supply chain performance. The scholars add that material service provider integration leads attracted parties to believe better services. The findings obtained affirm the above scholarly writing that despite being able to deliver services, MONUSCO faced barriers to supply chain integration systems.

Finally, Flynn, et al., (2010) acknowledge that material service provider integration focuses more on a holistic definition of supply chain integration by looking at how manufacturers strategically collaborate with their supply chain partners and collaboratively manage intra and inter organisational processes with the goal to achieve effective and efficient flows of products and services, information, money and decisions, to provide maximum value to the customer at low cost and high speed.

2.5 Summary of Literature Reviewed

This section in the study provides the scholarly approaches to the concepts of supply chain integration and service delivery in the UN peace-keeping missions; A case of MONUSCO in Goma, DRC. It provides an insight of how important internal operations integration, customer integration and material service provider integration are in realising service delivery. For instance, Basnet (2013) stresses that internal operation integration is a chain of activities within a company that concludes with providing a product as required by customer preference. However, much as the scholar calls for provision of

products/service, he does not hint on whether the product conform to required standards/quality or meets the customers' expectations hence an area of interest for the study; while Fourie (2009) argues that customer integration provides information that is required by customers and suppliers to interfaces in terms of organizing, sourcing, stocking and delivering of supplies of materials, goods and services. Nonetheless, it can be argued that the source, reliability and truthfulness of such information may not be tested or the providers might have not had the accurate information for that matter. Van der Vaart, et al., (2004) argues that linking internal functions, suppliers, customers helps curb barriers (forecast) that impede the flow of materials, information intended to better supply chain performance. On the contrary, evidence suggests that in order to achieve operational efficiency, an organisation/firm has to fully integrate her internal operations (department and user) by ensuring that they fully understand and appreciate the benefits of the integration.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

The previous chapter presents the literature reviewed for the study. This chapter presents the methodology of the study which are the different ways through which data will be collected from the field of study. The chapter starts with an introduction, research design, study population, sample size, sampling procedures and techniques, data collection methods and instruments, quality control (validity and reliability), data collection procedures, data analysis, measurement of variables and ethical considerations.

3.2 Research Design

This study adopted a descriptive correlation research design. The design provides a descriptive understanding of the relationship between the subject variables under investigation in a particular period of time (Sekaran, 2003). The study was further supplemented with both the qualitative and quantitative approach where the former was used to capture non-quantitative information and the latter was used to capture numerical data which was used to generate quantified data

3.3 Study Population

The study population was eighty elements among whom were section heads and team leaders, National staff and International United Nations Volunteers (UNVs) as shown in the table below:

Table 1: Study Population

S/NO.	Category of respondent	Sample Size
1.	International staff	28
2.	National staff	44
3.	International United Nations Volunteers	8
	Total	80

3.4 Determination of the Sample Size

The sample size was determined from a population of 80 subjects with the help of the Krejcie & Morgan mathematical Table of 1970 as cited in Amin (2005). This sample size is presented in the table below

Table 2: Population, sample size, techniques and instrument

Category of respondent	Population	Sample Size	Technique	Instrument
Team leaders	5	5	Purposive	Interviews
Field staff 6 (FS6)	3	3	Purposive	Interviews
Field staff 5 (FS5)	8	8	Purposive	Interviews
Field staff 3 (FS3)	1	1	Purposive	Interviews
United Nations volunteers (UNVs)	8	8	Purposive	Interviews
Field staff 4 (FS4)	11	10	Simple Random	Questionnaires
National staff	44	43	Simple Random	Questionnaires
Total	80	78		

Source: Primary data

From the table, it can be observed that the researcher worked with a sample size of 78 using both purposive and simple random sampling techniques.

3.5 Sampling Techniques

The study used purposive and simple random sampling as indicated in the sub sections below.

3.5.1 Purposive Sampling

The purposive sampling technique was used to select respondents believed to have similar characteristics (Sekaran, 2003). In addition, such respondents were targeted because of their perceived knowledge and experience about supply chain integration and service delivery. This sampling technique was used to select team leaders.

3.5.2 Simple Random Sampling

The study used the simple random sampling technique hence a technique where all respondents had an equal chance of being selected to form a sample. This comprised of International staff, National staff and International UNVs. This technique was used because a sample size is representative of a large population size and can therefore minimize sampling bias, take less time and is convenient (Mugenda & Mugenda, 2003).

3.6 Data Collection Methods

Three data collection methods was used namely questionnaire, interview and documentary review methods as indicated below

3.6.1 Questionnaire Method

This method helped the researcher to collect primary data about supply chain integration and service delivery. The method enabled the researcher to come up with use a semi-structured questionnaire which gave the respondents time to provide appropriate answers to questions that will be asked (Kothari, 2004). The method was used on field staff, United Nations volunteers (UNVs) and National staff to obtain information about supply chain management and service delivery.

3.6.2 Interview Method

This method was used to collect primary data about the study. The method allowed the researcher to obtain more information that cannot be obtained using the interview where the verbal conversation (face to face) is held between two actors with the intention of eliciting relevant information for the essence of research. In addition, the method allowed an interviewer to build rapport, hold discussion which prolongs probing as well as recording the qualitative responses (Sekaran, 2003).

Further to note, the method enabled the researcher generate more insights and concepts not generalize using the questionnaire and enabled the researcher obtain a detailed understanding of the social phenomenon under investigation. The interview was used to obtain verbal vital information from respondents who had no time to fill in questionnaires.

3.6.3 Documentary Review Method

This method was used to obtain secondary data about supply chain integration and service delivery with sources from text books, MONUSCO Supply Chain Management organogram, MONUSCO reports, peer reviewed journals, newspapers and Internet. Such information was used to complement on primary data from questionnaires and interviews (Amin, 2005).

3.7 Data Collection Instruments

The collection of data aided by three instruments namely

3.7.1 Questionnaire

The instrument was used on International Field Staff, UNVs and National staff to obtain categorical information using closed ended questions because they are involved in the day to day management of MONUSCO's operations in the SCI system. The instrument was designed based on three sections. The first section presents bio-data of the respondents, section two provides questions about supply chain integration and section three provides

questions about service delivery. In addition, the instrument was used to collect information from a large number of respondents (Sekaran, 2003). Respondents fill them at their own convenience and are appropriate for such a large sample size of the population (Amin, 2005).

3.7.2 Interview Guide

The researcher used a semi-structured interview guide that was designed with open ended questions about supply chain integration and service delivery. The key respondents planned to provide information were the team leaders who are the key decision makers in MONUSCO's Supply Chain Management, based locally in Goma hence they are likely to provide more factual information about the study. The respondents were probed for more in-depth information about the study. Finally, Mugenda and Mugenda (2003) argues that interviews are advantageous in that they provide in-depth data which is not possible to get using questionnaires.

3.7.3 Documentary Review Checklist

The checklist contained a list of secondary sources of data that the researcher checked one after another. Some of these documents included MONUSCO records, peer reviewed journals, text books, articles on supply chain integration and service delivery, magazines, dissertations, government reports, Internet among others (Amin, 2005).

3.8 Quality Control

The quality of the instruments was determined using validity and reliability as indicated below.

3.8.1 Validity

According to Amin (2005), validity is the degree to which extracts from analysed data actually represent the phenomenon under study. Here, the researcher plans to identify experts

to provide their judgment about the validity of the instruments. The Content Validity Index (C.V.I) was computed where $C.V.I = \frac{\text{Items rated relevant}}{\text{total number of items}}$ in the questionnaire. See Table below for results

Table 3: Validity Outcome

Experts	Rating	Result
I	20/25	0.8
II	23/25	0.92
III	19/25	0.76

Source: Primary data

Table 3 above shows that validity scores were above 0.7 as recommended by Amin (2005), who asserts that an instrument can only be valid, if the CVI score is 0.7 and above.

3.8.2 Reliability

Shanghverzy (2003) defines reliability as the consistency or similarity of results when repeatedly done. This study used the internal consistency specifically the Cronbach alpha. The results are provided in Table three below.

Table 4: Reliability outcome

Variable name	Result	Questions asked
Internal operation integration	.730	6
Customer integration	.814	6
Material and service provider integration	.755	5
Service delivery	.860	6

Source: Primary data

Table 4 above presents reliability outcome for the study and results suggest scores above 0.7, and according to Amin (2005) the instrument was reliable, since as he asserts, an instrument is reliable only if its final score is above 0.7.

3.9 Data Collection Procedures

After proposal defense, the researcher obtained a letter from UMI, School of Management Science which he presented to the MONUSCO Office of the Director of Mission Support (ODMS) currently based in Kinshasa (DRC) to collect information about the study. Upon obtaining the requisite permission, the researcher proceeded with the administering of data collection instruments (questionnaires) and conducting all interviews. The exercise took two weeks.

3.10 Data Analysis

Data for this study was analyzed both quantitatively and qualitatively as indicated below.

3.10.1 Quantitative Data Analysis

Data from the questionnaires were sorted, coded and entered in the Statistical Package for Social Sciences (SPSS). The entered data set was used to compute descriptive statistics (mean, frequency distribution and percentages). In addition, the study computed the correlation coefficient and regression analysis in testing hypotheses. Furthermore, the correlation coefficient was computed because the study needed to determine relationship or describing the association between the two variables (Oso & Onen, 2008). The regression was computed to establish the variance that SCI had on service delivery.

3.11.2 Qualitative Data Analysis

Data from the interviews was analysed using content analysis, reorganized into meaningful shorter sentences. Thereafter, thematic analysis was used to organize data into themes and codes (Sekaran, 2003). Qualitative data was interpreted by composing explanations or descriptions from the information which was presented in quotes.

3.12 Measurement of Variables

The study was measured using ordinal and nominal scales. The former was used to measure the supply chain integration and service delivery using the five point Likert type scale (1-strongly disagree, 2-disagree, 3-not sure, 4- agree and 5-Strongly agree). The choice of this scale of measurement is that each point on the scale carries a numerical score which is used to measure the respondent's attitude. Finally, the nominal scale was used to measure demographic data for instance age, gender, marital status among others.

3.13 Ethical Considerations

Some of the ethical issues to be considered for the study included privacy to be provided to the respondents or subjects and their responses were kept secret. Most of the information used was cited and referenced to avoid plagiarism.

In addition, the consent of the respondents was sought through ensuring that instruments to be used had a corresponding consent note.

Anonymity of the respondents was observed where their identity and names were secretly recorded (Mugenda & Mugenda, 2003).

Finally, to ensure confidentiality, the subjects were informed of the study as being purely for academic purposes (Amin, 2005).

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTEPRETATION

4.0 Introduction

This chapter presents analyses and interprets the study findings in accordance with the objectives of the study. The chapter is divided into five sections. The first section highlights the response rate. The second sub-section provides a description of the respondents by gender, age, and experience at MONUSCO and staff category and explains the extent of generalization of the results. The third section presents descriptive findings (percentages, frequencies and means). The final section of this chapter presents the inferential statistics (correlation and regression). In addition, multi-regression analysis is done to establish the effect of SCI (independent variable) on service delivery (dependent)

4.1 Response Rate

This study planned to use a total of 76 respondents. However, the actual realized was 40 for the questionnaires and 16 for the interviews; thus 56 respondents. The numbers are provided in Table 5 below.

Table 5: Response rate

Instrument	Sample size	Actual completed	Percentage (%)
Questionnaire	53	40	75.4%
Interview	25	16	64.0%
Total	78	56	

Source: Primary data

Table 5 presents results from the questionnaires administered and interviews conducted. For the questionnaires, 75.4% and 16 out of 25 interviews were held constituting a 64%. In spite

of these individual scores, an overall response rate of 72% was obtained which is representative of a survey as its above 70% (Amin, 2005).

4.2 Background Information

The bio-data of the respondents included their gender, age, experience at MONUSCO and staff category. The results are provided in the Table 6 below.

Table 6: Background information of the respondents

Bio-data variables	Frequency (n=40)	Percentage (%)
Gender of respondents		
Male	32	80%
Female	8	20%
Total	40	100%
Age of respondents		
20 years-30 years	2	5.0%
31 years-40 years	19	47%
41 – 50 years	11	28%
Above 61years	8	20%
Total	40	100%
Experience at MONUSCO		
0 – 4 years	15	37%
5 – 10 years	11	28%
11 – 15 years	11	28%
Above 16 years	3	7.0%
Total	40	100%
Staff category		
International staff	4	10%
International United Nations Volunteer	1	2.0%
Local staff	35	88%
Local United Nations Volunteer	0	0.0%
Individual Contractor	0	0.0%
Total	40	100%

Source: Primary source

Statistical findings as presented in Table 6 above show that, males were 80% (n=32) and their female partners were 20% (n=8) which suggests the gender representativeness of staff working at MONUSCO in DRC. Further to argue, opinions about supply chain integration and service delivery were provided by both male and female respondents.

On the issue of age, respondents below 40 years constituted the majority with a 52% (n=21) while respondents above 41 years were 48% (n=19). The findings suggest the age representativeness of staff working at MONUSCO in DRC. Further to note, the opinions were also representative of the age category of staff who participated in the study.

The study set out to determine whether the length of time that staff had spent working for MONUSCO was instrumental in realizing timely supply chain integration and service delivery. The quantified data includes the majority 65% (n=26) had worked for less than 10 years and 35% (n=14) had worked for over 11 years. The findings are representative of the work experience of respondents who participated in the study. Secondly, given their work experience, they were able to provide their judged experience about the study.

Finally, staff category was the last background information that was computed about the study. Findings computed reveal that 10% (n=4) were international staff, while 2% (n=1) were International United Nations volunteers and majority 88% (35) were local staff. The findings are representative of staff job category of respondents who engaged in the study on supply chain integration and service delivery.

4.3 Internal Operation Integration and Service Delivery

To examine the effect of internal operation integration on service delivery at MONUSCO Internal operation integration entailed two indicators namely streamlined processes and visibility of information from which questions were asked. The opinions that were obtained are reflected in the Table below. For descriptive interpretation purposes; A= agreed and

SA=strongly agreed while UD=Undecided while D=disagreed and SD=strongly disagreed.

Mean >3.00= agreed and <3.00=disagreed.

Table 7: Opinions about internal operation integration

Questions on internal operation integration	SA	A	UD	D	SD	Mean
	5	4	3	2	1	
I know what internal operation integration means in accordance with services delivery and MONUSCO's mission	22% (9)	65% (26)	0% (0)	13% (5)	0% (0)	4.10
Internal operation integration has become a critical component to a success of MONUSCO as it delivers services	27% (11)	50% (20)	0% (0)	18% (7)	5% (2)	4.00
Internal operation integration supports functional MONUSCO's departments to improve service delivery	15% (6)	77% (31)	0% (0)	5% (2)	3% (1)	4.05
This organisation streamlines its processes in order to better the delivery of its services	20% (8)	70% (27)	0% (0)	10% (5)	0% (0)	4.13
There is access to information about MONUSCO's internal operation integration	20% (8)	54% (22)	0% (0)	18% (7)	8% (3)	3.88
This organisation considers visibility of information while dealing with internal operation integration	15% (6)	65% (26)	0% (0)	15% (6)	5% (2)	3.90
Source: Primary Data						

Three general questions were asked by internal operation integration and responses obtained thereafter namely 87% respondents agreed that they knew what internal operation integration meant in accordance with services delivery and MONUSCO's mission however 13% disagreed. Similarly, 78% respondents agreed that internal operation integration has become a critical component to the success of MONUSCO as it delivers services and 23% disagreed which suggest that MONUSCO staff were aware of how the internal operation integration is adopted to improve the delivery of quality, shorter cycle time, reduced cost and delivery lead time hence service delivery. The above findings are in line with some qualitative information that was

obtained where a qualitative comment about the internal operation integration as a critical component to a success of MONUSCO was made that:

“MONUSCO currently being in the transition period has seen service delivery and supply chain management becoming the two major pillars to support the mission’s operations. The structures are unfortunately not fully defined as well as roles are not distributed, so it’s a bit early to do any plans and summaries about the integration impact”

Two questions were asked about streamlined processes with computed opinions revealing that 92% agreed that internal operation integration supports functional MONUSCO’s departments to improve service delivery nonetheless 8% disagreed. Further to note, 90% respondents agreed that MONUSCO streamlines its processes in order to better the delivery of its services compared with 10% respondents who disagreed. The results suggest that MONUSCO boasts of intra- and inter-organizational processes that support the effective and efficient flows of required products, services, information, funds and strategic decisions with the objective of providing maximizing value to customers thus service delivery. To affirm the findings, one respondent commented the following about the roles that internal operation supporting MONUSCO’s department that:

“If all purchases are completed within the first 4-6 weeks of the start of the financial year, then the organization would easily track the purchase orders and the rest of the time would be used to concentrate on the mission’s other major issues like security and mega engineering works and risk mitigation”.

Finally, two questions were asked about information visibility and scores computed for instance 74% agreed that there is access to information about MONUSCO’s internal operation integration however; 26% disagreed respectively. More still, 80% respondents agreed that MONUSCO considers visibility of information while dealing with internal

operation integration and 20% respondents disagreed which suggests reliable information flow as well as channels for information distribution which support the delivery of services.

To complement from one of the documents reviewed, it is highlighted that increased lead times in procurement, cycle-counting, distribution of goods and services, breakdown of reporting lines causing delays in communication hence a communication lag, fewer UN staff had not use challenges interfaced (UN department of Field Support, 2015).

4.3.1 Correlation results for Internal Operation Integration and Service Delivery

The correlation results were generated to establish whether internal operation integration was related to service delivery at MONUSCO in Goma DRC. The Pearson correlation coefficient which explains the relationship (strength of association and direction) between key study variables was generated and results are presented in the Table 7 below.

Table 8: Correlation results internal operation integration

	Internal Operation Integration	Service delivery
Internal operation integration	1	.478**
Sig. (2-tailed)		.000
N	40	40
Service delivery	.478**	1
Sig. (2-tailed)	.000	
N	40	40

** . Correlation is significant at the 0.05 level (2-tailed).

From the Table, it can be seen that $r = .478^{**}$, sig 2-tailed, .000 indicates a significant positive relationship between internal operation integration and service delivery. Its implication would be that availability of streamlined processes and visibility of information would improve service delivery in MONUSCO, Goma DRC

4.3.2 Regression Results for Internal Operation Integration and Service Delivery

The coefficient of determination or regression technique was used to determine the variance that internal operation integration had on service delivery at MONUSCO in DRC with results obtained presented in Table 9 below.

Table 9: Regression results internal operation integration

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	.478 ^a	.228	.208	.50252

a. predictors: (constant), Internal operation integration

The regression results presented in Table 8 reveal r as .478, r² as .228, adjusted r² as .208 and standard error of estimate .50252. The results suggest that internal operation integration had a 22.8% on service delivery at MONUSCO in DRC with 71.2% attributed to other factors not considered for this study. Based on the above correlation and regression results, **hypothesis one** that internal operation integration significantly affects service delivery is accepted (h1) and the null hypothesis (h0) is rejected.

4.4 Customer Integration and Service Delivery

Objective two of the study was to examine the effect of customer integration on service delivery at MONUSCO. Customer integration entailed monitoring-reporting information and communication with stakeholders as key indicators. These indicators formed questions from which opinions were computed and are presented below. For descriptive interpretation purposes; A= agreed and SA=strongly agreed while UD=Undecided while D=disagreed and SD=strongly disagreed. Mean >3.00= agreed and <3.00=disagreed.

Table 10: Opinions about customer integration

Questions on customer integration	SA	A	UD	D	SD	Mean
	5	4	3	2	1	
Customer integration is attached to supply chain integration and is used by MONUSCO to support service delivery	23% (9)	67% (27)	0% (0)	5% (2)	5% (2)	4.08
This organization uses monitoring and reporting to elicit required information	15% (6)	70% (28)	0% (0)	10% (4)	5% (2)	3.95
Both monitoring and reporting information is used to guide decision making on service delivery	22% (9)	70% (28)	0% (0)	8% (3)	0% (0)	4.10
This organization has well established structures that support communication	22% (9)	70% (28)	0% (0)	0% (0)	8% (3)	4.15
This organization frequently communicates with its stakeholders on issues of service delivery	12% (5)	68% (27)	0% (0)	20% (8)	0% (0)	3.93
Such communications are instrumental in realizing improved service delivery	20% (8)	63% (25)	0% (0)	17% (7)	0% (0)	3.98
Source: Primary data						

Customer integration was categorized into monitoring and reporting information as well as communication with stakeholders. Generally, a mean of 4.08 was scored indicating that majority of the respondents agree that customer integration is attached to supply chain integration and is used by MONUSCO to support service delivery. The results suggest that MONUSCO’s customer integration provides information interfaces between customers and suppliers that translate to organizing, sourcing, stocking and delivering of supplies of materials, goods and services; thus service delivery. To complement the findings one respondent argued that: “.... *talking of SCM integration, the improvement could be ability to order materials to be delivered as needed, rather than purchasing large quantities that then need to be managed and stored*”

Questions on monitoring and reporting information are also presented, analyzed, and interpreted for instance 85% of the respondents agreed that organization uses monitoring and reporting to elicit required information and 15% disagreed. Similarly, 92% (mean=4.10) both monitoring and

reporting information is used to guide decision making on service delivery and 8% disagreed which suggests that MONUSCO undertakes the initiative of eliciting required information using survey, market research and interviews obtained required information about the user needs of key beneficiaries in order to facilitate service delivery. The findings concur with a statement made whereby one official said: *“So far MONUSCO was able to realise service delivery partially, as integration period takes longer due to implementation of not only SCM but also new software (UMOJA) supporting the working process”*

Questions on communication with stakeholders are presented; analyzed and interpreted as follows 92% respondents agreed that MONUSCO has well established structures that support communication 8% respondents disagreed. The findings reveal that MONUSCO has a number of communication channels for instance through which supply chain information is quickly disseminated to key actors for action and better delivery of services

Lastly, 80% (mean=3.98) respondents agreed that MONUSCO frequently communicates with its stakeholders on issues of service delivery and 20% disagreed. In addition, 83% of respondents agreed that such communications are instrumental in realizing improved service delivery and 17% disagreed which suggests that the sequence of communication between stakeholders is frequent enough to make them informed about the delivery of services. One respondent was asked to comment about how MONUSCO has benefited from practicing Supply Chain Integration he said, *“By having a well-coordinated and assimilated responsive structure which makes it easier for information updates”*.

4.4.1 Correlation Results for Customer Integration and Service Delivery

The correlation results were generated to establish whether customer integration was related to service delivery at MONUSCO in Goma DRC. The Pearson correlation coefficient which

explains the relationship (strength of association and direction) between key study variables was generated and results are presented in the Table 11 below.

Table 11: Correlation results customer integration

	Customer integration	Service delivery
Customer integration Pearson Correlation	1	.498**
Sig. (2-tailed)		.000
N	40	40
Service delivery Pearson Correlation	.498**	1
Sig. (2-tailed)	.000	
N	40	40

** . Correlation is significant at the 0.05 level (2-tailed).

From the Table, it can be seen that $r = .498^{**}$, sig 2-tailed, .000 indicates a significant positive relationship between customer integration and service delivery. Its implication is that a combination of monitoring-reporting information and communication with stakeholders would be instrumental in improving service delivery in MONUSCO, Goma DRC

4.4.2 Regression Results for Customer Integration and Service Delivery

The coefficient of determination or regression technique was used to determine the variance that customer integration had on service delivery at MONUSCO with results obtained presented in Table 11 below.

Table 12: Regression results customer integration

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	.498 ^a	.248	.229	.49585

a. predictors: (constant), Customer integration

The regression results presented in Table 9 reveal r as .498, r^2 as .248, adjusted r^2 as .229 and standard error of estimate .49585. The results suggest that customer integration had a 24.8%

on service delivery at MONUSCO with 75.2% attributed to other factors not considered for this study. Based on the above correlation and regression results, **hypothesis two** that customer integration significantly affects service delivery is accepted (h1) and the null hypothesis (h0) is rejected.

4.5 Materials and Service Provider Integration and Service Delivery

The third objective examined the effect of material service provider integration on service delivery at MONUSCO. Material-service provider integration constituted two indicators namely collaborative planning and joint demand forecasting from which questions were asked. For descriptive interpretation purposes; A= agreed and SA=strongly agreed while UD=Undecided while D=disagreed and SD=strongly disagreed. Mean >3.00= agreed and <3.00=disagreed.

Table 13: Descriptive opinions on material and service provider integration

Materials and Services provider Integration	SA 5	A 4	UD 3	D 2	SD 1	Mean
This organization uses a component of materials and services provider integration in an attempt to better service delivery	0% (0)	85% (34)	0% (0)	10% (4)	5% (2)	4.05
The material service provider integration that this organization uses promoted quality service delivery	14% (6)	73% (29)	0% (0)	13% (5)	0% (0)	4.03
Collaborative planning as used by this organization helps smoothen service delivery	12% (5)	68% (27)	0% (0)	0% (0)	20% (8)	3.93
MONUSCO has adopted joint demand forecasting as part of a tool in its supply chain integration	17% (7)	78% (31)	0% (0)	5% (2)	0% (0)	4.13
The joint demand forecasting has been able to yield positive service delivery results	15% (6)	75% (30)	0% (0)	10% (4)	0% (0)	4.05
Source: Primary data						

Material-service provider integration constituted two indicators namely collaborative planning and joint demand forecasting from which questions were asked and opinions are presented below for instance 85% agreed that MONUSCO uses a component of materials and

services provider integration in an attempt to better service delivery compared with 15% respondents disagreed. In addition, 87% respondents agreed that the material service provider integration that this organization uses promoted quality service delivery however, 13% disagreed respectively. The findings suggest that all MONUSCO has an effective supply chain channel from which material flows from the raw level at the beginning of the supply chain to the finished products at the end of the supply chain.

On collaborative planning, responses obtained included 80% respondents who agreed that collaborative planning as used by this organization helps improve service delivery and 20% respondents disagreed. The findings suggest that MONUSCO engages in collaborative planning to provide complete control over its expenditure, budgeting and forecasting thus see timely service delivery. To complement the statistical data presented, one official said,

“Yes, the Mission is having a very big pillar called Service Delivery, before supply chain idea came in the air, it was the one that supports all support operations in the mission and did it successfully. I guess one of the criteria was that the mission having the very qualified personnel to realize this idea”.

Finally, on joint demand forecasting it is revealed that 95% respondents agreed that MONUSCO has adopted joint demand forecasting as part of a tool in its supply chain integration with 5% of the respondents disagreeing. Further to note, 90% respondents agreed that the joint demand forecasting has been able to yield positive service delivery results and 10% disagreed, suggests that the mission strategically collaborates with its supply chain partners and collaboratively manages intra and inter organizational processes with the goal to achieve effective and efficient flows of products and services, information, money and decisions, to provide maximum value to the customer at low cost and high speed. To

complement, one of the interviewees lamented about the joint demand forecasting being an important tool in its supply chain integration that:

“Demand forecasting is one of the important parts in the supply chain management; it could help to manage the organization in a proper way by using available resources.”

Another respondent voiced out about the joint demand forecasting being an important tool in its supply chain integration that: “This stimulates every stakeholder to play his/her role which will enable the organization achieve its projected objective within the stated timeframe”

4.5.1 Correlation Results for Material and Service Provider Integration and Service Delivery

The correlation results were generated to establish whether material and service provider integration was related to service delivery at MONUSCO in Goma DRC. The Pearson correlation coefficient which explains the relationship (strength of association and direction) between key study variables was generated and results are presented in the Table 14 below.

Table 14: Correlation results material and service provider

	Material & service provider integration	Service delivery
Material & service integration	1	.431**
Sig. (2-tailed)		.000
N	40	40
Service delivery	.431**	1
Sig. (2-tailed)	.000	
N	40	40

** . Correlation is significant at the 0.05 level (2-tailed).

From the Table, it can be seen that $r = .431^{**}$, sig 2-tailed, .000 indicates a significant positive relationship between material and service provider integration and service delivery. Its implication would be that a combination of monitoring-reporting information and

communication with stakeholders would be instrumental in improving service delivery in MONUSCO, Goma DRC

4.5.2 Regression results for Material and Service Provider Integration and Service Delivery

The coefficient of determination or regression technique was used to determine the variance that material and service provider integration had on service delivery at MONUSCO at DRC with results obtained presented in Table 15 below.

Table 15: Regression results material and service provider integration

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	.431 ^a	.186	.164	.52615

a. predictors: (constant), material and service provider integration

The regression results presented in Table 9 reveal r as .431, r² as .186, adjusted r² as .164 and standard error of estimate .52615. The result suggests that material and service provider integration had an 18.6% on service delivery at MONUSCO with 81.4% attributed to other factors not considered for this study. Based on the above correlation and regression results, **hypothesis three** that material and service provider integration significantly affects service delivery is accepted (h1) and the null hypothesis (h0) is rejected.

4.6 Multi-Regression Results for Supply Chain Integration and Service Delivery

The multi-regression analysis was conducted to determine the variance of supply chain integration (internal operation integration, customer integration and materials and service provider integration) on service delivery at MONUSCO with results obtained presented in Table 15 below.

Table 16: Multiple regression results for supply chain integration and service delivery

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.580 ^a	.337	.281	.47864

a. predictors: (constant), internal operation integration, customer integration, materials and service provider integration

The regression results presented in Table 16 reveal r as .580, r^2 as .337, adjusted r^2 as .281 and standard error of estimate .47864. The results suggest that a combination of internal operation integration, customer integration, materials and service provider integration had a 33.7% on service delivery in MONUSCO with 65.3% attributed to other factors not considered for this study.

4.7 Conclusion of the Chapter Four

This chapter presented, analysed and interpreted the study findings in line with the study objectives. The response rate of 72% was recorded; bio-data of respondents is presented; descriptive and inferential statistics reflecting respondents' opinions are presented. The hypotheses were tested and the multi-regression representing the variance that SCI had on service delivery were recorded.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This section presents the summary, discussion, conclusions and recommendations of the study based on three objectives namely to examine the effect of internal operation integration on service delivery; to examine the effect of customer integration on service delivery and to examine the effect of material service provider integration on service delivery. It goes ahead and provides the limitations and areas for further study in line with the objectives of the study.

5.1 Summary of the Findings

5.1.1 Internal Operation Integration and Service Delivery

Key findings about internal operation integration revealed a significant positive effect (.478**) of internal operation integration and service delivery in MONUSCO. It is therefore summarized that 77% indicated that internal operation integration is a critical component to a success of MONUSCO as it delivers services; 90% agreed that MONUSCO streamlines its processes in order to better the delivery of its services and finally, 74% score was obtained about access to information about MONUSCO's internal operation integration.

5.1.2 Customer Integration and Service Delivery

From the study, it was found out that customer integration and service delivery moved in the same direction (.498**) therefore, 85% indicated that MONUSCO uses monitoring and reporting to elicit required information while 92% agreed that MONUSCO has well established structures that support communication and 93% agreed that communication was instrumental in realizing improved service delivery

5.2.3 Material Service Provider Integration and Service Delivery

Material-service provider integration constituting of collaborative planning and joint demand forecasting were seen to positively and significantly affect (.431**) service delivery. Thereof 87% respondents agreed that material service provider integration uses promoted quality service delivery; 95% agreed that MONUSCO has adopted joint demand forecasting as part of a tool in its supply chain integration and 90% indicated that the joint demand forecasting has been able to yield positive service delivery results.

5.2 Discussion of the Findings

5.2.1 Internal Operation integration and Service Delivery

The first objective of the study examined the effect of internal operation integration on service delivery at MONUSCO where the key findings obtained revealed that a significant positive relationship existed between internal operation integration and service delivery where availability of streamlined processes and visibility of information were seen to improve service delivery in MONUSCO, Goma DRC. To further argue, responses obtained about internal operation integration suggest the relationship for instance opinions computed reveal that MONUSCO streamlines its processes in order to better the delivery of its services. The findings are supported by Ragatz et al., (2012) who acknowledges that internal integration is critical to the success of companies and significantly improves delivery of quality, shorter cycle time, reduced cost and delivery lead time. From a researcher's perspective, internal operations integration is important as it is the development of capabilities for the firm's internal functional areas to communicate and work together on processes and projects. Despite the above, lapses in the lead times were evident and frequently registered in the SCI system. This in the end led to gaps in the delivery of services where the user departments seemed not to quickly identify their needs early enough to allow the Acquisition and Procurement sections to procure the materials and services.

Another point of interest in the discussion was on the how MONUSCO considers visibility of information while dealing with internal operation integration. This question registered multiple agreed scores. To affirm the findings is literature present in chapter two where Flynn et al., (2010) argue that internal integration in terms of visibility of information is a required ingredient for effective service delivery. The scholars specify that visibility of information supports functional departments within a firm and integrates upstream suppliers and downstream with customer together thus it is important for improved service delivery.

In addition, Hugo et al., (2002) suggest that communication is one of the obstacles to the success of businesses. They add that poor communication leads to prejudices, mistrust and expectations that cannot be met yet expectations go together with communication. In addition, they further added that small suppliers accuse the purchasers of false promises relating to contracts, loans and technical assistance. Purchasers' accuse small suppliers of insisting on being given a contract simply because they are small and belong to disadvantaged groups. However much as the above findings present a positive note about visibility of information as an important component of effective service delivery, indifferences in information flow were registered for instance no clear visibility about the information flow regarding actual departments needs for materials and services. For instance, information sharing overstocking excess inventory in the warehouse management systems or Enterprise Resource Planning -ERP (UMOJA) does not reflect the exact amount held physically hence a point to ponder

5.2.2 Customer Integration and Service Delivery

The second objective focused on examining the effect of customer integration on service delivery at MONUSCO from which key findings revealed a significant positive relationship between the variables. In this study, several interesting results were obtained which suggest that without customer integration, MONUSCO in Goma DRC would encounter more

obstacles in the delivery of services to its intended target. The statement is true as evidenced by the descriptive responses that were obtained for instance many respondents agreed that MONUSCO frequently communicates with its stakeholders on issues of service delivery. The findings are a complementary by Fourie (2009) who argues that customer integration provides information interfaces between customers and suppliers that seen in the way of organizing, sourcing, stocking and delivering of supplies of materials, goods and services. To him, the customer integration is a medium for the exchange of information and the communication of orders and instructions to ensure that the required goods and services are made available.

In addition, Hugo et al., (2002) suggest that communication is one of the obstacles to the success of businesses. They add that poor communication leads to prejudices, mistrust and expectations that cannot be met yet expectations go together with communication. In addition, they further added that small suppliers accuse the purchasers of false promises relating to contracts, loans and technical assistance. Purchasers' accuse small suppliers of insisting on being given a contract simply because they are small and belong to disadvantaged groups. The issue of customer integration in line with MONUSCO means that vendors that work closely with the multi-national agency evaluate their own capabilities and use such attributes to offer long lasting offerings in ways that best serve customers thus seen as key beneficiaries for this matter. This paves a way for an effective service delivery. However, like any other organisation, system lags were evident as registered by respondents who disagreed. one of such lags is that there still remains a communication lag from the department heads to their operational staff as regards information related to vendor deliveries thus an issue that needs a remedy at the earliest.

5.2.3 Material Service Provider Integration and Service Delivery

The third objective of the study was to examine the effect of material service provider integration on service delivery at MONUSCO. Based on the objective, it was found out that material and service provider integration had a significant positive relationship with service delivery where a combination of monitoring-reporting information and communication as indicators of material service provider integration with stakeholders were found to be instrumental in improving service delivery in MONUSCO. To cement those findings, it was found out that collaborative planning was a common practice at MONUSCO and therefore quickens service delivery. This statement coincides with Lu (2010), while conducting a study on material flow in organizations found out that all manufacturing supply chains have material flows from the raw stage at the beginning of the supply chain to the finished products at the end of the supply chain. Similarly, Van der Vaart, et al., (2004) argue that the purpose of linking internal functions, suppliers, customers is to remove barriers (forecast) that impede the flow of materials, information to improve organizational performance and/or supply chain performance.

The scholars add that material service provider integration leads to better services. Despite the above positive comments on collaborative planning, its negative side cannot be left unnoticed. It was established that suppliers of materials often times fail to deliver fully the Scope of requirements (SOR) required by the user department even after successfully being rewarded contracts to supply. This is partly due to insufficient collaborative planning mechanism between the vendors (suppliers) or material providers who pledge to fully supply as per their quotations but fail short; thus a gap.

Finally, responses obtained suggest that joint demand forecasting yielded positive service delivery results. To seal the findings were Flynn, et al., (2010) who acknowledge that demand

forecasting should look at how manufacturers strategically collaborate with their supply chain partners and collaboratively manage intra and inter organizational processes with the goal to achieve effective and efficient flows of products and services, information, money and decisions, to provide maximum value to the customer at low cost and high speed. Nonetheless, as indicated by respondents who disagreed, there seems to be no joint demand forecasting practiced by the organization as the problem of excess stock would not arise due to the non-open policy of the mission's (MONUSCO) procurement system and user departments towards the potential material providers, this excess inventory problem still prevails.

5.3 Conclusions of the Study

5.3.1 Internal Operation Integration and Service Delivery

From the first objective, it can be said that internal operation integration significantly and positively improves service delivery and therefore it can be concluded that an organizations' mission defines a positive direction for the delivery of services; presence of an effective internal operation supporting departments improves service delivery. In addition, well streamlined processes better the delivery of services while poorly aligned processes deter service delivery. Lastly, accurate information can be used to improve decision making on service delivery.

5.3.2 Customer Integration and Service Delivery

From the study it was established that a significant positive relationship existed between customer integration and service delivery therefore it is concluded that eliciting accurate information would align customer integration to the timely delivery of services, well established structures would better communication while poorly aligned would distort communication.

5.3.3 Material Service Provider Integration and Service Delivery

From the discussion held on materials and services provider integration and service delivery, it can be argued that collaborative planning promotes material flows from source to destination and improves service delivery. In addition, adopting the joint demand forecasting helps close supply gaps which yields positive service delivery results.

5.4 Recommendations of the Study

5.4.1 Internal Operation Integration and Service Delivery

The study provides recommendations for internal operation integration namely

- The departments of Acquisitions Planning and Procurement should hold regular weekly unit meetings to educate the user departments on the need to present their acquisition plans and show them the implication caused by delaying in this aspect.
- MONUSCO's Supply Chain Management leadership should consider internally equipping the Warehouse personnel with inventory management refresher courses. This will be intended to enhance on their SCI knowledge, competence and capabilities which could be used to reduce bottlenecks and gaps.
- The Integrated Warehouse department of MONUSCO's Supply Chain should consider increasing more warehouse spot check (weekly warehouse spot checks). The spot checks will help to ascertain exact quantities held in stock to provide an accurate record in the warehouse management system used-UMOJA.

5.4.2 Customer Integration and Service Delivery

The study provides recommendations for customer integration namely:

- There's need to adapt and benchmark with corporate organisations in as far as incorporating information sharing through displays of Key Performance Indicators during

Supply Chain Management meetings. Such mechanisms may include flow charts and/or using the MONUSCO intranet and shared portals. This will ensure timely information flow and might improve delivery of services.

- The study recommends that the Supply Chain Management considers conducting regular refresher courses on supply chain integration to provide knowledge to its staff on the trends involved in SCI.

5.4.3 Material Service Provider Integration and Service Delivery

- It is recommended that potential material suppliers are identified early enough and integrated at the beginning of the mission's procurement processes to streamline the needs assessment activities and allow ample time for the Organisation to carry out due diligence to ascertain the capacity of the potential suppliers/providers.
- Lastly, Joint demand forecasting needs to be embraced by the Mission's (MONUSCO) Acquisition planners and user departments (where the potential providers are identified and integrated early enough in the needs assessment stage of the procurement process.

5.5 Limitation of the Study

The following are some of the issues that limited the generalization of the study findings namely: The study was conducted at MONUSCO, Goma DRC as one of the multinational agencies yet it can be noted that there are quiet many multinational agencies that deal in service delivery for instance UNICEF, UNDP and UNDO among others. It would therefore be unwise to conclude that what takes place in MONUSCO is the exact replica in those other Multinational Organisations; thus findings could not be generalized.

Secondly, three instruments namely interview guide, questionnaire and documentary review checklist were used to aid elicitation of information from key respondents with other instruments for instance observation checklist, focus group discussion among others were not

considered for the study therefore, and the study findings could be generalized since not all the instruments were used to aid data collection.

Finally, supply chain integration specifically internal operation integration, customer integration, materials and services provider integration were the dimensions selected for the study leaving out other dimensions therefore among other however, with a couple of other supply chain integration dimensions not studied, the study findings could not be generalized.

5.6 Areas for Future Study

The following are areas identified for further study namely:

Strengthening international collaborations involving the International players around the Congo region in bringing about positive contributions to this rebel inflicted DRC.

There is also need to take keen interest in governance issues checking the mass plunder of the country's mineral resources.

Lastly of interest to research is the contribution of the numerous Non-Governmental Organisations in the Congo (DRC) to address the plight of hunger, disease control and underdevelopment. By mere observation, one needs no second guess that despite the heavy presence of the NGO world, there are still looming poverty incidences evidenced by the continued increase of street children in major cities and towns in the country.

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APPENDICES

Appendix 1: Questionnaire for Respondent

Dear Sir/Madam,

I am Patrick Rutaro an MBA student of Uganda Management Institute conducting a study on: Supply Chain Integration and Service Delivery in the UN Peace-keeping Missions; A case of MONUSCO in Democratic Republic of Congo. Please note that the study is purely academic and all responses will be treated with utmost privacy while confidentiality will be observed. Feel free to provide your opinion

Thank you

Section A: Respondents' background information (Please tick as appropriate)

Please indicate your age group

- 20- 30 years
- 31 – 40 years
- 41- 50 years
- Above 50 years

1. How long have you been working with MONUSCO?

- 0 - 4 years
- 5 – 10 years
- 11 – 15 years
- More than 15 years

2. What is your gender?

- Male
- Female

3. What category of Staff are you?

- International Staff
- International United Nations Volunteer
- Local Staff
- Local United Nations Volunteer
- Individual Contractor
- Other (please specify) _____

Section B: Effects of Supply Chain Integration on Service Delivery

Please note that this section provides questions about supply chain integration and service delivery based on a five item Likert scales as indicated in the table below:

5	4	3	2	1
Strongly Agree	Agree	Undecided	Disagree	Strongly Disagreed

Supply Chain Integration (Independent Variable)					
Questions on Internal Operation Integration	SA	A	UD	D	SD
	5	4	3	2	1
I know what internal operation integration means in accordance with services delivery and MONUSCO's mission.					
Internal operation integration has become a critical component to the success of MONUSCO as it delivers services.					
Internal operation integration supports functional MONUSCO's departments to improve service delivery.					
The organisation streamlines its processes in order to better the delivery of its services.					
There is access to information about MONUSCO's internal operation integration.					
The organisation considers visibility of information while dealing with internal operation integration.					

Questions on customer integration	SA	A	UD	D	SD
	5	4	3	2	1
Customer integration is attached to supply chain integration and is used by MONUSCO to support service delivery.					
The organisation uses monitoring and reporting to elicit required information.					
Both monitoring and reporting information is used to guide decision making on service delivery.					

The organisation has well established structures that support communication.					
The organisation frequently communicates with its stakeholders on issues of service delivery.					
Such communications are instrumental in realising improved service delivery.					
Questions on Materials and Services provider Integration	SA 5	A 4	UD 3	D 2	SD 1
The organisation uses a component of materials and services provider integration in an attempt to better service delivery.					
The material service provider integration that my organisation uses promoted quality service delivery.					
Collaborative planning as used by my organisation helps smoothen service delivery.					
MONUSCO has adopted joint demand forecasting as part of a tool in its supply chain integration.					
The joint demand forecasting has been able to yield positive service delivery results.					

Questions on service delivery	SA 5	A 4	UD 3	D 2	SD 1
MONUSCO's mission entails quality service delivery.					
The organisation bases on the operational costs to better the delivery of services.					
The presence of cycle times as adopted by MONUSCO has helped it smoothen service delivery.					
Agility is an important concept of service delivery.					
MONUSCO's ability to smoothen her service delivery has been engineered by agility.					
A combination of operational costs, cycle times, agility have improved service delivery by MONUSCO.					

-Thank you -

Appendix II: Interview

- 1) How has MONUSCO benefited from practicing Supply Chain Integration?
- 2) Comment about the Internal operation integration as a critical component to a success of MONUSCO.
- 3) What roles do Internal operation, customer and material provider integration played in the practice of Supply Chain Integration?
- 4) What challenges do Supply Chain Integration users encounter? And what are the possible causes?
- 5) What improvements would MONUSCO Supply Chain Integration users implement?
- 6) Why is Supply Chain Integration difficult in global supply chain?
- 7) How has the joint demand forecasting been an important tool in its supply chain integration?
- 8) Comment about the material service provider integration that MONUSCO uses to promote quality service delivery.
- 9) Do you think MONUSCO has been able to realise service delivery if yes/No how/Why?

APPENDIX IV: Introductory Letter



UGANDA MANAGEMENT INSTITUTE

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Kampala, Uganda
Website: <http://www.umi.ac.ug>

Your Ref:

Our Ref: G/35

23rd October, 2017

TO WHOM IT MAY CONCERN

MASTERS IN BUSINESS ADMINISTRATION DEGREE RESEARCH

Mr. Patrick Rutaro is a student of the Master of Business Administration of Uganda Management Institute 13th Intake 2015/2016, **Registration Number 15/MBA/KLA/WKD/0087.**

The purpose of this letter is to formally request you to allow this participant to access any information in your custody/organization, which is relevant to his research.

His research Topic is: *“Supply Chain Integration and Service Delivery in Multinational Organisations: A case of MONUSCO in Democratic Republic of Congo”.*

Yours Sincerely,

Oluca Pross Nagitta
AG. HEAD, DEPARTMENT OF ECONOMICS AND MANAGERIAL
SCIENCE

APPENDIX V: Field Research Letter



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APPENDIX V: Field Research Letter UGANDA MANAGEMENT INSTITUTE

Plot 44-52, Jinja Road
P.O. Box 20131
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Website: <http://www.umi.ac.ug>

Your Ref:

Our Ref: G/35

23rd October, 2017

Mr. Patrick Rutaro
15/MBA/KLA/WKD/0087

Dear Mr. Rutaro,

FIELD RESEARCH

Following a successful defense of your proposal before a panel of Masters Defense Committee and the inclusion of suggested comments, I wish to recommend you to proceed for fieldwork.

Please note that the previous chapters 1, 2 and 3 will need to be continuously improved and updated as you progress in your research work.

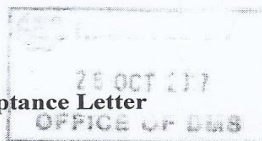
Wishing you the best in the field.

Yours Sincerely,


Oluca Pross Nagitta
AG. HEAD, DEPARTMENT OF ECONOMICS AND MANAGERIAL
SCIENCE

APPENDIX VI: Acceptance Letter

APPENDIX VI: Acceptance Letter



02MS/17/11/04474

Cathleen Lecorps

From: Patrick Rutaro
Sent: Thursday, October 26, 2017 10:41 AM
To: MONUSCO - DMS Inbox
Subject: Request for authorization to carry out data collection at MONUSCO
Attachments: MBA Admission form Sept 2015.pdf; Letter from the Institute.pdf; UMI ID copy.pdf; Data collection tools.docx; UMI ID copy.pdf

Dear Sir/Madam,

My name is Patrick Rutaro, working with the Acquisitions Planning cell of the Supply Chain Management section based in Goma. I am also a student doing my Research dissertation as a requirement for my Masters of Business Administration (MBA) degree at Uganda Management Institute, Kampala in Uganda. I would like to kindly request you to authorize me proceed with data collection for the dissertation purposes of my MBA. The research title is "Supply chain integration and service delivery in Multinational Organisations: A case of MONUSCO."

The Questionnaire and Interview guide to be used shall target a selected number of MONUSCO staff in the Supply chain Management section based in Goma. Their responses shall be recorded anonymously and data representation shall not include names/details of the participants. Participation of staff shall be on voluntary basis which shall not include any incentives.

Please find attached my support documents for your reference.

C/SC } KINDLY
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Thanks and best regards

PROTEGER STABILISER CONSOLIDER LA PAIX

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APPENDIX VII: Anti-Plagiarism Report

SUPPLY CHAIN INTEGRATION AND SERVICE DELIVERY IN THE UN PEACEKEEPING MISSIONS; A CASE OF MONUSCO IN THE DEMOCRATIC REPUBLIC OF CONGO

by Patrick Rutaro

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