LIBERTY UNIVERSITY
LIBERTY THEOLOGICAL SEMINARY

MEASURING TECHNICAL SUPER-EFFICIENCY OF CHRISTIAN FAITH-BASED INTERNATIONAL HUMANITARIAN ORGANIZATIONS

A Dissertation-in-Praxis Presented in Partial Fulfillment

of the Requirements for the Degree

Doctor of Education in Christian Leadership

by

Barbara G. Price

Liberty University, Lynchburg, VA

2024

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ABSTRACT

COVID-19 left a wake of destruction upon its descension, pervasion, and diffusion across the continents. Not only did this happen at individual, household, and corporate levels, but also the nonprofit world. Christian ministries, faith-based organizations, and faith-based charities are among some of the largest international relief and development agencies that are on the front lines of humanitarian and disaster relief efforts (MinistryWatch & Smith, 2023). Understanding the effects of COVID-19 or phenomena with similar magnitudes on faith-based organizations is critical to understanding the impact at the level of their international humanitarian development and relief programs. There is a need for real-time research that elucidates those characteristics that contribute to faith-based organizational effectiveness in carrying out organizational objectives despite major national and international crises. The purpose of this study was to conduct a quantitative comparative analysis of comprehensive technical efficiency levels amongst Christian denominational, nondenominational, and interdenominational nonprofit organizations that focus on global food and water assistance as well as agrarian empowerment in poverty-stricken undeveloped/least-developed/third-world countries that face severe food and water shortages. Four research objectives and corresponding research questions guided this study. The author-researcher of this dissertation-in-praxis used data envelopment analysis models to measure the efficiency levels of international humanitarian faith-based organizations. Efficiency levels were measured in the areas of fundraising and program service delivery. To help solidify and better position faith-based humanitarian organizations that seek to meet the most fundamental of human needs and promote self-sufficiency and economic empowerment in poverty-stricken under/least-developed regions across the globe, the researcher added to the

scholastic body of knowledge, both awareness and an understanding of those elements that helped ensure organizational success in tumultuous times.

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List of Abbreviations

ADRA	Adventist Development and Relief Agency International
AIDS	Acquired Immunodeficiency Syndrome
AME-SADA	African Methodist Episcopal Church Service and Development Agency
ARDF	Anglican Relief and Development Fund
ASARB	Association of Statisticians of American Religious Bodies
ASSP	Access to Primary Health Care Project
ASSR	Access to Support to the Health System
ASTUTE	Addressing Stunting in Tanzania Early
BMF	Business Master File
CAR	Central African Republic
CBM	Christian Blind Mission
CE Unit	Consumer Expenditure Unit
CEED	Climate, Environment, Energy, and Disaster Risk Reduction
CLED	Christian Leadership
CMMB	Catholic Medical Mission Board
COGIC	Church of God in Christ
COVID-19	Coronavirus Disease of 2019
CPI	Consumer Price Index
CU	Consumer Unit
DEA	Data Envelopment Analysis
DMR Congo	Democratic Republic of Congo
Lao PDR	Lao Peoples Democratic Republic

ECFA	Evangelical Council for Financial Accountability
ECHO	Educational Concerns for Hunger Organization
EdD	Doctor of Education
EIN	Employer Identification Number
EMI	Engineering Ministries International
ERD	Episcopal Relief and Development
ESA	Department of Economic and Social Affairs
EVI	Economic Vulnerability Index
FBO	Faith-Based Organization
FAO	Food and Agriculture Organization of the United Nations
FBCs	Faith-Based Charities
FBOs	Faith-Based Organizations
FMSC	Feed My Starving Children
FNDN	Funding Classifications
FTE	Full-Time Equivalent
GDP	Gross Domestic Product
GIV	Grantmaker Investment Value
GNI	Gross National Income
HAI	Human Assets Index
HIV	Human Immunodeficiency Virus
IA	International Aid
IDP	Internationally Displaced Persons
IFRP	International Food Relief Partnership

IMA	Interchurch Medical Assistance
IMB	International Mission Board
IRC	Internal Revenue Code
IRS	Internal Revenue Service
IUPUI	Indiana University–Purdue University Indianapolis
JEOP	Joint Emergency Operations Program
LDCs	Least-developed Countries
LDC	Least-developed Country
LSU/Hectare	Livestock Unit per Hectare
LWI	Living Water International
MAGI	Making a Godly Impact
MAP	Medical Assistance Programs
MCC	Mennonite Central Committee
MICAH	Micronutrient and Health
MTW	Mission to the World
NAE	National Association of Evangelicals
NAMB	North American Mission Board
NCC	National Council of Churches
NCM	National Compassionate Ministries
NCCS	National Center for Charitable Statistics
NORC	National Opinion Research Center
NSCEP	National Study of Congregations' Economic Practices
NTEE	National Taxonomy of Exempt Entities

NUMA	Greek word meaning breath and spirit
NYSE	New York Stock Exchange
OECD	Organization for Economic Cooperation and Development
PCA	Presbyterian Church in America
PCUSA	Presbyterian Church of the United States of America
PPP	Purchasing Power Parity
PPS	Philanthropy Panel Study
PReSERVE	Poverty Reduced Sustainably in an Environment of Resilient and Vibrant Economy
PUB	Public Charity Status
SALT	Shared Accountability, Lending, and Teaching
SAR	Special Administrative Regions of China
SBC	Southern Baptist Convention
SEC	Securities and Exchange Commission
SMEs	Subject Matter Experts
Sao TP	Sao Tome and Principe
U.S.	United States
U.S.A.	United States of America
UACHF	United African Christian Heritage Foundation
UK	United Kingdom
UMC	United Methodist Church
UMCOR	United Methodist Committee on Relief
UN	United Nations

USA	United States of America
USAID	United States Agency for International Development
USRC	United States Religion Census
VSLA	Village Savings and Loan Associations
VVARK	Visual Verbal Auditory Read/Write and Kinesthetic
WASH	Water Access, Sanitation and Hygiene
WHI	World Hope International

CHAPTER ONE: THE PROBLEM IN PRAXIS

Chapter Introduction

The overall goal of this dissertation in praxis was to measure the technical efficiency levels and elucidate those characteristics that allow Christian organizations to be efficient in helping least-developed/third-world countries that face severe hunger and water shortages. By studying these organizations, the researcher derived a set of recommendations and best practices by which similar organizations or even burgeoning organizations could adhere and potentially benefit.

The Strategic Problem

Problem and Response: Program, Process, or Product

The Problem That Motivates the Dissertation-in-Praxis

Man-to-Self. One of the greatest steps that any human being takes involves geographic expansion and outreach. “Every journey starts with the first step” (Bredfeldt, 2023, 00:02:03 - 00:02:08). The initial step begins with a child’s first learning to stand and walk. Doing so requires struggling to grab onto something; shakily raising oneself; attempting to make steps with wobbly knees and weak legs; repeatedly falling and bruising oneself; and dealing with the frustrations of undeveloped responses and under-developed mind-body coordination. Although it takes much effort, mastering this ability to move increases the child’s ability to access essential resources and subjective prized possessions, including walking towards loved ones; going to the kitchen for food; retrieving toys; and such. As the toddler progresses through adolescence, preteen, and teenage years to young adulthood, the need for expansion increases from walking to running to bicycle/scooter-riding to learning how to drive a vehicle. Yet, this is only the

beginning, for the desire to change coordinate points allows for more than just changing physical locations.

Traversing geographic distances is one of the fundamental prerequisites for crossing the chasms of personal bubbles and physical boundaries to arrive at the nested gates of trust for relationship building. Doing so necessitates an opening up and stepping out from the heart of ourselves and a willingness to connect to the heart of another, albeit with our household members, our communities, our states, regions, nations, and the world. As our communal reach's radius grows, the rejection and resistance risks increase. Furthermore, geographic expansion consumes and requires tremendous amounts of energy; notably intellectual, physical, physiological, spiritual, financial, and emotional energy inputs.

Man-to-Man. In an effort to hedge the huge risks and energy investments, risk is shared amongst others to make that which is seemingly impossible at an individual level into something feasible at a collective level. In other words, there is a people requirement, and where the number of people increases, corporate body complexity also increases. The response is the establishment of legally recognized collections of people in the form of organizations, corporations, cooperatives, and associations.

All of this is done to meet underlying needs; specifically, the purpose of reaching, connecting, and nurturing the body. Paul emphasized the significance of this concept in his letter to the Church at Corinth,

> For as the body is one, and hath many members, and all the members of that one body, being many, are one body: so also is Christ. For by one Spirit are we all baptized into one body, whether we be Jews or Gentiles, whether we be bond or free; and have been all made to drink into one Spirit. For the body is not one member, but many. (King James Bible, 1769/2023, 1 Corinthians 12:12-14).

Hence, the body longs for itself and seeks to nurture itself; thus, burrowing through the tiniest fissures, tunneling through cultural barriers, and navigating across continents to reach and connect with itself if necessary.

This ever-seeking drive has given rise to organizations aiming to address the underlying and most fundamental and sometimes under-appreciated needs of every human being who has ever walked the earth: water, food, shelter, and safety. These organizations base their multi-year strategic plans, budgetary predictions, human resource projections, predictive/proscriptive analytic forecasts, and material resource requirements on meeting the basic needs of their brothers and sisters worldwide.

Many share common roots in trying to meet their objectives through crowd-sharing fund-raisers, mass donations, and collection drives to distribute water, food, money, and medicines. However, money is a limited resource, and many find that these approaches are insufficient for the long-term maintenance of already-penetrated areas and for reaching future unpenetrated geographic regions.

Resultantly, new approaches are implemented focusing on donating and cultivating seeds and plants grown on native soil. These organizations focus on programs and initiatives associated with the following: (a) the digging and establishment of water wells; (b) the donation and planting of climatic-tailored, topographical-friendly seed; (c) the gifting of non-invasive healthy-breeding marine stock and livestock; particularly economically-viable and natively-sustainable poultry, lamb, cattle, and fish species; as well as (d) the training and continued education of the populace in proper maintenance, care, disease-prevention and earth-friendly treatments of their agrarian gifts for future harvesting, hybridization, engrafting, and research-and-development efforts.

This is a considerable undertaking, compounded by the complexities of the present day. The world experienced an unprecedented COVID-19 pandemic that shook its foundations while crippling economies, challenging scientific expertise, and skyrocketing global mortality rates that far-surpassed morgue capacities, majorly wiped-out family trees, and severely restructured family hierarchical lines.

Not only did this happen at individual and household levels but also at corporate levels. Many strongly service-oriented and heavily in-person-dependent organizations that were teetering and tottering on the tightrope of economic fragility; overwhelming resource demand with little to no supply; overburdened, understaffed, and underpaid workforce; contractually-bounded ball-and-chain investments in archaic, obsolete, or dysfunctional technology; or technologically-challenged primarily paper-based organizations with little-to-no web presence, did not survive. Hence, COVID-19 left a wake of destruction upon its descension, pervasion, and diffusion across the continents.

The post-COVID-19 period has also been replete with great walls of political divisiveness that thrive on polarizing the populace and dissension rather than unification. Moreover, extremely high inflation rates and decreasing source-pie funds combined with tighter fiscal restraints and budget caps have compounded the environmental thicket by which organizations have to traverse to survive; let alone meet their overarching missions that contribute to the humanness of the organization. Even more alarming is the incredible advances arising in artificial intelligence, quantum computing, digital printing, and robotics, creating needs/niches for ultra-specialized skills yet creating a tsunami tidal wave that could wipe out jobs that hundreds of thousands of everyday people accomplish at an exponential rate—and this,

mind you, is at the level of international super-powers, not including third-world and underdeveloped poverty-stricken countries.

Hence, the blood-sweat-and-tears of many are on the line. Many dreams, innovative ideas, and potential global connections and outreach programs are on the verge of being lost-in-the-post-COVID-19 sauce and never seeing the light of day more than ever before. However, on the flip side of the coin, such potentiality of ominous threats to the corporate landscape also presents some potential opportunities for mitigatory solutions and economically viable, realistically achievable approaches to counteract the negatives associated with today's rapidly progressing environment.

God-to-Man. In addition to addressing the needs essential to proper anatomical and physiological functioning, such as food security and water, some of these organizations seek to go deeper and attend to needs far beyond those that are subcutaneous, subepithelial, subcellular, and subatomic. For the body is not the end-all-and-be-all of being human; Neither are logical-driven processes nor neurochemically-powered feedback mechanisms that can result in ventriloquist-trigger-generated emotional reactions and knee-jerk responses. Rather the body protects and houses that which is even of more profound importance yet invisible to the naked eye—the soul. The concept and existence of the soul are evidenced in the first book of the bible, which reads, "And the LORD God formed man of the dust of the ground, and breathed into his nostrils the breath of life; and man became a living soul" (King James Bible, 1769/2023, Genesis 2:7). The body is a limited analog of the soul and a visible tip-of-the-iceberg representation of what can happen at the level of the soul. For example, the body hungers like the soul hungers, as depicted by Jesus' words, "But he answered and said, It is written, Man shall not live by bread alone, but by every word that proceedeth out of the mouth of God" (Matthew 4:4). The body

thirsts like the soul thirsts. “As the hart panteth after the water brooks, so panteth my soul after thee, O God” (Psalm 42:1). The body can experience poverty like the soul can experience poverty. “Blessed are the poor in spirit: for theirs is the kingdom of heaven” (Matthew 5:3). The body can be wounded and in need of repair as the soul. “I said, LORD, be merciful unto me: heal my soul” (Psalms 41:4a).

Hence, behind the efforts to feed and nurture another human is not to feed an automaton but to nurture the soul. Most would not go the length of traversing geographic or emotional distances just to connect to a robot or the form thereof. In attempting to reach the souls of others, we connect to the souls of ourselves, surpassing the default survival-of-the-fittest, flight-or-fight protectionist mechanisms and, at times, somewhat barbaric nature of ensuring the survival of me/myself/I/my four-and-no-more mindsets. That is where the impact lies; however, this impact is too deep to measure; so, researchers look at easier-to-measure indicators to assess the depth of organizational reach; thus helping to satiate that ever-present desire to better the world and, hence, one another.

Despite the threats of war, death, or sickness, this passion fuels the pursuit of the people in these organizations to meet the needs of the least fortunate or marginalized/forgotten of society. These returns are not quick and may not be fully realized in one’s lifetime; however, we are assured that their effects will ultimately be realized, as in the book of Revelations.

> After this I beheld, and, lo, a great multitude, which no man could number, of *all nations*, and *kindreds*, and *people*, and *tongues*, stood before the throne, and before the Lamb, clothed with white robes, and palms in their hands; And cried with a loud voice, saying, Salvation to our God which sitteth upon the throne, and unto the Lamb. (Revelation 7:9-10)

Defining Reality: The Current Need

Defining the current need—although an internationally based need—necessitates carefully considering key economic factors and imbalances on the domestic front to obtain a more accurate pulse check of the opaque underlying issues at hand and on the horizon. Slight changes in key influential factors can have tiny-ripple-to-tidal-wave effects throughout the non-profit industry from the domestic level to the farthest, yet-to-be-accessed, or penetrated geographic levels that fall within the scope of international relief and humanitarian efforts. No matter how seemingly distant and disparate they may be from the organizations, these factors can serve as indirect markers for understanding what will, might, is, have, and has taken place for historical, diagnostic, descriptive, prescriptive, and predictive-based analysis.

The influence of economic drivers on present-day needs cannot be overstated. First, during the COVID-19 pandemic, the Federal Reserve strategically and deliberately lowered interest rates to near-zero levels to counter and relieve some of the socio-financial pressure that had built up and overwhelmed the service industries. Examples of such service industries include but are not limited to restaurant/fast-food, hotel/hospitality, tourism, fine arts, and any/all heavily dependent in-person service areas. Secondly, there was a major loss of personnel and key volunteers in the emergency medical services, faith-based/religious-centric fields, minority communities, and densely populated urban centers. The physical loss of paid and volunteer front-line and administrative personnel pools was accompanied by the loss of tacit knowledge reservoirs and expertise that may not have been captured, documented, or easily replicated.

Thirdly, major personnel reallocation and attrition due to economic incentives and tax benefits enabled them to make ends meet at lower risks than their in-person jobs and corresponding pay, along with the probabilities of COVID-19 exposure, contraction, and

potential death for themselves-and-loved-ones-living-in-the-same-household. Fourthly, there was psychological trauma for those who comprised the organizations and the legally recognized corporate body, aka those corporations heavily dependent upon in-person gatherings and social events. In addition to fueling a record-setting, jet-propulsive increase in the U.S. morgue and mortality rates, the COVID-19 pandemic had a devastating impact on the economy. Specifically, there were drastic shifts in workplace culture accompanied by the highest unemployment rate since data collection began in 1948 (Hylton, 2022).

Indiana University Lilly Family School of Philanthropy Panel Study (PPS) data showed that religiously affiliated people are more likely to make charitable donations of any kind to any charitable organization, whether religious or secular (Indiana University Lilly Family School of Philanthropy, 2017). Additionally, religious households give as much or greater to charities in comparison to non-religious households. Data evidenced that religious Americans contribute average donations of $1,590 versus $695 from those with no religious affiliation (Zinsmeister, 2022). Individuals who, at minimum, attend religious services monthly are eleven times more likely to give to religious congregations. On average, regular attendees give $1,737 more annually than individuals who attend less than once per month (Indiana University Lilly Family School of Philanthropy, 2017).

In 2021, giving to religious/faith-based nonprofit institutions comprised 27% of 2021 total giving. Giving USA (2022) defines the religion subsector as giving to congregations, missions, religious media, and other related organizations. A vast majority of churches reported in-person service disruption due to the COVID-19 pandemic. Data published in the Unstuck Church Report, a collaborative study between Unstuck Group and Blackbaud Institute conducted from May 18 - 29, 2020, confirmed this trend. Specifically, roughly 60% of 561 churches with

pre-COVID-19 congregation attendance sizes ranging from small churches with fewer than 100 to mega-churches with greater than 50,000 reported the following: (a) only six percent had resumed in-person church services; (b) nearly all who had reopened experienced lower attendance before the COVID-19 pre-shutdown; and (c) roughly 60% experienced giving decreases (The Unstuck Group & Blackbaud Institute, 2020). See **Table *1***.

Table 1

Protestant, Christian, and Catholic Denominational COVID-19 Landscape Trends

Protestant Denominational Bodies	**National Membership and General Trends**
Presbyterian Church in America (PCA)	- 14.2% increase in total contributions - 0.8% increase in the number of congregations - 0.1% decrease in membership - 0.6% decline in giving per capita
Presbyterian Church (PCUSA)	- 4.5% decrease in active membership
The Southern Baptist Convention (SBC)	- 3% decline in membership - 1% decrease in total receipts - 0.7% reduction in total undesignated receipts
The Church of the Nazarene	- 1.6% decline in church membership for Nazarene congregations - 1.4% increase in average attendance - 0.9% increase in total membership - 1.96% decrease in church disbursements - 2.1% reduction in total church income
The United Methodist Church (UMC)	- 1.1% decline in congregational numbers - 1.9% decrease in membership - 1.6% reduction in total church income
Evangelical Lutheran Church in America	- 1.3% decrease in the number of congregations - 2.4% decrease in active members - 3.8% reduction in total weekly attendance - 0.6% increase in total receipts - 0.07% decline in regular giving by members
The Episcopal Church	- 2.3% decline in the total number of memberships - 2.6% decrease in average attendance - 1.9% increase in total contributions - 4.2% increase in average pledge amounts
The Church of Jesus Christ of Latter-day Saints	- 0.6% increase in the number of wards and branches - 0.6% increase in total membership
Evangelical Council for Financial Accountability (ECFA) with 1919 accredited member institutions	- 1.5% on-average increase in inflation-adjusted cash contributions overall - 2.7% on-average increase in inflation-adjusted cash contributions in congregations with greater than 25 million budgets - declines in cash giving for all churches with less than 25 million budgets - 11.5% decline in cash giving in churches with under 1 million budgets
Catholic Church	- 7% decrease in overall individual giving (Villanova University Center for Church Management Study of 169 parishes)

Notes. Researcher-Author Compiled Data and Generated Table.

Some of the largest relief and development agencies operating in the international arena are FBOs and FBCs, which are at the forefront of providing aid during humanitarian crises and disasters (MinistryWatch & Smith, 2023). A comprehensive understanding of the impact of COVID-19 on faith-based organizations is vital in assessing its effects on their international humanitarian, development, and relief programs. The efficiency of denomination-specific global programs and initiatives can be influenced by what occurs domestically, including giving, attendance, and volunteer rates. For example, recent research indicates that distributions are outpacing contributions (MinistryWatch, 2021, 2023; National Christian Foundation, 2022; The NonProfit Times, 2022; The Signatry, 2022).

There is a need for real-time research that elucidates those characteristics that contribute to faith-based organizational effectiveness in carrying out organizational objectives despite major national and international crises. It is imperative that these organizations receive the literary, financial, and prayerful support critical to survival, long-term success, optimal efficacy, and maximal effectiveness. To help solidify and better position macro and micro food/water/agrarian-centric faith-based organizations that seek to meet the most fundamental of human needs and promote self-sufficiency and economic empowerment in poverty-stricken, underdeveloped regions across the globe, the researcher aimed to add to the scholastic body of knowledge, awareness, and understanding of those elements that can help ensure organizational success in tumultuous times.

> For I was an hungred, and ye gave me meat: I was thirsty, and ye gave me drink: I was a stranger, and ye took me in: Naked, and ye clothed me: I was sick, and ye visited me: I was in prison, and ye came unto me. Then shall the righteous answer him, saying, Lord, when saw we thee an hungred, and fed thee? or thirsty, and gave thee drink? When saw we thee a stranger, and took thee in? or naked, and clothed thee? Or when saw we thee sick, or in prison, and came unto thee? And the King shall answer and say unto them, Verily I say unto you, Inasmuch as ye have done it unto one of the least of these my brethren, ye have done it unto me. (King James Bible, 1769/2023, Matthew 25:35-40).

Defining a Preferred Future: The Visionary Focus

Vision Statement

The vision of this quantitative comparative research study was to measure technical efficiencies as well as analyze the commonalities and differences across Christian denominational-affiliated, nondenominational, and interdenominational nonprofit organizations that directly or indirectly promote feet-on-the-soil-programs dedicated to helping people in least-developed countries to make sustainable, maintainable gains in the following areas: hunger and food security; clean water access, sanitation, and hygiene; seed donations and agriculture; livestock and marine-stock donations; and long-term agroeconomic development.

Purpose Statement

The purpose of this study was to conduct a quantitative comparative analysis of comprehensive technical efficiency levels amongst Christian denominational, nondenominational, and interdenominational nonprofit organizations that focus on global food and water assistance as well as agrarian empowerment in poverty-stricken, least-developed/third-world countries that face severe food and water shortages.

Research Objectives and Research Questions

Research Objectives

Four research objectives guided this study. In **Table *2***, these research goals are presented below.

Table 2

Research Objectives

Research Objectives	Research Objective Description
Research Objective #1	Identify international faith-based organizations (FBOs) and faith-based charities (FBCs) that have programs focused on critical food, water, and medical disparities; water-well excavation and establishment; plant and seed donation; livestock donation and animal husbandry; or agrarian microloan and agroeconomic system advancement in least-developed/third-world countries.

Research Objective #2	Examine FBOs and FBCs that survived profoundly severe global events, historically significant economic recessions, and catastrophic financial crises.
Research Objective #3	Measure comprehensive technical efficiency levels of FBO and FBC food, water, medical, livestock, agriculture-sustainability, or agroeconomic service provision within the selected study sample.
Research Objective #4	Identify distinct organizational characteristics that statistically and significantly influence the comprehensive technical efficiency results of FBO and FBC food, water, medical, livestock, agriculture-sustainability, or agroeconomic service provision.

Notes. Researcher-Author Compiled Data and Generated Table.

Research Questions

The researcher sought to address four corresponding research questions in this study. These questions are presented in **Table *3*** below.

Table 3

Research Questions

Research Questions	**Research Question Description**
Research Question #1	What international faith-based organizations (FBOs) and faith-based charities (FBCs) have programs that focus on critical food, water, and medical disparities; water-well excavation and establishment; plant and seed donation; livestock donation and animal husbandry; or agrarian microloan and agroeconomic system advancement in least-developed/third-world countries?
Research Question #2	Which FBOs and FBCs in the selected study sample survived profoundly severe global events, historically significant economic recessions, and catastrophic financial crises?
Research Question #3	What are the comprehensive technical efficiency levels of FBO and FBC food, water, medical, livestock, agriculture-sustainability, or agroeconomic service provision across the selected study sample?
Research Question #4	What organizational characteristics statistically and significantly influence the comprehensive technical efficiency results of FBO and FBC food, water, medical, livestock, agriculture-sustainability, or agroeconomic service provision?

Notes. Researcher-Author Compiled Data and Generated Table.

Data Sources

Data was obtained via current and archived data troves including but not limited to the following: IRS Exempt Organizations Business Master Files (BMF), IRS information returns (Forms 990, 990PF), corporate annual/quarterly reports, special audit/accountability reports, official organization websites, as well as notable free/proprietary databases that facilitate nonprofit organization research activities. Also, additional sources were utilized on an as-needed

basis. Examples included reports or data from the Securities and Exchange Commission (SEC), World Bank, Organization for Economic Cooperation and Development (OECD), United States Agency for International Development (USAID), and United Nations.

Research Outputs and Deliverables

Several outputs and deliverables were generated across the research questions in this study. These outputs are presented in **Table *4***.

Table 4

Study Outputs and Deliverables

Related Research Question Number	**Output and Deliverable Description for each Research Question**
Research Question #1 Deliverable	International faith-based organizations (FBOs) and faith-based charities (FBCs) with programs focusing on critical food, water, and medical disparities; water-well excavation and establishment; plant and seed donation; livestock donation and animal husbandry; or agrarian microloan and agroeconomic system advancement in least-developed/third-world countries were identified, researched, and tabulated.
Research Question #2 Deliverable	Extensive research was conducted on significant national and international crises and economic recessions spanning the twentieth and twenty-first centuries. Tables or matrixes were generated, highlighting which FBOs and FBCs in the selected study sample survived these significant economic recessions, and catastrophic financial crises.
Research Question #3 Deliverable	Comprehensive technical efficiency levels of the selected FBO and FBC study sample food, water, medical, livestock, agriculture-sustainability, or agroeconomic service provision were measured using data envelopment analysis (DEA) for peer assessment, resource utilization, and optimization purposes. Generated data included descriptive statistics, correlation matrixes, as well as comprehensive technical efficiency, pure technical efficiency, and scale efficiency scores.
Research Question #4 Deliverable	Regression analysis was performed to identify organizational characteristics that statistically and significantly influenced the comprehensive technical efficiency results of FBO and FBC food, water, medical, livestock, agriculture-sustainability, or agroeconomic service provision.

Notes. Researcher-Author Compiled Data and Generated Table.

Research Outcomes

This study quantitatively measured and compared comprehensive technical efficiency levels among Christian denominational-affiliated, nondenominational, and interdenominational nonprofit organizations, which focus on providing global food and water assistance and agrarian

empowerment in impoverished least-developed/third-world countries with severe food and water shortages. Furthermore, this study examined the shared aspects and variations among organizations that directly or indirectly promote actual-feet-on-the-soil-programs dedicated to helping people in impoverished areas to make sustainable and maintainable gains in the areas of food and water disparities; crop cultivation; harnessing clean water; as well as contributing non-invasive, climatically sustainable, topographically-viable livestock.

One outcome of this study included comprehensive technical efficiency scores and a distilled list of organizational characteristics associated with higher technical efficiency levels, which will be discussed in later chapters of this dissertation-in-praxis. A second outcome was to help faith-based organizations with similar missions and goals to make better or more effective decisions based on the success of better practices noted in the quantitative analysis. A third outcome was to elucidate those characteristics that contribute to organizational effectiveness in achieving its objectives despite major national and international crises.

The Collaborating Organization, Team, and Coach

Organizational Description, Mission, Vision

This section provides information about the mission and vision statements of potential study sample FBOs and FBCs.

Organizational Description

This study aimed to perform a quantitative comparative analysis of comprehensive technical efficiency levels amongst Christian denominational, nondenominational, and interdenominational nonprofit organizations focused on global food security, clean water access, and agricultural empowerment in poverty-stricken undeveloped/least-developed/third-world

countries facing severe food and water shortages. Descriptions of the denominational-affiliated international humanitarian organizations are presented in **Table *5*** below.

Table 5

Denominational-Affiliated Global Humanitarian Aid / Disaster Relief & Mission Divisions

Christian Denominations	**Global Humanitarian/Aid/Disaster Relief/Development**
Seventh-Day Adventist Church	Adventist Development and Relief Agency International (ADRA or ADRA International)
The Southern Baptist Convention (SBC)	Send Relief - International Mission Board (IMB) and North American Mission Board (NAMB)
The Church of the Nazarene	National Compassionate Ministries (NCM)
The United Methodist Church (UMC)	United Methodist Committee on Relief (UMCOR)
Evangelical Lutheran Church in America	Lutheran World Relief
The Episcopal Church	Episcopal Relief & Development (ERD)
The Church of Jesus Christ of Latter-day Saints	Latter-day Saint Charities
Catholic Church	Catholic Relief Services
Presbyterian Church in America (PCA)	Mission to the World (MTW)
Presbyterian Church (USA)	Presbyterian Disaster Assistance
Presbyterian Church (USA)	Presbyterian Mission Agency World Mission
Anglican Church in North America	Anglican Relief and Development Fund
Messianic Jewish Theological Institute	Jewish Voice Ministries International
Mennonite Brethren in Christ	Mennonite Central Committee

Notes. Researcher-Author Compiled Data and Generated Table.

Many faith-based programs are nondenominational or interdenominational. Notably, a few of these organizations receive more than $1 billion in revenue, with many receiving more than $100 million. Several faith-based denominational, non-denominational, and interdenominational organizations under the overarching umbrella of Christianity that receive over $5 million in revenue are listed below in Table 6.

Table 6

Nondenominational and Interdenominational Global Humanitarian/Disaster Relief/Development

American Leprosy Missions	International Aid, Inc. (IA)
AMOR Ministries, Inc.	Jewish Voice Ministries International
Blood-Water	Kingsway Charities
Bright Hope International	Kinship United
Catholic Medical Mission Board / CMMB	Lifewater International
Charity: Water	Living Water International
ChildFund International	Love a Child
Children's Hunger Fund	MANNA Worldwide
Christian Aid Ministries	Medical Assistance Programs (MAP) International
Christian Blind Mission	Medical Teams International

Christian Relief Fund	Mercy Chefs
Church World Service	Mercy Corps
Citihope International	Mercy Ships
Compassion International	OneChild
Convoy of Hope	Operation Blessing International
Covenant House	Opportunity International
Eagle Ranch	Plant With Purpose
Educational Concerns for Hunger Organization (ECHO)	Samaritan's Purse
Engineering Ministries International	Samaritan's Well
Feed My Starving Children	The Last Well
Feed The Children	The Water Project
Food for the Hungry	Unbound
Food For the Poor	Water Mission
Free Wheelchair Mission	Water4
Generosity.org	World Emergency Relief
Gospel for Asia	World Hope International (WHI)
Healing Hands International	World Relief
Heifer Project International	World Renew
Interchurch Medical Assistance	World Vision US

Notes. Researcher-Author Compiled Data and Generated Table with Organizations selected from the IRS, MinistryWatch, Guidestar, and Candid Databases

Organizational Mission and Vision Statements

These organizations' mission and vision statements are tabulated below in **Table** *7* through **Table 10**.

Table 7

Denominational Affiliated FBO Mission and Vision Statements

NAME	MISSION	VISION
Adventist Development and Relief Agency	ADRA works with people in poverty and distress to create just and positive change through empowering partnerships and responsible action.	ADRA is a professional, learning, and efficient network that embodies integrity and transparency. ADRA reaches across boundaries, empowering and speaking out for the at-risk and forgotten to achieve measurable, documented, and durable changes in lives and society.
Episcopal Relief & Development	Episcopal Relief & Development is the compassionate response of The Episcopal Church to human suffering in the world. Hearing God's call to seek and serve Christ in all persons and to respect the dignity of every human being, Episcopal Relief & Development serves to bring together the generosity of Episcopalians and others with the needs of the world.	Episcopal Relief & Development cherishes its partnerships within the Anglican Communion, with ecumenical bodies and with others who share a common vision for justice and peace among all people.
Jewish Voice Ministries International	We exist to transform lives and see all Israel saved. It is the mission of Jewish Voice Ministries to: *Proclaim the Gospel to the Jew first *Grow	God has put on our hearts the vision to take the Good News to the "Lost Tribes of Israel" around the world who have not yet been reached with

	the Messianic Jewish community *Engage the Church concerning Israel and the Jewish people.	the hope of our Messiah, Jesus. Our goal is to accomplish this in the next 10 years.
Lutheran World Relief	Affirming God's love for all people, we work with Lutherans and partners around the world to end poverty, injustice, and human suffering.	A healthy world forever flourishing in dignity and justice.
Mennonite Central Committee (MCC)	MCC shares God's love and compassion for all in the name of Christ by responding to basic human needs and working for peace and justice.	MCC envisions communities worldwide in right relationship with God, one another, and creation.
Send Relief	We respond to crises and strengthen vulnerable communities around the world by meeting physical and spiritual needs in Jesus' name.	Send Relief helps followers of Jesus meet needs and change lives in their own communities and around the world.
United Methodist Committee on Relief	Compelled by Christ to be a voice of conscience on behalf of the people called Methodist, UMCOR works globally to alleviate human suffering and advance hope and healing.	As the humanitarian relief and development arm of The United Methodist Church, UMCOR transforms and strengthens people and communities

Notes. Researcher-Author Compiled Data and Generated Table.

Table 8

Denominational Affiliated FBO Mission Statements with No Explicit Vision Statements

NAME	MISSION / VISION OR MISSION ONLY (No Explicit Vision Statement)
Adventist Development and Relief Agency	ADRA works with people in poverty and distress to create just and positive change through empowering partnerships and responsible action.
Anglican Relief and Development Fund	The Anglican Relief and Development Fund's (ARDF) mission is to work alongside strategic partners to alleviate suffering through disaster relief and foster the flourishing of communities through development projects, expanding the Kingdom of Christ through tangible works of compassion.
Catholic Relief Services	Catholic Relief Services carries out the commitment of the Bishops of the United States to assist the poor and vulnerable overseas. We are motivated by the Gospel of Jesus Christ to cherish, preserve and uphold the sacredness and dignity of all human life, foster charity and justice, and embody Catholic social and moral teaching as we act to promote human development by responding to major emergencies, fighting disease and poverty, and nurturing peaceful and just societies; and serving Catholics in the United States as they live their faith in solidarity with their brothers and sisters around the world.

Notes. Researcher-Author Compiled Data and Generated Table.

Organizational Mission and Vision Statements

Table 9

Nondenominational and Interdenominational FBO Mission and Vision Statements

NAME	MISSION	VISION
American Leprosy Missions	American Leprosy Missions exists to serve as a channel of Christ's love to persons affected by leprosy and related diseases, helping them to be healed in body and spirit and restored to lives of dignity and hope.	A world without leprosy

AMOR Ministries, Inc.	Bring people together to manifest Jesus.	we realize that building a house doesn't just provide shelter. It builds a foundation for the future.
Blood-Water/ Blood:Water/ Blood Water Mission	Blood:Water is an international nonprofit that partners with African community-driven organizations to end water and HIV (Human Immunodeficiency Virus) /AIDS (Auto Immune Deficiency Syndrome) health disparities through organizational strengthening and financial support.	To share in the joy of ending the water & HIV/AIDS crises – with our partners and in this lifetime.
Bright Hope Int'l	To bring Hope to the extreme poor (those living on less than $2 a day).	Bright Hope envisions a world where churches transform their communities by bringing Hope for today, tomorrow, and eternity to the extreme poor while becoming self-sustainable
Catholic Medical Mission Board	Inspired by the example of Jesus, CMMB works in partnership globally to deliver locally sustainable, quality health solutions to women, children, and their communities	A world in which every human life is valued, and health and human dignity are shared by all
ChildFund Int'l/ Christian Children's Fund	HELP-deprived, excluded and vulnerable children have the capacity to improve their lives and the opportunity to become young adults, parents and leaders who bring lasting and positive change in their communities. PROMOTE societies whose individuals and institutions participate in valuing, protecting, and advancing the worth and rights of children. ENRICH supporters' lives through their support of our cause.	A world where every child realizes their rights and achieves their potential
Christian Blind Mission	CBM is an international Christian development organization, committed to improving the quality of life of persons with disabilities in the poorest countries of the world.	An inclusive world in which all persons with disabilities enjoy their human rights and achieve their full potential.
Church World Service	Church World Service is a faith-based organization transforming communities around the globe through just and sustainable responses to hunger, poverty, displacement, and disaster	Our vision is a world where everyone has food, a voice, and a safe place to call home.
Citihope Int'l	CitiHope seeks to put a healthy life within reach of each person by promoting health, preventing disease, and providing cures to underserved populations worldwide.	We are passionate to continue our work of being a bridge - where there is a need that we can fill, we will fill it.
Educational Concerns for Hunger Organization (ECHO)	Following Jesus by reducing hunger and improving lives worldwide through partnerships that equip people with agricultural resources and skills	Honoring God by empowering the undernourished with sustainable hunger solutions
Engineering Ministries International	EMI is a Christian non-profit made up of architects, engineers, surveyors, and construction managers. Since 1982, our worldwide mission is to develop people, design structures, and construct facilities that serve communities and the Church. Together, we are designing a world of hope.	The vision of EMI is a challenge to be involved in God's work of restoration.
Feed My Starving Children (FMSC)	Feeding God's starving children hungry in body and spirit.	Through God, FMSC will strive to eliminate malnutrition and starvation in children throughout the world by helping to instill

		compassion in a generation that hears and responds to the cries of those in need until all are fed.
Feed The Children	Established over 40 years ago, Feed the Children is one of the leading anti-hunger organizations. We dare to envision a world where no child goes to bed hungry. To help create that world, we are dedicated to helping families and communities achieve stable lives and to reduce the need for help tomorrow—all while providing food and assistance to help them today.	Create a world where no child goes to bed hungry.
Food for the Hungry	Food for the Hungry is an international organization of Christian motivation, committed to working with poor people to overcome hunger and poverty through integrated self-development and relief programs. Relief efforts include famines in Africa, typhoons in Southeast Asia, floods in the United States, and earthquakes in Central America.	All forms of human poverty ended worldwide.
Food For the Poor	Our mission is to link the church of the First World with the church of the Third World in a manner that helps both the materially poor and the poor in spirit.	Food For The Poor is God's instrument to help the materially poor and to renew the poor in spirit.
Free Wheelchair Mission	To provide the transforming gift of mobility to people with disabilities living in developing nations, as motivated by Jesus Christ.	Free Wheelchair Mission believes in a world where everyone who needs a wheelchair has one.
Healing Hands Int'l	Our mission is to aid, equip, and empower those in need around the world in the name of Jesus Christ so they might experience God's healing grace.	Our vision is a world that is full of hope where physical needs are met and hearts are surrendered to Jesus Christ.
Heifer Project Int'l	We work to end hunger and poverty in partnership with the communities we serve. Our programs support entrepreneurs around the world, creating lasting change from the ground up.	Heifer International is on a mission to end hunger and poverty in a sustainable way by supporting and investing alongside local farmers and their communities.
Interchurch Medical Assistance, (IMA) World Health	To build healthier communities by collaborating with key partners to serve vulnerable people.	A healthy world forever flourishing in dignity and justice.
Int'l Aid, Inc	Founded in 1980, International Aid glorifies Christ by providing emergency supplies (food, water, shelter, etc.) to people who have been affected by natural disasters and humanitarian crises.	Our founders envisioned a commitment to relief and development work both domestically and internationally, providing goods and services to vulnerable people.
Kingsway Charities	The International ministry of Kingsway Charities freely provides medications and medical supplies to medical mission teams whose goal is to share the love of Jesus Christ by administering health care to those in need throughout the world.	A suffering world, transformed by God's provision
Lifewater Int'l / Lifewater Inc	We are Christians providing access to safe water, and improved sanitation and hygiene, one village at a time.	Lifewater believes every child and family deserves access to safe water and seeks to be the hands and

		feet of Jesus in the world's most marginalized communities.
Opportunity Int'l	By providing financial solutions and training, we empower people living in poverty to transform their lives, their children's futures, and their communities.	Our vision is a world in which all people have the opportunity to achieve a life free from poverty, with dignity and purpose.
Water Mission	To honor God by developing, implementing, and sharing best-in-class safe water solutions that transform as many lives as possible, as quickly as possible.	That all people have safe water and an opportunity to experience God's love.
Water4	Eradicating the world's water crisis through local, missional businesses.	A world where all people have access to safe and Living Water.
World Emergency Relief	World Emergency Relief is dedicated to providing humanitarian assistance to people harmed by natural disasters, armed conflict, physical or mental abuse, exploitation, or poverty.	Our vision is to address children's critical needs of water, food, healthcare, education, and child safety, as well as the requirements of their families and surrounding communities.. "giving children a living chance".
World Hope Int'l	World Hope International (WHI) is a Christian relief and development organization working with vulnerable and exploited communities to alleviate poverty, suffering, and injustice.	Our vision is to provide those in need with opportunity, dignity, and hope so they can possess the tools for change in themselves, their family, and their community.
World Relief	At World Relief our mission is to empower the local church to serve the most vulnerable.	
World Renew	Compelled by God's deep passion for justice & mercy, we join communities around the world to renew hope, reconcile lives, and restore creation.	World Renew envisions a world where people experience and extend Christ's compassion and live together in hope as God's community.
World Vision US	World Vision is an international partnership of Christians whose mission is to follow our Lord and Savior Jesus Christ in working with the poor and oppressed to promote human transformation, seek justice, and bear witness to the good news of the Kingdom of God.	Our vision for every child; life in all its fullness. Our prayer for every heart; the will to make it so.

Notes. Researcher-Author Compiled Data and Generated Table.

Table 10

Nondenominational & Interdenominational FBO Mission Only or No Explicit Vision Statement

NAME	MISSION / VISION OR MISSION ONLY (No Explicit Vision Statement)
Charity: Water	Charity: Water is a non-profit organization bringing clean and safe drinking water to people in developing countries.
Children's Hunger Fund	Our mission is to deliver hope to suffering children by equipping local churches for gospel-centered mercy ministry.
Christian Aid Ministries	Our purpose in providing aid is to help and encourage God's people and bring the Gospel to a lost and dying world
Christian Relief Fund	Christian Relief Fund is dedicated to holistic growth for children in poverty: intellectually, physically, spiritually, and socially.

Compassion International	In response to the Great Commission, Compassion International exists as an advocate for children, to release them from their spiritual, economic, social, and physical poverty and enable them to become responsible and fulfilled Christian adults.
Convoy of Hope	Convoy of Hope is a nonprofit organization on a mission to feed the hungry and bring help and hope to communities that need it most.
Covenant House	"We who recognize God's providence and fidelity to His people are dedicated to living out His covenant among ourselves and those children we serve, with absolute respect and unconditional love. That commitment calls us to serve suffering children of the street, and to protect and safeguard all children. Just as Christ in His humanity is the visible sign of God's presence among His people, so our efforts together in the covenant community are a visible sign that effects the presence of God, working through the Holy Spirit among ourselves and our kids."
Eagle Ranch	Eagle Ranch helps make life better for children and their families, positively impacting communities for the glory of God.
Gospel for Asia	Our mission in life is to be devout followers of Christ and to live lives fully pleasing to Him. God has given us a special love for people in need who do not know of Christ's love, and it is our desire to minister to them and help them through ministries like education programs, health initiatives, and practical gifts, and through the spiritual transformation that brings about peaceful hearts, restored relationships, and mended lives. We do this all in community and in partnership with the global Body of Christ.
Kinship United	We build safe Church Homes for orphans and engage the whole village as their Kinship family.
Living Water International (LWI)	LWI exists to demonstrate the love of God by providing desperately needed clean water and medical attention, along with the "living water" of the Gospel of Jesus Christ, which alone satisfies the deepest thirst.
Love a Child	Love A Child provides humanitarian assistance for children and needy families in Haiti, and encourages the public to assist those who are in great physical or spiritual need.
MANNA Worldwide	We're on a mission to rescue children from the grip of poverty.
MAP International	Since 1954, MAP has served millions of people through the help of partners, donors, hospitals, clinics, and medical mission teams, fulfilling its Christian mission to provide life-changing medicines and health supplies for the world's poorest, most vulnerable people.
Medical Teams International	Daring to love like Jesus, we boldly break barriers to health and restore wholeness in a hurting world.
Mercy Chefs	Mercy Chefs is a faith-based, non-profit disaster relief organization. We exist to provide professionally prepared, restaurant-quality meals to victims, volunteers, and first responders in natural disasters and national emergencies, and we partner with existing like-minded organizations to further their mission by providing food service in underserved communities across the country.
Mercy Corps	Mercy Corps' Mission is to alleviate suffering, poverty, and oppression by helping people build secure, productive, and just communities across the globe.
Mercy Ships	We follow the 2000-year-old model of Jesus, bringing hope and healing to the world's forgotten poor.
OneChild	As a global community of Child Champions, we advocate for children in hard places and provide holistic care, so they have hope and thrive.
Operation Blessing International	Operation Blessing and our partners are dedicated to demonstrating God's love by alleviating human needs and suffering in the United States and around the world.
Plant With Purpose	Plant with Purpose, a Christian nonprofit organization, reverses deforestation and poverty in the world by transforming the lives of the rural poor.

Samaritan's Purse	Samaritan's Purse is a nondenominational evangelical Christian organization providing spiritual and physical aid to hurting people around the world. Since 1970, Samaritan's Purse has helped meet the needs of people who are victims of war, poverty, natural disasters, disease, and famine with the purpose of sharing God's love through His Son, Jesus Christ. The organization serves the Church worldwide to promote the Gospel of the Lord Jesus Christ.
Unbound	Unbound's mission is to walk with the poor and marginalized of the world.

Notes. Researcher-Author Compiled Data and Generated Table.

Organizational Setting and Demographics

Organizational Setting

Organizational selection for this study was based on the organizational setting information. This information is presented below in Tables 12 and 13. The ruling year is when the organization receives a ruling or determination letter about the tax-exempt status. The start year is the year in which the organization was formed. The parent/child status defines how the organization is grouped. The predominant affiliation codes are independent followed by central and subordinate. Independent means the nonprofit is an independent organization or auxiliary. Central means that the nonprofit is a central type of national, regional, or geographic grouping organization with no group exemption OR if the organization is a parent and not a church or 501(c)1 organization. Subordinate means the organization is a subordinate in a group ruling. The countries are the countries in which the FBOs have a direct or indirect physical presence, programmatic impact, or operational activities.

The tabulated organizations fit within four categorical funding classifications. The first is an organization that receives substantial support from a governmental unit or the general public. The second is an organization that typically receives no more than 33% of its support from gross investment income and unrelated business income and simultaneously more than 33% of its support from contributions, fees, and gross receipts related to exempt purposes. The third

category is a church. The fourth category is organizations operated solely for the benefit of and in conjunction with organizations described earlier. See **Table *11*** through **Table 12**.

Table 11

Denominational Affiliated FBO Setting Information

Name	Countries	Ruling Year	Start Year	NTEE	Parent Child	Emp #
Adventist Development and Relief Agency	Africa, Asia, Australia, South America, Europe, Central America	2000	1956	Q30, Q31, Q32, Q33, M20	Subordinate	131
Anglican Relief and Development Fund	Botswana, Burundi, Cameroon, The Democratic Republic of Congo, Egypt, Ethiopia, Ghana, Kenya, Madagascar, Malawi, Morocco, Nigeria, Rwanda, Sierra Leone, South Africa, South Sudan, Sudan, Tanzania, Togo, Uganda, Zambia, Cambodia, China, India, Indonesia, Malaysia, Myanmar, Nepal, Pakistan, Philippines, Sri Lanka, Thailand, Argentina, Bolivia, Brazil, Chile, Guatemala, Paraguay, Peru, Cuba	2008	2007	Q33, Q12, M20, S30, X21, K20	Independent	8
Catholic Relief Services	Africa, Asia, Central America, South America, Caribbean, Middle East, North Africa, US	1946	1943	T00, M20, Q30, X22	Child within group	Unknown
Episcopal Relief & Development	Africa, Asia, Latin America, Caribbean, Middle East, US	2002	2002	Q30, X20, M20, Q05, Q71	Independent	55
Jewish Voice Ministries International	Africa US, Canada, United Kingdom	1978	1978	X80, P20, X20	Independent	80

Notes. Researcher-Author Compiled Data and Generated Table.

Table 12

Denominational Affiliated FBO Setting Information

Name	Countries	Ruling Year	Start Year	NTEE	Parent Child	Emp #
American Leprosy Missions	Liberia, Cote d'Ivoire, Ghana, Congo, India, Nepal, Myanmar	1955	1906	Q12, Q33	Independent	31
AMOR Ministries, Inc.	Baja California, Mexico San Carlos Apache Reservation, Arizona Johannesburg, South Africa	1981	1980	Q33, X20	Central	23

	Chihuahua, Mexico Sonora, Mexico					
Blood-Water / Blood: Water / Blood Water Mission	Central African Republic, Mozambique, Nigeria, Rwanda, Sierra Leone, Sudan, Eswatini, Zambia, Ethiopia, Kenya, Malawi, Uganda	2005	2004	G81, G02, C20	Independent	14
Bright Hope International	Zambia, Bolivia, Haiti, Kenya, Uganda	1969	1968	Q33, X20	Independent	12
Catholic Medical Mission Board / CMMB	Haiti, Kenya, Peru, South Sudan, Zambia	1946	1928	X20	Child within group exemption	62
Charity: Water, aka Charity Global	Ethiopia, Nepal, Uganda, Rwanda, Madagascar	2007	2006	Q30, Q33	Independent	102
ChildFund International / Christian Children's Fund	Ethiopia, The Gambia, Guinea, Kenya, Mozambique, Senegal, Sierra Leone, Uganda, Zambia; Cambodia, India, Indonesia, Philippines, Sri Lanka, Thailand, Timor-Leste, Vietnam, Bolivia, Brazil, Ecuador, Guatemala, Honduras, Mexico, US	1951	1938	Q33, Q01	Independent	211
Children's Hunger Fund	Ethiopia, Kenya, Madagascar, Rwanda, South Africa, Uganda, Zambia, Zimbabwe, Mongolia, Myanmar, Nepal, Philippines, Tajikistan, Thailand, Cuba, Dominican Republic, El Salvador, Guatemala, Haiti, Honduras, Mexico, Ecuador, Peru, Albania, Armenia, Belarus, Romania, Ukraine, US	1996	1991	Q33, K31	Central	99
Christian Aid Ministries	Asia, Ethiopia, Malawi, Gaza, Zimbabwe, Kenya, Haiti, Liberia, Cambodia	1982	1981	Q33, X20, P60, Q71, M20	Central	370
Christian Blind Mission	Rwanda, Malawi, Ethiopia, Kenya, Tanzania, South Sudan, Uganda, Zimbabwe, Zambia, Sierra Leone; Côte d'Ivoire; Burkina Faso; Togo; Benin; Nigeria; Niger; Cameroon; Central Africa Republic, and the Democratic Republic of Congo, Honduras, Guatemala, Haiti, India, Jordan, Nicaragua, Pakistan, Palestine, Sri Lanka, Vietnam, Lebanon, Egypt, Bolivia, Nepal, Bangladesh, Indonesia, Philippines, Myanmar	1978	1976	Q12, Q33, Q40	Independent	6
Christian Relief Fund	Honduras, India, Kenya, El Salvador, Liberia, Ethiopia, Mexico, Guatemala, Nicaragua, Haiti, Nigeria, Romania, Uganda, Ukraine, Zimbabwe, Dominican Republic, US	1976	1974	Q12, Q33	Central	16
Church World Service	Kenya, Guatemala, Honduras, Nicaragua, Cambodia, Tanzania, Mexico, Argentina, Bolivia, and Paraguay	2000	2000	Q33, Q01, Q40	Independent	437
Citihope International	Belarus, Dominican Republic, Somaliland, Haiti, Honduras, India, Ukraine, Venezuela, Zimbabwe	1979	1979	X00, Q33, K30, E60	Independent	4

Compassion International	Burkina Faso, Ethiopia, Ghana, Kenya, Rwanda, Tanzania, Togo, Uganda, Bangladesh, Indonesia, Philippines, Sri Lanka, Thailand, Dominican Republic, El Salvador, Guatemala, Haiti, Honduras, Mexico, Nicaragua, Bolivia, Brazil, Colombia, Ecuador, Peru, Malawi, Myanmar	1980	1956	X00, Q30	Central	1196
Convoy of Hope	Burkina Faso, Ethiopia, Eswatini, South Africa, South Sudan, Tanzania, Togo, Uganda, Zimbabwe, Bangladesh, India, Nepal, Philippines, Sri Lanka, El Salvador, Guatemala, Haiti, Honduras, Nicaragua		1984	X00, Q33, M20, K31	Independent	259
Covenant House	Guatemala, Honduras, Mexico, and Nicaragua	1973	1982	L41, P30, P85	Subordinate	117
Eagle Ranch	US					
Educational Concerns for Hunger Organization (ECHO)	Southeast Asia, East Africa, West Africa, Burkina Faso, Ghana, Mali, Togo, Benin, Thailand, Tanzania,	1973	1973	Q30, Q05	Independent	63
Engineering Ministries International	Southeast Asia, East Africa, West Africa, Burkina Faso, Ghana, Mali, Togo, Benin, Thailand, Tanzania,	1983	1982	Q33, X20	Independent	77
Feed My Starving Children	Angola, Benin, Botswana, Burkina Faso, Burundi, Cameroon, Central African Republic, Chad, Comoros, Djibouti, DR Congo, Egypt, eSwatini, Ethiopia, Gambia, Ghana, Guinea, Ivory Coast, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mali, Mozambique, Namibia, Niger, Nigeria, Rwanda, Senegal, Sierra Leone, Somalia, South Africa, South Sudan, Sudan, Tanzania, Togo, Uganda, Zambia, Zimbabwe, Bangladesh, Cambodia, India, Indonesia, Japan, Kyrgyzstan, Myanmar, North Korea, Pakistan, Philippines, Sri Lanka, Tajikistan, Thailand, Timor-Leste, Vanuatu, Vietnam, Haiti, etcetera.	1989	1986	Q33, K30	Independent	369
Feed The Children	El Salvador, Guatemala, Honduras, Kenya, Malawi, Philippines, Tanzania, Uganda	1967	1964	Q33, K31, P60	Independent	250
Food for the Hungry	Bolivia, Peru, Dominican Republic, Haiti, Guatemala, Nicaragua, Burundi, Uganda, Rwanda, Ethiopia, Kenya, Mozambique, Cambodia, Bangladesh, Indonesia, Philippines, and Vietnam.	1971	1971	Q33, K31, Q40	Central	250
Food For the Poor	Haiti, Jamaica, Guatemala, Guyana, Honduras, El Salvador, Dominican Republic, Trinidad and Tobago, Saint Vincent, Grenada, Antigua, Barbados, Belize, Bahamas, Dominica, Saint Lucia, Colombia	1982	1982	Q33, K31	Independent	405
Free Wheelchair Mission	Afghanistan, Albania, Angola, Argentina, Armenia, Bangladesh, Belarus, Belize, Benin, Bolivia, Botswana, Brazil, Burundi, Cambodia, Cameroon, Chile, China, Colombia, Comoros, Costa Rica, Cuba, Democratic Republic of the Congo, Djibouti,	2002	2001	Q30	Independent	34

	Dominican Republic, Ecuador, Egypt, El Salvador, Eswatini, Ethiopia, Fiji, Gabon, Ghana, Guatemala, Guinea, Guyana, Haiti, Honduras, India, Indonesia, Iraq, Jamaica, Jordan, Kazakhstan, Kenya, Kyrgyzstan, Laos, Lebanon, Lesotho, Liberia, Madagascar, Malawi, Malaysia, Mali, Mauritania, Mexico, Moldova, Morocco, Mozambique, Nepal, Nicaragua, Niger, Nigeria, Pakistan, Panama, Papua New Guinea, Paraguay, Peru, Philippines, Romania, Rwanda, Samoa, Senegal, Sierra Leone, Somaliland, South Africa, Sri Lanka, Sudan, Syria, Tanzania, Thailand, Tibet, Togo, Tonga, Trinidad, Uganda, Ukraine, United Arab Emirates, Uzbekistan, Vietnam, Yemen, Zambia, Zimbabwe					
Gospel for Asia	India, Sri Lanka, Nepal, Myanmar, Bangladesh, Cambodia, China, Laos, Thailand, Rwanda	1984	1984	X00	Independent	
Healing Hands International	Nicaragua, Honduras, Haiti, Kenya, Lesotho, Ghana, Guinea, Malawi, Nigeria, Sierra Leone, Zambia, Zimbabwe	1996	1993	Q33, M20, X20	Independent	22
Heifer Project International	Uganda, Rwanda, Kenya, Tanzania, Nepal, Senegal, Haiti, Guatemala, Honduras, Cambodia, Ecuador, Mexico, Nicaragua,	1953	1953	Q30, Q01	Independent	288
Interchurch Medical Assistance, Inc. / World Health	Angola, Bosnia-Herzegovina, Burkina Faso, Colombia, Democratic Republic of Congo, Djibouti, Georgia, Haiti, India, Indonesia, Iraq, Jordan, Kenya, Mali, Mauritania, Nepal, Nicaragua, Niger, Palestine, Philippines, Serbia, South Sudan, Syria, Tanzania, Uganda, Ukraine, Yemen		1960	Q30	Central	202
International Aid, Inc.	Lebanon, Africa, Indonesia, India, Sri Lanka,	1981	1980	Q30	Subordinate	27
Jewish Voice Ministries International	Zimbabwe, Ethiopia, Northeast India, Afghanistan, China	1969	1969	X20, X80, P20	Independent	80
Kingsway Charities	Argentina, Belize, Bolivia, Bulgaria, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Jamaica, Jordan, Kenya, Liberia, Malawi, Mexico, Myanmar, Nairobi, Nepal, Nicaragua, Niger, Nigeria, Panama, Peru, Romania, Senegal, Sierra Leone, Tanzania, Togo, Uganda, Ukraine, Zimbabwe	1993	1993	X20, T50	Independent	9
Kinship United / Warm Blankets Children's Foundation	Burkina Faso, Cambodia, Dominican Republic, Honduras, India, Indonesia, Kenya, Pakistan, Thailand, Uganda	2001	1999	Q12, Q33	Independent	7
Lifewater International / Lifewater Inc	Ethiopia, Uganda, Cambodia, Tanzania	1986	1984	Q33	Independent	44
Living Water International	Kenya, Zambia, Uganda, Haiti, Dominican Republic, Nicaragua, Honduras, Guatemala, Mexico	1991	1990	X20, Q30	Independent	64
Love a Child	Haiti	1986	1985	Q33	Independent	50

MANNA Worldwide	Burkina Faso, Ethiopia, Ivory Coast, Kenya, Nigeria, South Africa, South Sudan, Tanzania, Zambia, Bangladesh, Cambodia, India, Japan, Malaysia, Mongolia, Myanmar, Nepal, Philippines, Thailand, Vietnam, Costa Rica, Guatemala, Haiti, Honduras, Nicaragua, Panama, Mexico, Argentina, Brazil, Chile, Peru, Lebanon, Fiji, Albania, Greece, Netherlands, Romania, Russia, Ukraine	2002	2001	Q33	Independent	51
MAP International	Haiti, etcetera (Lots of countries)	1976	1965	Q33	Independent	49
Medical Teams International	Bangladesh, Cambodia, Colombia, Ethiopia, Guatemala, Haiti, Lebanon, Liberia, Myanmar, Nepal, Sudan, Syria, Tanzania, Turkey, Uganda, Ukraine	1987	1979	Q33	Independent	137
Mercy Chefs	Ukraine, Turkey, Syria, Puerto Rico, Romania	2006	2006	M20,	Independent	51
Mercy Corps	Central African Republic, Burkina Faso, DR Congo, Ethiopia, Kenya, Liberia, Mali, Niger, Nigeria, Somalia, South Sudan, Sudan, Tunisia, Uganda, Zimbabwe, Afghanistan, India, Indonesia, Kyrgyzstan, Myanmar, Nepal, Pakistan, Timor-Leste, Uzbekistan, Iraq, Jordan, Lebanon, Palestine, Syria, Yemen, Georgia, Ukraine, The Bahamas, Colombia, Guatemala, Haiti	1981	1981	Q33	Central	637
Mercy Ships	Benin, Cameroon, the Democratic Republic of the Congo, the Republic of the Gambia, Ghana, Guinea, Guinea-Bissau, Ivory Coast, Liberia, Madagascar, Senegal, Sierra Leone, South Africa, Togo, Australia, Belgium, Canada, Denmark, France, Germany, Holland, Korea, Zealand, Norway, Spain, South Africa, Sweden, Switzerland, United Kingdom (UK)	1997	1996	Q33	Central	348
OneChild	Ethiopia, Kenya, Uganda, Zimbabwe, Bangladesh, Cambodia, Philippines, India, Dominican Republic, Guatemala, Haiti, Honduras, Nicaragua, Jordan, Lebanon	1989	1988	Q33, X00	Central	76
Operation Blessing International	Kenya, Ethiopia, Somalia, Niger, Nigeria, Mozambique, Uganda, Ghana, Tanzania, Burundi, Malawi, Zimbabwe, Zambia, Senegal, Mauritania, Liberia, India, Cambodia, Indonesia, Japan, Myanmar, Thailand, China, Nepa, Puerto Rico, Haiti, Bahamas, Dominica, Dominican Republic, Cuba, Poland, Russia, Ukraine, Germany, Albania, Honduras, Peru, Mexico, Costa Rica, Guatemala, Nicaragua, Colombia, Venezuela, Bolivia, Lebanon, Iraq, Jordan, Syria, Israel, Saudi Arabia	1987	1986	Q33, M20	Central	117
Opportunity International	Colombia, Democratic Republic of the Congo, Dominican Republic, Ecuador, Ethiopia, Ghana, Guatemala, Haiti, Honduras, India, Indonesia, Kenya, Liberia, Madagascar, Malawi, Mozambique, Myanmar, Nepal, Nicaragua, Nigeria, Paraguay, Peru, Philippines, Rwanda, Senega, Serbia, Tanzania, Uganda, Zambia, Zimbabwe	1973	1971	Q30, Q02	Central	68

Plant With Purpose	Ethiopia, Democratic Republic of Congo, Malawi, Burundi, Tanzania, Thailand, Haiti, Dominican Republic, Mexico		1984	Q33, Q01	Independent	22
Samaritan's Purse	Central America/Caribbean, East Asia/Pacific, Europe, Middle East & North Africa, North America, Russia & Neighboring States, South America, South Asia, Sub-Saharan Africa	1981	1980	Q33, X20	Central	4039
Unbound previously Christian Foundation for Children and Aging	Kenya, Madagascar, Rwanda, Tanzania, Uganda, India, Philippines, Bolivia, Chile, Colombia, Costo Rico, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Peru, Mexico	1983	1981	Q33	Central	169
Water Mission	Haiti, Honduras, Indonesia, Kenya, Malawi, Mexico, Peru, Tanzania, Uganda, Turkey, El Salvador, Mozambique, Afghanistan, Belize, Cuba, Ecuador, Guam, Iraq, Dominican Republic, Grenada, Guatemala, Sri Lanka, Thailand, Rwanda, Romania, Cook Islands, Bolivia, Pakistan, Nicaragua, Bangladesh, India, China, Myanmar, Nigeria, Nepal, Sierra Leone, Congo, Ethiopia, Zimbabwe, Zambia, Burkina Faso, Philippines, Cambodia, Saint Lucia, Burundi, Togo, Cameroon, Ghana, South Sedan, Liberia	2001	2001	Q30, Q00	Independent	88
Water4	DR Congo, Ethiopia, Ghana, Kenya, Malawi, Sierra Leone, Tanzania, Uganda, Zambia	2009	2008	Q30, Q05, S30	Independent	23
World Emergency Relief		1986	1985	Q33, M20	Independent	2
World Hope International	Cambodia, Philippines, Sierra Leone, Mozambique, Bahamas,	1996	1996	Q33, M20	Independent	27
World Relief Corp of National Association of Evangelicals	Turkey, Syria, Turkana, Burundi, Cambodia, DR Congo, Haiti, Kenya, Malawi, Rwanda, South Sudan, Sudan	1964	1946	Q33, Q71	Independent	541
World Renew	Kenya, Ethiopia, Somalia, Niger, Nigeria, Mozambique, Uganda, Ghana, Tanzania, Burundi, Malawi, Zimbabwe, Zambia, Senegal, Mauritania, Liberia, India, Cambodia, Indonesia, Myanmar, Thailand, China, Nepa, Puerto Rico, Haiti, Bahamas, Dominica, Dominican Republic, Cuba, Poland, Russia, Ukraine, Germany, Albania, Honduras, Peru, Mexico, Costa Rica, Guatemala, Nicaragua, Colombia, Venezuela, Bolivia, Lebanon, Syria,	1975	1963	Q33, M20	Child within group exemption	67
World Vision US	Afghanistan, Albania, Angola, Armenia, Australia, Austria, Bangladesh, Bolivia, Bosnia and Herzegovina, Brazil, Burkina Faso, Burundi, Cambodia, Canada, Chad, Chile, China, Colombia, Congo (DRC), Costa Rica, Cyprus, Dominican Republic, Ecuador, El Salvador, Eswatini, Ethiopia, Finland, France, Georgia, Germany, Ghana, Global	1982	1950	X00, Q33, Q01	Child within group exemption	1009

	Centre, Guatemala, Haiti, Honduras, Hong Kong, Special Administrative Regions of China (SAR), India, Indonesia, Iraq, Ireland, Italy, Japan, Jerusalem West Bank Gaza, Jordan, Kenya, Laos, Lebanon, Lesotho, Malawi, Malaysia, Mali, Mauritania, Mexico, Mongolia, Mozambique, Myanmar, Nepal, Netherlands, New Zealand, Nicaragua, Niger, North Korea, Papua New Guinea, Peru, Philippines, Romania, Rwanda, Senegal, Sierra Leone, Singapore, Solomon Islands, Somalia, South Africa, South Korea, South Sudan, Spain, Sri Lanka, Sudan, Switzerland, Syria, Taiwan, Tanzania, Thailand, Timor-Leste, Turkey, Uganda, Ukraine, United Kingdom, United States, Vanuatu, Vietnam, Zambia, Zimbabwe

Notes. Researcher-Author Compiled Data and Generated Table.

Organizational Demographics

The ultimate participants or recipients of international FBO humanitarian relief and disaster assistance are the residents or displaced peoples in the countries that the FBOs serve. This study focused on those faith organizations directly or indirectly affecting the least-developed countries (LDC) published by the United Nations. United Nations least-developed country eligibility determination is based on meeting each of the following three criteria: Gross National Income (GNI) per capita of $1,018 or below; Human Assets Index (HAI) of 60 or below; and Economic Vulnerability Index (EVI) 36 or above (United Nations, 2022a). As of November 2021, there are presently 46 countries classified as least-developed countries. They are distributed as follows: Africa 33, Asia 9, Oceania 3, Latin America, and the Caribbean 1 (United Nations, 2022b). Demographic information regarding these least-developed countries is presented in **Table *13*** below.

Table 13

Least-developed Countries Demographic Statistical Information

United Nations (UN) Least-developed Countries (LDC)	Year Added	United Nations (UN) Least-developed Countries (LDC)	Year Added
Afghanistan	1971	Madagascar	1991
Angola	1994	Malawi	1971
Bangladesh	1975	Mali	1971

Benin	1971	Mauritania	1986
Bhutan	1971	Mozambique	1988
Burkina Faso	1971	Myanmar	1987
Burundi	1971	Nepal	1971
Cambodia	1991	Niger	1971
Central African Republic	1975	Rwanda	1971
Chad	1971	Sao Tome and Principe	1982
Comoros	1977	Senegal	2000
Dem. Republic of Congo	1991	Sierra Leone	1982
Djibouti	1982	Solomon Islands	1991
Eritrea	1994	Somalia	1971
Ethiopia	1971	South Sudan	2012
Gambia	1975	Sudan	1971
Guinea	1971	Timor-Leste	2003
Guinea-Bissau	1981	Togo	1982
Haiti	1971	Tuvalu	1986
Kiribati	1986	Uganda	1971
Lao Peoples Democratic Republic	1971	United Republic of Tanzania	1971
Lesotho	1971	Yemen	1971
Liberia	1990	Zambia	1991

Notes. Researcher-Author Compiled Data and Generated Table. *UN* means United Nations.

Study Specific Organizational Information

The intent of this study was to perform a quantitative comparative analysis of comprehensive technical efficiency levels amongst Christian denominational-affiliated, nondenominational, and interdenominational nonprofit organizations that focus on global food and water assistance as well as agricultural empowerment in poverty-stricken undeveloped/least-developed/third-world countries that face severe food and water shortages. Due to this study's sample number and quantitative comparative aspect, the focus was not on a single organization. Instead, organizations were included based on their programmatic involvement in food security, water initiatives, agrarian emphasis, and agroeconomic empowerment. Table 17 presents information regarding the organizational leadership structure and related classification information.

The tabulated organizations fit within five categorical funding classifications (FNDN). The first is 15, meaning an organization receives substantial support from a governmental unit or the general public. The second is 16, meaning that an organization usually gets no more than

33% of its support from gross investment income and unrelated business income and simultaneously more than 33% of its support from contributions, fees, and gross receipts related to exempt purposes. The third category is 10 for church. The fourth category is 21-24 and includes organizations operated solely for the benefit of and in conjunction with organizations described earlier. The fifth category is 5 for education. In **Table *14***, this information is tabulated below.

Table 14

FBO/FBCs Parent/Child Organizational Leadership Structure and Classification Information

NAME	PARENT/CHILD	PUB CHARITY	CLASS	FNDN
American Leprosy Missions	Independent	Supporting	10	15
AMOR Ministries, Inc.	Central	Operating	10	15
Blood Water Mission	Independent	Operating	10	16
Bright Hope Int'l	Independent	Supporting	17	15
Catholic Medical Mission Board	Child within group exemption	Operating	17	15
Charity: Water/ Charity Global	Independent	Operating	10	15
ChildFund Int'l	Independent	Operating	19	16
Children's Hunger Fund	Central	Operating	10	15
Christian Aid Ministries	Central	Operating	10	15
Christian Blind Mission	Independent	Operating	10	15
Christian Relief Fund	Central	Operating	10	15
Church World Service	Independent	Operating	10	15
Citihope Int'l	Independent	Operating	10	10
Compassion Int'l	Central	Operating	10	10
Convoy of Hope	Independent	Operating	17	15
Covenant House	Subordinate	Operating	10	15
ECHO	Independent	Operating	10	15
Engineering Ministries Int'l	Independent	Operating	70	15
Feed My Starving Children	Independent	Operating	10	15
Feed The Children	Independent	Operating	80	15
Food for the Hungry	Central	Operating	10	15
Food For the Poor	Independent	Operating	10	15
Free Wheelchair Mission	Independent	Operating	10	15
Gospel for Asia	Independent			
Healing Hands Int'l	Independent	Operating	10	15
Heifer Project Int'l	Independent	Operating	10	15
Int'l Aid, Inc	Central			

Interchurch Medical Assistance	Subordinate	Operating	10	21
Jewish Voice Ministries Int'l	Independent	Operating	70	15
Kingsway Charities	Independent	Operating	10	15
Kinship United	Independent	Operating	10	15
Lifewater Inc	Independent	Operating	20	15
Living Water Int'l	Independent	Operating	10	15
Love a Child	Independent	Operating	10	15
MANNA Worldwide	Independent	Operating	72	11
MAP Int'l	Independent	Operating	10	15
Medical Teams Int'l	Independent	Operating	10	15
Mercy Chefs	Independent	Operating	10	15
Mercy Corps	Central	Operating	10	15
Mercy Ships	Central	Operating	10	15
OneChild	Central	Operating	10	15
Operation Blessing Int'l	Central	Operating	10	15
Opportunity Int'l	Central	Operating	12	15
Plant With Purpose	Independent	Operating	10	15
Samaritan's Purse	Central	Operating	70	15
Unbound	Central	Operating	10	15
Water Missions Int'l	Independent	Operating	10	15
Water4	Independent	Operating	10	15
World Emergency Relief	Independent	Operating	10	15
World Hope	Independent	Operating	10	15
World Relief	Independent	Operating	10	15
World Renew	Child within group exemption	Operating	17	10
World Vision	Child within group exemption	Operating	70	10

Notes. Researcher-Author Compiled Data and Generated Table. *PUB* means Public Charity Status.

Due to this study's sample number and quantitative comparative aspect, the focus was not on a specific organization. Rather, the focus was on those organizations with global relief and development programs that file regularly with the IRS using 990 forms. This study utilized archived data from IRS form 990s and secondary information obtained from FBO websites, annual reports, and financial statements. Archived data included but were not limited to IRS Exempt Organizations Business Master Files (BMF); IRS information returns (Forms 990, 990PF); corporate annual/quarterly reports; special audit/accountability reports; official organization websites; and reputable free/proprietary databases that facilitate nonprofit

organization research activities. The employer identification numbers, 990 filing status, and websites are tabulated below in **Table *15***.

Table 15

FBO/FBCs Employer Identification Numbers, 990 Forms Check, and Website Information

NAME	EIN	990s	WEBSITE
American Leprosy Missions Inc.	13-5562163	Y	https://leprosy.org/
Amor Ministries Inc.	95-3618530	Y	http://www.amor.org/
Blood Water Mission Inc.	56-2483082	Y	https://bloodwater.org/
Bright Hope International, Missionary Enterprises Inc	23-7004991	Y	https://www.brighthope.org/catalog/
Catholic Medical Mission Board	13-5602319	Y	https://cmmb.org/programs/
Charity Water/ Charity Global	22-3936753	Y	https://www.charitywater.org/our-work
ChildFund International / Christian Children's Fund	54-0536100	Y	https://www.childfund.org/ecommerce/catalog.aspx
Children's Hunger Fund	95-4335462	Y	https://childrenshungerfund.org/your-impact/
Christian Aid Ministries	34-1344364	Y	https://christianaidministries.org/donate/
Christian Blind Mission International	36-2959883	Y	https://www.cbmus.org/projects/humanitarian-aid/
Christian Relief Fund	51-0183054	Y	https://crf.com/model
Church World Service Inc.	13-4080201	Y	https://cwsbestgift.org/
Citihope International Inc.	13-2907656	Y	https://www.citihope.org/current-projects
Compassion International Incorporated	36-2423707	Y	https://www.compassion.com/charitable-gift-catalog.htm
Convoy of Hope	68-0051386	Y	https://convoyofhope.org/initiatives/
Covenant House	13-2725416	Y	https://www.covenanthouse.org/latinamerica
Eagle Ranch			https://eagleranch.org/get-involved/
Educational Concerns for Hunger Organization (ECHO)	23-7275283	Y	https://echonet.org/our-work/regional-impact-centers/
Engineering Ministries International	74-2213629	Y	https://emiworld.org/portfolio
Feed My Starving Children	41-1601449	Y	https://www.fmsc.org/#
Feed the Children Inc.	73-6108657	Y	https://www.feedthechildren.org/our-work/
Food for the Hungry Inc.	95-2680390	Y	https://www.fh.org/blog/cause-category/causes/
Food for the Poor Inc.	59-2174510	Y	https://foodforthepoor.org/help-now/current-appeals/dr/projects/
Free Wheelchair Mission	31-1781635	Y	https://www.freewheelchairmission.org/
Gospel for Asia	73-1099096	N	https://www.gfa.org/
Healing Hands International Inc.	62-1585366	Y	https://www.hhi.org/
Heifer Project International	35-1019477	Y	https://www.heifer.org/gift-catalog/index.html
Interchurch Medical Assistance, Inc. / World Health	52-2112460	Y	https://imaworldhealth.org/

International Aid, Inc.	38-2323550	Y	https://internationalaid.org/about/
Jewish Voice Ministries International	86-0217838	Y	https://www.jewishvoice.org/our-work
Kingsway Charities Inc.	54-1668650	Y	https://www.kingswaycharities.org/
Kinship United / Warm Blankets Children's Foundation	36-4395095	Y	https://kinshipunited.org/choose-your-kinship/
Lifewater International	95-3987142	Y	https://www.lifewater.org/
Living Water International	76-0324875	Y	https://water.cc/
Love A Child Inc.	59-2672303	Y	https://loveachild.com/
MANNA Worldwide	75-2931604	Y	https://mannaworldwide.com/
MAP International	36-2586390	Y	https://www.map.org/
Medical Teams International	93-0878944	Y	http://medicalteams.org/
Mercy Chefs	20-5050449	Y	https://mercychefs.com/
Mercy Corps	91-1148123	Y	https://www.mercycorps.org/what-we-do
Mercy Ships	26-2414132	Y	http://mercyships.org/
OneChild / Bethesda Ministries	84-1087689	Y	https://onechild.org/where-we-work/
Operation Blessing International Relief & Development Corp	54-1382657	Y	https://gifts.ob.org/
Opportunity International	54-0907624	Y	https://opportunity.org/
Plant With Purpose / Floresta Inc	33-0052976	Y	http://www.plantwithpurpose.org/
Samaritan's Purse	58-1437002	Y	https://www.samaritanspurse.org/our-ministry/year-end-report-2022/
Unbound Christian Foundation for Children and Aging	43-1243999	Y	https://www.unbound.org/OurImpact/OurResults
Water Missions International	57-1116978	Y	https://watermission.org/our-solutions/
Water 4 Inc.	26-3260581	Y	http://water4.org/
World Emergency Relief	95-4014743	Y	https://wer-us.org/
World Hope International Inc.	35-1985485	Y	https://worldhope.org/
World Relief Corp of National Association of Evangelicals	23-6393344	Y	https://worldrelief.org/international-locations/
World Renew	38-1708140	Y	https://worldrenew.net/where-we-work
World Vision	95-1922279	Y	https://www.wvi.org/

Notes. Researcher-Author Compiled Data and Generated Table.

Organizational Leadership and Collaborative Team

Collaborating Coach

In fulfillment of Liberty University's Doctor of Education (EdD) Christian Leadership Dissertation-in-Praxis and research requirements, the author-researcher consulted a panel of Subject Matter Experts (SMEs). This expert team served as a resource as needed throughout this

project. The collaborating coach and SME panel member was Dr. Joanna P. Edwards. Dr. Edwards has served as a consultant for the African Studies Department, University of Illinois, taught at the Lycée Guébre Mariam, Addis Ababa, Ethiopia, and for more than thirty years served on the faculties of Spelman College, Atlanta, Georgia; the University of Wisconsin-Whitewater; and the University of Arkansas at Pine Bluff, where her course load included courses on Humanities, Fine Arts, Old Testament History, and New Testament History to name a few.

Dr. Edwards is the founder and president of an international faith-based organization, United African Christian Heritage Foundation (UACHF) Unlimited Incorporated. The UACHF organization is an international Christian foundation established in 1992 that has worked directly and extensively in Freetown, Bo, and the surrounding villages in Sierra Leone, West Africa. UACHF sponsors a children's feeding program and is establishing the Tabernacle of Worship/Conservatory of Sacred Music. Furthermore, UACHF collaborates with local Sierra Leonian ministries in piloting an agricultural project in an economic empowerment and self-sufficiency project. Dr. Edwards served as a resource in international relief and development, food security, water projects, and agriculture.

Subject Matter Expert Panel

The collaborating coach was the first expert panel member. In addition to the collaborating coach, the second expert panel member was Elder Samuel Young. His ministry spans decades and extends outside the walls of the church. He was a pastor and missions-focused evangelist who conducted revivals and tent meetings. Around the early 1970s, he became pastor of East 64th St. Church of God in Christ, which was later changed to Victory Temple Church of God in Christ. He served faithfully as a pastor for roughly thirty-plus years. Elder Young served

as a resource for the biblical framework undergirding this dissertation-in-praxis. Even more so, Elder Young served as a knowledge expert in soil healthiness, planting, and agriculture. Elder Young is a soil specialist and professional landscapist with over fifty years of experience.

The third expert panel member is Pastor Matthew Cornealious. Pastor Cornealious is the founder and director of a faith-based organization called Community Life Outreach Ministry in Caddo Parish, LA. Furthermore, he is the pastor of Bailey Temple Church in Bossier Parish, LA, and a registered chaplain with the Buffalo Soldiers local chapter. He has served as a pastor for over 33 years. Pastor Cornealious served as a knowledge expert in state-side faith-based community outreach programs.

Chapter Summary

This chapter was entitled The Problem in Praxis. Chapter One was divided into two primary sections. The first section addressed the strategic problem. Specific information was provided regarding the following areas: (a) problem and response, b) defining reality and the current need, and c) defining a preferred future. Vision statements, purpose statements, objectives, outputs, and outcomes were presented in the Defining a Preferred Future section. The second half of Chapter One was called the Collaborating Organization, Team, and Coach. In this section, information was provided as follows: (a) organizational descriptions, missions, and visions; (b) organizational settings and demographics; and (c) organizational leadership, team, and coaches.

CHAPTER TWO: LITERATURE FRAMEWORK

Chapter Introduction

Chapter Two creates the framework for this dissertation in praxis and consists of two sections. The first section of Chapter Two is termed Biblical and Theological Framework. The purpose of the Biblical and Theological Framework is to lay the biblical foundation on which this dissertation-in-praxis study will rest. This section is comprised of two parts. The first part will outline biblical imperatives and principles relevant to this dissertation-in-praxis. In this component, information is provided about the following: (a) the two commandments under which all biblical ordinances and commandments rest—loving God first followed by loving thy neighbor; and b) God's heart for vulnerable marginalized groups, that is, the poor, widow, orphan, and stranger, in both New and Old Testament scripture. Part two of the biblical and theological framework is called biblical and theological themes. In this component, the biblical theme of the image and likeness of God will be discussed. The biblical component aids in the development of "a robust synthesized understanding of the content learned in courses" throughout Liberty University's Christian Leadership (CLED) program in completing the field-related portion of our praxis-in-dissertation (Bredfeldt, 2023).

Biblical and Theological Framework

The Biblical and Theological Framework section consists of scriptural references, scholarly commentary, and biblical narratives that form the spiritual basis of the study. This section frames the biblical infrastructure in this dissertation-in-praxis. The first part will outline biblical imperatives and principles relevant to this dissertation-in-praxis. Part two of the biblical and theological framework will examine biblical and theological themes relevant to this praxis project.

Biblical Imperatives and Principles

The section will outline biblical imperatives and principles relevant to this dissertation-in-praxis. First, information will be provided about the two commandments under which all biblical edicts and commandments rest—loving God first, followed by loving thy neighbor. Secondly, information will be discussed regarding God's heart for vulnerable marginalized groups in both Old and New Testament scripture.

On These Two, Hang All the Laws and Prophets

This study is grounded in love. When asked the question of what was the greatest of all of the commandments, Jesus mentioned two. He replied that the greatest of all commandments and ordinances was and is to love God with all of the heart, soul, mind, and strength (Deuteronomy 6:5; Deuteronomy 10:12; Deuteronomy 30:6; Matthew 22:37; Luke 10:27; Mark 12:30). The key word is *all*; specifically, all of the heart, all of the soul, all of the mind, and all of the strength. All means all, with no exceptions. All does not allow for any subjective, objective, or relative reasoning, rationale, justifications, excuses, behaviors, or actions that explicitly or implicitly modify love to and for God. All does not allow for any degree of fractionization, partitioning, or conditional-based relationships of any kind (i.e., if; only if; if and only if; all but only; then and only then; when and only when; where and only where). Furthermore, there is no qualifying temporal element or spatial dimension limiter. All does not allow for any definition or redefinition whatsoever, regardless of geography, fads, cultural trends, human laws, popularity, political correctness, traditions, conventions, perceived oldness, or perceived newness. Again, all means all.

The first and highest of commandments is to love God. This commandment begs the question: How do we love God? We love God by keeping his commandments (Psalm 89:31;

119:60; 119:115; 78:7 103:18; Leviticus 22:31; 26:3; Deuteronomy 5:10; 8:6; 10:13; 11:22; 27:1; Exodus 20:6; 16:28; 1 Kings 2:3; 8:61; 3:14; Proverbs 4:4; 7:1-2; 3:1). Jesus identified love and obedience to his commandments when he said in John 14:15, "If ye love me, keep my commandments." Furthermore, the Apostle John in 1 John 5:3. states, "For this is the love of God, that we keep his commandments: and his commandments are not grievous." Jesus equated his commandments with an abiding relationship. He declares, "If ye keep my commandments, ye shall abide in my love; even as I have kept my Father's commandments and abide in his love" (John 15:10). Solomon wisely said, "Let us hear the conclusion of the whole matter: Fear God, and keep his commandments: for this is the whole duty of man" (Ecclesiastes 12:13). We are to love God more than anything, anyone, any creature, or created entity including any product or derivation directly or indirectly associated, derived or connected to any created entity or body.

Once loving God is first in line and first in place, the second commandment comes afterward. That command is to love our neighbor (Matthew 19:19; 22:39; Galatians 5:14; James 2:8). This principle of loving our neighbor is rooted in the very words of God. God told Moses that rather than seek revenge, "Thou shalt love thy neighbor as thyself: I am the LORD" (Leviticus 19:18b).

> Jesus said unto him, Thou shalt love the Lord thy God with all thy heart, and with all thy soul, and with all thy mind. This is the first and great commandment. And the second is like unto it, Thou shalt love thy neighbor as thyself. On these two commandments hang all the law and the prophets (Matthew 22:38-40).

Jesus' point is clear. All 600 plus commandments and ordinances of the Torah/ Pentateuch, Old Testament, and New Testament are "hung" on these two. These two commandments do not replace, negate, counter, or contradict God's edicts. Rather, they serve as the framework by which God's commands are to be interpreted, carried out, and performed. The whole point was and continues to be loving God first and loving one's neighbor as thyself

second. All others are reducible to these two imperatives, and all of the law and the prophets are comprehended in these two commands.

On These Two, Hang This Dissertation-in-Praxis

Natural disasters (e.g., tornadoes, earthquakes, volcanoes, mudslides) and war (e.g., civil wars, internal wars, external wars, power struggles) cause many people to lose their lives, leaving behind motherless and fatherless children. Husbands and wives become widows and widowers. Many times, families are left without breadwinners. Such loss of life can leave people in a state of bankruptcy—not necessarily monetary bankruptcy, but rather a cataclysmic disruption in their lives as well as their structural, familial, and communal stability.

Uprooted, fleeing citizens become strangers seeking refuge in new territories. Additionally, climatic conditions such as flooding and drought in already vulnerable areas for sustained periods can wipe out decades or even centuries of progress for mini-economies. Contamination of rare resources that are essential to the basic needs and survival of a populace, such as contaminated water, can gravely affect an already impoverished area. It can contribute to the loss of the quality of life as well as the loss of life; thereby, creating optimal conditions for the proliferation of the poor, the destitute, the homeless, the orphan, the widow, and the stranger.

The primary focus of many international humanitarian faith-based organizations is to meet these vulnerable marginalized groups' short-term and long-term needs. Disasters—albeit sudden acts of nature or long-term famines and the like--create optimal incubator-like conditions that exponentiate the numbers of individuals, households, and villages that fall under this category. The mission and vision of these organizations are to help counter and reduce the magnitude of severity and tragedy accompanying disastrous events by meeting immediate and

long-term hunger, food insecurity, water, and agrarian needs. Like emergency medical personnel, they are on standby, closely monitoring the globe for areas in dire and severe need of assistance.

God's Heart for Vulnerable Marginalized Groups

Out of God's entire creation, there are particularly vulnerable groups that God singled out for conscious societal awareness and attentiveness to their needs. These groups included but were not necessarily limited to the poor, the stranger, the widow, and the fatherless. Zechariah, a prophet who lived in Jerusalem about 2500 years ago, stated that God was concerned about those most at risk when he said, “And oppress not the widow, nor the fatherless, the stranger, nor the poor; and let none of you imagine evil against his brother in your heart” (Zechariah 7:10). Throughout the Old and New Testaments, numerous scriptures show God's heart for the poor, widow, orphan, and stranger as it relates to man-to-man relationships. This information is presented in **Table *16*** through **Table 21**.

Table 16

Old Testament Scriptures Regarding God's Heart for the Poor

Reference	Scripture Description
Exodus 2:25-27	If thou lend money to any of my people that is poor by thee, thou shalt not be to him as an usurer, neither shalt thou lay upon him usury. If thou at all take thy neighbor's raiment to pledge, thou shalt deliver it unto him by that the sun goeth down: For that is his covering only, it is his raiment for his skin: wherein shall he sleep? and it shall come to pass, when he crieth unto me, that I will hear; for I am gracious.
Deuteronomy 15:7-11	If there be among you a poor man of one of thy brethren within any of thy gates in thy land which the LORD thy God giveth thee, thou shalt not harden thine heart, nor shut thine hand from thy poor brother: But thou shalt open thine hand wide unto him, and shalt surely lend him sufficient for his need, in that which he wanteth. Beware that there be not a thought in thy wicked heart, saying, The seventh year, the year of release, is at hand; and thine eye be evil against thy poor brother, and thou givest him nought; and he cry unto the LORD against thee, and it be sin unto thee. Thou shalt surely give him, and thine heart shall not be grieved when thou givest unto him: because that for this thing the LORD thy God shall bless thee in all thy works, and in all that thou puttest thine hand unto. For the poor shall never cease out of the land: therefore I command thee, saying, Thou shalt open thine hand wide unto thy brother, to thy poor, and to thy needy, in thy land.
Deuteronomy 24:19-21	When thou cuttest down thine harvest in thy field, and hast forgot a sheaf in the field, thou shalt not go again to fetch it: it shall be for the stranger, for the fatherless, and for the widow: that the LORD thy God may bless thee in all the work of thine hands. When thou beatest thine olive tree, thou shalt not go over the boughs again: it shall be for the stranger, for the fatherless, and for the widow. When thou gatherest the grapes of thy vineyard, thou shalt not glean it afterward: it shall be for the stranger, for the fatherless, and for the widow.
Leviticus 19:9-10	And when ye reap the harvest of your land, thou shalt not wholly reap the corners of thy field, neither shalt thou gather the gleanings of thy harvest. And thou shalt not glean thy vineyard, neither shalt thou gather every grape of thy vineyard; thou shalt leave them for the poor and stranger: I am the LORD your God.
Leviticus 23:22	And when ye reap the harvest of your land, thou shalt not make clean riddance of the corners of thy field when thou reapest, neither shalt thou gather any gleaning of thy harvest: thou shalt leave them unto the poor, and to the stranger: I am the LORD your God.
Psalm 41:1-2	Blessed is he that considereth the poor: the Lord will deliver him in time of trouble. The Lord will preserve him, and keep him alive; and he shall be blessed upon the earth: and thou wilt not deliver him unto the will of his enemies.
Proverbs 19:17	He that hath pity upon the poor lendeth unto the LORD; and that which he hath given will he pay him again.
Isaiah 58:10	And if thou draw out thy soul to the hungry, and satisfy the afflicted soul; then shall thy light rise in obscurity, and thy darkness be as the noonday.

Notes. King James Bible, 1769/2023; Researcher-Author Compiled Data and Generated Table.

Table 17

Old Testament Scriptures Regarding God's Heart for the Stranger

Reference	Scripture Description
Exodus 22:21	Thou shalt neither vex a stranger, nor oppress him: for ye were strangers in the land of Egypt.
Exodus 23:9	Also thou shalt not oppress a stranger: for ye know the heart of a stranger, seeing ye were strangers in the land of Egypt.

Leviticus 19:33-34	And if a stranger sojourn with thee in your land, ye shall not vex him. But the stranger that dwelleth with you shall be unto you as one born among you, and thou shalt love him as thyself; for ye were strangers in the land of Egypt: I am the LORD your God.
Deuteronomy 10:19	Love ye therefore the stranger: for ye were strangers in the land of Egypt.

Notes. King James Bible, 1769/2023; Researcher-Author Compiled Data and Generated Table.

Table 18

Old Testament Scriptures Regarding God's Heart for the Widow and Fatherless

Reference	Scripture Description
Exodus 22:22-24	Ye shall not afflict any widow, or fatherless child. If thou afflict them in any wise, and they cry at all unto me, I will surely hear their cry; And my wrath shall wax hot, and I will kill you with the sword; and your wives shall be widows, and your children fatherless.
Deuteronomy 10:18	He doth execute the judgment of the fatherless and widow, and loveth the stranger, in giving him food and raiment.
Deuteronomy 24:17	Thou shalt not pervert the judgment of the stranger, nor of the fatherless; nor take a widow's raiment to pledge:
Deuteronomy 27:19	Cursed be he that perverteth the judgment of the stranger, fatherless, and widow. And all the people shall say, Amen.
Psalms 68:5	A father of the fatherless, and a judge of the widows, is God in his holy habitation.
Isaiah 1:17	Learn to do well; seek judgment, relieve the oppressed, judge the fatherless, plead for the widow.

Notes. King James Bible, 1769/2023; Researcher-Author Compiled Data and Generated Table.

Table 19

New Testament Scriptures Regarding God's Heart for the Poor

Reference	Scripture Description
Matthew 26:11	For ye have the poor always with you; but me ye have not always.
John 12:8	For the poor always ye have with you; but me ye have not always.
Luke 6:20-21	And he lifted up his eyes on his disciples, and said, Blessed be ye poor: for yours is the kingdom of God. Blessed are ye that hunger now: for ye shall be filled. Blessed are ye that weep now: for ye shall laugh.
Luke 4:18-19	The Spirit of the Lord is upon me, Because he hath anointed me to preach the gospel to the poor; He hath sent me to heal the brokenhearted, to preach deliverance to the captives, And recovering of sight to the blind, To set at liberty them that are bruised, To preach the acceptable year of the Lord.
2 Corinthians 9:6-7	Now this I say, he who sows sparingly will also reap sparingly, and he who sows bountifully will also reap bountifully. Each one must do just as he has purposed in his heart, not grudgingly or under compulsion, for God loves a cheerful giver.
1 Timothy 6:18	That they do good, that they be rich in good works, ready to distribute, willing to communicate.

Notes. King James Bible, 1769/2023; Researcher-Author Compiled Data and Generated Table.

Table 20

New Testament Scriptures Regarding God's Heart for the Stranger

Reference	Scripture Description
Matthew 25:35-36	For I was an hungred, and ye gave me meat: I was thirsty, and ye gave me drink: I was a stranger, and ye took me in: Naked, and ye clothed me: I was sick, and ye visited me: I was in prison, and ye came unto me.

Notes. King James Bible, 1769/2023; Researcher-Author Compiled Data and Generated Table.

Table 21

New Testament Scriptures Regarding God's Heart for the Widow and Fatherless

Reference	Scripture Description
James 1:27	Pure religion and undefiled before God and the Father is this, To visit the fatherless and widows in their affliction, and to keep himself unspotted from the world.

Notes. King James Bible, 1769/2023; Researcher-Author Compiled Data and Generated Table.

When taken together, these passages create a strong and unequivocal mandate for ministry among those who are vulnerable. That framework drove this study.

Biblical and Theological Themes

This biblical and theological framework section is called biblical and theological themes. Specifically, information regarding the biblical theme of the image and likeness of God will be presented. Humanitarian efforts are grounded in biblical principles, which are based on the image of God. God made us in his image. “So God created man in his own image, in the image of God created he him; male and female created he them” (King James Bible, 1769/2023, Genesis 1:27).

In the Image and Likeness of God

Likeness, figure, portrait, reflection, and statue are several words used to define the term image (image, n.d.). Hence, the Latin phrase *imago Dei* or *image of God* demonstrates that which is a likeness, portrait, or reflection of God. On the outreach ministry website LearntheBible.org, Benjamin Keech (2019) explains, "An image, figure or character among men, cannot fully and

perfectly in everything, express or represent the person it is made for; it differs in matter, life, and motion."

The image of God in all human beings is first discussed in Genesis. The author of Genesis records these words. "And God said, Let us make man in our image, after our likeness" (Genesis 1:26a). According to Horst (1950),

> In our image, after our likeness…signify equally the notion of a picture, the reproduction of a model, a representation which corresponds to the model. The word used in the first position properly signifies…a hewn or carved statue….a sculpture, a facsimile…a relief, an engraving…in every case, a manufactured work in contrast to its subject. It means the picture is prepared as a copy and stresses thereby its faithful agreement with the original. (pp. 259-260)

Keech (2019) continues that an image and the person it represents are not synonymous. The word *likeness*, on the other hand, "denotes a copy but the meaning…here lying in the resemblance which permits picture and original to be compared with one another. Likeness is, therefore, the resemblance of the copy" (Horst, 1950, pp. 259-260). Horst further develops this concept by saying, "Likeness is…only the copy, the shadow, often merely a pale and inadequate reproduction of the subject" (p. 268).

According to Horst, both expressions of image and likeness "have the direction from God to man…. God shows himself as the prototype and original of man" (pp. 259-260). Lyons (2022) explains, "The two words should be seen as having complementary rather than competing meanings." "The first stresses its being shaped and the second, its being like the original in significant ways" (Lyons, 2002a). Keech (2019) further develops the concept of the image of God, saying, "An image is the likeness of, or doth represent and express the person whose it is" and "an express image represents a person unto others."

The uniqueness of humans in God's creation is that humans alone are made in God's image. This point is made clear by the Baptist Missionary Association Theological Seminary faculty on their website.

> Of all the creatures made by God, only humans are said to be made in the image of God. In Genesis 1:26, God said, "Let us make man in our image, after our likeness." The two words used, tselem (image) and demut (likeness), make clear that man is similar to God, but not the same as God. (Baptist Missionary Association Theological Seminary Faculty, 2015).

The Image of God in Human Beings: From Humus to Human

It started with the dust of the earth—the primary source of our external composition. Humans originated from the dust of the earth. The word human comes from the Latin humus, which means earth or ground (humus, n.d.). Dust is representative of the layers of the earth, also known as dirt, clay, and soil. Soil is not homogenous. Rather, the soil is a mixture of rock, sediment, minerals, compost, and decomposed matter, to name a few. God breathed into man, and he became a living soul. Within us all is the breath of God. However, in our physical composition, we also have a commonality: our humus. Our genetic makeup, anatomical organs, and physiological workings are directly tied to the humus. Ultimately, when we die, our organs die; our cells no longer function; the dynamic processes of life cease; and our bodies harden. In an instant, the warmth leaves, and the body becomes stiff and lifeless.

The soul is no longer connected. The spirit that occupied the body departs and is no longer shrouded in a visible form that allows humans to recognize and see. We grieve the body, the ability to interact with the body, to hear the sounds from the body, to feel the touch from the body, to hear the body's voice, to hold, behold, see, or interact with the body. But it is more than that. It is what the body shrouded and covered that is most important—the soul. The body is a form that allows us to connect to the soul. That is who we talk to, communicate with, look for,

and speak to, the soul. We don't want just a body. We want attention and communication with the soul. Richard Rohr (n.d., as cited in Kindschi, 2017) seemed to understand this earth-soul connection when he said, “We are earth that has come to consciousness... And then we return to where we started — in the heart of God. Everything in between is a school of love.”

The sin nature does not want us to see the needs of the soul. Rather, the sin nature wants us to get drawn away by that which is visible, sensory, and culturally conditioned. The enemy plays off these sensory-grounded perceptions and ungodly fleshly mindsets to sow tares to separate us from God and humankind. Just as sin separates people from God, the sin nature wants to separate people from people by turning the focus/center of attention on conditioned group-thought/think ideas and ideals, specificities, and specialties. The ultimate goal of the sin-nature through the originator is to take our attention from what God intended. One of Satan's most powerful weapons on this earth is the weapon of division. The sin nature thrives on division. It thrives on separating humans into groups or categories via rivalry, factions, and elitism, thus widening the wedge between people working and coming together.

But as born-again children of God, we want to be able to see past things such as rivalry, factions, elitism, race, creed, color, religion, and such. We do this in an effort to show God's love by meeting people where they are and thus bringing glory to God. Whatever we do, we do in the name of Jesus. The book of Proverbs puts the value of the individual soul into perspective when it states, “The fruit of the righteous is a tree of life; and he that winneth souls is wise” (Proverbs 11:30). When we go in, we go in to meet the needs. These actions could result in people wanting to know more about the origin of our compassion, faith, and love. Such actions are what God commands us to do: love one another even as Christ loved the church. He loved us so much that

he gave his life for us. When we reach out to others through selfless humanitarian efforts, we fulfill that command, and the resulting actions bring glory to God.

Humanitarian efforts done in the name of Jesus reflect God's image in what is done, how it is done, and the spirit in which it is done. We see past race, creed, color, religion, socio-economic status, governments, and agendas to see the needs—the hurting hearts, the bowed down heads due to catastrophic occurrences on a personal scale or a massive scale. We are reaching out to meet the needs of humus-derived humans because we all have basic needs, including food, water, shelter, love, and care. Paul reminds us that there is a leveling nature to the Gospel. In Christ, "There is neither Jew nor Greek, there is neither bond nor free, there is neither male nor female: for ye are all one in Christ Jesus. And if ye be Christ's, then are ye Abraham's seed, and heirs according to the promise" (Galatians 3:28-29). Likewise, what we do, we do through the embodiment of Christ. We embody the love of God through the actions of our hearts, hands, and feet. This embodiment includes the manner in which we do, what we do, how we do it, and the covering in which we do it under or through. That covering is the Lord Jesus Christ.

No matter what, love is the tie that binds. Jesus told Nicodemus in John 3:16, "For God so loved the world, that he gave his only begotten Son, that whosoever believeth in him should not perish, but have everlasting life." Christ did not die for one denomination or group. He died for all. When we make it to heaven, he is not going to say, for example, I want all of the Chinese over here and the Americans over there and such. He will not separate via race, creed, color, or kind. He just wants the souls. These are ministries that go beyond the four walls of the church building and extend the love of Jesus to national and international communities, wherever basic needs are prevalent (i.e., clean air, water, food, shelter, a way to thrive/live). Even though we

may not say it when we donate our monies, funds, resources, time, and energies, we are saying you are a part of and not separate from the human race—your life matters, and you matter.

Doing as God Did: Persisting Beyond Barriers or Hindrances to Reach the Matters of God's Heart - Go Ye Out and Not Stay Ye In

There have been and continue to be barriers that separate us physically, structurally, or geographically; albeit, oceans, seas, mountains, valleys, national borders/walls, and governments. However, the love of God, followed by the love for our neighbor, connects us beyond seas, oceans, geographical barriers, regime blockades, and political dissension. The mere existence of physical or political borders, should not serve as a deterrent to obeying God's edicts in going out and connecting to and with others. As Dreher (2017) states,

> Let's attack by expanding God's kingdom—first in our hearts, then in our own families, and then in the world. Yes, you have to have borders, but our duty is not to let the borders stay there. We have to push outward, infinitely. (Dreher, 2017, p. 72).

Love finds and will continue to find a way. We have seen it happen. Nothing can stop it. As Apostle John commends us in 1 John 3:17, "But whoso hath this world's good, and seeth his brother have need, and shutteth up his bowels of compassion from him, how dwelleth the love of God in him?"

Familial/societal conditioning and environmental inducement substantially contribute to people's behaviors, attitudes, reactions, and thought patterns. They are conditioned on how to see the world, what is important, what is acceptable, and what is not. In times past, some regimes ruled through purposed isolation and social fragmentation. Consequently, many believers were driven to, according to Dreher (2017), "privatize their faith, retreating behind the walls of their homes so as not to attract attention from the authorities" (p. 92). Rather than retreat into a Christian ghetto, ghettoization and quietism should be rejected and renounced. Ghettoization is

the segregation and concentration of people of the same race, religion, or social background due to discrimination or force by the government, society, or both (ghetto, n.d.). Political quietism is withdrawal and passive acceptance toward external events without attempting to resist or change (quietism, n.d.). Christ set the ultimate example. He fulfilled that which He came to do. He died for all, removing the barriers to salvation so that God's ultimate mission could be accomplished—eliminating the walls and barriers to the ultimate, purest, and greatest of love via His Holy Spirit. As Christ emphasized in His ministry teachings and modeled throughout his life, faith-based humanitarian organizations reflect God's love for His people via their global relief efforts.

Over time, God's mercy, grace, unmerited favor, longsuffering, and forbearance have persisted and prevailed. Jesus came, was born, walked amongst us, dwelt amongst us, lived amongst us, ate with us, talked with us, and operated under various political/social/cultural agendas, governments, laws, injustices, and the like. He knew what it meant to be poor, to be considered less than, to be spit upon, to be judged, to be labeled, misjudged, to be called a worker of Beelzebub—when, in actuality, He was the Son of God. Furthermore, He experienced pain and grief over the loss of life as well as over the condition of the church. He socialized with nobles and beggars as well as scholars and lepers. He made himself available to all who would receive him and accept him.

Through his sacrifice, He ripped apart the barrier that separated God from man where He could communicate directly with all of His creation; allowing His spirit to abide within us. Through the empowerment of the Holy Spirit, we have what is needed to extend the work of Christ through the venue of humanitarian efforts. God has travailed and prevailed with humankind throughout time. No matter how bad international, societal, governmental, political,

familial, communal, and individual conditions may seem to be or worsen over time, God is still God. As believers, his righteousness is our righteousness. He channels His power through us. Jesus beautifully declared in the following prophetic utterance, “Verily, verily, I say unto you, He that believeth on me, the works that I do shall he do also; and greater works than these shall he do; because I go unto my Father” (John 1:12).

Summary

This biblical and theological framework section was called Biblical and Theological Themes. Specifically, information regarding the biblical theme of the image and likeness of God was presented. Humanitarian efforts are grounded in biblical principles, which are based on the image of God.

Theoretical Framework

The theoretical framework is divided into four primary parts. Component one deals with leadership and organizational theory. The second component deals with teaching, learning, and group theory. Component three presents specific teaching and learning programs that international humanitarian faith-based organizations and charities implement in aid and assistance delivery. The fourth component presents detailed information about faith-based organizations' international humanitarian service aid delivery and outreach programs.

Leadership and Organizational Theory

The word theory derives from the Latin *thea,* meaning view (theory, n.d.). A view is a perspective grounded in cognitive, sensory, spiritual, or actual sight or observation. The term *thea* connotes pensiveness via a spectacle lens, which denotes a close study, magnified observation, and focused gaze. It is the root of words such as theorem, theoretical, or theorist.

Thea derives from the Proto-Indo-European form of *wer,* which means to perceive, see, watch, and guard (wer, n.d.). It is a compliment.

The term organizational derives from the Latin *organum,* which means instrument or organ, which can be arranged or organized into a body or whole (organization, n.d.). Organizational theory encompasses many views, lenses, and perspectives of organizations. Furthermore, organizational theory is a body of literature that houses tested, reliable, and valid scientific guestimates, evidence-based predictions, and historical/present-day trend interpretations at academia and field practice levels.

Leadership Research

Leadership is one of the field vines that stems from the root of general organizational studies yet also cross-cuts from roots spanning various disciplines. Leadership research has centered on distilling those traits, abilities, behaviors, and characteristics essential to leadership effectiveness and ineffectiveness. Additional modes of leadership research include examining how "sources of power, or aspects of the situation, determine how well a leader can influence followers and accomplish task objectives" (Yuhl, 2013, p. 1). Leadership research also grapples with the concept of nature versus nurture; specifically, assessing the influence of pre-genetic disposition, heredity, environment, culture, and experiences on leader identification, composition, and development.

Relevant Organizational and Leadership Theory

Several leadership and organizational approaches are implemented in the field of international humanitarian response in both short-term and long-term efforts. There is no one-size-fits-all approach or single best approach. Rather, the nature of the crisis or situation determines the best leadership and organizational response. However, two organizational and

leadership theories undergird this Dissertation-in-Praxis study. Both fall under the umbrella of purpose.

Purpose: The Invisible Leader. Purpose is the invisible leader by which leadership teams are formed. When purpose is viewed and respected as a necessary component and leader of the team, the likelihood of that team becoming a healthy and thriving one dramatically increases. Purpose and vision are like the arterial and venous highway system intricately woven with the tissues and organs of the body—not easily separated. It is difficult to think of one and not think of the other. Vision inspires and gives birth to purpose. As its traditional meaning entails, purpose denotes the reason for being, existence, pursuit, or undertaking. However, purpose without vision is stagnant and bound within a single moment. Existence in and of itself is not enough. Existence without growth, change, maturation, development, pursuit, reach, or extension can quickly lead to death. However, once a reason for existence is combined with a vision for a continual or better existence, the seed of purpose is formed. Purpose begins to take root and grow toward the vision. As the vision becomes more attainable, reachable, and even surpassable, the perceived distance between the two dramatically decreases. Purpose matters greatly. Consider, for example, the purpose/mission statement and vision statement of World Vision tabulated below in Table 22.

Table 22

World Vision Purpose and Vision Statement

	Purpose/Mission Statement	Vision Statement
World Vision U.S.	World Vision is an international partnership of Christians whose mission is to follow our Lord and Savior, Jesus Christ, in working with the poor and oppressed to promote human transformation, seek justice, and bear witness to the good news of the Kingdom of God.	Our vision for every child, life in all its fullness. Our prayer for every heart, the will to make it so.

Notes. Researcher-Author Compiled Data and Generated Table.

Team Leadership Theory. The first organizational and leadership theory housed under the invisible leader of purpose theory that corresponded with this dissertation-in-praxis is team leadership theory. When some think of a leader, they think a leader has to be all-encompassing. They may feel that the leader has to possess certain innate abilities to be able to run an organization or corporation. However, a great leader does not have to possess every talent or skill. However, he or she has to be able to recognize those skills within others that are necessary to the organization's longevity and life, as well as develop teams of individuals who can get the job done. A team is a type of organizational group composed of interdependent members who share common goals and must coordinate their activities to accomplish these goals (Hill, 2015, p. 363; Northouse, 2018). Senior executives, project management, task forces, work units, standing committees, quality, and improvement are examples of the various teams that can exist. Teams can be face-to-face or geographically dispersed virtual teams (Hill, 2015, p. 363; Northouse, 2018).

The concept of team dynamics played a very important role in Jesus' ministry. This importance can be seen in the individuals who were directly or indirectly affiliated with his ministry. To illustrate, Matthew was an individual, corporate, and government tax and accounting specialist. Luke was a physician. Peter, James, John, and Andrew were fisheries and marine specialists. Martha had culinary and hospitality expertise.

Furthermore, Nicodemus—a secret disciple--was a legal specialist. The aforementioned persons are just a tiny percentage of the experts that Jesus had among his followers. "Two are better than one" (King James Bible, 1769/2023, Ecclesiastes 4:9a). The careful consideration, construction, and management of God-infused, God-fearing, and God-honoring teams are essential components in the accomplishment of great things.

Team leadership differs from traditional vertical organizational leadership structures. Team leadership is more-so horizontal, situational, transformational, and process-oriented. Complexities of team processes demand the attention and focus of all team members (Hill, 2015, p. 365). Leadership functions can be performed by a formal leader or shared by team members. Jesus used a formal leadership style during his ministry on the earth. As he sent out his disciples for mission work, they had to report the results and outcome to him. However, after Jesus' ascension and the disciples receiving the Holy Ghost, the disciples implemented a distributed or shared form of team leadership. Shared team leadership occurs when team members take on leadership behaviors to influence the team and maximize team effectiveness (Hill, 2015, p. 365).

Jesus was a primary example. At the onset of his ministry, he surrounded himself with a group of men who would be the vision-carriers and mission-advancers of his kingdom. He came knowing that his time was short. He did not come to build his own kingdom but to advance the kingdom of God. "Individual achievement cannot stand alone. It requires continuity. The great man in public affairs requires successors of greatness. Yet almost always he leaves behind a vacuum" (Martin, 2009, p. 154). Jesus came knowing that he would die and leave; hence, his leadership and management approach was one of training and preparing his followers to succeed him and carry on the vision he came to fulfill. Jesus wanted all of his disciples to be one.

> Neither pray I for these alone, but for them also which shall believe on me through their word; That they all may be one; as thou, Father, art in me, and I in thee, that they also may be one in us: that the world may believe that thou hast sent me. And the glory which thou gavest me I have given them; that they may be one, even as we are one: I in them, and thou in me, that they may be made perfect in one; and that the world may know that thou hast sent me, and hast loved them, as thou hast loved me. (King James Bible, 1769/2023, John 17:21-23).

Unity is essential for any building to have stability, longevity, and safety. As Jesus stated in the context of the source of his miraculous power and authority, "And if a house be divided

against itself, that house cannot stand" (Mark 3:25). Today, we, as leader-followers and follower-leaders, are all apart of God's team and are critical assets to the cause and mission of Jesus Christ.

> Now I beseech you, brethren, by the name of our Lord Jesus Christ, that ye all speak the same thing, and that there be no divisions among you; but that ye be perfectly joined together in the same mind and in the same judgment. (1 Corinthians 1:10).

Paul speaks of unity as essential when he addresses the team nature of the church with the metaphor of a body. He states, "For as we have many members in one body, and all members have not the same office: So we, [being] many, are one body in Christ, and every one members one of another" (Romans 12:4-5).

The Negative Side of Team Leadership. Groups of people who are singular in focus and unified for a common goal can produce dynamic results; however, as with all leadership models and theories, team leadership can also have negative effects. It is extremely important that all teams be God-led in their actions, missions, and decision-making. Regardless of the number of resources and people, if any team or unified group singular in focus comes together to achieve a goal contrary to God's will, the outcome will always and inevitably be failure. A case in point is the Tower of Babel. In Genesis 11:1, the Bible states that the whole earth was linguistically unified. "And the whole earth was of one language, and of one speech" (Genesis 11:1). Furthermore, the unified peoples set out together to pursue a mission and vision that was completely out of alignment with the will of God.

> And they said, Go to, let us build us a city and a tower, whose top may reach unto heaven; and let us make us a name, lest we be scattered abroad upon the face of the whole earth. And the LORD came down to see the city and the tower, which the children of men builded. And the LORD said, Behold, the people is one, and they have all one language; and this they begin to do: and now nothing will be restrained from them, which they have imagined to do. (Genesis 11:4-6).

The phrase “now nothing will be restrained from them” speaks to the inherent power within a group of unified people; however, no matter how powerful that group may appear, without the approval of God, those numbers mean absolutely nothing.

A second key example of a disaster that can result from team leadership is that of groupthink with negative intentions and outcomes. Groupthink in and of itself is not negative; however, when any team comes together to achieve an immoral, unethical, and ungodly pursuit, disastrous results ensue. Modern-day examples include the holocaust, slavery, segregation in the United States, and Stalinism. However, out of all these examples, one of the most atrocious and horrendous was the murder of Jesus Christ. Although we know today that He gave his life in an incredible sacrifice, it was through the means of the multitude—the mob—that resulted in the death and burial of Jesus Christ.

> Now at that feast, he released unto them one prisoner, whomsoever they desired. And there was one named Barabbas, which lay bound with them that had made insurrection with him, who had committed murder in the insurrection. And the multitude crying aloud began to desire him to do as he had ever done unto them. But Pilate answered them, saying, Will ye that I release unto you the King of the Jews? For he knew that the chief priests had delivered him for envy. But the chief priests moved the people, that he should rather release Barabbas unto them. (Mark 15:6-11).

Hence, it is true that individual, societal, and global changes can occur when people unite; however, it is critical for each person to seek the Lord regarding his or her view of the matter. Unification does not guarantee righteousness and justice in the eyesight of God. “There is a way which seemeth right unto a man, but the end thereof are the ways of death” (Proverbs 14:12). It behooves us to be certain when aligning and joining ourselves to any and all endeavors that those endeavors completely align with the will, mindset, and spirit of God. “Trust in the LORD with all thine heart; and lean not unto thine own understanding. In all thy ways

acknowledge him, and he shall direct thy paths. Be not wise in thine own eyes: fear the LORD,…depart from evil" (Proverbs 3:5-7).

Complex Living Organism Analogue of Teams. The second organizational and leadership theory that corresponds with this dissertation-in-praxis is the organization of human beings as complex living organisms. Biblical and secular business literature has analogized the formal and informal organization of human beings as a complex living organism (Drucker, 2017; King James Bible, 1769/2023, 1 Corinthians 12:12-18; Morgan, 2006). It is not the distinction and function of internal systems that are glorious in and of themselves but their overall contribution to the health, functioning, protection, healing, and sustenance of the organismal body that has the greatest significance. The beauty lies not just in a single cell or organ but in the symbiotic, harmonious, and dynamic inter-workings of specialty cells, tissues, organs, and systems that function together as a cohesive whole.

From a biblical and theological perspective, the author of this paper is reminded of Paul's analogization of the body of Christ to an actual human body in his letter to the church at Corinth.

> God hath tempered the body together, having given more abundant honor to that part which lacked: That there should be no schism in the body; but that the members should have the same care one for another. And whether one member suffer, all the members suffer with it; or one member be honored, all the members rejoice with it. (King James Bible, 1769/2023, 1 Corinthians 12:24b-26).

Every organizational member is significant to the functioning of the whole. Without the least-considered member, the body is somewhat incomplete and must compensate for that missing or inoperable piece by some other means. Sure, the body can adapt and adjust to compensate for the loss of one; however, this requires shifting and over-stressing of other parts to help make up for the loss.

> Thus often when a thorn is fixed in the heel, the whole body feels it and cares for it: both the back is bent and the belly and thighs are contracted, and the hands coming forth as

> guards and servants draw out what was so fixed, and the head stoops over it, and the eyes observe it with much care (Chrysostom, 1854).

This passage of scripture about the church as a living body has inspired and resulted in the generation of insightful exegesis and analyzation by several biblical scholars (Barnes, 1870; Chrysostom, 1854; Godet, 1887; Cambridge Greek Testament for Schools and Colleges, 1896).

> Pain in any portion, even the most remote from the seats of life, affects the whole. A glance at history will shew us that it is the same with the body politic. Whatever is physically, morally, or spiritually injurious to any one portion of society, or of the Church of Christ, is sure in the long run to produce injury, moral and spiritual deterioration to the rest. (Cambridge Greek Testament for Schools and Colleges, 1896).

Table and Tool Analogue of Teams. Another analogy used to depict the part-to-whole linkages and linkage significance of organized persons functioning as a unified whole in an organizational enterprise is that of tools and a table. Specialists cannot become so engrossed in their own specialty work that they lose sight of how what they do fits into and impacts the whole. "Skills are essential. They are the tools. Without the tools, you will not be productive" (Martin, 2009). Each member's skillsets, aptitude, knowledge, abilities, competencies, education, and experiences are critically significant to their functioning, respective areas, and the organized body. Equally important, specialists are "not learning to use the tools for the sake of using the tools but learning the tools so that" the organization can build the table. The "focus should not be on the tools but on the table" (Martin, 2009).

> Any business enterprise must build a true team and weld individual efforts into a common effort. Each member of the enterprise contributes something different, but they must all contribute toward a common goal. Their efforts must all pull in the same direction, and their contributions must fit together to produce a whole—without gaps, without friction, without unnecessary duplication of effort. (Drucker, 2001, p. 98).

Teaching, Learning, and Group Theory

This portion of the theoretical framework deals with teaching, learning, and group theory. "Those things, which ye have both learned, and received, and heard, and seen in me, *do*: and the God of peace shall be with you" (King James Bible, 1769/2023*,* Philippians 4:9). Throughout the Bible, God used multiple modality-based learning methods to help the people acquire the concepts being taught. These learning styles/modalities constitute the acronym VVARK. The mnemonic VVARK represents learning via visual (V), verbal (V), auditory (A), read/write (R), and kinesthetic (K) methods, as well as contextually based learning (Clines, 2010; Fleming, 2001, 2011).

Many faith-based international humanitarian organizations considered for this study have an educational component pendant to their core missions and visions. Moreover, God the Father in the Old Testament and Jesus the Christ in the New Testament serve as the ultimate models after which many faith-derived humanitarian organizations have patterned their educational initiatives and approaches.

Old Testament Multiple-Modal Teaching Learning Approaches Utilized by God the Father

Throughout the Old Testament, God the Father emphasized and used multiple-modality-centric approaches for teaching and learning purposes. This emphasis is evident in His instructions to the Israelites, as noted in Deuteronomy 6:7-9 (New International Version, 2011), which reads,

> Impress them on your children. Talk about them when you sit at home and when you walk along the road, when you lie down, and when you get up. Tie them as symbols on your hands and bind them on your foreheads. Write them on the doorframes of your houses and on your gates. (Deuteronomy 6:7-9).

Obeying these commands would result in their success and well-being.

Old Testament 1: Verbal and Auditory-based learning. Deuteronomy 6 reveals an intentional orientation to a variety of learning modes when it states, "*Impress* them…*Talk* about them" (Deuteronomy 6:7a). Two key terms in this line of scripture are the words impress and talk. The King James Bible (1769/2023) says, "Thou shalt teach them diligently." The Christian Standard Bible (2017) and Holman Christian Standard Bible (2009) versions state, "Repeat them to your children." The International Standard Version (2012) says, "Teach them repeatedly." Furthermore, the Latin version uses the term "narrabis" from narrare, which means to tell, narrate, report, recite, speak, and dedicate (narro, n.d.). Impress, as used here, *implies* drilling, stressing, emphasizing, focusing, centering, and other words related to cognitive construction, deconstruction, and reconstruction—aka learning--via the targeted tunneling of information through compression, layering, stacking, and other forces. Such forces come about through questioning, interaction, engagement, and cognitive-conflict-and-resolution-seeking that comes through communication.

The verb *talk* emphasizes dialogue, discussion, and conversation. Furthermore, the verb *talk* involves a wrestling with, a willingness, and a desire to understand as well as to be understood. Talking represents the verbal modality of talking with the mouth (oral), the hands (gesticulation), and the heart. Talking represents the auditory modality of listening with the ears, the body, and the heart. God says: Impress them. Talk about them. Discuss them. Talking does not only imply speaking but also necessitates listening. In ancient Israel, listening was considered one of the most important means of gaining knowledge and obtaining wisdom (Shupak, 2003, p.417).

The act of listening meant hearing, listening, and obeying with the heart and not just the physical senses. "A wise man will hear and will increase learning; and a man of understanding

shall attain unto wise counsels" (King James Bible, 1769/2023, Proverbs 1:5). "Behold to obey [listen] is better than sacrifice, and to hearken than the fat of rams" (1 Samuel 15:22). This form of listening meant to pay attention, to consider and to reflect (Shupak, 2003, p. 418). Auditory and Verbal learning are two critical pathways for learning the content necessary for carrying out the mission as set forth by the organization.

Old Testament 2: Kinesthetic-based learning. Deuteronomy 6 continues with these words, "Talk about them when you *sit* at home and when you *walk* along the way" (New International Version, 2011, Deuteronomy 6:7b). This line of scripture reflects the kinesthetic modality of learning. Here, God stresses the importance of teaching and learning when stationary, ambulatory, or somewhere in between. Learning is a dynamic process in which concepts, ideas, thoughts, facts, opinions, and revelations collide. These cognitive and spiritual collisions cause reactions that set off, modify, morph, destroy, and create additional ideas, questions, thoughts, and insights crucial to learning. This dynamism within is reflected without—through our bodies—through our movements—albeit swift or slow—throughout our day, week, and lives. Learning can occur while either moving or standing still. This versatility is kinesthetic-based learning. God understood this and emphasized both in-motion and motionless learning.

Old Testament 3: Contextually Relevant and Situational-Based Learning. The author of Deuteronomy continues, "Talk about them when you sit at *home* and when you walk *along the way*" (Deuteronomy 6:7b). God highlights situational/context-based learning through his description of where the discussions would take place; particularly *at home* and *along the way*. This description meant that learning would not be frozen in time and space. Instead, learning would be contextually relevant and spatially-based. Furthermore, God emphasizes the temporal

aspect of instruction within any context or environment. This temporality can be morning, noon, or night. “Talk about them…when you *lie down* and when you *get up*” (Deuteronomy 6:7c). Specific aspects of the law, rules, or policies could be emphasized at any moment in a real-time fashion within a particular context—any context for that matter. While teaching about the law, a trade, a skill, a vocation, or any subject, golden nuggets of information can be transmitted through feedback, critique, explanation, observation, or demonstration.

Old Testament 4: Visual-based learning. Deuteronomy 6 continues, “Tie them as *symbols on your hands* and bind them *on your foreheads*” (Deuteronomy 6:8). This command represents the importance of visual representations and concrete symbols in learning the Word of God. The Israelites literally sought to fulfill this command with Scripture holders on their bodies and doorframes (Constable, 2019). The eye-gate is a powerful and important piece in constructing and acquiring concepts. Furthermore, tying scripture, mini-scrolls, or other Word-based designations on the hands and forehead symbolized the absorption of the Word of God through the membranes. Although learning via osmosis or skin absorption is considered unrealistic, this is not the case spiritually. Rather, the Word of God's nearness, closeness, and proximity and its edifices evoke passion, longing, and yearning for a spiritual connection to God and His Word. This closeness to the skin earmarked the closeness to the heart as the psalmist in Psalm 119:11 states, “Thy word have I hid in mine heart, that I might not sin against thee” (King James Bible, 1769/2023). Apostle John, while on the Isle of Patmos, wrote in Revelation 10:9b, “He said to me, take it and eat it. It will turn your stomach sour, but in your mouth, it will be as sweet as honey” (New International Version, 2011).

Of course, in reality, it is not conceivable nor advisable to literally insert pieces of scripture into the heart or to consume leaves or pieces of paper with scripture. That is a figure of

speech. However, the visual aspect of having scripture as close as possible to the heart, next to the skin, between the eyes, or on the forehead signified that the word of God was and is as close to a person as the skin enclosing that person.

The Word of God is a second skin in which we operate, view the world, and encounter life. It is not obtained in our first birth but rather in our second birth. Jesus expounded upon this concept as he conversed with Nicodemus in John 3:3, "Jesus replied, very truly I tell you, no one can see the kingdom of God unless they are born again" (New International Version, 2011). This new birth spiritually signifies a second skin that enables us to see past our eye-sockets and ear-gates into the ears and eyes of our Creator; To see as He sees as well as see as He wants us to see. Hence, the visual component of God's word on the hands and foreheads were very powerful pedagogical delivery methods that communicated to the person wearing them as well as others encountering them, the significant skin-like aspect of the word of God. For in this new skin, we live, move, and have our being.

Old Testament 5: Read/Write-based learning. Regarding the commands of God, Deuteronomy 6 called for the people of God to give God's commands and edicts the highest priority in their daily lives. They were to "*Write* them on the doorframes of your houses and on your gates" (New International Version, 2011, Deuteronomy 6:9). Writing requires not only the ability to recognize letters but also the capacity to produce them. In addition, writing requires the capacity to spell words using both conventional and unconventional means to form new words through etymological word study and morpheme analysis (Rollston, 2006, p. 344). God's emphasis on writing demonstrates the significance of inscription and engraving upon various canvases and materials in the learning and teaching process. Our bodies are like temples or houses themselves. Apostle Paul analogized the human body as a temple of sorts in his

exhortation to the church at Corinth, when he stated, “Do you not know that your bodies are temples of the Holy Spirit, who is in you, whom you have received from God? You are not your own” (New International Version, 2011, 1 Corinthians 6:19). Our earthly bodies are earthly shelters that house our souls.

This aspect of writing and engraving the Word of God on the houses and gates represented the process of engraving, branding, and scripting the Word of God on the spiritual person. Engraving represents a carving or whittling out, implying deeper or below-surface incision and excision. Also, engraving is similar to tattooing. Writing on the skin using the blood as ink creates a permanent mark on the skin. Additionally, branding implies the stamping or impression of pictures, symbols, or marks on the skin via the application of a heated tool that burns, melts, and chars the skin, leaving a permanent indentation. Hence, words such as engraving, branding, inscription, and writing are synonymous with affixing the Word of God upon the spiritual man and the gates of the body, soul, and mind (e.g., ear-gates, eye-gates, and mouth-gate) to the spiritual man.

God’s emphasizing the aspect of writing in a physical sense was key to cognitive and spiritual absorption of His word. Jeremiah emphasizes this point when he quotes God’s words, “I will put my law in their minds and write it on their hearts” (Jeremiah 31:33b). This writing would serve as a memorial upon entrance into and exit from the household to anyone who traversed the threshold. This memorial would commemorate the powerful acts and wonders of God as well as the commandments of God. Writing necessitates reading for communication to take place. Hence, writing the Word would guarantee the reading and acknowledgment of His Word by the owner, dwellers, and passersby. “Then the Lord replied, write down the revelation and make it plain on tablets so that a herald may run with it” (Habakkuk 2:2).

Summary of Multiple-Modality Approaches as it relates to FBO humanitarian efforts. Many faith-based humanitarian organizations use multiple-modality approaches in their training, as shown in Deuteronomy 4:6-9. These approaches include visual, auditory, read/write, kinesthetic, and contextually based strategies to help trainees internalize organizational missions, visions, objectives, and other aims.

New Testament Instructional Methodologies Utilized by Jesus Christ

In addition to the powerful pedagogical and multiple-modal delivery methods that God emphasized in Deuteronomy 6:7-9, Jesus used a variety of instructional methodologies to communicate with the listeners of His day as well as us today-- through written accounts, translations, and revelations by way of the Holy Spirit. "A biblical basis for incorporating learning style theory into the Christian education environment can be seen by…considering some of the ways in which Jesus demonstrated mastery of these instructional methods as He taught individuals, small groups, and large crowds" (Williamson & Watson, 2006, p. 27). Below are three methodologies Jesus employed in his teaching ministries to convey knowledge to his listeners while simultaneously modeling for his disciples. These methods have inspired modern-day onboarding, training, and educational initiatives for international humanitarian faith-based stakeholders, from the home front (e.g., administrative staff, service workers, volunteers) to the field (e.g., least-developed countries, remote villages, deployment sites, etcetera).

Instructional Methodology 1: Jesus used parables, simple object lessons, and literary devices to communicate deeper spiritual truths. Jesus used parables, simple object lessons, and literary devices to communicate deeper spiritual truths. Parables "created a degree of intellectual disequilibrium in his learners" and "required higher levels of critical thinking from His disciples and those who came to challenge Him" (Anthony & Benson, 2011, p. 100).

Features distinctive of Jesus' parables include directness to the audience, everyday subject matter, simplicity, symmetry, human characters, and unexpected behavior or endings (James, Martinez, & Herbers, 2015, p.131). Parables also accomplished the following: (a) revealed biblical truths and values through stories; (b) remained fixed in the minds of the listeners; and (c) were more easily recalled (p. 100).

Jesus used simple object lessons in which he used concrete objects and symbols to foster listener understanding of complex, abstract concepts such as being born again; drinking water that would forever quench their thirst; and the like. Jesus taught by referencing vines and branches; flowers of the field; birds of the air; sheep; vapor and clouds; and chaff from the grain, to name a few. He taught as he walked. Jesus taught when they sat. He taught while they were resting. Jesus taught in the synagogues, along the coasts, on the seas, in various gardens, along the mountains, and through deserts. He taught on the land, on the water, and in the air. Jesus used every opportunity to communicate His mission and incredible love for His creation. He used analogies, metaphors, similes, other literary devices, and figurative language to convey his message. Overall, Jesus utilized a potpourri of instructional methods in His teaching, including but not limited to stories, illustrations, parables, questions, discussions, lectures, object lessons, and debates (Williamson & Watson, 2006, p. 37).

Methods such as these prove invaluable to faith-based humanitarian organizations in their communication and educational programs related to food insecurity, water, agriculture, and agroeconomics. Object lessons, parables, and literary devices help lower communication barriers such as language, cultural associations, and lack of direct word equivalency between FBO personnel and the international indigenous communities they serve.

Instructional Methodology 2: Jesus used Proclamation to activate and build upon prior knowledge. In his delivery, Jesus used proclamations to challenge the learner to encounter and assimilate new forms of meaning and purpose into otherwise old forms of knowledge. These proclamations included phrases such as: "verily, verily I say unto you," "Ye have heard that it was said by them of old time…but I say unto you", "It hath been said,…but I say unto you," "Again, ye have heard that it hath been said by them of old time…but I say unto you", "Therefore, I say unto you," "And yet I say unto you," and "Also, I say unto you" (King James Bible, 1769/2023, Matthew 5-7' Luke 6; John 14-17). That which Jesus said at that present time served as a confirmational assurance of what had been written before in the Holy Scriptures. "This form of assurance, so frequently in the mouth of Christ, the bearer of divine truth," showcases the bridge between the old and the new (Meyer, 1832).

Jesus activated prior knowledge by referring to passages of scripture and portions of the Mosaic law that his hearers were exposed to through their childhood teachings, participation in home-based/synagogue rituals, and immersion in their culture. Romans 15:4 states, "For whatsoever things were written afore time were written for our learning, that we through patience and comfort of the scriptures might have hope." Also, Jesus said in Matthew 5:17, "Do not think that I have come to abolish the Law or the Prophets; I have not come to abolish them but to fulfill them" (New International Version, 2011).

Jesus activated prior knowledge by beginning with ideas that were familiar to His listeners. "The images and situations He painted in His stories were from the fabric of the daily life of His audience" (Reid as cited in James, Martinez & Herbers, 2015, p. 138). Using terms of continuity including but not limited to the words *also*, *and*, plus *moreover*, Jesus used the listener's prior knowledge as a scaffold to introduce God's interpretation and original design for

those edicts rather than the interpretations and modifications that evolved over time through humans and the loopholes/complexities that come with human affairs. In addition to words of continuation, Jesus used contrast words or counter-premise indicators to introduce new methodologies and practices by which his listeners could live (Matthew 5-7; Luke 6; John 14-17). “Jesus' use of contrast and contradiction thus engaged His listeners at deeper levels…and challenged His listeners to move beyond a simple dualistic world view” (James, Martinez & Herbers, 2015, p. 140). Likewise, many faith-based humanitarian organizations help their members build background using prior knowledge of the disaster area and its people. FBOs do this through their organizational training to promote smoother transitions.

Instructional Methodology 3: Jesus tailored the messages for his audience, met the people where they were, and built spiritual/cognitive bridges to what He wanted them to learn. Jesus tailored His messages for His audience. When He was with His disciples, he used questioning techniques and discussion. When He addressed the crowds, Jesus used lecture style as in His Sermon on the Mount. With one-on-one interactions, e.g., with Nicodemus, the Samaritan Woman, and Nathaniel, Jesus individualized His message to target individuals and their unique circumstances and needs. Jesus “demonstrated that the number of learners in a teaching situation should determine the choice of teaching methodology” (Williamson & Watson, 2006, p. 38).

Whatever scaffolding device, allegory, or parable it took to reach His people, Jesus used it. It didn’t matter if they were Jewish, Roman, or Samaritan. It didn’t matter if they were tax collectors, prostitutes, beggars, Sadducees, Pharisees, lepers, or demon-possessed persons; He met the people where they were. He brought the word to them on their level. He did this because the ultimate goal was for them to understand. So, through that understanding, they could be

enlightened to know who they were and whose they were; regardless of societal, cultural, and any other predominant norms at the time. He did whatever it took to reach not only the head but also the heart, even to the extent of self-sacrifice.

Today, FBOs use pilot programs, experimental research, development, and other physical/virtual demonstrations to create linkages between concrete and more abstract concepts in nutrition; plant and soil science; animal husbandry; and agroeconomics.

Summary of three methodologies as it relates to FBO humanitarian efforts. Utilization of the three methodologies mentioned above enables FBOs to be more efficient and impactful in their efforts to meet the needs with the goal of saving lives. Overall, the VVARK learning modalities and pedagogical methodologies are tools used by FBOs on an as-needed basis to communicate across cultural, linguistic, geographical, and governmental/political barriers. These organizations seem to embrace and embody the lyrics of the song, *Love in Any Language,* sung by Sandi Patty:

> Je t'aime, Te amo, Ya ti-bya lyu blyu, Ani o hev ot cha, I love you, The sounds are all as different As the lands from which they came, And though the words are all unique, Our hearts are still the same, Love in any language, Straight from the heart, Pulls us all together, Never apart, And once we learn to speak it, All the world will hear, Love in any language, Fluently spoken here. (Mays & Mohr, 1986).

Summary

This section was named Theoretical Framework and was the second of four sections comprising Chapter Two. Three parts comprised the theoretical framework section. The first part provided information about relevant leadership and organizational theories that undergird this dissertation in praxis. The second part presented information about relevant teaching and learning theories. The third component outlined specific teaching and learning programs

employed by faith-based organizations in international humanitarian service aid, delivery, and outreach.

FBO International Humanitarian Service Aid Delivery and Outreach Programs

This study focused on those faith organizations directly or indirectly affecting the least-developed countries (LDC) published by the United Nations. Least-developed countries are low-income countries that suffer from the most severe structural impediment to sustainable development (United Nations, 2022b). United Nations least-developed country eligibility determination is based on meeting each of the following three criteria: Gross National Income (GNI) per capita of $1,018 or below; Human Assets Index (HAI) of 60 or below; and Economic Vulnerability Index (EVI) 36 or above (United Nations, 2022a). As of November 2021, there are presently 46 countries classified as least-developed countries. They are distributed as follows: Africa 33, Asia 9, Oceania 3, Latin America, and the Caribbean 1 (United Nations, 2022b). Hence, the remaining portion of Chapter 2's theoretical framework section will focus on two components. First, information about the least developing countries' severe food, water, land/plant needs, animal production, and economic vulnerability will be provided.

Secondly, information will be given regarding faith-based organizations' instructional courses and specific programs that they implement to help meet those needs. Many of the faith-based humanitarian organizations have an educational arm focused on educating the populace about tool utilization and planting; agrarian methods and best practices in generating an optimal crop and future-seed yield; plant care and maintenance; animal husbandry, treatment, breeding, and maintenance; water well maintenance and upkeep; as well as sustainable microeconomic systems amongst the partner village/community.

Victims of Disasters

The victims of disasters indicator measures the share of disaster victims in the population. Disaster victims are defined as either people killed or people affected. People affected include persons requiring immediate food, water, shelter, sanitation, or medical assistance due to weather and climate-related disasters. These disasters include but are not limited to droughts, landslides, floods, storms, long-term extreme temperatures, and geophysical disasters such as volcanic eruptions and earthquakes (United Nations 2022a; 2022b).

Victims of Disaster Least-developed Countries (LDC) Indicators

According to data from the Centre for Research on the Epidemiology of Disasters (2020), the Food and Agriculture Organization of the United Nations (2023), the United Nations Office for Disaster Risk Reduction (2022), and the World Meteorological Organization (2020), disasters have impacted least-developed countries in the following ways. First, LDCs have experienced nearly 70% of the deaths caused by climate-related disasters over the last 50 years. Secondly, more than 8.5 million people in LDCs were displaced due to disasters in 2020. Thirdly, droughts were the deadliest and floods the costliest hazard events in LDCs. Fourthly, over 34 percent of crop and livestock production loss in LDCs is traced to drought, costing the sector $37 billion between 2008 and 2018. Fifthly, floods are responsible for $21 billion of crop and livestock production losses from 2008 to 2018 in LDCs. Such losses amount to 19 percent of the total loss.

The outcome and aftermath of many disasters are replete with numerous injuries, sicknesses, or deaths. Additionally, many disasters damage water and sanitation infrastructure, including water-points, water-wells, toilets, and waste-water treatment facilities (United Nations Water, n.d.). In the consequences of disasters, infectious disease outbreaks become rampant due to sewage spread; water and sanitation services breakdown; and severe reduction in good

hygienic practices. Natural environment degradation worsens the impact of water-related disasters. The loss or erosion of natural buffers such as trees, riverbank-side vegetation, wetlands, and coastal mangroves reduces protection from flooding (United Nations Water, n.d.).

FBO Victims of Disasters Pre-, Peri-, and Post-Deployment Training Programs and Services

Most FBOs endorse outside training and host internal training for executive leadership, administrative staff, service workers, and volunteers on the domestic home front in preparation for deployment purposes. Such training has commonalities across different organizational brands and is usually a prerequisite or requirement for employee onboarding and volunteer initiations. Such training introduces organizational missions, visions, objectives, and goals. Also, information is taught regarding boundaries, legalities, liabilities, chains of command, reporting duties, and such to maximize impact and minimize harm. Due to the severity and extremity of the environments and conditions that volunteers may encounter in least-developed countries and disaster zones, spiritual, emotional, and psychological crisis training is provided, addressing both the health of the community recipients and the volunteers themselves. Examples of pre-, peri-, and post-deployment training courses are presented in Table 23.

Table 23

Generic Course Names and Target Audience for Pre-, Peri-, and Post-Deployment Humanitarian Aid and Assistance Education and Training Initiatives

Generic Course Names for Pre-, Peri-, and Post-Deployment Humanitarian Aid and Assistance Training and Education Initiatives	**Volunteers, Aid-Workers, Field-Workers, Disaster Service Workers**		
	Pre-Deployment	***Peri-Deployment***	***Post-Deployment***
Groups and Individuals in Crisis Assistance and Intervention	X	X	X
Strategic Crisis Management, Mitigation, Plan Execution, or Debriefing	X	X	X
Spiritual, Psychological, and Physical First Aid	X	X	X
Trauma Informed Care	X	X	X
Spiritual, Emotional, and Intellectual Resilience, Self-care, and/or Stress Management	X	X	X
Do's and Don'ts On and Off the Field	X	X	X
Pre-, Peri-, and Post-Deployment Screening, Assessment, Preparation, and Placement.	X	X	X

Linguistic Awareness and Intelligence of Mother Tongues, Dialects, and Creole Formal/Informal Languages	X	X	X
Communicating within and across Foreign Cultural/Regional/Country-Specific Traditions, Norms, Authority Structures, and Perspectives	X	X	X
Operating within and across Foreign Cultural/Regional/Country-Specific Traditions, Norms, Authority Structures, and Perspectives	X	X	X
Acclimating and Adjusting to Extreme Differences in Time Zones, Seasons, Weather, and Climate	X	X	X
Living and Adjusting to Extreme Differences in Topography, Landforms, Geomorphology, Terrains, Altitudes, and Elevations,	X	X	X

Notes. Researcher-Author Generated Table. *LDC* means Least-developed Country

Chronic Hunger, Severe Food Insecurity, and Malnutrition

Severe food insecurity is defined by the United Nations Food and Agriculture Organization (UN FAO) as levels at which people have likely run out of food, experience hunger, and may go for days without eating (Food and Agriculture Organization of the United Nations, 2023). Food and Agriculture Organization (2023) data indicates that more than 251 million people in LDCs are severely food insecure. For several reasons, the least-developed countries are particularly vulnerable to hunger, food insecurity, and malnutrition. First, these countries are unable to meet their domestic food demands. LDCs have nearly double the world's average in food imports with almost triple the world's average in cereal imports. The World Trade Organization classifies all 46 LDCs as net-food-importing developing countries (Organization for Economic Cooperation and Development, 2022, July 5).

Chronic Hunger, Severe Food Insecurity, and Malnutrition Indicators

Stunting is a condition of extreme disproportionality between height and age; specifically, under-height relative to age. Furthermore, stunting results in the following: (a) impairs children's cognitive, physiological, and physical development; (b) skyrockets their risk of dying from common infections; and predisposes them to obesity and non-communicable diseases later in life (Food and Agriculture Organization of the United Nations, 2022). The

percentage of children with a low height-age ratio mirrors the cumulative consequences of malnutrition and infections pre-, peri-, and post-birth. Stunting results from long-term nutritional deprivation, resulting in developmental delays, poor academic performance, and diminished intellectual capacity. Wasting reflects severe, abnormal height-to-weight ratios; where persons are dangerously thin for their height. Malnutrition, food insecurity, poor feeding practices, and unsanitary conditions compound wasting. Conversely, being underweight means a child having low weight for their age. Child stunting and mortality are key indicators of chronic and severe undernutrition and unhealthy environments. Further information is presented below in **Table *24***.

Table 24

Least-developed Countries Food Insecurity and Malnutrition Indicators (2020-2022)

Least-developed Countries UN FAO Food Insecurity Indicators	Value	Unit
Gross Domestic Product Per Capita PPP	3152.40	Int'l $
Prevalence of Undernourishment	24.30	%
Number of Undernourished People	262.50	millions
Total Population Severe Food Insecurity Prevalence	24.60	%
Male Adult Population Prevalence Severe Food Insecurity Prevalence	24.90	%
Female Adult Population Prevalence Severe Food Insecurity Prevalence	26.00	%
Total Population Moderate/Severe Food Insecurity Prevalence	58.40	%
Male Adult Population Moderate/Severe Food Insecurity In Prevalence	55.00	%
Female Adult Population Moderate/Severe Food Insecurity In Prevalence	56.50	%
# of People with Severe Food Insecurity	265.90	millions
# of Male Adults with Severe Insecure Insecurity	81.60	millions
# of Female Adults with Severe Insecure Insecurity	87.70	millions
# of People with Moderate/Severe Food Insecurity	631.30	millions
# of Male Adults with Moderate/Severe Food Insecurity	180.00	millions
# of Female Adults with Moderate/Severe Food Insecurity	190.80	millions
Minimum Dietary Energy Requirement	1731.00	kcal/capita/day
Average Dietary Energy Requirement	2215.00	kcal/capita/day

Notes. Researcher-Author Generated Table. *PPP* means Purchasing Power Parity; *UN FAO* means Food and Agriculture Organization of the United Nations

FBO Education and Training Initiatives Concerning Chronic Hunger, Severe Food Insecurity, and Malnutrition

Most FBOs provide training for aid, field, and disaster service workers and volunteers on the domestic home front before deployment, as well as the indigenous peoples, villagers, and citizens of least-developed countries' deployment sites. Such training has commonalities across corporate brand names and is usually a prerequisite or requirement for employee onboarding and volunteer initiations. Examples of such generic course names, along with the target audience, are tabulated below in Table 25.

Table 25

Generic Course Names and Target Audience for Hunger, Food Insecurity, and Malnutrition Education and Training Initiatives

Generic Course Names for Hunger, Food Insecurity, and Malnutrition Training and Education Initiatives	Deployed Volunteers & Aid/Field/Disaster Service Workers	LDC indigenous Peoples, Citizens, Villagers, & Locals
Introduction to Diet and Nutrition	X	X
Access to Nutritious, Safe, and Affordable Foods	X	X
Access to Essential Nutrition Services	X	X
Access to Positive Nutrition Practices	X	X
Nutrition Emergency Food Response & Coordination	X	
Maternal and Child Nutrition in Humanitarian Action	X	X
Stunting and Wasting Burden of Malnutrition	X	
Micronutrient Deficiencies Burden of Malnutrition	X	
Overweight and Obesity Burden of Malnutrition	X	
Globalization and Urbanization on Diet and Nutrition	X	
Diet and Nutrition Poverty and Inequities	X	
Effects of Conflict, Climate Change, and Environmental Crises on Diet and Nutrition	X	
Effects of Epidemics, Pandemics, Disasters, and Emergencies on Diet and Nutrition	X	
Foundations of Public Health Practice and Protection	X	X
Food Related Illnesses and Digestion Health	X	X
Food Preparation and Safety	X	X
Food Storage and Preservation	X	X

Notes. Researcher-Author Generated Table. *LDC* means Least-developed Country

FBO Programs and Services Regarding Chronic Hunger, Severe Food Insecurity, and Malnutrition

Many international humanitarian faith-based organizations administered organizational-specific food and nutrition servicing programs to address critical hunger, severe food insecurity, and chronic malnutrition needs of undeveloped/least-developed/third-world countries. Specific FBO hunger and food insecurity programs are tabulated below in Table 26.

Table 26

International Humanitarian Faith-Based Organizations' Hunger, Food Insecurity, and Malnutrition Programs and Services

Organization	Hunger, Food Insecurity, and Malnutrition Programs or Services
American Leprosy Missions Inc.	-covers costs of treating leprosy
Blood Water Mission Inc.	Funds African-led community-driven organizations focused on water and HIV/AIDS crises
Bright Hope International, Missionary Enterprises Inc	- Most Urgent Needs Fund; -Nutrition training; - Provide lunches for school children
Catholic Medical Mission Board	-Healing Malnutrition in South Sudan; - Health for New Mothers and Babies in Haiti's Cite Soleil; - Nutrition for Children and Newborns in Peru; Toward a Healthy First 1,000 Days in Peru; Health for Peru's Girls, Boys, and Seniors
ChildFund International / Christian Children's Fund	-Sponsor a Child in 24 countries; - access to nutritious foods
Children's Hunger Fund	- Project Coin Packs' - Project Food Packs; - Mercy Network Programs in 30 countries;
Christian Aid Ministries	- Food for War-Torn Yemen; - Food parcels for Syrian Refugees, - Loaves & Fishes Food Kitchen; Milk for Many Mouths; - Potatoes for the poor; Save a life; Sponsor an Orphan; - Sponsor a refugee child; - World hunger fund; - Adopt a family; Help for the elderly; Nicaragua Adopt a family;
Christian Blind Mission International Inc.	- Inclusive food security / basic needs assistance
Christian Relief Fund	- Sponsor a child
Church World Service Inc.	- diapers and formulas for babies; - noodles; corn; groceries
Citihope International Inc.	- USAID International Food Relief Partnership (IFRP) program in Somaliland, Dominican Republic; - Sanar Una Nación program in Dominican Republic; - children of Chornobyl program in Belarus
Compassion International Incorporated	- Emergency Food Packs, One-month essential food supply; - sponsor a child; - where most needed fund
Convoy of Hope	- Children feeding programs in 26 countries; - nutrition and food preparation program;
Covenant House	- Youth Migration Program Central America and Mexico
Educational Concerns for Hunger Organization (ECHO)	- regional impact centers in Asia, West Africa, and East Africa
Feed My Starving Children	- hand-pack nutritious Manna Pack® meals to Africa, Asia, South America, the Middle East, the Caribbean, Africa, and Central America
Food for the Hungry Inc.	- Joint Emergency Operations Program (JEOP) in Ethiopia; - Ethiopian drought; - Sponsor a Child; help Peru; Middle East Relief;
Food for the Poor Inc.	- Food is Life Jamaica
Healing Hands International Inc.	- distributed a truckload of maize flour, beans, cooking oil, and salt to the families in Kajiado; - East Africa famine relief; -
Heifer Project International	- gifts of stoves for villages

Interchurch Medical Assistance, Inc. / World Health	- MOMENTUM Integrated Health Resilience; Addressing Stunting in Tanzania Early (ASTUTE) Afya Jijini; Access to Primary Health Care Project (ASSP) & Support to the Health System in the DRC (ASSR); Internationally Displaced Persons (IDP) Emergency Medical Care and Nutrition Response; National Nutrition Communications Campaign
Jewish Voice Ministries International	- Humanitarian Outreaches such as food or other humanitarian aid
Kingsway Charities Inc.	- free and low-cost medicines, including vitamins
Kinship United / Warm Blankets Children Foundation	- Kinship feeding program projects in Burkina Faso, Cambodia, Dominican Republic, Honduras, India, Indonesia, Kenya, Pakistan, Thailand, Uganda
Love A Child Inc.	- Hunger Relief Programs in Haiti; - Malnutrition Center; - Kingdom Connection Food Distribution Center
MANNA Worldwide	- Sponsor a child;
OneChild / Bethesda Ministries	- 310 Hope Centers in 14 countries throughout Africa, Asia, Latin America, Middle East
Operation Blessing International Relief & Development Corp	- Hunger relief, nutritional support, and food insecurity programs in Burundi, Kenya, Peru, etcetera
Samaritan's Purse	- distributed 67 million pounds of food to Ukraine
Unbound previously Christian Foundation for Children and Aging	- child sponsorship
World Emergency Relief	- Children's food fund; - deliver 2,235,680 meals in Africa; - supported 60 orphans, 271 students, and 300 plus malnourished children in DR Congo
World Hope International Inc.	- child sponsorship
World Relief Corp of National Association of Evangelicals	- World Relief and Food Security programs in DR Congo, Kenya, Rwanda, South Sudan, Sudan
World Renew	- First 1,000 days program for children; - kitchen hygiene training; nutrition kits; vitamins;
World Vision	- child sponsorships; food support; children wasting treatment; pregnant and breastfeeding women; nutrition programs; -hunger relief fund

Notes. Researcher-Author Generated Table.

Water Access, Sanitation and Hygiene (WASH) and Waste Management

The absence of adequate wastewater treatment facilities and resources in many un-/under-developed countries, cities, towns, and villages results in the dumping and discharging of an abnormally large proportion of wastewater into drainage channels, streams, lakes, rivers, and oceans. The United Nations (2023b) has estimated that greater than 80% of the world's untreated as-is wastewater flows back into the environment (United Nations, 2023b). Consequently, two-plus billion people worldwide use feces-contaminated drinking water sources; thereby,

heightening their risk of dysentery, cholera, typhoid, or polio contractions (United Nations, 2023b).

Water Access, Sanitation and Hygiene (WASH) and Waste Management Indicators

On average, for least-developed countries, the proportion of the population: (a) practicing open defecation was 16% in All areas, 22% Rural, and 4% Urban; (b) using safely managed sanitation services was 26% in All areas, 25% Rural, and 27% Urban; and (c) having basic on-site handwashing facilities was 37% All areas, 31% Rural, and 47% Urban. Detailed data specific to each country from the United Nations (UN) Department of Economic and Social Affairs (ESA) was assembled by the author-researcher and is tabulated below in **Table *27***.

Table 27

Least-developed Countries WASH and Waste Management Indicators (2020)

United Nations Least-developed Countries	% of Pop Practicing Open Defecation			% Using Safely Managed Sanitation Services			% Pop with Basic On-Site Handwashing Facilities		
	All Areas	Rural	Urban	All Areas	Rural	Urban	All Areas	Rural	Urban
Afghanistan	11	15	0				38	29	64
Angola	18	54	0				27	13	34
Bangladesh	0	0	0	39	42	34	58	54	66
Benin	52	70	31				12	8	17
Bhutan	0	0	0	65	67	63	92	93	89
Burkina Faso	40	55	6				9	5	17
Burundi	3	3	0				6	4	19
Cambodia	19	25	0				74	71	83
CAR	25	39	7	14	6	24	22	12	34
Chad	64	79	17	10	3	32	25	22	35
Comoros									
DMR Congo	12	19	4	13	11	15	19	12	27
Djibouti	16	64	3	37	21	42			
Eritrea									
Ethiopia	17	21	3	7	4	16	8	5	20
Gambia	0	0	0	29	24	32	18	18	18
Guinea	12	18	1				20	13	33
Guinea-Bissau	10	18	1	12	4	22	18	14	23
Haiti	18	31	8				22	15	28
Kiribati	30	47	16	27	27	26	56	51	59
Lao PDR	16	26	0	61	60	63	56	46	73
Lesotho	22	29	5	48	51	39	6	4	10
Liberia	38	59	18						
Madagascar	42	54	24	10	8	14	27	20	38
Malawi	4	5	1	24	24	27	8	7	14
Mali	5	9	0	20	28	10	17	9	27
Mauritania	31	58	8						
Mozambique	21	30	5		21				
Myanmar	7	10	1	61	64	53	75	71	83
Nepal	10	11	4	49	50	42	62	59	75
Niger	68	79	11	16	11	43	23	20	39
Rwanda	2	2	1		54		5	3	13
Sao TP	43	54	39	35	30	36	55	44	59
Senegal	11	20	1	24	24	24	22	10	35
Sierra Leone	16	25	5	14	10	20	21	19	24
Solomon Islands	45	58	4					28	
Somalia	23	42	1	32	21	44	25	19	32
South Sudan	60	73	8						
Sudan	24	36	2				13		
Timor-Leste	18	27	0				28	22	43
Togo	45	70	12	9	7	12	17	10	27
Tuvalu									
Uganda	5	6	2		16		23	18	36
Tanzania	11	16	1	26	22	35	48	40	63
Yemen	10	15	1	19		61			
Zambia	11	19	2		24		18	9	29

Notes. Researcher-Author Generated Table. *UN ESA* means United Nations Department of Economics and Social Affairs; *%* and *%* of Pop means Proportion of Population; *DMR* Congo is the Democratic Republic of Congo; *Lao PDR* is Lao Peoples Democratic Republic; *CAR* is Central African Republic; *Sao TP* is Sao Tome and Principe

FBO Education and Training Initiatives Concerning Water Access, Sanitation and Hygiene (WASH) and Waste Management

Most FBOs provide training for aid, field, and disaster service workers and volunteers on the domestic home front, as well as indigenous peoples, villagers, and citizens of least-developed countries' deployment sites. Such training has commonalities across corporate branding/signature names and is usually a prerequisite or requirement for employee onboarding and volunteer initiations. Examples of such generic course names, along with the target audience, are tabulated below in Table 28.

Table 28

Generic Course Names/Topics and Target Audience for Water Access, Sanitation, & Hygiene (WASH) and Waste Management Education and Training Initiatives

Generic Course Names for Water Access, Sanitation, & Hygiene Training and Education Initiatives	**Deployed Volunteers & Aid/Field/Disaster Service Workers**	**LDC Community Members, Citizens, Villagers, & Locals**
Introduction to Water, Sanitation, and Hygiene	X	X
Fostering an Enabling Environment for WASH Service Delivery and Maintenance	X	X
Hand Hygiene, Infection Prevention, and Control in Emergencies	X	X
Planning, Design, and Engineering of Water Access, Sanitation, and Hygiene Systems and Technologies	X	X
Sustainable Water Resource Development, Management, Assessment, and Sanitation Recovery	X	X
Water Economics, Investment, and Financing	X	X
Borehole Drilling, Planning, Contracting, Management, Service, and Repair	X	X
Water Quality Assessment and Monitoring	X	X
Groundwater Resources and Treatment	X	X
Experimental Methods in Desalination and Membrane Technology	X	X
Agricultural Water Management Remote Sensing	X	X
Climate, Environment, Energy, and Disaster Risk Reduction (CEED) and WASH Essentials, Resilience, and Security	X	X
Menstrual Health and Hygiene		X

Notes. Researcher-Author Generated Table. *LDC* means Least-developed Country

FBO Programs and Services Regarding Water Access, Sanitation and Hygiene (WASH) and Waste Management

To address the severe Water Access, Sanitation, & Hygiene (WASH) needs and critical Waste Management deficits of undeveloped/least-developed/third-world countries, many international humanitarian faith-based organizations administered organizational-specific response programs for both short-term and long-term periods. Specific FBO Water Access, Sanitation, & Hygiene (WASH) and Waste Management programs are tabulated below in Table 29.

Table 29

Faith-Based Organizations' Water Access Sanitation & Hygiene (WASH) and Waste Management Programs

Organization	Water Access, Sanitation, and Hygiene Programs
Bright Hope International, Missionary Enterprises Inc	-Dig clean water wells; - Hygiene Training; - Repair water pumps
Catholic Medical Mission Board	-Toward a Healthy First 1,000 Days in Peru; -Cholera Relief in Zambia; -Safe Drinking Water for Families in Kenya
Charity Water/ Charity Global	- Deliver remote water sensors; - Bitcoin Water Trust; - Ethiopia Crisis Fund; - 120,784 water projects funded in 29 countries; - 27,159 new water projects in 21 countries
ChildFund International / Christian Children's Fund	- Sponsor a Child; - ChildFund Program for school-aged children (personal hygiene/ disease prevention); - rainwater vessel donations; - build, install, and maintain the following: deepwater borehole systems; one hand pump wells; latrines, water catchment, and purification systems; donate fishing supplies and equipment;
Christian Aid Ministries	- Water systems for Yemen; Water for the world
Christian Blind Mission International Inc.	- Inclusive WASH services; - Construction and rehabilitation of accessible water supply points and sanitation facilities
Christian Relief Fund	- WASH programs; - Drill wells;
Church World Service Inc.	- household Water filters; household toilets; clean water storage containers; community water systems; community wells; water connection for schools;
Compassion International Incorporated	- safe water filtration system; - bathroom & hygiene training; water bundle, water wells;
Convoy of Hope	- Water Sanitation and disease prevention program; - dig or repair wells; source piped water; evaluate and construct latrines; handwashing stations; safe water practice education and training; menstrual health product disposal; - ensure access to clean water
Feed the Children Inc.	- international WASH programming includes water, sanitation and hygiene initiatives in sustainable livelihood
Food for the Hungry Inc.	- provide clean water for drinking, bathing, cooking, and irrigation; - water purification systems;
Food for the Poor Inc.	- Water treatment units Haiti; - the City of God Entrenubes Sustainable Community Development – Colombia
Healing Hands International Inc.	- clean water program; - water filtration systems a; - drill community wells; - Making a Godly Impact (MAGI) Project Box
Heifer Project International	- Clean Water; Health and Sanitation, Improved Environment, Increased Crop Yield; gifts of water
Interchurch Medical Assistance, Inc. / World Health	- increasing access to and use of potable water and hygienic sanitation by constructing water infrastructures, such as community rainwater collection cisterns at health centers, new protected water points, and wells with solar water pumps
Jewish Voice Ministries International	-Jewish Voice's Living Waters program
Kinship United / Warm Blankets Children's Foundation	- Kinship water source project in Burkina Faso, Cambodia, Dominican Republic, Honduras, India, Indonesia, Kenya, Pakistan, Thailand, Uganda

Lifewater International / Lifewater Inc	- build wells; - address WASH practices; - 295 water projects in East Africa and Southeast Asia; -
Living Water International	-cultivate sustainable water, sanitation, and hygiene programs; - Living Water Sierra Leone; menstrual hygiene management into hygiene and sanitation activities in Guatemala, Haiti, India, Kenya, Liberia, Nicaragua, Sierra Leone, Uganda, Zambia, and Zimbabwe.
MANNA Worldwide	- water filters; drill wells;
Mercy Corps	- re-establish disrupted water and sanitation services. This may include water trucking to bridge the supply of drinking water until sustainable solutions like repairing existing wells and water networks are implemented, small infrastructure installations such as hand-pumps and water points, and emergency latrines.
OneChild / Bethesda Ministries	- water purification systems
Operation Blessing International Relief & Development Corp	- Operation Blessing WASH program; - community water systems; water desalination systems; chlorine generators; water well catchment systems; pipe networks; water filtration; rain catchment systems; water purifiers; water well drilling;
Samaritan's Purse	-Samaritan's Purse WASH projects in 16 countries; - install community filtration systems; - multiple boreholes; pipe new water distribution systems;
Water Missions International	- customized WASH solutions in 57 plus countries; - provide Living Water Treatment Systems, Erosion Chlorinators, and Solar-Powered Water pumping solutions; Drill wells and develop water sources; water storage systems; water distribution mechanisms; - Assess needs, ground conditions, and land availability; - Design solution to separate humans from waste and treat waste before reintroducing into the environment; work with community members to build sanitation solutions and Healthy Latrines
Water 4 Inc.	- water solutions in 20 districts across 15 countries in sub-Saharan Africa; - Hand pumps under Water4 pump insurance contracts; - NUMA Network piped water systems; - geophysical surveying; well drilling, borehole construction, and hydrogeology training; -WASH training; sales and marketing; water quality monitoring and evaluation; hand pump and NUMA systems operation and maintenance;
World Hope International Inc.	- drilled wells, hand-dug wells, and rehabilitated wells; - access to water; solid waste management training and education; Solar-Powered Water Desalination and Distribution Center
World Relief Corp of National Association of Evangelicals	- Integrated water management, hygiene, and sanitation in Kenya, Malawi, Rwanda, South Sudan, and Sudan
World Renew	- provide bars of soap, family-size water filters, handwashing kits, handwashing stations, latrines, water purification tablets, and community water storage units;
World Vision	- clean water, sanitation, and hygiene; - safe private toilets and handwashing facilities with soap; groundwater monitoring;

Notes. Researcher-Author Compiled Data and Generated Table.

Land, Crop, and Agricultural Production Instability

Land, Crop, and Agricultural Production Instability Indicators

The agricultural production instability indicator refers to high vulnerability to droughts, rainfall pattern disturbances, and other natural shocks. The agricultural production instability indicator measures variations and trends in agricultural production. Such measurement entails determining the standard deviation of the variation and trends in agricultural production over the course of twenty years (United Nations 2022a; 2022b).

A second indicator is the percentage of the population who live in drylands. This indicator measures the share of a country's population living in drylands. Drylands and their fragile ecosystems are extremely sensitive to varying land degradation and rainfall patterns. Dryland expansion is forecasted to persist as notable increases in continental warming aggravate poverty, water, and food insecurity (United Nations 2022a; 2022b).

A third indicator is the share of the population living in coastal zones with low elevations. This marker captures the share of a country's population that lives in low-elevation coastal zones, which are coast adjoining areas below a particular elevation threshold (United Nations 2022a; 2022b). Also, this indicator was designed to measure coastal impact vulnerability, including but not limited to storm surges and sea level rises. Information regarding these three indicators is presented below in Table 30.

Table 30

Least-developed Countries' Land and Agricultural Production Statistics

Least Developed Countries (LDCs)	% in low-elevated coastal zones	% pop in dry-lands	Crop/ Agri-cultural Production Instability	Least Developed Countries (LDCs)	% in low-elevated coastal zones	% pop in dry-lands	Crop/ Agri-cultural Production Instability
Afghanistan	0.0	99.0	6.2	Madagascar	4.3	7.5	4.1
Angola	1.5	62.7	10.2	Malawi	0.0	31.0	7.7
Bangladesh	8.4	0.0	3.1	Mali	0.0	85.8	5.3
Benin	7.3	11.5	6.7	Mauritania	21.0	70.8	2.5
Bhutan	0.0	0.0	7.4	Mozambique	2.8	26.2	8.8
Burkina Faso	0.0	94.9	8.4	Myanmar	6.8	0.0	3.1
Burundi	0.0	0.0	8.6	Nepal	0.0	0.0	2.3
Cambodia	2.0	0.0	7.0	Niger	0.0	98.3	8.2
CAR	0.0	2.2	2.7	Rwanda	0.0	0.0	6.7
Chad	0.0	90.4	6.0	Sao TP	2.0	0.0	10.4
Comoros	3.2	0.0	1.4	Senegal	7.0	90.6	15.0
DMR Congo	0.0	0.3	8.4	Sierra Leone	3.5	0.0	14.9
Djibouti	11.1	100.0	10.3	Solomon Islands	17.9	0.0	4.5
Eritrea	15.5	99.1	8.9	Somalia	3.5	95.8	3.6
Ethiopia	0.0	27.1	3.3	South Sudan	0.0	64.9	3.3
Gambia	4.3	100.0	12.9	Sudan	0.5	85.4	5.8
Guinea	2.3	0.0	1.5	Timor-Leste	3.0	0.0	5.0
Guinea-Bissau	4.5	0.0	3.2	Togo	1.1	3.1	4.3
Haiti	4.1	8.0	3.8	Tuvalu	94.7	0.0	1.6
Kiribati	95.2	4.6	5.3	Uganda	0.0	3.6	5.4
Lao PDR	0.0	0.0	5.2	Tanzania	0.4	31.7	8.1
Lesotho	0.0	72.1	5.9	Yemen	1.6	85.0	4.3
Liberia	11.7	0.0	3.6	Zambia	0.0	45.9	7.7

Notes. Researcher-Author Compiled Data and Generated Table. *DMR* Congo is the Democratic Republic of Congo; *Lao PDR* is the Lao Peoples Democratic Republic; *CAR* is the Central African Republic; *Sao TP* is Sao Tome and Principe

FBO Education and Training Initiatives Concerning Land, Crop, and Agricultural Production Instability

Most FBOs provide training for aid, field, and disaster service workers and deployed volunteers on the domestic home front, in addition to the indigenous peoples, villagers, and citizens who live at the deployment sites of least-developed countries. Such training has commonalities across organizational names and is usually a prerequisite or requirement for employee onboarding and volunteer initiations. Topics may cover information from the following areas: plant biology (e.g., cellular, genomics, microbial, and physiology); agronomy

(e.g., plant pathology, histology, soil health, and weed science); horticulture (e.g., sustainable landscapes, fruits, and vegetables); as well as landscape infrastructure and environmental soil sciences (e.g., geochemistry, biogeography, hydrology, and plant-soil interfaces). Generic course names and topics, along with the targeted audience, are presented below in Table 31.

Table 31

Generic Course Names/Topics and Target Audience for Plant Ecology, Soil Management, Crop Production, and Weed Science Education and Training Initiatives

Generic Course Names for Plant Ecology, Soil Management, Crop Production, and Weed Science Training and Education Initiatives	**Deployed Volunteers & Aid/Field/Disaster Service Workers**	**LDC Community Members, Citizens, Villagers, & Locals**
Introduction to Plant, Soil, and Weeds	X	X
Croplands, Rangelands, and Pasturelands Development, Maintenance, and Rehabilitation	X	X
Plant Science and Ecology	X	X
Environmental and Natural Resource Friendly Pesticides, Herbicides, and Fertilizers	X	X
Crop Cultivation, Production, Management, Utilization, and Distribution	X	X
Soil and Water Irrigation, Classification, Utilization, and Conservation	X	X
Seed Stock, Generation, Germination, Harvesting, Storage, Preservation, Transport, and Care	X	X
Plant Breeding, Hybridization, Production, Pollination, and Fertilization	X	X

Notes. Researcher-Author Compiled Data and Generated Table.

FBO Programs and Services Regarding Land, Crop, and Agricultural Production Instability

To address the severe plant, land, and agricultural deficits of undeveloped/least-developed/third-world countries, many international humanitarian faith-based organizations administer organizational-specific response programs for both short-term and long-term periods. Detailed information regarding these plant/agricultural and seed programs is tabulated below in **Table *32***.

Table 32

Faith-Based Organizations' Plant and Seed Programs

Organization	Plant and Seed Programs
Bright Hope International, Missionary Enterprises Inc	-Sustainable Development in Uganda, Zambia, and Haiti; - Seed for Haiti; - Build Teaching Gardens and Community Greenhouses (seeds, crops, tools, equipment); - plant gardens
ChildFund International / Christian Children's Fund	- donate farming tools and equipment program; - donate fruit trees and vegetable seeds;
Christian Aid Ministries	- Grow a tree; - Shared Accountability, Lending, and Teaching (SALT) Agri-Plus Microfinance Program; - Seed Project;
Church World Service Inc.	- Seed donations (mango seeds, sweet potatoes, etc.); - home gardening; solar dryers; shovel donations
Compassion International Incorporated	- donate vegetable seeds and fruit trees
Convoy of Hope	- training and developing local communities in food production, storage, processing, and preservation at the community and commercial scale in 14 countries; - agricultural best practices; - farmer-to-farmer program in Bahamas; Nepal, etc.
Educational Concerns for Hunger Organization (ECHO)	- 21-day compost, homemade liquid fertilizer, and Zia holes; - distribute 300 plus trial seed packets; - creating community level seed banks;
Food for the Hungry Inc.	- donate farm and garden tools (farm tools, including a shovel, watering can, saw, sickle, and hoe) to Burundi, Ethiopia, Haiti
Healing Hands International Inc.	- Hunger to Harvest program; - basic gardening techniques
Heifer Project International	- Family farm care package; - gardeners gift baskets; gifts of garden seeds; tree seedlings; beehives
Love A Child Inc.	- Agricultural Training Center; - Reforestation; Edible Plant Nursery;
Operation Blessing International Relief & Development Corp	- agricultural and farming programs in Latin America, Africa
Plant With Purpose / Floresta USA Incorporated	- Plant with Purpose Watershed Model; - regenerative agriculture training; - global reforestation efforts; -
Samaritan's Purse	- summer and winter vegetable seeds; - organic fertilizer; - drip-irrigation kits; - food preservation techniques; - agricultural training; - provide livelihood tools/assets; -
World Hope International Inc.	- World Hope's Agricultural Program in Sierra Leone, etc.
World Relief Corp of National Association of Evangelicals	- World Relief Agriculture programs in Burundi, DR Congo, Kenya, Malawi, South Sudan, Sudan
World Renew	- agriculture training; beehives; beekeeper training; crop monitoring apps; direct seeders for farmers; small tools; jab planters; kitchen garden kits; loop hoes; trees; pruning sets; solar dehydrators; soybeans; fruit tree farmer training; farming tools; variety seed packets;
World Vision	- World Vision's integrated Micronutrient and Health (MICAH) program in Ethiopia, Ghana, Malawi, and Tanzania; - biofortified crops; harvest plus partnership programs; nutrition clubs in Vietnam; Health/agriculture/nutrition programs in Ghana; nutrition programming/graduation model in Sr Lanka, etc.

Notes. Researcher-Author Compiled Data and Generated Table.

Animal Husbandry and Livestock Production Scarcity

Animal Husbandry and Livestock Production Scarcity Indicators

Extremities and instabilities in climate, economic exports, safe water access, and such make it challenging for least-developed countries to have a viable, healthy animal production program sufficient to meet the general needs of the overall populace. Relative to their counterpart countries, least-developed countries tend to have much lower livestock units per agricultural land area (LSU/Hectare). Hence, there is a severe deficit and need for mitigatory animal husbandry and production solutions. This information is presented below in **Table *33***.

Table 33

Least-developed Countries UN FAO Livestock Units per Agricultural Land Area (2020)

LDCs	Asses	Buffalo	Camels	Cattle	Chickens	Goats	Horses	Mules	Sheep	Swine
Afghanistan	0.02		0	0.09	0	0.02	0	0	0.04	
Angola	0			0.04	0.01	0.01	0		0	0.01
Bangladesh		0.08		1.23	0.3	0.61			0.02	
Benin	0			0.33	0.06	0.05	0		0.03	0.03
Bhutan	0.02	0		0.27	0.03	0.01	0.02	0.01	0	0.01
Burkina Faso	0.03		0	0.42	0.03	0.14	0		0.09	0.04
Burundi				0.15	0.01	0.17			0.04	0.08
Cambodia		0.08		0.31	0.02		0			0.08
CAR				0.46	0.01	0.13			0.01	0.04
Chad	0.02		0.12	0.32	0	0.08	0.01		0.08	0
Comoros	0.01			0.19	0.04	0.09			0.02	
DMR Congo				0.02	0.01	0.01			0	0.01
Djibouti	0		0.03	0.09		0.03			0.03	
Eritrea			0.04	0.14	0	0.02			0.03	
Ethiopia	0.08		0.03	0.91	0.01	0.14	0.03	0.01	0.11	0
Gambia	0.03			0.4	0.02	0.06	0		0.01	0
Guinea	0			0.29	0.02	0.03	0		0.02	0
Guinea-Bissau	0			0.44	0.03	0.1	0		0.06	0.12
Haiti	0.05			0.5	0.03	0.1	0.18	0.03	0.01	0.11
Kiribati					0.19					0.09
Lao PDR		0.43		0.7	0.23	0.03	0.01			0.53
Lesotho	0.01			0.08	0	0.03	0.01	0	0.07	0
Liberia				0.01	0.04	0.02			0.02	0.04
Madagascar	0			0.11	0.01	0	0		0	0.01
Malawi	0			0.17	0.03	0.19	0		0.01	0.28
Mali	0.01		0.02	0.15	0.01	0.07	0.01		0.05	0
Mauritania	0		0.03	0.02	0	0.02	0		0.03	
Mozambique	0			0.03	0.01	0.01			0	0.01
Myanmar		0.22		0.94	0.27	0.08	0.01	0	0.01	0.37
Nepal		0.64		0.9	0.2	0.31			0.02	0.07
Niger	0.01		0.03	0.17	0	0.04	0		0.03	0
Rwanda				0.37	0.03	0.15			0.03	0.17
Sao TP	0			0.02	0.07	0.01	0	0	0.01	0.2
Senegal	0.02		0	0.21	0.1	0.07	0.03		0.08	0.01
Sierra Leone				0.08	0.06	0.02	0.06		0.02	0.01
Solomon Islands				0.08	0.02		0			0.09
Somalia	0		0.12	0.05	0	0.03	0	0	0.03	0
South Sudan	0			0.24	0.01	0.06			0.05	
Sudan	0.03		0.05	0.23	0.01	0.05	0.01	0	0.06	
Timor-Leste		0.27		0.43	0.03	0.05	0.08		0.01	0.33
Togo	0			0.06	0.08	0.12	0		0.05	0.06
Tuvalu					0.31					1.62
Uganda	0			0.54	0.03	0.11			0.01	0.04
Tanzania	0			0.36	0.01	0.05			0.02	0
Yemen	0.02		0.01	0.05	0.03	0.04	0		0.04	
Zambia	0			0.08	0.02	0.01			0	0.01

Notes. Researcher-Author Compiled Data and Generated Table. *UN FAO* means Food and Agriculture Organization of the United Nations; *DMR* Congo is the Democratic Republic of Congo; *Lao PDR* is the Lao Peoples Democratic Republic; *CAR* is the Central African Republic; *Sao TP* is Sao Tome and Principe.

FBO Education and Training Initiatives Concerning Animal Husbandry and Livestock Production Scarcity

Most FBOs provide training for aid, field, and disaster service workers and deployed volunteers on the domestic home front, in addition to the indigenous peoples, villagers, and citizens living in at least-developed countries' deployment sites. Such training has commonalities across organizational names and is usually a prerequisite or requirement for employee onboarding and volunteer initiations. Generic course names and target audiences for animal husbandry education and training initiatives are presented in Table 34.

Table 34

Generic Course Names/Topics and Target Audience for Animal Husbandry Education and Training Initiatives

Generic Course Names for Animal Husbandry Training and Education Initiatives	**Deployed Volunteers & Aid/Field/Disaster Service Workers**	**LDC Community Members, Citizens, Villagers, & Locals**
Animal Husbandry, Management, and Agriculture	X	X
Principles of Animal Nutrition	X	X
Pasture and Forage Management	X	X
Animal Health and Behavior	X	X
Livestock Breeding, Feeding, Management, and Evaluation	X	X
Bovine, Poultry, and Swine Incubation and Hatchery Management	X	X

Notes. Researcher-Author Compiled Data and Generated Table. *LDC* means Least-developed Country

FBO Programs and Services Regarding Animal Husbandry and Livestock Production Scarcity

To address the severe animal husbandry and production needs of undeveloped/least-developed/third-world countries, many international humanitarian faith-based organizations administered organizational-specific response programs for both short-term and long-term periods. Specific FBO animal husbandry programs are tabulated below in **Table *35***.

Table 35

Faith-Based Organizations' Animal Husbandry Programs

Organization	Animal Husbandry
Bright Hope Int'l, Missionary Enterprises Inc.	- Give an animal Program: Chickens, Rabbits, Goats, Pigs, etc.;
ChildFund International / Christian Children's Fund	- Donate donkeys, sheep, chicks, chickens, goats, camels, cows, piglets, pigs, starter farms, and feed programs
Christian Relief Fund	- Donate goats, pigs, cows, chickens
Church World Service Inc.	- Donate chickens, sheep, baby fish, beehives, pigs, goats, cows, and a whole farm
Compassion International Incorporated	- donate chickens, cows, goats, pigs, and ark livestock bundle
Engineering Ministries International	- designed a multi-phase Goat Diary Farm in South Indian Karnataka
Food for the Poor Inc.	-Animal husbandry projects in Colombia, El Salvador, Guatemala, Guyana, Haiti, Honduras, and Jamaica; - Beehive projects
Heifer Project International	- Donate chicks, sheep, alpacas, goats, heifers, rabbits, etc.
Love A Child Inc.	- Chicken Coop & School
Samaritan's Purse	- Seeds of Hope program; - dairy cows, goats, chickens, pigs, llamas, etc.
World Renew	- chickens, heat lamps for chickens; chicken coops; chicken-raising training; ducks; goats, quackers, piglets, pigs, ponds for raising fish; rabbits; roosters, rabbits, cows; and farmer training on how to raise them
World Vision	- fish ponds, goats, chickens, rabbits, ducks, sheep, cows, pigs, etc.

Notes. Researcher-Author Compiled Data and Generated Table.

Agro-Economic Vulnerabilities

Agro-Economic Vulnerabilities Indicators

The remoteness and landlockedness indicators reflect specific challenges facing landlocked developing countries. The United Nations (2022a; 2022b) defines the remote landlocked indicator as a trade-weighted mean of a country's proximity to world markets (United Nations 2022a; 2022b). Remoteness and landlockedness present barriers to trade and growth by raising transportation costs and severely limiting economic diversification or possibilities. Furthermore, another relevant economic viability indicator is the Instability of Exports of Goods and Services. Earnings from exports high in variability result in subsequent volatility in

production, employment, and foreign exchange availability (United Nations 2022a; 2022b). Information is presented below in **Table *36***.

Table 36

Least-developed Countries Agro-Economic Statistics

Least Developed Countries (LDCs)	GNI per Capita ($)	Remote-ness & Land-Locked	Economic Vulner-ability Index	Least Developed Countries (LDCs)	GNI per Capita ($)	Remote-ness & Land-Locked	Economic Vulner-ability Index
Afghanistan	0.0	99.0	37.1	Madagascar	4.3	7.5	41.0
Angola	1.5	62.7	45.5	Malawi	0.0	31.0	49.0
Bangladesh	8.4	0.0	24.5	Mali	0.0	85.8	52.6
Benin	7.3	11.5	34.9	Mauritania	21.0	70.8	31.6
Bhutan	0.0	0.0	32.2	Mozambique	2.8	26.2	42.7
Burkina Faso	0.0	94.9	44.2	Myanmar	6.8	0.0	25.5
Burundi	0.0	0.0	48.6	Nepal	0.0	0.0	28.5
Cambodia	2.0	0.0	29.3	Niger	0.0	98.3	39.3
CAR	0.0	2.2	41.4	Rwanda	0.0	0.0	41.7
Chad	0.0	90.4	53.6	Sao TP	2.0	0.0	38.2
Comoros	3.2	0.0	50.3	Senegal	7.0	90.6	22.5
DMR Congo	0.0	0.3	38.4	Sierra Leone	3.5	0.0	52.3
Djibouti	11.1	100.0	39.4	Solomon Islands	17.9	0.0	55.1
Eritrea	15.5	99.1	33.9	Somalia	3.5	95.8	50.0
Ethiopia	0.0	27.1	38.7	South Sudan	0.0	64.9	67.7
Gambia	4.3	100.0	40.2	Sudan	0.5	85.4	30.8
Guinea	2.3	0.0	43.5	Timor-Leste	3.0	0.0	55.0
Guinea-Bissau	4.5	0.0	60.1	Togo	1.1	3.1	28.3
Haiti	4.1	8.0	35.7	Tuvalu	94.7	0.0	69.1
Kiribati	95.2	4.6	63.0	Uganda	0.0	3.6	35.8
Lao PDR	0.0	0.0	28.2	Tanzania	0.4	31.7	34.7
Lesotho	0.0	72.1	38.8	Yemen	1.6	85.0	35.7
Liberia	11.7	0.0	60.6	Zambia	0.0	45.9	44.2

Notes. Researcher-Author Compiled Data and Generated Table. *GNI* means Gross National Income; *DMR* Congo is the Democratic Republic of Congo; *Lao PDR* is Lao Peoples Democratic Republic; *CAR* is Central African Republic; *Sao TP* is Sao Tome and Principe

FBO Education and Training Initiatives Concerning Agroeconomic Vulnerabilities

As individual households, surrounding families, and neighboring communities implement these programs, they collectively form loosely or close-knit mini-economies. Sometimes, due to long-standing traditions, cultures, or ways of life, these agricultural programs need intense, focused support to maintain and grow. Some FBOs go beyond providing various services to foster and facilitate long-term, multi-generational impacting practices that can ultimately become

self-sustaining. These are not short-term training initiatives but rather iterative long-term commitments based on these organizations' budgets, funds, and other demands.

Most FBOs provide training for aid, field, and disaster service workers and deployed volunteers on the domestic home front, in addition to the indigenous peoples, villagers, and citizens living in least-developed countries' deployment sites. Such training has commonalities across organizational names and is usually a prerequisite or requirement for employee onboarding and volunteer initiations. Generic course names/topics and target audiences for agroeconomic education and training initiatives are tabulated in **Table *37***.

Table 37

Generic Course Names/Topics and Target Audience for Agro-Economic Education and Training Initiatives

Generic Course Names for Agro-Economic Training and Education Initiatives	**Deployed Volunteers & Aid/Field/Disaster Service Workers**	**LDC Locals, Villagers, Citizens, indigenous, & Community Members**
Farmers or Mechanization Savings and Loans	X	X
Agribusiness Microenterprise Solutions	X	X
Cash and Voucher Assistance	X	X
Economic Development and Livelihood	X	X
Production Loans and Rural Savings Accounts	X	X
Crop Insurance	X	X
Revolving Credit and Re-Investment Programs	X	X
Household Savings and Loans	X	X
Life Skills Training Programs	X	X
Economic Empowerment Programs	X	X

Notes. Researcher-Author Compiled Data and Generated Table. *LDC* means Least-developed Country

FBO Programs and Services Regarding Agroeconomic Vulnerabilities

To address the severe agroeconomic and agribusiness deficits of undeveloped/least-developed/third-world countries, many international humanitarian faith-based organizations administered organizational-specific response programs for both short-term and long-term. Specific agrarian business programs are tabulated below in **Table *38***.

Table 38

Faith-Based Organizations' Agro-Economic Programs

Faith-Based Organization	Agro-Economic Programs
Bright Hope International, Missionary Enterprises Inc	-Farmer's Loans (Monetary allotment, crop production training, and basic Bible training); -Loans for Haitian Rice Farmers; - Bovine Microenterprise Project (Supplies four oxen, two cows, two plows, two yokes, six veterinary visits, transport, and program oversight) - Zambia Animal Feed Program
Catholic Medical Mission Board	- Raising Family Incomes in an Impoverished Corner of Kenya
ChildFund International / Christian Children's Fund	-ChildFund's Village Savings and Loans groups; - 30-month agricultural project in Ethiopia
Christian Aid Ministries	- SALT Microfinance solutions; - SALT Agri-Plus
Christian Blind Mission International Inc.	- Cash-and-Voucher-Assistance and distribution of (non-)food items
Compassion International Incorporated	-Income generation bundle; - Small business startup and recovery; - Where Most needed fund
Educational Concerns for Hunger Organization (ECHO)	- Conferences and forums for educating small-scale farmers; - Regional workshops for technical training and networking; - Hands-on training in rural, hard-to-reach villages; dissemination of agricultural research and resources
Engineering Ministries International	- Conduct property survey, assessment and documentation of water/wastewater/rainwater / electrical systems, documentation of plans & criteria for development, concept design of site master plan with phasing plan, concept design of first phase building(s), and color renderings of design plans; construction management
Feed the Children Inc.	- Feed the Children's International Village Savings and Loan programming
Food for the Hungry Inc.	- Poverty Reduced Sustainably in an Environment of Resilient and Vibrant Economy (PReSERVE) addresses: (1) nutrient-rich and animal-source foods and sustainable access to clean water and sanitation, (2) savings and credit, functional literacy, life skills training, and employment for youth, (3) Market-oriented linkages for producers, (4) Strengthening early warning systems, preparedness, and response to shocks, (5) response mechanisms.
Food for the Poor Inc.	- City of God Entrenubes Sustainable Community Development – Colombia;
Healing Hands International Inc.	- Village-wide agricultural training programs and workshops
Love A Child Inc.	- 6 Sustainability projects in Haiti
Mercy Corps	- AgriFin program in Ethiopia, India, Indonesia, Kenya, Nigeria, Tanzania, Uganda, Zambia, and Zimbabwe; - provide bundled digital products and services to smallholder farmers; - A Household Loan Program for the Adoption of Water Saving Technologies in Jordan
Operation Blessing International Relief & Development Corp	- Business and livelihood Support;
Opportunity International	- Business and livelihood Support; - l helps rural families transform their small farms into more productive, lucrative, and effective enterprises; - Opportunity International Agriculture Finance (AgFinance) program; g production loans and rural savings accounts, small and medium-sized enterprise loans for agribusiness,

	loan guarantees, mechanization loans, crop insurance, and revolving credit facilities
Plant With Purpose / Floresta USA Incorporated	- economic empowerment model; -
Unbound previously Christian Foundation for Children and Aging	- Miracle Seed Rice Mill
World Relief Corp of National Association of Evangelicals	-Economic development and livelihood programs in Cambodia and Malawi
World Renew	- Village Savings and Loan Associations (VSLA) Starter Kits
World Vision	- Strengthening food production, resilience, and access to markets / financial services; promoting sustainable employment opportunities and market systems; Promoting women's economic empowerment

Notes. Researcher-Author Compiled Data and Generated Table.

Summary

This section was named Faith-Based Organization International Humanitarian Service Aid Delivery and Outreach Programs. In this section, information was given regarding faith-based organizations' training initiatives, educational courses, services, and specific programs that FBOs implement to help meet critical needs. Many of the faith-based humanitarian organizations have training arms along with programmatic arms focused on educating the populace, implementing programs, and delivery services related to the following: tool utilization and planting; agrarian methods and best practices in generating an optimal crop and future-seed yield; plant care and maintenance; animal husbandry, treatment, breeding, and maintenance; water well maintenance and upkeep; as well as sustainable microeconomic systems amongst the partner village/community.

Thematic Framework

The purpose of the thematic framework section is to present and research themes directly related to the central subject of this dissertation-in-praxis study. The first two-thirds of this section will focus on the most relevant themes to this dissertation-in-praxis—the nonprofit ecosystem and its funding mechanisms. First, information will be provided regarding present-day

economic challenges and barriers that directly or indirectly affect the nonprofit industry. Secondly, the author-researcher will survey the giving and philanthropy landscape via a study and analysis of key stakeholder donors and recipients. Thirdly, a closer inspection of the stakeholder recipient faith-based and religious subsector will be conducted. Specifically, information will be shared regarding congregational economic practices, participation, and giving trends. The remaining portion of the thematic framework section will focus on relevant models. Also, information will be provided about service efficiency measurement techniques and relevant data sources central to model development and implementation.

Current Literature Themes

Religious Giving and Participation Trends Pre-COVID-19

Understanding the effects of COVID-19 on faith-based organizations is key to understanding the impact at the level of their international humanitarian, development, and relief programs. What happens at the domestic level regarding giving, attendance, and volunteer rates can affect the efficiency levels of denomination-specific global programs and initiatives. Recent research indicates that distributions are outpacing contributions (MinistryWatch, 2021, 2023; National Christian Foundation, 2022; The NonProfit Times, 2022; The Signatry, 2022). Understanding COVID-19's effects on faith-based charities and organizations is necessary for understanding the pre-COVID-19 period.

The United States Department of Labor Bureau of Labor Statistics Consumer Expenditure (CE) survey provides American consumer expenditure, income, and demographic data (Bureau of Labor Statistics, 2023). Also, this benchmark measures United States consumer charitable cash contributions such as contributions to religious, educational, charitable, or political organizations. Author-researcher analysis of cash contribution data that were relevant to

nonprofit charitable giving found that Americans gave cash contributions of $194 billion and $184 billion to charitable causes during pre-COVID-19 pandemic years 2018 and 2019, respectively (Bureau of Labor Statistics, 2023). Giving to church and religious organizations was highest for 2018-2019 followed by giving to charitable and other organizations. Charitable giving to educational institutions was equivalent to or higher than gifts of mutual funds, bonds, and stocks to non-consumer unit members for the same time period. See **Table *39*** to **Table *41***.

Table 39

Aggregated Annual Expenditures and Cash Contributions Pre-COVID

Annual Expenditures	**2018**			**2019**		
Cash Contributions to:	**# CU**	**$**	**%**	**# CU**	**$**	**%**
Stocks, Bonds, Mutual Fund Gifts	78.35	10.30	5%	40.50	5.36	3%
Charities & Other Organizations	500.22	65.75	34%	481.10	63.62	34%
Church & Religious Organizations	828.56	108.91	56%	806.24	106.62	58%
Educational Institutions	68.99	9.07	5%	69.74	9.22	5%
Total	1,476.13	194.02	100%	1,397.59	184.82	100%

Notes. Researcher-Author Compiled Data and Generated Table. CU = Average Annual Consumer Units Contributions; $ = Average Dollar Amount per Item for All Consumption Units *x* Number of Consumer Units in billions for a specific year; % = Item as a Percent of Total
Source: Author-Researcher examination of 2018-2019 United States Department of Labor Bureau of Labor Statistics Consumer Expenditure Surveys Other Expenditures Cash Contributions data

Table 40

Changes in Participation and Revenue as of Fall 2018

Religious	**Change in Membership**			**Change in Revenue**		
Tradition	**Decreased**	**Constant**	**Increased**	**Decreased**	**Constant**	**Increase**
Catholic	53	23	24	58	13	31
Evangelical Protestant	28	30	42	28	21	51
Black Protestant	27	11	62	27	14	59
Mainline Protestant	49	19	32	38	14	48
Other Religious Groups	46	17	37	33	14	53

Notes. Researcher-Author Compiled Data and Generated Table. Data adapted from Lake Institute on Faith & Giving, & Indiana University Lilly Family School of Philanthropy, 2021

Table 41

Protestant, Christian, and Catholic Denominational Pre-COVID-19 Landscape Trends

Protestant Denominational Bodies	**2017-2018 Pre-COVID National Membership and General Trends**	**2018-2019 Pre-COVID National Membership and General Trends**

Presbyterian Church in America (PCA)	- 3.7% increase in total contributions - 1.5% increase congregation number - 0.2% increase in membership - 3.3% increase in giving per capita	- 2% increase in total contributions - 0.3% increase congregation number - 2.7% increase in membership - 0.8% decline in giving per capita
Presbyterian Church (PCUSA)	- 4.7% increase in per capita giving - 1.6% decline in congregation number - 4.6% decrease in active membership	- 4.4% decrease in active membership
The Southern Baptist Convention (SBC)	- 1.4% decline in membership - 2.3% increase in average worship attendance - 2.3% increase in total receipts	- 1% decline in membership - 0.87% increase in total undesignated gifts - 0.7% increase in total receipts
The Church of the Nazarene	- 3% decline in average attendance - 1.5% reduction in contributions	- 0.8% decline in church membership for Nazarene congregations - 0.3% increase in average attendance - 1.1% increase in total membership - 0.8% decrease in church disbursements - 0.1% increase in total church contributions
The United Methodist Church (UMC)	- 1.8% decline in congregational numbers - 1.87% decrease in membership - increase in church receipts	- 1.1% decline in congregational numbers - 1.9% decrease in membership - 1.6% reduction in total church income
Evangelical Lutheran Church in America	- 0.9% decrease congregation number - 3% decrease in active members - 0.67% increase in total receipts	- 0.7% decrease in congregation number - 2.8% decrease in active members - 3.9% reduction in total weekly attendance - 0.6% decrease in total receipts - 0.05% decline in regular giving by members
The Episcopal Church	- 0.4% decline in total congregation number - 2.4% decrease in average attendance - 1.7% increase in total contributions - 3.5% increase in average pledge amounts	- 2.1% decline in the total number of memberships - 4.5% decrease in average attendance - 0.4% increase in total contributions - 3.2% increase in average pledge amounts
The Church of Jesus Christ of Latter-day Saints	- 0.5% decline in growth rate from 2013-2017 - Worldwide membership of 16 million as of December 31, 2017	- 0.8% decline in rate of growth from 2013-2018 - Worldwide membership over 16.3 million as of December 31, 2018
Evangelical Council for Financial Accountability ECFA Members	- 1772 member institutions - 5.9% increase in total cash donations - $13.3 billion total cash donation - 3.4% average annual increase from 2007-2017	- 1940 member institutions - $13.9 billion total cash donations
National Association of Evangelicals (NAE)	- 3.04% total contributions as a percent of income	- 2.94% total contributions as a percent of income - 50% increase in membership since 1968 - increase in total contributions, congregational finances, and benevolences since 1968 in inflation-adjusted dollars
National Council of Churches (NCC) – Consists of Multiple Denominations	- 2.51% total contributions as a percent of income	- 2.46% total contributions as a percent of income - 56% decline in membership since 1968 - decrease in total contributions, congregational finances, and benevolences since 1968 in inflation-adjusted dollars
Catholic Church	- 7% decrease in overall individual giving (Villanova University Center for Church Management Study of 169 parishes)	- 7% decrease in overall individual giving (Villanova University Center for Church Management Study of 169 parishes)

Notes. Researcher-Author Compiled Data and Generated Table. Data adapted from Giving USA 2019: The Annual Report on Philanthropy for the year 2018; Giving USA 2020: The Annual Report on Philanthropy for the year 2019

Economic Challenges and Barriers

In this quasi-post-COVID-19 recovery phase, the economic drivers of inflation, shrinkflation, and skimpflation greatly influence household spending choices and patterns; thereby, resulting in proportionately fewer monies available for discretionary spending and, ultimately, charitable giving. Several economic barriers can indirectly or directly impact contributions/giving to nonprofits at the individual and corporate levels. These include inflation, shrinkflation, and skimplation.

Inflation – Price Upsizing. Data from the Bureau of Labor Statistics indicated that over the twelve months ending in June 2022, the consumer price index (CPI) increased by 9.1%, the largest increase in forty years since November 1981 (The Economics Daily, 2022). The CPI is the most widely used economic indicator in measuring inflation and indicates government policy effectiveness (U.S. Bureau of Labor Statistics, 2023). The increase in inflation is believed to be primarily associated with volatile energy price hikes; global supply-chain disruption-induced work order backlogs for goods and services; and auto-industry price changes, amongst other factors (Ball et al., 2022; Monthly Labor Review, 2023).

Inflationary effects were experienced across all household income groups; albeit the lowest income quartile's median household income of $15,000; the overall median household income of $55,000; and the highest income quartile's median household income of $153,000 (Klick & Stockburger, 2022). Inflationary effects are also reflected on a more granular level. Unlike 2005-2020, inflation impact severity was most felt in the highest-income households consistently throughout 2021. Also, in alignment with historical trends, prices of household

essentials (i.e., shelter, food-at-home, utilities, medical care, and motor fuel) and new and used vehicle prices continued to rise faster than nonessentials (Klick & Stockburger, 2022).

Shrinkflation - Price Downsizing. Not only has inflation significantly affected consumer spending and expenditure allocation, but also shrinkflation. Shrinkflation is a manufacturer package-downsizing strategy that involves the replacement of larger packaged goods with smaller-sized goods for the same or greater price. “In other words, the price per unit the consumer pays increases as the amount they purchase decreases, while the price they pay at the register remains the same” (McNair, 2023).

Skimpflation - Goods and Service Quality Dilapidation. In addition to shrinkflation, skimpflation has dramatically impacted the economic sector’s delivery of goods and services. Skimpflation occurs when “companies skimp on the goods and services they provide” (Rosalsky, 2021). Skimpflation involves the deliberate or unconscious lowering or abandoning of higher quality standards associated with the following areas: material selection and utilization; manufacturing or production processes; goods protection, packaging, and aesthetic presentation; user-friendliness, audience-appropriate readability of relevant user guides/manuals; accessible, linguistically-appropriate technical support; and philos-centric customer service to reduce input costs or save money.

Skimpflation also includes the removal of quality ingredients or the substitution of lower caliber goods in an effort to “mask the decline of quality as producers scrape the bottom of the barrel to eke out a profit” (Smith, 2021). The ramifications of skimpflation cannot be overlooked. Consequently, skimpflation can lead to the dilapidation and ultimate demise of brand reputation, consumer loyalty, customer ratings, employment satisfaction, and mission accomplishment. Furthermore, high attrition rates accompany skimpflation, resulting in the loss

of good personnel and failure to attract prospective employees and collaborating partners. Moreover, the psychological and motivational damage incurred via skimpflation is significantly considerable.

Nonprofit Ecosystem

Difference from Traditional Business Structures. Non-profits are unique from traditional profit-based organizations and business structures where decisions are primarily driven by the following: (a) the need to meet/exceed bottom line objectives; (b) recoup investment costs in high-risk experimental development research; (c) squeeze out maximum stakeholder dividends to tiered investors who are anchored to the company; as well as (d) craft plans around initiatives and projects that are yield-maximizing, market-share defending, or industry shielding.

Difference from Government. Non-profits are somewhat distinct from government entities; for even governments consider every dollar an investment of sorts that gives it a vote, a voice, a privilege to use, or other explicit and/or tacit exchange tied to consideration or adherence to policy, trade agreement, as well as conveyor-belt-to-market-entry, penetration, or mobility, whether those expectations are ratified or not.

Focus on Services with More Long-Term Goal Attainment. Focusing on services with greater long-term goal attainment is where the need for and the value in non-profit organizations can be most easily appreciated. Similar to their other business structural counterparts, non-profits desire to and seek organizational longevity and relevance; however, they have flexibility in focusing efforts on areas that may not yield any short-term returns in fixed and non-fixed asset forms. Rather, the products and outcomes can be, and often are, invisible and intangible at the level of a good or service but measurable in terms of quality, accessibility, and betterment of life.

Surveying the Giving and Philanthropy Landscape

Stakeholder Donors

In collaboration with the Indiana University Lilly Family School of Philanthropy, the Giving USA Foundation, a Giving Institute public service initiative, publishes an annual report on the sources and uses of charitable giving in the United States. This report estimates total giving by roughly 53 million American households, 16 million corporations with charitable deduction claims, one plus million estates, and 82,000 foundations to roughly 1.1 million IRS-registered charities, and a conservative estimate of 300,000 faith-based organizations (Giving USA, 2023).

Data from the Giving USA (2022a; 2022b) Annual Report revealed that for 2021, American contributions totaled $484.85 billion, a current dollar increase of 4% over 2020's values; however, inflation adjustments revealed negative growth with constant dollar contributions declining -0.7%. Of this $484.85 billion were as follows: 67% from individuals ($326.87 billion); 19% from foundations ($90.88 billion); 4% from corporations ($21.08 billion); and 9% from bequests ($46.01 billion).

Corporations. The giving by corporations category incorporates in-kind together with cash contributions donated via corporate giving campaigns and programs as well as corporate foundations' gifts and grants (Giving USA, 2022b; Giving USA, 2021). Corporations comprised four percent of total giving in 2021. This percentage equated to $21.08 billion, an estimated current-dollar increase of 23.8%, and an inflation-adjusted dollar increase of 18.3%. Giving by corporations experienced: (a) a current-dollar measure increase of 3.1% with an actual inflation-adjusted dollar measure increase of 1.3% between 2018-2019; (b) a current-dollar measure decrease of 4.9% with an actual inflation-adjusted dollar measure decrease of 6% between 2019-

2020; and (c) a current-dollar measure increase of 23.8% with an actual inflation-adjusted dollar measure increase of 18.3% between 2020-2021 (Clolery & Wright, 2021; Giving USA, 2022b; Giving USA, 2021). The cumulative change in current dollars given by corporations between 2019-2021 was 17.8 percent. Corporate giving has comprised between four and six percent with the highest point of six percent occurring during the five-year periods of 1981-1985, 1986-1990, and 1991-1995.

Several economic indicators are closely associated with corporate giving. The first economic factor is the credit rating agency Standard and Poor's (S&P) 500 Index. The S&P 500 Index is a float-weighted market-capitalization index of the 500 largest and most liquid U.S. publicly traded companies on the New York Stock Exchange (NYSE) or the Nasdaq Stock Market (Investopedia, 2023b). The market-capitalization weighing methodology assigns a greater allocation/percentage to companies with the highest market caps. Furthermore, the S&P covers 75 percent of American equity markets. The S&P 500 Index comprises stocks across all sectors, including but not limited to energy, materials, industrials, consumer discretionary goods/services, consumer staples, health care, financials, information technology, telecommunication services, utilities, and real estate (Levy, 2023). The S&P 500 Index experienced: (a) current-dollar measure increase of 16.3 % with an actual inflation-adjusted dollar measure increase of 18.1% in 2020; (b) current-dollar measure increase of 26.9% with an actual inflation-adjusted dollar measure increase of 28.5% in 2021; and (c) current-dollar measure decrease of 19.4% with an actual inflation-adjusted dollar measure decrease of 18% in 2022 (Levy, 2023).

The second economic factor closely tied to corporate giving is Gross Domestic Product (GDP). GDP is the measure of the total economic output (i.e., total monetary or market value) of

all the finished goods and services within a country during a specific time period (Investopedia, 2023a). GDP encompasses the following: (a) personal consumption expenditures; (b) government consumption outlays and gross investment; (c) gross private domestic business investment or capital expenditures; (d) private inventory additions; and (e) services foreign trade balance. In inflation-adjusted dollars, the U.S. GDP decreased by 2.8% in 2020; increased by 5.9% in 2021; and increased by 2.1% in 2022 (Bureau of Economic Analysis, 2023).

A third economic factor closely linked to corporate giving is pre-tax corporate profits. Corporate pre-tax profits are combined income earnings from at-present production accounted by U.S. corporations (Bureau of Economic Analysis, 2022). Pre-tax corporate profits provide a summary measure of corporate financial health and are a key indicator of economic performance. Profits are a source of retained earnings for capital investment funding that raises productive capacity. Corporate pre-tax profits decreased by roughly 5% in current dollars in 2020 yet increased by 37.4% in 2021. Corporate contributions as a percent of pre-tax corporate profits were 0.8% in 2020 and averaged 1.1% from 1982-2022.

Bequest. Bequests accounted for nine percent of total giving in 2021. This nine percent was equivalent to $46.01 billion in 2021. Giving by bequest experienced: (a) a current-dollar measure decrease of 5% with an actual inflation-adjusted dollar measure decrease of 6.7% between 2018-2019; (b) a current-dollar measure increase of 30.5% with an actual inflation-adjusted dollar measure increase of 28.9% between 2019-2020; and (c) a current-dollar measure decrease of 4.9% with an actual inflation-adjusted dollar measure decrease of 18.3% between 2020-2021 (Clolery & Wright, 2021; Giving USA, 2022b; Giving USA, 2021).

The cumulative change in current dollar bequest contributions between 2019-2021 is 21 percent. Giving by bequest has comprised between seven and nine percent of total giving over

the last forty years, with the highest point of nine percent occurring during the five-year periods of 1996-2000 and 2016-2020 (Clolery & Wright, 2021; Giving USA, 2023). In 2020, the total estimated amount for giving by charitable bequest was as follows: (a) $22.07 billion from estates with assets of $5 million and above; (b) $8.61 billion from estates with assets between $1 million and $5 million; and (c) $11.24 billion from estates with assets below $1 million (Clolery & Wright, 2021; Giving USA, 2023).

Individuals. The giving by individuals category incorporates both itemized and non-itemized charitable contributions by individuals and households. Such contributions include gifts of cash, securities, and property. Charitable giving by individuals and their households accounted for 67% of total giving in 2021. This percentage equated to $326.87 billion in 2021. Charitable giving by individuals and their households experienced: (a) a current-dollar measure increase of 6.7% with an actual inflation-adjusted dollar measure increase of 4.7% between 2018-2019; (b) a current-dollar measure increase of 5.8% with an actual inflation-adjusted dollar measure increase of 4.6% between 2019-2020; and (c) a current-dollar measure increase of 4.9% with an actual inflation-adjusted dollar measure decrease of 0.2% between 2020-2021 (Clolery & Wright, 2021; Giving USA, 2022b; Giving USA, 2021). The cumulative change in current dollars given by individuals and their households between 2019-2021 is 11 percent. Giving by individuals as a percentage of total giving has notably declined over the last forty years, from 82 percent between 1981-1985 to 70 percent from 2016-2020.

Several economic indicators are closely associated with giving by individuals and their households. However, one economic factor in particular that is a notable indicator is personal disposable income. Personal disposable income is available income to households for spending or saving following payment of taxes. Disposable personal income experienced: (a) a current-

dollar measure increase of 7.4 % with an actual inflation-adjusted dollar measure increase of 6.2% in 2020; (b) a current-dollar measure increase of 5.9% with an actual inflation-adjusted dollar measure increase of 1.8% in 2021; and (c) current-dollar measure decrease of 0.1% with an actual inflation-adjusted dollar measure decrease of 6% in 2022 (Bureau of Economic Analysis, 2023). Disposable personal income is correlated with total household income, which is a key determinant of how much individuals and their households contribute. Current dollar individual contributions as a share of disposable personal income were 1.9% in 2019, 1.9% in 2020, and 1.8% in 2021 (Bureau of Economic Analysis, 2023).

Charitable giving is concentrated amongst affluent households. Affluent households have a larger than $200,000 annual household income and/or a net worth greater than $1 million, excluding primary residences (CCS Fundraising, 2022c). Approximately $15 billion of 2021 giving from individuals was secured through mega-gifts, representing 5% of all individual giving. Data from a CCS Fundraising (2022c) study indicated that the top 10% of all donors contributed 92% of total fundraising dollars over ten years. Giving USA data for the year 2020 indicated that roughly fifty percent of the total American population gives annually on average $2,890; whereas, 88% of affluent households give $43,195 annually on average (Giving USA 2022a).

Hence, most of an organization's revenue generally comes from a small group of highly engaged donors. The total dollar amount given by individuals has increased; however, the number of individuals who donate has decreased. This phenomenon is known as the 'dollars up, donors down' phenomenon (Giving USA 2022a). Specifically, this phenomenon is the simultaneous occurrence of two divergent trends where the number of donors decreases while the dollars per donor holds steady or increases.

U. S. Foundations. Foundations include independent, community, operating, and private foundations that issue grants as well as fund their own charitable programs, services, and initiatives. Sometimes, independent foundations are referred to as private foundations and also include family foundations. Charitable giving by foundations accounted for 19% of total giving in 2021. This nineteen percent was equivalent to $90.88 billion in 2021. Grantmaking by independent, community, and operating foundations experienced: (a) a current-dollar measure increase of 6.7% with an actual inflation-adjusted dollar measure increase of 0.6% between 2018-2019; (b) a current-dollar measure increase of 16.1% with an actual inflation-adjusted dollar measure increase of 14.7% between 2019-2020; and (c) a current-dollar measure increase of 3.4% with an actual inflation-adjusted dollar measure decrease of 1.2% between 2020-2021 (Clolery & Wright, 2021; Giving USA, 2022b; Giving USA, 2021). The cumulative change in current dollars given by foundations between 2019-2021 is 21 percent (Clolery & Wright, 2021; Giving USA, 2023).

Foundations play a key role in the philanthropic landscape. As of 2023, there are approximately 42,400 foundations with $1.198 trillion in total assets (Foundation IQ, 2023). By law, foundations must pay out five percent of their annual assets in grants and operating expenses. Private foundations constitute an increasingly important funding source for charities. Furthermore, foundation-giving accounts for roughly 18% of philanthropic support (Foundation Advocate, 2023). In 1980, foundations comprised 6% of all giving; 7% in 1990; 11% in 2000; 14% in 2010; and 19% in 2020. Incoming contributions, outgoing grants and expenses, and investment performance are three variables represented by foundation asset levels. Relative to December 2021's 1.304 trillion-dollar estimation, United States foundations' assets fell roughly $250 billion, roughly 18.9% in 2022, to nearly $1.057 trillion. Also, the Foundation Mark

Grantmaker Investment Value (GIV) Index, which estimates monthly returns for the foundation universe based on reported asset allocations and market returns, revealed that GIV had decreased by 15.5% in 2022. In 2021, foundation giving decreased by 1.2% to $90.88 billion (Foundation Mark, 2023).

Faith-Based Public Foundations. Twenty-four percent of public charities function as foundations. Seventeen percent of public foundations are faith-aligned. There are nearly 300,000 United States public foundations of which 52,000 are faith-based. Jointly, these faith-based public foundations have assets of $90 billion or greater. In 2015, faith-based foundations contributed at least $8 billion to charitable causes (Ralph, Fulton, & Allen, 2022). Furthermore, research comparing secular with faith-based foundations evidenced that faith-based foundations: (a) are inclined to be older; (b) possess greater revenue and assets; (c) receive fewer government monies; and (d) issue more money in grants, especially for global causes (Ralph, Fulton, & Allen, 2022).

Foundation Global Giving. Regarding U.S. foundation grantmaking, global grant dollars constitute approximately 25.1% ($33.4 Billion) of the overall grant dollars by foundations since 2008. Also, the number of global grants given by foundations comprises, at minimum, roughly 9.6% (658,220) of the overall number of foundation grants since 2002 (Council on Foundations, 2022). However, one family foundation accounted for 45.4% of all global foundation grant dollars awarded from 2016 to 2019. Including the top nine independent/family foundations increased this percentage to 64%; whereas, expanding to the top twenty-five independent/family foundations raised this percentage to 75% (Council on Foundations, 2022). 10.6% of global foundation grant dollars came from corporate foundations; 4.8% (1.7 billion); community foundations 4.4% (1.5 billion); and operating foundations 1.4% (495.3 million). From 2016-

2019, approximately 60.9% ($20.3 billion) of global foundation giving and 66.1% (41,191 billion) grants were directly awarded to U.S. headquartered organizations and intermediaries that: 1) provided direct services in other countries; 2) engaged in globally focused activities predominantly in the USA; and 3) regranted funds to in-country organizations and individuals (Council on Foundations, 2022).

International Geographic Fund Distribution. As of November 2021, there are presently 46 countries classified as least-developed countries. They are distributed as follows: Africa 33, Asia 9, Oceania 3, Latin America 3, and the Caribbean 1 (United Nations, 2022b). Between 2016-2019, 25.1% ($8.4 billion) of global foundation dollars and 13.9% (8,640) grants prioritized Sub-Saharan Africa; 5.4% ($1.8 billion) and 8.1% of grants (5,068) the Middle East and North Africa; 17.7% ($5.9 billion) and 12.1% (7,535) of grants prioritized Asia and Pacific; as well as 6.2% ($2.1 billion) prioritized Latin America and Mexico. Specifically, giving focused on developing/third-world countries accounted for 16.3% of global grant dollars and 8.4% of grants during 2016-2019.

Agriculture and Food Security. Between 2016-2019, approximately $2.7 billion in foundation grant dollars were allocated for global agriculture and food security. Although this $2.7 billion equates to 8.2% overall, once the top foundation is excluded, the weight decreases to 5.8% (Council on Foundations, 2022). This funding was distributed as follows: Asia & Pacific 8.0% ($472.2 Million); Latin America & Mexico 12.5% ($260.1 Million); and Sub-Saharan Africa 19.0% ($1.6 billion).

Stakeholder Recipients

Subsector Recipients. The estimated distribution pathways 2021 total contributions of $484.85 billion amongst charitable recipient organizations were as follows. Religious

organizations received the greatest share, 27% of charitable funds totaling $135.78 billion. Educational institutions constituted the second-largest share, 14% of charitable dollars, $70.79 billion. Thirdly, human services organizations received 13% of total charitable dollars, $65.33 billion. Charitable gifts to grantmaking independent, community, and operating foundations comprised the fourth largest share, 13% of total funds of $64.26 billion. Public society benefit organizations were given the fifth largest share, 11% of funds, $55.85 billion. The health subsector received the sixth largest share, 8% of $40.58 billion. Seventhly, the international affairs subsector received 5% specifically, $27.44 billion. Arts, culture & humanities ranked eighth, receiving a share of 5%, totaling $23.50 billion. The remaining allocations included Environment/animal organizations 3% (16.32 billion); Individuals 2% (11.74 billion); as well as an unallocated giving of $26.75 billion (Benefactor Group, 2022a, 2022b; Giving USA Foundation, 2022a).

Closer Analysis of Religious / Faith-Based Subsector

Data from the Indiana University Lilly Family School of Philanthropy's Philanthropy Panel Study (PPS) demonstrated that religious Americans have a greater likelihood of making charitable donations to any charitable organization, albeit secular or religious (Indiana University Lilly Family School of Philanthropy, 2017). Also, religious families give the same or greater to charities compared to non-religious families. Research by Zinsmeister (2022) demonstrated that religious individuals make average contributions of $1,590 versus $695 from non-religious persons. Furthermore, persons attending religious services at least once a month are eleven times more to give to religious congregations. Particularly, regular attendees give roughly $1,737 more to religion per year versus individuals who attend fewer than once a month (Indiana University Lilly Family School of Philanthropy, 2017).

Congregation Economic Practices

Revenue Sources. In the fall of 2018, the National Opinion Research Center (NORC) conducted a nationwide study about the finances and economic practices of 1,231 nationally representative congregations. Specifically, information about how congregations source, administer, manage, and expend their financial resources was studied. Data from this study were analyzed by the Lake Institute on Faith and Giving at the Indiana University Lilly Family School of Philanthropy at Indiana University–Purdue University Indianapolis (IUPUI) and later published as the National Study of Congregations' Economic Practices (NSCEP). The percentage of congregations' revenue from various sources is as follows: (a) rental 6%; individual donations 81%; special fundraisers 6%; endowment 4%; and denomination 3%. See **Table *42***.

Table 42

Religious Traditions Revenue Sources

Religious Tradition	% Individual Contributions	% Special Fundraisers	% With an Endowment	% Host Capital Campaigns	% Pledge / Stewardship Campaigns	Manage Money Classes
Catholic	75	9	50	45	51	30
Evangelical Protestant	87	3	18	58	24	31
Black Protestant	85	5	5	18	56	54
Mainline Protestant	76	6	59	32	70	25
Other Religious Groups	7	15	58	55	72	26

Notes. Researcher-Author Compiled Data and Generated Table. Data sourced from Lake Institute on Faith & Giving, & Indiana University Lilly Family School of Philanthropy, 2021

Expenditures

Program Expenditures. United States congregation overall expense categories are as follows: 49% Personnel; 23% Facilities; 11% Missions; 10% Programs; and 6% Dues. Twenty-three percent of most congregation's total budget is for facility expenses. Facilities include building maintenance, construction, utilities, mortgage payments, and other physical space-related expenses. Ten percent of the total budget is allocated for programs. Programs include but

are not limited to worship services, adult and children's educational activities, preschools, marketing, and church planting. Mission and outreach comprise a part of congregational programs as well. Eighty-four percent of congregations engage and provide at minimum one social service program. Examples of these social service programs include food and clothing 95%, physical health 39%, and disaster relief 48% (Lake Institute on Faith & Giving & Indiana University Lilly Family School of Philanthropy, 2021). Additional services include home building, home repair, mental health, substance abuse, and career/job matching/assistance services. Approximately eleven percent of congregations develop separate nonprofits, and two percent of congregations develop for-profit social enterprises to provide social products or services. (Lake Institute on Faith & Giving & Indiana University Lilly Family School of Philanthropy, 2021)

Mission Expenditures. Fifty percent of congregations collect special offerings at minimum once a year to support denomination-sponsored or religious association-sponsored initiatives. Also, nearly 57% offer congregational participants specific opportunities to financially support other nonprofits external to their church body. On average denominational-affiliated congregations contributed $25,142 for mission-related causes and sent $18,442 to their denominations for mission outreach. Congregations give mission, service, and benevolence resources to local communities 61%; United States missions 20%, and International missions 19%. See Table 43.

Table 43

Mission Allocation Percentages

Religious Tradition	% Local Mission Spending	% U.S. Mission Spending	% Int'l Mission Spending	Mission Physical Needs	Mission Spiritual Needs
Catholic	68	21	11	55	45
Evangelical Protestant	53	20	27	54	46
Black Protestant	68	27	5	59	41

Mainline Protestant	64	20	16	77	23
Other Religious Groups	78	10	12	50	50

Notes. Researcher-Author Compiled Data and Generated Table. Data sourced from Lake Institute on Faith & Giving, & Indiana University Lilly Family School of Philanthropy, 2021

U.S. Congregations and Disaster Relief Service. With greater than seventy-percent of congregations donating monetary gifts and over fifty-percent volunteering for disaster-related projects, church congregations play a significant role in the United States' overall charitable giving and volunteer response (Gazley, Fulton, Zebrowski, & King, 2022). As the proximity/distance between disaster-prone areas and geographic locations of congregations decreases, the likelihood of congregational disaster-relief-associated volunteerism and giving increases. Research by Gazley, Fulton, Zebrowski, & King (2022) has also demonstrated an association between the ruling congregational majority age level present and volunteering or giving trends. Specifically, congregations with greater percentages of younger members have an increased likelihood of actively volunteering in disaster relief efforts. On the other hand, congregations with a higher percentage of older members were more likely to make financial contributions to disaster relief assistance efforts (Gazley, Fulton, Zebrowski, & King, 2022).

Number of U.S. Congregations Giving to Disaster Relief. More than two-thirds or seventy-one percent of United States congregations contributed money to 2017 disaster relief efforts. Neary sixty-seven percent of all congregations gave to intra-American disaster relief efforts; whereas, nearly one-third contributed to international disaster relief efforts (Gazley, Fulton, Zebrowski, & King, 2022).

Amount Given in Disaster Relief by U.S. Congregations. Out of those congregations that contributed to 2017 disaster relief causes, the amount of financial contributions averaged $8482. Additionally, intra-U.S. disaster relief monetary contributions averaged $7082 (Gazley, Fulton, Zebrowski, & King, 2022). For international disaster relief efforts, American

congregations averaged $3853 in their giving. Furthermore, Catholic, Evangelical Protestant, and Mainline Protestant congregations have a greater likelihood of fifteen times, nine times, and eight times, respectively, to donate to domestic/national disaster relief exertions in comparison to non-Christian congregations (Gazley, Fulton, Zebrowski, & King, 2022).

Number of U.S. Congregations Participating in Disaster Relief. In 2017, nearly fifty percent of all United States congregations partook in disaster relief exertions; sixteen percent were involved in local disaster relief efforts, forty-one percent participated in U.S. domestic/national disaster relief exertions, and twenty-five percent partook in international disaster relief efforts. Concerning international disasters, the two characteristics of congregations' annual revenue and Baby Boomer congregant proportion correlated with contributions to international disaster relief efforts (Gazley, Fulton, Zebrowski, & King, 2022).

Religious Giving and Participation Trends Peri-COVID-19

Understanding the effects of COVID-19 on faith-based organizations is key to understanding the impact at the level of their international humanitarian, development, and relief programs. What happens at the domestic level regarding giving, attendance, and volunteer rates can affect the efficiency levels of denomination-specific global programs and initiatives. Recent research indicates that distributions are outpacing contributions (MinistryWatch, 2021, 2023; National Christian Foundation, 2022; The NonProfit Times, 2022; The Signatry, 2022). Understanding COVID-19's effects on faith-based charities and organizations necessitates understanding the pre-COVID-19 period.

The United States Department of Labor Bureau of Labor Statistics Consumer Expenditure (CE) survey provides American consumer expenditure, income, and demographic data (Bureau of Labor Statistics, 2023). Also, this benchmark measures United States consumer

charitable cash contributions such as contributions to religious, educational, charitable, or political organizations. Author-researcher analysis of cash contribution data that were relevant to nonprofit charitable giving found that Americans gave cash contributions of $194 billion and $184 billion to charitable causes during pre-COVID-19 pandemic years 2018 and 2019, respectively (Bureau of Labor Statistics, 2023). Giving to church and religious organizations was highest for 2018-2019 followed by giving to charitable and other organizations. Charitable giving to educational institutions was equivalent to or higher than gifts of mutual funds, bonds, and stocks to non-consumer unit members for the same time period. See **Table *44*** to **Table *46***.

Table 44

Aggregated Annual Expenditures and Cash Contributions Pre-COVID

Annual Expenditures	**2018**			**2019**		
Cash Contributions to:	**# CU**	**$**	**%**	**# CU**	**$**	**%**
Stocks, Bonds, Mutual Fund Gifts	78.35	10.30	5%	40.50	5.36	3%
Charities & Other Organizations	500.22	65.75	34%	481.10	63.62	34%
Church & Religious Organizations	828.56	108.91	56%	806.24	106.62	58%
Educational Institutions	68.99	9.07	5%	69.74	9.22	5%
Total	1,476.13	194.02	100%	1,397.59	184.82	100%

Notes. Researcher-Author Compiled Data and Generated Table. CU = Average Annual Consumer Units Contributions; $ = Average Dollar Amount per Item for All Consumption Units *x* Number of Consumer Units in billions for a specific year; % = Item as a Percent of Total
Source: Author-Researcher 2023 examination of 2018-2019 United States Department of Labor Bureau of Labor Statistics Consumer Expenditure Surveys Other Expenditures Cash Contributions data

Table 45

Changes in Participation and Revenue as of Fall 2018

Religious	**Change in Membership**			**Change in Revenue**		
Tradition	**Decreased**	**Constant**	**Increased**	**Decreased**	**Constant**	**Increase**
Catholic	53	23	24	58	13	31
Evangelical Protestant	28	30	42	28	21	51
Black Protestant	27	11	62	27	14	59
Mainline Protestant	49	19	32	38	14	48
Other Religious Groups	46	17	37	33	14	53

Notes. Researcher-Author Compiled Data and Generated Table. Data adapted from Lake Institute on Faith & Giving, & Indiana University Lilly Family School of Philanthropy, 2021

Table 46

Protestant, Christian, and Catholic Denominational Pre-COVID-19 Landscape Trends

Protestant Denominational Bodies	2017-2018 Pre-COVID National Membership and General Trends	2018-2019 Pre-COVID National Membership and General Trends
Presbyterian Church in America (PCA)	- 3.7% increase in total contributions - 1.5% increase congregation number - 0.2% increase in membership - 3.3% increase in giving per capita	- 2% increase in total contributions - 0.3% increase congregation number - 2.7% increase in membership - 0.8% decline in giving per capita
Presbyterian Church (PCUSA)	- 4.7% increase in per capita giving - 1.6% decline in congregation number - 4.6% decrease in active membership	- 4.4% decrease in active membership
The Southern Baptist Convention (SBC)	- 1.4% decline in membership - 2.3% increase in average worship attendance - 2.3% increase in total receipts	- 1% decline in membership - 0.87% increase in total undesignated gifts - 0.7% increase in total receipts
The Church of the Nazarene	- 3% decline in average attendance - 1.5% reduction in contributions	- 0.8% decline in church membership for Nazarene congregations - 0.3% increase in average attendance - 1.1% increase in total membership - 0.8% decrease in church disbursements - 0.1% increase in total church contributions
The United Methodist Church (UMC)	- 1.8% decline in congregational numbers - 1.87% decrease in membership - increase in church receipts	- 1.1% decline in congregational numbers - 1.9% decrease in membership - 1.6% reduction in total church income
Evangelical Lutheran Church in America	- 0.9% decrease congregation number - 3% decrease in active members - 0.67% increase in total receipts	- 0.7% decrease in congregation number - 2.8% decrease in active members - 3.9% reduction in total weekly attendance - 0.6% decrease in total receipts - 0.05% decline in regular giving by members
The Episcopal Church	- 0.4% decline in total congregation number - 2.4% decrease in average attendance - 1.7% increase in total contributions - 3.5% increase in average pledge amounts	- 2.1% decline in the total number of memberships - 4.5% decrease in average attendance - 0.4% increase in total contributions - 3.2% increase in average pledge amounts
The Church of Jesus Christ of Latter-day Saints	- 0.5% decline in growth rate from 2013-2017 - Worldwide membership of 16 million as of December 31, 2017	- 0.8% decline in rate of growth from 2013-2018 - Worldwide membership over 16.3 million as of December 31, 2018
Evangelical Council for Financial Accountability ECFA Members	- 1772 member institutions - 5.9% increase in total cash donations - $13.3 billion total cash donation - 3.4% average annual increase from 2007-2017	- 1940 member institutions - $13.9 billion total cash donations
National Association of Evangelicals (NAE)	- 3.04% total contributions as a percent of income	- 2.94% total contributions as a percent of income - 50% increase in membership since 1968 - increase in total contributions, congregational finances, and benevolences since 1968 in inflation-adjusted dollars
National Council of Churches	- 2.51% total contributions as a percent of income	- 2.46% total contributions as a percent of income

(NCC) – Consists of Multiple Denominations		- 56% decline in membership since 1968 - decrease in total contributions, congregational finances, and benevolences since 1968 in inflation-adjusted dollars
Catholic Church	- 7% decrease in overall individual giving (Villanova University Center for Church Management Study of 169 parishes)	- 7% decrease in overall individual giving (Villanova University Center for Church Management Study of 169 parishes)

Notes. Researcher-Author Compiled Data and Generated Table. Data adapted from Giving USA 2019: The Annual Report on Philanthropy for the year 2018; Giving USA 2020: The Annual Report on Philanthropy for the year 2019

Religious Giving and Participation Trends Peri-COVID-19

Author-researcher analysis of data from the 2020-2021 United States Bureau of Labor Statistics Consumer Expenditure Survey Other Expenditures section on cash contributions relevant to nonprofit charitable giving found that Americans gave $156 billion and $149 billion in cash contributions to charitable causes in 2020 and 2021, respectively, in the last two years leading up to the COVID-19 pandemic (Bureau of Labor Statistics, 2023). Giving to church and religious organizations was highest for 2020 and 2021, followed by giving to charities and other organizations. Charitable giving to educational institutions was the same or higher than gifts of bonds, stocks, and mutual funds to non-consumer unit members. See **Table *47***.

Table 47

Aggregated Annual Expenditures and Cash Contributions Peri-COVID

Annual Expenditures	**2020**			**2021**		
Cash Contributions to:	**# CU**	**$**	**%**	**# CU**	**$**	**%**
Stocks, Bonds, Mutual Fund Gifts	28.11	3.69	2%	44.18	5.90	4%
Charities & Other Organizations	289.60	38.01	24%	242.19	32.35	22%
Church & Religious Organizations	804.70	105.60	68%	789.21	105.43	71%
Educational Institutions	67.21	8.82	6%	40.26	5.38	4%
Total	1,189.62	156.12	100%	1,115.84	149.07	100%

Notes. Researcher-Author Compiled Data and Generated Table. CU = Average Annual Consumer Units Contributions; $ = Average Dollar Amount per Item for All Consumption Units *x* Number of Consumer Units in billions for a specific year; % = Item as a Percent of Total
Source: Author-Researcher 2023 examination of data from the 2020-2021 United States Department of Labor Bureau of Labor Statistics Consumer Expenditure Surveys Other Expenditures Cash Contributions section

In 2021, giving to religious/faith-based non-profit institutions comprised 27% of 2021 total giving. Giving USA (2022a) defines the religion subsector as giving to congregations,

missions, religious media, and other related organizations. Most churches reported in-person service disruption due to the COVID-19 pandemic. Data published in the Unstuck Church Report, a collaborative study between Unstuck Group and Blackbaud Institute conducted from May 18 - 29, 2020, confirmed this trend. Specifically, roughly 60% of 561 churches with pre-COVID-19 congregation attendance sizes ranging from small churches with fewer than 100 to mega-churches with greater than 50,000 reported the following: (a) only six percent had resumed in-person church services; (b) nearly all who had reopened experienced lower attendance before the COVID-19 pre-shutdown; and (c) roughly 60% experienced giving decreases (The Unstuck Group & Blackbaud Institute, 2020).

Resultantly, many congregations adjusted to this disruption by conducting virtual services for real-time and later viewing via social media platforms, toll-free teleconferencing lines, and zoom-based/zoom-alternative platforms. Furthermore, churches and other religious organizations that were more equipped to process and set up mobile transactions as well as optimize their cloud-based/mobile-friendly donation financial management systems were more able to encourage giving through online platforms. Platform examples include Givelify, Cashapp, PayPal, Venmo, Zelle, and other digital payment and money transfer platforms.

Blackbaud Institute's Charitable Giving Report tracks over $51 billion in US-based charitable giving data from over 8,500 organizations across eleven National Taxonomy of Exempt Entities (NTEE) coded sub-sectors. This data is updated every quarter and presented in the form of the Blackbaud Institute Index, which reports quarterly moving medians of year-over-year percent changes in giving and to-date giving for the last twelve months (Blackbaud Institute, 2022c). Blackbaud Institute's 2021 data indicated that the average donation to faith communities was $348, and the average online donation was $243. Furthermore, faith

communities received 16.8% of their fundraising from online giving on mobile devices (Blackbaud Institute, 2022a). Also, data indicated that faith organizations grew online giving over the last three years by nearly 26%. In twelve months ending in September 2022, religious organizations experienced a 7.7% increase in overall fundraising and a 3.8% increase in online fundraising. The months of December (18.7%) followed by November (10%) reflected the largest percentage of giving; however, the percentage of giving was also considerable for the tax refund season's peak months of February (9.2%) and March (8.8%). Despite major end-of-fiscal year fundraising campaigns, June reflected 6.2% of giving in the faith-based sub-sector (Blackbaud Institute, 2022a, 2022b).

CCS Fundraising is a more than 75-year-old non-profit fundraising consulting firm that has helped to raise roughly $80 billion in funds with partnerships in six continents and over 5,000 non-profit partners. Between October and November 2021, CCS Fundraising (2022a, 2022b) surveyed 887 non-profits, of which 73 were religious/faith-based respondent institutions. Religious affiliations were as follows: 68% Roman Catholic; 11% Jewish; 7% Anglican/Episcopal; 4% Methodist; 3% Non-Denominational; 1% Presbyterian; 1% Lutheran; 1% Pentecostal; and 3% Other. The majority of religious respondents reported that in the past two years, received gifts and pledges consisted of the following: bequests (86%); appreciated assets (74%); donor-advised funds (73%); retirement plans (70%); and family foundations (68%). Tabulated below in **Table *48*** are COVID-19 landscape trends for the Protestant, Christian, and Catholic denominations (Giving USA, 2021).

Table 48

Protestant, Christian, and Catholic Denominational Peri-COVID-19 Landscape Trends

Protestant Denominational Bodies	**2020 Peri-COVID National Membership and General Trends**

Presbyterian Church in America (PCA)	- 14.2% increase in total contributions - 0.8% increase in the number of congregations - 0.1% decrease in membership - 0.6% decline in giving per capita
Presbyterian Church (PCUSA)	- 4.5% decrease in active membership
The Southern Baptist Convention (SBC)	- 3% decline in membership - 1% decrease in total receipts - 0.7% reduction in total undesignated receipts
The Church of the Nazarene	- 1.6% decline in church membership for Nazarene congregations - 1.4% increase in average attendance - 0.9% increase in total membership - 1.96% decrease in church disbursements - 2.1% reduction in total church income
The United Methodist Church (UMC)	- 1.1% decline in congregational numbers - 1.9% decrease in membership - 1.6% reduction in total church income
Evangelical Lutheran Church in America	- 1.3% decrease in the number of congregations - 2.4% decrease in active members - 3.8% reduction in total weekly attendance - 0.6% increase in total receipts - 0.07% decline in regular giving by members
The Episcopal Church	- 2.3% decline in the total number of memberships - 2.6% decrease in average attendance - 1.9% increase in total contributions - 4.2% increase in average pledge amounts
The Church of Jesus Christ of Latter-day Saints	- 0.6% increase in the number of wards and branches - 0.6% increase in total membership
Evangelical Council for Financial Accountability (ECFA) with 1919 accredited member institutions	- 1.5% on the average increase in inflation-adjusted cash contributions overall - 2.7% on the average increase in inflation-adjusted cash contributions in congregations with greater than 25 million budgets - declines in cash giving for all churches with less than 25 million budgets - 11.5% decline in cash giving in churches with under 1 million budgets
Catholic Church	- 7% decrease in overall individual giving (Villanova University Center for Church Management Study of 169 parishes)

Notes. Researcher-Author Compiled Data and Generated Table. Data adapted from Giving USA 2021: The Annual Report on Philanthropy in 2020

Relevant Models

The section named Models comprises the final part of the thematic framework section. Information will be provided about service efficiency measurement techniques and relevant data sources central to model selection, development, and implementation in this dissertation-in-praxis study.

International Christian Humanitarian Organizations

In its disaster relief publication, the Internal Revenue Service (2014) considers the most basic form of charity as "providing aid to relieve human suffering caused by a natural or civil disaster or an emergency hardship" (p. 1). Charities, particularly churches, typically have a greater ability to administer relief, aid, and assistance programs at greater efficiency levels than individuals acting alone. Christian ministries, faith-based organizations (FBOs), and faith-based charities (FBCs) are among some of the largest international relief and development agencies that are on the front lines of humanitarian and disaster relief efforts (MinistryWatch & Smith, 2023). Some denominational-affiliated corresponding international humanitarian organizations are tabulated in **Table *49*** below.

Table 49

Denominational-Affiliated Global Humanitarian Aid / Disaster Relief & Mission Divisions

Family	**Tradition**	**Christian Denominations**	**Global Humanitarian Aid & Assistance / International Disaster, Relief, & Development**
Methodist	Black Protestant	African Methodist Episcopal Church	African Methodist Episcopal Church Service and Development Agency (AME-SADA)
Baptist	Evangelical Protestant	American Baptist Churches in the United States of America (U.S.A.)/ American Baptist Convention	American Baptist Foreign Mission Society/ International Ministries
Lutheran	Evangelical Protestant	Anglican Church in North America	Anglican Relief and Development Fund
Pentecostal	Evangelical Protestant	Assemblies of God, General Council of the	AG World Missions / Disaster Relief for Churches
Catholic Liturgical	Catholic	Catholic Church	Catholic Relief Services
Pentecostal	Black Protestant	Church of God in Christ	Church of God in Christ (COGIC) Charities
Mormon	Other	Church of Jesus Christ of Latter-day Saints	Latter-day Saint Charities
Holiness	Evangelical Protestant	Church of the Nazarene	National Compassionate Ministries (NCM)
Anglican/ Episcopal	Mainline Protestant	Episcopal Church	Episcopal Relief & Development (ERD)
Lutheran	Mainline Protestant	Evangelical Lutheran Church in America	Lutheran World Relief
Mennonite/ Amish	Evangelical Protestant	Mennonite Church & MCC	Mennonite Disaster Service
Messianic Judaism	Other	Messianic Jewish Theological Institute	Jewish Voice Ministries International

Baptist	Black Protestant	National Missionary Baptist Convention of America	Partner with Baptist World Alliance & Other Relief
Other	Evangelical Protestant	Non-denominational Christian Churches	
Presbyterian/ Reformed	Mainline Protestant	Presbyterian Church (USA)	Presbyterian Disaster Assistance and Presbyterian Mission Agency World Mission
Presbyterian/ Reformed	Evangelical Protestant	Presbyterian Church in America (PCA)	Mission to the World (MTW)
Adventist	Evangelical Protestant	Seventh-Day Adventist Church	Adventist Development and Relief Agency International (ADRA or ADRA International)
Baptist	Evangelical Protestant	Southern Baptist Convention (SBC)	Send Relief - International Mission Board (IMB) and North American Mission Board (NAMB)
Methodist	Mainline Protestant	United Methodist Church (UMC)	United Methodist Committee on Relief – UMCOR
Mennonite/ Amish	Evangelical Protestant	US Conference of Mennonite Brethren Churches / Mennonite Brethren in Christ	Mennonite Central Committee

Notes. Researcher-Author Compiled Data and Generated Table.

The Association of Statisticians of American Religious Bodies (ASARB) conducts the decadal United States Religion Census (USRC). In 2020, the USRC identified a total of 372 religious bodies consisting of 356,739 congregations with 161,371,931 adherents. Of the 372 religious bodies, there were 354 Christian denominations, associations, or communions (Association of Religion Data Archives, 2020; Association of Statisticians of American Religious Bodies, 2022). The Roman Catholic Church has the greatest number of adherents, with greater than 61.8 million. Furthermore, the Southern Baptist Convention has the greatest congregation number, with 51,000 plus congregations and roughly 17.6 million adherents. The USRC defines adherents as "all members, including full members, their children, and the estimated number of other regular participants who are not considered as communicant, confirmed, or full members (Association of Religion Data Archives, 2020; Association of Statisticians of American Religious Bodies, 2022). See **Table *50***.

Table 50

Number of Congregations, Adherents, and Counties 2020

Group Name	Congregations	Adherents	# of Counties

African Methodist Episcopal Church	3667	1,059,888	997
American Baptist Association	766	146,820	358
Anglican Church in America	44		42
Anglican Church in North America	873		471
Assemblies of God, General Council of the	12,739	3,094,547	2510
Association of Messianic Congregations	12		12
Catholic Church	19,405	61,858,137	2961
Church of God in Christ	3313	920,429	782
Church of Jesus Christ of Latter-day Saints	14,567	6,721,031	1918
Church of the Nazarene	5,155	905,690	1683
Episcopal Church	6,353	1,576,611	1971
Evangelical Lutheran Church in America	8,857	3,139,413	1698
Mennonite Church USA	550	71,058	263
National Missionary Baptist Convention of America	7,564	2,428,820	1285
Non-denominational Christian Churches	44,319	21,095,641	2753
Presbyterian Church (U.S.A.)	8,851	1,491,775	2224
Presbyterian Church in America	1,873	372,696	747
Seventh-day Adventist Church	5,989	1,339,830	1805
Southern Baptist Convention	51,379	17,649,040	2677
Union of Messianic Jewish Congregations	55		49
United Methodist Church	30,051	8,018,629	2989
US Conference of Mennonite Brethren Churches	218	43,308	84

Notes. Researcher-Author Compiled Data and Generated Table. Data adapted from Association of Religion Data Archives, 2020; Association of Statisticians of American Religious Bodies, 2022

In addition to denominational-specific international humanitarian development and disaster-relief programs, there are a myriad of other faith-based programs that are either non-denominational or interdenominational. A few of these organizations receive more than $1 billion in revenue, with many more receiving more than $100 million. In **Table 51**, several Christian non-denominational and interdenominational humanitarian organizations that receive over $5 million in revenue are listed below.

Table 51

Nondenominational and Interdenominational Global Humanitarian/Disaster Relief/Development

American Leprosy Missions	International Aid, Inc.
AMOR Ministries, Inc.	Jewish Voice Ministries International
Blood-Water	Kingsway Charities
Bright Hope International	Kinship United
Catholic Medical Mission Board / CMMB	Lifewater International
Charity: Water	Living Water International
ChildFund International	Love a Child
Children's Hunger Fund	MANNA Worldwide
Christian Aid Ministries	MAP International
Christian Blind Mission	Medical Teams International
Christian Relief Fund	Mercy Chefs

Church World Service	Mercy Corps
Citihope International	Mercy Ships
Compassion International	OneChild
Convoy of Hope	Operation Blessing International
Covenant House	Opportunity International
Eagle Ranch	Plant With Purpose
Educational Concerns for Hunger Organization (ECHO)	Samaritan's Purse
Engineering Ministries International	Samaritan's Well
Feed My Starving Children	The Last Well
Feed The Children	The Water Project
Food for the Hungry	Unbound
Food For the Poor	Water Mission
Free Wheelchair Mission	Water4
Generosity.org	World Emergency Relief
Gospel for Asia	World Hope International
Healing Hands International	World Relief
Heifer Project International	World Renew
Interchurch Medical Assistance	World Vision U.S.

Notes. Researcher-Author Compiled Data and Generated Table. Organizations selected from IRS, MinistryWatch, Guidestar, and Candid Databases

Automatic Exemption for Churches, Inter-Church Organizations, and Integrated Auxiliaries

Churches. Internal Revenue Code Section 501(c)(3) granted churches automatic tax-exemption consideration. Thereby, they are exempt from IRS tax-exempt status application and recognition attainment procedures (Internal Revenue Service, 2023, April 19; 2022; 2023, February 27; June 13, 2015). Churches typically have certain attributes that define their existence. Several of these attributes identified via Internal Revenue Service publications and judicial rulings include but are not limited to the following: (a) legally distinct existence; (b) recognized form of worship and creed; (c) defined and distinctive apostolic or ecclesiastical government; (d) official disciplinary and doctrinal codes; (e) distinctive religious history; (f) unique membership distinct from other denominations and churches; (g) organized body of ordained ministers; (h) prescribed routes to ordination aligned to official instructional training or curricular programs; (i) unique literature; (j) established places of worship; k) regular congregations; l) regular religious services; m) youth and adult religious education or Sunday

schools; and n) minister preparation schools (Internal Revenue Service, 2023, April 19; 2022, June 13; 2015).

Integrated Auxiliaries. Churches may have integrated auxiliaries. Such auxiliaries included organizations related to a church, convention, or association of churches yet are not churches themselves. Integrated auxiliaries are legally required to be: (a) described both as an Internal Revenue Code (IRC) Section 501(c)(3) charitable organization and as a public charity under IRC sections 509(a)(1), (2) or (3); (b) affiliated with a church or convention or association of churches; and (c) primarily receive financial support from church internal sources rather than governmental or public sources (Internal Revenue Service, 2023, April 19; 2022, June 13; 2015). Examples include youth groups, seminaries, and mission societies. Mission societies that are sponsored by or affiliated with one or more churches or church denominations fall under this exemption.

Affiliated Subordinate Organization. Some churches or affiliated organizations are subordinates under a central or parent church organization or religious denomination. If the parent organization holds a group ruling exemption status, then that status may envelope subordinate or child organizations. Group exemption grants a parent organization as the holder of a group ruling, which specifies affiliated churches and organizations (Internal Revenue Service, 2015; 2022; 2023a; 2023b). These affiliates receive tax-exemption status by being included in the parent organization list. It is estimated that roughly 100,000 to 150,000 churches hold group ruling exemptions with subordinate or affiliated entities up to tens of thousands (Internal Revenue Service, 2015; 2022; 2023a; 2023b).

Religious Organizations

The Internal Revenue Service (2015; 2022; 2023a; 2023b) classifies religious organizations as non-denominational ministries, inter-denominational organizations, ecumenical organizations, and other entities primarily studying or advancing religion. Religious organizations might be legally structured as charitable trusts, corporations sole, nonprofit corporations, or unincorporated associations. The IRS definition of religious organizations does not include churches or integrated church auxiliaries. Unlike the case for churches, religious organizations seeking tax exemption status typically must formally apply to the IRS if their annual gross receipts surpass $5,000 (Internal Revenue Service, 2015; 2023a; 2023b). Gross receipts are the entire amount a religious organization receives from any source throughout the annual accounting period, not excluding any expenses and costs. Usually, religious organizations are legally required to submit applications within two years and three months from the founding month for tax-exemption status consideration and deductible contribution receipt qualification (Internal Revenue Service, 2015; 2023a; 2023b).

IRS 990 and Related Forms

The IRS Form 990 is an organization's return exempt from income tax. The 990-EZ is a shortened version of this form, and the 990-N is an electronic postcard or notice for tax-exempt organizations not required to file. Usually, all religious organizations are required to file Form 990, 990-EZ, or 990-N. However, there are exceptions to the 990-filing requirement. Certain religious organizations with a minimum of $200,000 of gross receipts for the tax year or $500,000 of total assets at the end of the tax year do not have to file Form 990 and its variants (Internal Revenue Service, 2015; 2023a; 2023b). Primary examples of such religious organizations are churches and inter-church organizations of local units of a church. Second are church-affiliated organizations exclusively engaged in financing, funding, managing, and

maintaining the funds and assets of a church, integrated auxiliary, convention, association of churches, or related retirement insurance programs. Third are below college-level schools affiliated with or operated by a church or religious order. Fourth and of notable importance to the dissertation-in-praxis are mission societies. Mission societies that are sponsored by or affiliated with one or more churches or church denominations do not have to file if greater than half of the society's activities are conducted in or directed at persons in foreign countries. Fifth and final are exclusive religious activities of any religious order (Internal Revenue Service, 2015; 2023a; 2023b).

Measuring the Efficiency of Service Organizations: Data Envelopment Analysis

Measuring efficiency levels of service delivery organizations can be challenging using traditional statistical analysis techniques such as linear regression analysis due to the absence of strict price-structure accounting factors that accompany traditional manufacturing production. Service delivery organizations include educational institutions, insurance, and banking/finance institutions. Of relevance to this study, faith-based organizations also fall into this category. Faith-based organizations and charities deliver services that are intangible and tangible as well as difficult to measure. To illustrate, intangible services may include the following: receiving biblical, historical, geographical, and spiritual instruction in Old and New Testament themes, as well as counseling in matters of the heart, soul, mind, and spirit.

Furthermore, services are rendered and received in the areas of discipleship, praise-and-worship, hospitality, salvation, justification, repentance, relationship building, fellowship, and the like. Social and community-based services are also conducted, such as hosting food pantries, clothing donations, assisted living for the elderly and disabled; vacation bible school, youth camps, and field trips; community investment projects; prison ministries; and sick-and-shut-in

ministries. For faith-based organizations delivering international humanitarian assistance and aid, the number and type of services exponentiate in growth, complexity, delivery, and timeframe of goal attainability.

Charnes, Cooper, and Rhodes (1978) developed a nonparametric statistical technique known as data envelopment analysis (DEA) and used it to measure the technical efficiency levels of certain service organizations. Since its inception, multiple variations and offshoots of data envelopment analysis models have been constructed and used in numerous difficult-to-measure service-based industries and fields. The author-researcher conducted a literature search to closely examine several studies that utilized data envelopment analysis in nonprofit research. Three key studies are presented in Table 52.

Table 52

Previous Studies/Approaches Using Data Envelopment Analysis in Nonprofit Research

DEA	DEA Model Measured	Model Inputs	Model Outputs	Study Reference
Y	- Overall, Social and Economic Efficiency of Flemish Social Enterprises	- Tangible fixed assets - Contingent - Operating Costs	- Returns - Full-Time Equivalent (FTE) Target Employees	Staessens, Kerstens, Bruneel, & Cherchye, 2019
Y	- Efficiency of 20 regional U.S. food banks	- employee number - volunteers number - annual budget	- amount spent directly on food purchase or distribution	Mattingly, 2022
Y	- Nonprofit marketing/ fundraising and service provision efficiency (Multiple Models)	- Fundraising Inputs (fundraising expenses, general/ managerial expenses - Service Provision Inputs (Received Contributions, general/Managerial Expenses)	- Fundraising Outputs (Contributions Received, Investment Income) - Service Provision Outputs (Cause Designated Money)	Golen et. al., 2012

Notes. Researcher-Author Compiled Data and Generated Table.

Present Dissertation-in-Praxis Study

The author-researcher of this dissertation-in-praxis study used data envelopment analysis models to measure the efficiency levels of the international humanitarian faith-based organizations in this study. Efficiency levels were measured in the areas of fundraising as well as

program service delivery. Inputs and outputs were taken directly from entries on the IRS 990 form submissions. All subsequent analyses were based upon data from two or more years in the 2016-2022 IRS form-990 reports.

Summary

The earlier presentation comprised the third section, Chapter Two's thematic framework. The purpose of this thematic framework section was to present and research those themes that directly relate to the central subject of the dissertation-in-praxis study. The first two-thirds of this section focused on the most relevant themes to this dissertation-in-praxis—the nonprofit ecosystem and its funding mechanisms. First, information was provided regarding present-day economic challenges and barriers that directly or indirectly affect the nonprofit industry. Secondly, the author-researcher surveyed the giving and philanthropy landscape via a study and analysis of key stakeholder donors and recipients. Thirdly, the researcher-investigator closely examined the stakeholder recipient faith-based and religious subsector. Specifically, information was shared regarding congregational economic practices, participation, and giving trends. The remaining portion of the thematic framework section centered on relevant models. Information was provided regarding the service efficiency measurement technique called data envelopment analysis, along with a presentation of data variables and sources critical to model development and implementation in this dissertation-in-praxis study.

Chapter Summary

Chapter Two created the framework for this dissertation in praxis and consisted of four sections. The first section of Chapter Two was termed Biblical and Theological Framework. The purpose of the Biblical and Theological Framework was to lay the biblical foundation on which this dissertation-in-praxis study rested. This section was comprised of two parts. The first

part outlined biblical imperatives and principles relevant to this dissertation-in-praxis. Part two of the biblical and theological framework was called biblical and theological themes. In this component, the biblical theme of the image and likeness of God was discussed.

The second section was named Theoretical Framework and consisted of three parts. The first part provided information about relevant leadership and organizational theories that undergirded this dissertation in praxis. The second part presented information about relevant teaching and learning theories. The third component outlined specific teaching and learning programs employed by faith-based organizations in international humanitarian service aid, delivery, and outreach.

The third section was named Faith-Based Organization International Humanitarian Service Aid Delivery and Outreach Programs. In this section, information was given regarding faith-based organizations' training initiatives, educational courses, services, and specific programs that they implement to help meet critical needs. This section extensively covered faith-based humanitarian organizations' training and programmatic arms focused on educating the populace, implementing programs, and delivering services. Comprehensive information regarding indicators, training initiatives, services, and programs were presented for each of the following areas: victims of disaster response; chronic hunger, food insecurity, and malnutrition; water access, sanitation, hygiene, and waste management; tool utilization and planting; agrarian methods and best practices in generating an optimal crop and future-seed yield; plant care and maintenance; animal husbandry, treatment, breeding, and maintenance; water well maintenance and upkeep; as well as sustainable microeconomic systems amongst partner villages and communities.

The fourth section was named Thematic Framework. The first two-thirds of this section focused on the most relevant themes to this dissertation-in-praxis—the nonprofit ecosystem and its funding mechanisms. First, information was provided regarding present-day economic challenges and barriers that directly or indirectly affect the nonprofit industry. Secondly, the author-researcher surveyed the giving and philanthropy landscape via a study and analysis of key stakeholder donors and recipients. Thirdly, the researcher-investigator closely examined the stakeholder recipient faith-based and religious subsector. The remaining portion of the thematic framework section centered on relevant models. Information was provided regarding the service efficiency measurement technique called data envelopment analysis, along with a presentation of data variables and sources critical to model development and implementation in this dissertation-in-praxis study.

CHAPTER THREE: THE STRATEGIC PLAN

Chapter Introduction

Chapter Three is entitled The Strategic Plan and consists of three sections. The first section is called the Praxis Problem Summary. This section will provide information regarding the research issue, vision statement, and purpose statement. Also, information will be given about the research objectives and questions underlying this dissertation-in-praxis study. Specifically, outputs and outcomes will be presented, followed by essential terms and definitions specific to this study. Sections two and three of this chapter contain study-specific information regarding the operational and assessment plans, respectively. Sampling information will be provided, followed by instrumentation and measures, database sources, statistical techniques, and data analysis software. Furthermore, the author researcher will discuss the study's validity and reliability. Ethical considerations will address the researcher's role and Institutional Review Board (IRB) information.

Praxis Problem Summary

Christian ministries, faith-based organizations (FBOs), and faith-based charities (FBCs) are among some of the largest international relief and development agencies that are on the front lines of humanitarian and disaster relief efforts (MinistryWatch & Smith, 2023). Understanding the effects of COVID-19 on faith-based organizations is critical to understanding the impact at the level of their international humanitarian, development, and relief programs. What happens at the domestic level regarding giving, attendance rates, and volunteer rates can affect the efficiency levels of denomination-specific global programs and initiatives. Recent research indicates that distributions are outpacing contributions (MinistryWatch, 2021, 2023; National Christian Foundation, 2022; The NonProfit Times, 2022; The Signatry, 2022).

Humanitarian efforts are grounded in one of the central tenants of Jesus teachings as written by Matthew, one of Jesus' twelve primary disciples, in the following scriptures:

> For I was an hungred, and ye gave me meat: I was thirsty, and ye gave me drink: I was a stranger, and ye took me in: Naked, and ye clothed me: I was sick, and ye visited me: I was in prison, and ye came unto me. Then shall the righteous answer him, saying, Lord, when saw we thee an hungred, and fed thee? or thirsty, and gave thee drink? When saw we thee a stranger, and took thee in? or naked, and clothed thee? Or when saw we thee sick or in prison, and came unto thee? And the King shall answer and say unto them, Verily I say unto you, Inasmuch as ye have done it unto one of the least of these my brethren, ye have done it unto me. (King James Bible, 1769/2023, Matthew 25:35-40).

In its disaster relief publication, the Internal Revenue Service (2014) considers the most basic form of charity as "providing aid to relieve human suffering caused by a natural or civil disaster or an emergency hardship" (p. 1). Charities, particularly churches, typically have a greater ability to administer relief aid and assistance programs more efficiently than individuals acting alone. Christian ministries, faith-based organizations (FBOs), and faith-based charities (FBCs) are among some of the largest international relief and development agencies that are on the front lines of humanitarian and disaster relief efforts (MinistryWatch & Smith, 2023).

This study focused on those faith-based organizations directly or indirectly affecting the least-developed countries (LDC) published by the United Nations. Least-developed countries are low-income countries that suffer from the most severe structural impediment to sustainable development (United Nations, 2022b). United Nations least-developed country eligibility determination is based on meeting each of the following three criteria: Gross National Income (GNI) per capita of $1,018 or below; Human Assets Index (HAI) of 60 or below; and Economic Vulnerability Index (EVI) 36 or above (United Nations, 2022a). The author-researcher of the dissertation-in-praxis study used data envelopment analysis to measure the efficiency levels of the international humanitarian faith-based organizations in this study.

Vision Statement

The vision of this quantitative comparative research study was to measure technical efficiencies as well as analyze the commonalities and differences across Christian denominational-affiliated, nondenominational, and interdenominational nonprofit organizations that directly or indirectly promote feet-on-the-soil-programs dedicated to helping people in least-developed countries to make sustainable, maintainable gains in the following areas: hunger and food security; clean water access, sanitation, and hygiene; seed donations and agriculture; livestock and marine-stock donations; and long-term agroeconomic development.

Purpose Statement

The purpose of this study was to conduct a quantitative comparative analysis of comprehensive technical efficiency levels amongst Christian denominational, nondenominational, and interdenominational nonprofit organizations that focus on global food and water assistance as well as agrarian empowerment in poverty-stricken, least-developed/third-world countries that face severe food and water shortages.

Objectives

Four research objectives guided this study. These research goals are presented in **Table 53** below.

Table 53

Research Objectives

Research Objectives	Research Objective Description
Research Objective #1	Identify international faith-based organizations (FBOs) and faith-based charities (FBCs) that have programs focused on critical food, water, and medical disparities; water-well excavation and establishment; plant and seed donation; livestock donation and animal husbandry; or agrarian microloan and agroeconomic system advancement in least-developed/third-world countries.
Research Objective #2	Examine FBOs and FBCs that survived profoundly severe global events, historically significant economic recessions, and catastrophic financial crises.

Research Objective #3	Measure comprehensive technical efficiency levels of FBO and FBC food, water, medical, livestock, agriculture-sustainability, or agroeconomic service provision within the selected study sample.
Research Objective #4	Identify distinct organizational characteristics that statistically and significantly influence the comprehensive technical efficiency results of FBO and FBC food, water, medical, livestock, agriculture-sustainability, or agroeconomic service provision.

Research Questions

The researcher addressed four corresponding research questions in this study. These questions are presented in **Table 54** below.

Table 54

Research Questions

Research Questions	Research Question Description
Research Question #1	What international faith-based organizations (FBOs) and faith-based charities (FBCs) have programs that focus on critical food, water, and medical disparities; water-well excavation and establishment; plant and seed donation; livestock donation and animal husbandry; or agrarian microloan and agroeconomic system advancement in least-developed/third-world countries?
Research Question #2	Which FBOs and FBCs in the selected study sample survived profoundly severe global events, historically significant economic recessions, and catastrophic financial crises?
Research Question #3	What are the comprehensive technical efficiency levels of FBO and FBC food, water, medical, livestock, agriculture-sustainability, or agroeconomic service provision across the selected study sample?
Research Question #4	What organizational characteristics statistically and significantly influence the comprehensive technical efficiency results of FBO and FBC food, water, medical, livestock, agriculture-sustainability, or agroeconomic service provision?

Outputs

Research Outputs and Deliverables

Several outputs and deliverables were generated across the research questions in this study. These outputs are presented in **Table 55**.

Table 55

Study Outputs and Deliverables

Related Research Question Number	Output and Deliverable Description for each Research Question

Research Question #1 Deliverable	International faith-based organizations (FBOs) and faith-based charities (FBCs) with programs focusing on critical food, water, and medical disparities; water-well excavation and establishment; plant and seed donation; livestock donation and animal husbandry; or agrarian microloan and agroeconomic system advancement in least-developed/third-world countries were identified, researched, and tabulated.
Research Question #2 Deliverable	Extensive research was conducted on significant national and international crises and economic recessions spanning the twentieth and twenty-first centuries. Tables and matrixes were generated, highlighting which FBOs and FBCs in the selected study sample survived these significant economic recessions, and catastrophic financial crises.
Research Question #3 Deliverable	Comprehensive technical efficiency levels of the selected FBO and FBC study sample food, water, medical, livestock, agriculture-sustainability, or agroeconomic service provision were measured using data envelopment analysis (DEA) for peer assessment, resource utilization, and optimization purposes. Generated data included descriptive statistics, correlation matrixes, as well as comprehensive technical efficiency, pure technical efficiency, and scale efficiency scores.
Research Question #4 Deliverable	Regression analysis was performed to identify organizational characteristics that statistically and significantly influenced the comprehensive technical efficiency results of FBO and FBC food, water, medical, livestock, agriculture-sustainability, or agroeconomic service provision.

Outcomes

This study quantitatively measured and compared comprehensive technical efficiency levels among Christian denominational-affiliated, nondenominational, and interdenominational nonprofit organizations, which focus on providing global food and water assistance and agrarian empowerment in impoverished least-developed/third-world countries with severe food and water shortages. Furthermore, this study examined the shared aspects and variations among organizations that directly or indirectly promote actual-feet-on-the-soil-programs dedicated to helping people in impoverished areas to make sustainable and maintainable gains in the areas of food and water disparities; crop cultivation; harnessing clean water; as well as contributing non-invasive, climatically sustainable, topographically-viable livestock.

One outcome of this study included comprehensive technical efficiency scores and a distilled list of organizational characteristics associated with higher technical efficiency levels, which will be discussed in later chapters of this dissertation-in-praxis. A second outcome was to

help faith-based organizations with similar missions and goals to make better or more effective decisions based on the success of better practices noted in the quantitative analysis. A third outcome was to elucidate those characteristics that contribute to organizational effectiveness in achieving its objectives despite major national and international crises.

Essential Terms

1. *Data Envelopment Analysis*: Statistical technique based on linear programming that measures the relative efficiency of institutions or enterprises with one or more input and output variables in common (Charnes, Cooper, & Rhodes, 1978).
2. *Decision-Making Units*: A set of institutions, enterprises, corporations, or units within a group with common input and output factors (Charnes, Cooper, & Rhodes, 1978).
3. *Technical Efficiency*: A score with a minimum of zero and a maximum of one indicates an institution's level of efficiency relative to other institutions in the data set (Charnes, Cooper, & Rhodes, 1978).

Operational Plan

Sample Information

The target population included faith-based organizations (FBOs) and faith-based charities (FBCs) that promote international feet-on-the-soil programs dedicated to helping people in least-developed countries make sustainable and maintainable gains in addressing food/water/medicine disparities, growing food, harnessing clean water, and contributing noninvasive, climatically sustainable, topographically viable livestock.

Sampling Frame.

The National Taxonomy of Exempt Entities (NTEE) was used to select the sample population in this study. NTEE codes are used by the Internal Revenue Service (IRS) and the National Center for Charitable Statistics (NCCS) to classify tax-exempt organizations. The sampling frame consisted of two subcategories of faith-based organizations. The first category is

called denominational-affiliated. These are nonprofits that are directly affiliated with congregations, including but not limited to denominational offices, church councils, mission agencies, and such (Clarke & Ware, 2015; Fulton, 2020). These organizations generally classify themselves as religious organizations. For this study, religious organizations were selected by the researcher-author based on IRS filings that directly or indirectly corresponded with the following NTEE codes: Christianity X20, Protestant X21, and Roman Catholic X22.

The second category is called non-denominational/ interdenominational. These faith-based nonprofits are either unaligned or freestanding religious organizations incorporated distinctly from congregations and national networks (Clarke & Ware, 2015; Fulton, 2020). These organizations usually classify themselves based on their core activities, such as providing world aid, long-term development, and the like; however, they are not necessarily under the Internal Revenue Service religious organizations categories. Faith-based organizations that fall under this category were selected based on IRS filings that directly or indirectly corresponded with the following NTEE codes: International Development Q30; International Agricultural Development Q31; International Economic Development Q32; International Relief Q33; Disaster Preparedness & Relief Services M20; and Fund Raising & Fund Distribution Q12. In **Table 56**, a description of some but not all of the specific NTEE codes that were included in the study is presented below.

Table 56

Survey-Relevant NTEE Codes, Descriptions, and Definitions for Sample Selection

NTEE	Description	Definition
Q12	Fund Raising & Fund Distribution	• raise and distribute funds for multiple organizations within the International, Foreign Affairs, and National Security
Q30	International Development	• provide technical assistance training and material resources to support the capacity-building efforts of nations outside the U. S. with a focus on agricultural

		and rural development, health, education, social welfare, small business development, and industrial growth • provide a wide range of international development or relief services
Q31	International Agricultural Development	• provide information, technical assistance, and support to developing countries regarding the planting, nurturing, protection, and utilization of agricultural products to increase the productivity of their cultivated land and improve their food supply
Q32	International Economic Development	• provide technical assistance, training, loans, loan guarantees, and other forms of support to stimulate the economy, expand employment opportunities, encourage the establishment and growth of commerce/industry, and otherwise enhance the economic development of countries outside the United States
Q33	International Relief	• work to relieve poverty in developing countries by providing funds, technical assistance, and supplies that improve the health, education, welfare, social well-being, and self-reliance of individuals and families • provide relief services in response to a major disaster or large-scale emergency that occurs abroad
X20	Christianity (Religious Organization)	• Religious organizations that provide opportunities for people to satisfy their inner needs and enhance their spiritual growth through organized worship or through other devotional activities under the auspices of one of the groups of religious faiths that are based on the teachings of Jesus Christ • Include Christian denominations as well as their ministries, missions, or missionary activities
X21	Protestant (Religious organization)	• Religious organizations whose form of Christian faith and practice originated with the principles of the Reformation • Include Protestant churches as well as their ministries, missions, or missionary activities
X22	Roman Catholic (Religious Organization)	• Religious organizations are characterized by their acknowledgment of the supreme authority of the bishop of Rome, the pope, in matters of faith. • Include Roman Catholic churches as well as their ministries, missions, or missionary activities
M20	Disaster Preparedness & Relief Services	• work to prevent, predict, or control the effects of disasters (e.g., floods, earthquakes, fires, tornadoes), • prepare individuals to cope with the effects of such disasters or to provide broad-based relief services to victims of such disasters. • provide a wide range of disaster services

Notes. Researcher-Author Compiled Data and Generated Table.

Sample Population.

The sample was limited to U.S. Christian denominational, nondenominational, and interdenominational nonprofit organizations that focus on global food, water, and medical assistance as well as agrarian empowerment in poverty-stricken undeveloped/least-developed/third-world countries that face severe food and water shortages. Furthermore, the

sample was limited to those FBOs that filed IRS-990 forms since 990 forms constituted the predominant data source used in the study.

Sampling Approach.

The sampling approach selected for this study was convenience sampling. Convenience sampling was used based on the cost, data availability, tight researcher's schedule, as well as practicality and feasibility levels in accomplishing study objectives and fulfilling the dissertation-in-praxis requirements.

Instrumentation / Measures

The longitudinal, descriptive, retrospective nonexperimental study utilized archived research data from reputable, high-quality public data sources.

Database Sources

The IRS Form 990 is a return of an organization that is exempt from income tax. The 990-EZ is a shortened version of this form, and the 990-N is an electronic postcard or notice for tax-exempt organizations not required to file. Usually, all religious organizations are required to file Form 990, 990-EZ, or 990-N. However, there are exceptions to the 990-filing requirement. Certain religious organizations with a minimum of $200,000 of gross receipts for the tax year or $500,000 of total assets at the end of the tax year do not have to file Form 990 and its variants (Internal Revenue Service, 2015; 2023a; 2023b). Primary examples of such religious organizations are churches and inter-church organizations of local church units. Second are church-affiliated organizations exclusively engaged in financing, funding, managing, and maintaining the funds and assets of the following: a church, integrated auxiliary, convention, association of churches, or related retirement insurance programs. Third are below college-level schools affiliated with or operated by a church or religious order. Fourth and of notable

importance to the dissertation-in-praxis are mission societies. Mission societies sponsored by or affiliated with one or more churches or church denominations do not have to file if greater than half of the society's activities are conducted in or directed at persons in foreign countries. Fifth and final are exclusive religious activities of any religious order (Internal Revenue Service, 2015; 2023a; 2023b).

FBO Characteristics Studied in Later Analysis

Several organizational characteristics were selected for later analysis. These are tabulated in the following ***Table 57***.

Table 57

FBO Characteristics That Were Studied

Variable	Variable Description
AFFILIATION	AFFILIATION CODES
3	Independent Organization (Individual Ruling)
6	Central – Parent of a Group Ruling [*Not* a Church or 501(c)(1)]
7	Intermediate Parent (Subordinate by State)
8	Central –Parent Organization is/of a Church or 501(c)(1) Organization
9	Subordinate of a Group Ruling or Group Return)
GROUP	GROUP EXEMPTION NUMBERS
####	4 Digit Numbers Assigned to Organizations
CLASSIFICATION	CLASSIFICATION CODES
####	Codes associated with section 501(c) of 1986 Internal Revenue Code
FOUNDATION	FOUNDATION CODE
##	00 - 24
NTEE Code	NATIONAL TAXONOMY OF EXEMPT ENTITIES CODE
####	4 Digit Code to Classify Exempt Organizations
ASSET	ASSET CODE
00	0
01	1 to 9,999
02	10,000 to 24,999
03	25,000 to 99,999
04	100,000 to 499,999
05	500,000 to 999,999
06	1,000,000 to 4,999,999
07	5,000,000 to 9,999,999
08	10,000,000 to 49,999,999

09	50,000,000 to greater
INCOME	INCOME CODE
00	0
01	1 to 9,999
02	10,000 to 24,999
03	25,000 to 99,999
04	100,000 to 499,999
05	500,000 to 999,999
06	1,000,000 to 4,999,999
07	5,000,000 to 9,999,999
08	10,000,000 to 49,999,999
09	50,000,000 to greater
FILING REQ	FILING REQUIREMENT CODE
01	990 (all other) or 990EZ return
02	990 - Required to file Form 990-N - Income less than $25,000 per year
03	990 - Group return
04	990 - Required to file Form 990-BL, Black Lung Trusts
06	990 - Not required to file (church)
07	990 - Government 501(c)(1)
13	990 - Not required to file (religious organization)
14	990 - Not required to file (instrumentalities of states or political subdivisions)
ACCT PD	ACCOUNTING PERIOD
01	January
02	February
03	March
04	April
05	May
06	June
07	July
08	August
09	September
10	October
11	November
12	December

Notes. Researcher-Author Compiled Data and Generated Table. Headings and subheading variables selected from questions and inquiries on IRS Form 990 and its variants (Internal Revenue Service, 2023a)

Praxis Project Assessment

Quantitative Assessments

The author-researcher of the proposed dissertation-in-praxis study used research literature-derived data envelopment analysis models to measure the efficiency levels of the

international humanitarian faith-based organizations in this study. Efficiency levels were measured in the forms of fundraising efficiency and program services delivery efficiency. Inputs and outputs were taken directly from entries on the IRS 990 form submissions. All subsequent analyses were based upon data from two or more years in the 2016-2021 IRS form-990 reports.

Data Analysis Software

Data was downloaded and imported for analysis using Microsoft Excel spreadsheet software. Descriptive statistics and correlation analysis of variables were conducted using Minitab Statistical software. Data envelopment analysis (DEA) was conducted via Beijing Realworld Software Company MaxDEA Version Ultra 9 Software. Data analysis tools used in this dissertation study are tabulated below in **Table *58***.

Table 58

Data Analysis Software To Be Used in the Dissertation-in-Praxis

Statistical Software	Intended Use
Microsoft Excel 365	• Data Cleansing/Merging, Pivot Table Creation, & Analysis
Beijing Realworld Software Company MaxDEA Ultra Version 9	• Data Envelopment Analysis
MiniTab Statistical Software	• Descriptive Statistics, Regression Analysis, etc.

Notes. Researcher-Author Compiled Data and Generated Table.

Validity and Reliability

This dissertation-in-praxis has at least one validity threat because the researcher-author used a nonexperimental quantitative-comparative research design based on archived data. The author-researcher could not control internal validity threats because variable manipulation had already occurred.

Ethical Considerations

Researcher's Role

The role of the doctoral-candidate-researcher in this dissertation-in-praxis was researcher-investigator because of the author's handling and analysis of secondary data.

Institutional Review Board Exempt Review Consideration

An exempt-level review was requested in alignment with policies set forth by the Liberty University Institutional Review Board (IRB). Research activities in this dissertation-in-praxis used archival data from public and nonprofit sources. Additionally, this study did not entail the collection of human subject information. An exempt review was requested since archival data is a category that is eligible for an exempt review. Liberty University IRB approved the exempt review request based on the absence of human subjects and the use of archived data.

Chapter Summary and Significance

Chapter Three was entitled The Strategic Plan and consisted of three sections. The first section was called the Praxis Problem Summary. In this section, information was provided regarding the research issue, vision statement, and purpose statement. Also, information was provided about the research objectives and questions underlying this dissertation-in-praxis study. Specifically, outputs and outcomes were presented, followed by essential terms and definitions specific to this study. Section two of this chapter consisted of the operational plan. Specific information was provided regarding sampling information, instrumentation, measures, and database sources. The last section was called Praxis Project Assessment. Quantitative assessment information, statistical techniques, and data analysis software were present. Furthermore, information regarding study validity and reliability was discussed. Ethical considerations were also presented, highlighting the researcher's role and IRB information.

CHAPTER FOUR: IMPLEMENTATION AND ASSESSMENT

Introduction

Chapter Four consists of four sections. Part one is the Praxis problem summary. The vision statement, purpose statement, objectives, outputs, outcomes, and essential terms are discussed in this section. Part two is the praxis project methodology. Information about the sample, sampling frame, sample population, and sampling approach are discussed, along with instrumentation and database sources. The third part of this Chapter is the praxis project assessment. Quantitative assessments, data analysis software, validity, reliability, and ethical considerations are discussed. Part four is the praxis project data analysis. Data analysis and findings for research questions one through four are presented.

Praxis Problem Summary

Some of the largest relief and development agencies operating in the international arena are FBOs and FBCs, which are at the forefront of providing aid during humanitarian crises and disasters (MinistryWatch & Smith, 2023). A comprehensive understanding of the impact of COVID-19 on faith-based organizations is vital in assessing its effects on their international humanitarian, development, and relief programs. The efficiency of denomination-specific global programs and initiatives can be influenced by what occurs domestically, including giving, attendance, and volunteer rates. For example, recent research indicates that distributions are outpacing contributions (MinistryWatch, 2021, 2023; National Christian Foundation, 2022; The NonProfit Times, 2022; The Signatry, 2022).

There is a need for real-time research that elucidates those characteristics that contribute to faith-based organizational effectiveness in carrying out organizational objectives despite major national and international crises. It is imperative that these organizations receive the literary,

financial, and prayerful support critical to survival, long-term success, optimal efficacy, and maximal effectiveness. To help solidify and better position macro and micro food/water/agrarian-centric faith-based organizations that seek to meet the most fundamental of human needs and promote self-sufficiency and economic empowerment in poverty-stricken, underdeveloped regions across the globe, the researcher aimed to add to the scholastic body of knowledge, awareness, and understanding of those elements that can help ensure organizational success in tumultuous times.

Humanitarian efforts are grounded in one of the central tenants of Jesus teachings as written by Matthew, one of Jesus' twelve primary disciples, in the following scriptures:

> For I was an hungred, and ye gave me meat: I was thirsty, and ye gave me drink: I was a stranger, and ye took me in: Naked, and ye clothed me: I was sick, and ye visited me: I was in prison, and ye came unto me. Then shall the righteous answer him, saying, Lord, when saw we thee an hungred, and fed thee? or thirsty, and gave thee drink? When saw we thee a stranger, and took thee in? or naked, and clothed thee? Or when saw we thee sick or in prison, and came unto thee? And the King shall answer and say unto them, Verily I say unto you, Inasmuch as ye have done it unto one of the least of these my brethren, ye have done it unto me. (King James Bible, 1769/2023, Matthew 25:35-40).

To help solidify and better position faith-based denominational-affiliated, nondenominational, and interdenominational nonprofit organizations that seek to meet the most fundamental of human needs and promote self-sufficiency and economic empowerment in poverty-stricken under/least-developed regions across the globe, the researcher aimed to add to the scholastic body of knowledge, both awareness and an understanding of those elements that can help ensure organizational success in tumultuous times. The author-researcher of the dissertation-in-praxis study used data envelopment analysis to measure the efficiency levels of the international humanitarian faith-based organizations in this study.

Vision Statement

The vision of this quantitative comparative research study was to measure technical efficiencies as well as analyze the commonalities and differences across Christian denominational-affiliated, nondenominational, and interdenominational nonprofit organizations that directly or indirectly promote feet-on-the-soil-programs dedicated to helping people in least-developed countries to make sustainable, maintainable gains in the following areas: hunger and food security; clean water access, sanitation, and hygiene; seed donations and agriculture; livestock and marine-stock donations; and long-term agroeconomic development.

Purpose Statement

The purpose of this study was to conduct a quantitative comparative analysis of comprehensive technical efficiency levels amongst Christian denominational, nondenominational, and interdenominational nonprofit organizations that focus on global food and water assistance as well as agrarian empowerment in poverty-stricken, least-developed/third-world countries that face severe food and water shortages.

Objectives

Four research objectives guided this study. These research goals are presented in **Table *59*** below.

Table 59

Research Objectives

Research Objectives	Research Objective Description
Research Objective #1	Identify international faith-based organizations (FBOs) and faith-based charities (FBCs) that have programs focused on critical food, water, and medical disparities; water-well excavation and establishment; plant and seed donation; livestock donation and animal husbandry; or agrarian microloan and agroeconomic system advancement in least-developed/third-world countries.
Research Objective #2	Examine FBOs and FBCs that survived profoundly severe global events, historically significant economic recessions, and catastrophic financial crises.

Research Objective #3	Measure comprehensive technical efficiency levels of FBO and FBC food, water, medical, livestock, agriculture-sustainability, or agroeconomic service provision within the selected study sample.
Research Objective #4	Identify distinct organizational characteristics that statistically and significantly influence the comprehensive technical efficiency results of FBO and FBC food, water, medical, livestock, agriculture-sustainability, or agroeconomic service provision.

Research Questions

The researcher addressed four corresponding research questions in this study. These questions are presented in **Table *60*** below.

Table 60

Research Questions

Research Questions	**Research Question Description**
Research Question #1	What international faith-based organizations (FBOs) and faith-based charities (FBCs) have programs that focus on critical food, water, and medical disparities; water-well excavation and establishment; plant and seed donation; livestock donation and animal husbandry; or agrarian microloan and agroeconomic system advancement in least-developed/third-world countries?
Research Question #2	Which FBOs and FBCs in the selected study sample survived profoundly severe global events, historically significant economic recessions, and catastrophic financial crises?
Research Question #3	What are the comprehensive technical efficiency levels of FBO and FBC food, water, medical, livestock, agriculture-sustainability, or agroeconomic service provision across the selected study sample?
Research Question #4	What organizational characteristics statistically and significantly influence the comprehensive technical efficiency results of FBO and FBC food, water, medical, livestock, agriculture-sustainability, or agroeconomic service provision?

Outputs

Research Outputs and Deliverables

Several outputs and deliverables were generated across the research questions in this study. These outputs are presented in **Table *61***.

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Table 61

Study Outputs and Deliverables

Related Research Question Number	Output and Deliverable Description for each Research Question
Research Question #1 Deliverable	International faith-based organizations (FBOs) and faith-based charities (FBCs) with programs focusing on critical food, water, and medical disparities; water-well excavation and establishment; plant and seed donation; livestock donation and animal husbandry; or agrarian microloan and agroeconomic system advancement in least-developed/third-world countries were identified, researched, and tabulated.
Research Question #2 Deliverable	Extensive research was conducted on significant national and international crises and economic recessions spanning the twentieth and twenty-first centuries. Tables and matrixes were generated, highlighting which FBOs and FBCs in the selected study sample survived these significant economic recessions, and catastrophic financial crises.
Research Question #3 Deliverable	Comprehensive technical efficiency levels of the selected FBO and FBC study sample food, water, medical, livestock, agriculture-sustainability, or agroeconomic service provision were measured using data envelopment analysis (DEA) for peer assessment, resource utilization, and optimization purposes. Generated data included descriptive statistics, correlation matrixes, as well as comprehensive technical efficiency, pure technical efficiency, and scale efficiency scores.
Research Question #4 Deliverable	Regression analysis was performed to identify organizational characteristics that statistically and significantly influenced the comprehensive technical efficiency results of FBO and FBC food, water, medical, livestock, agriculture-sustainability, or agroeconomic service provision.

Outcomes

This study quantitatively measured and compared comprehensive technical efficiency levels among Christian denominational-affiliated, nondenominational, and interdenominational nonprofit organizations, which focus on providing global food and water assistance and agrarian empowerment in impoverished least-developed/third-world countries with severe food and water shortages. Furthermore, this study examined the shared aspects and variations among organizations that directly or indirectly promote actual-feet-on-the-soil-programs dedicated to helping people in impoverished areas to make sustainable and maintainable gains in the areas of food and water disparities; crop cultivation; harnessing clean water; as well as contributing non-invasive, climatically sustainable, topographically-viable livestock.

One outcome of this study included comprehensive technical efficiency scores and a distilled list of organizational characteristics associated with higher technical efficiency levels, which will be discussed in later chapters of this dissertation-in-praxis. A second outcome was to help faith-based organizations with similar missions and goals to make better or more effective decisions based on the success of better practices noted in the quantitative analysis. A third outcome was to elucidate those characteristics that contribute to organizational effectiveness in achieving its objectives despite major national and international crises.

Essential Terms

1. *Data Envelopment Analysis*: Statistical technique based on linear programming that measures the relative efficiency of institutions or enterprises with one or more input and output variables in common (Charnes, Cooper, & Rhodes, 1978).
2. *Decision-Making Units*: A set of institutions, enterprises, corporations, or units within a group with common input and output factors (Charnes, Cooper, & Rhodes, 1978).
3. *Technical Efficiency*: A score with a minimum of zero and a maximum of one indicates an institution's level of efficiency relative to other institutions in the data set (Charnes, Cooper, & Rhodes, 1978).

Praxis Project Methodology

Sample Information

The target population included faith-based organizations (FBOs) and faith-based charities (FBCs) that promote international feet-on-the-soil programs dedicated to helping people in least-developed countries make sustainable and maintainable gains in addressing food/water/medicine disparities, growing food, harnessing clean water, and contributing noninvasive, climatically sustainable, topographically viable livestock.

Sampling Frame.

The National Taxonomy of Exempt Entities (NTEE) was used to select the sample population in this study. NTEE codes are used by the Internal Revenue Service (IRS) and the

National Center for Charitable Statistics (NCCS) to classify tax-exempt organizations. The sampling frame consisted of two subcategories of faith-based organizations. The first category is called denominational-affiliated. These are nonprofits that are directly affiliated with congregations, including but not limited to denominational offices, church councils, mission agencies, and such (Clarke & Ware, 2015; Fulton, 2020). These organizations generally classify themselves as religious organizations. For this study, religious organizations were selected by the researcher-author based on IRS filings that directly or indirectly corresponded with the following NTEE codes: Christianity X20, Protestant X21, and Roman Catholic X22.

The second category is called non-denominational/ interdenominational. These faith-based nonprofits are either unaligned or freestanding religious organizations incorporated distinctly from congregations and national networks (Clarke & Ware, 2015; Fulton, 2020). These organizations usually classify themselves based on their core activities, such as providing world aid, long-term development, and the like; however, they are not necessarily under the Internal Revenue Service religious organizations categories. Faith-based organizations that fall under this category were selected based on IRS filings that directly or indirectly corresponded with the following NTEE codes: International Development Q30; International Agricultural Development Q31; International Economic Development Q32; International Relief Q33; Disaster Preparedness & Relief Services M20; and Fund Raising & Fund Distribution Q12. A description of some but not all of the specific NTEE codes that were included in the study is tabulated below in **Table 62**.

Table 62

Survey-Relevant NTEE Codes, Descriptions, and Definitions for Sample Selection

NTEE	Description	Definition

Q12	Fund Raising & Fund Distribution	• Raise and distribute funds for multiple organizations within the International, Foreign Affairs, and National Security
Q30	International Development	• Provide technical assistance training and material resources to support the capacity-building efforts of nations outside the U. S. with a focus on agricultural and rural development, health, education, social welfare, small business development, and industrial growth • Provide a wide range of international development or relief services
Q31	International Agricultural Development	• Provide information, technical assistance, and support to developing countries regarding the planting, nurturing, protection, and utilization of agricultural products to increase the productivity of their cultivated land and improve their food supply
Q32	International Economic Development	• Provide technical assistance, training, loans, loan guarantees, and other forms of support to stimulate the economy, expand employment opportunities, encourage the establishment and growth of commerce/industry, and otherwise enhance the economic development of countries outside the United States
Q33	International Relief	• Work to relieve poverty in developing countries by providing funds, technical assistance, and supplies that improve the health, education, welfare, social well-being, and self-reliance of individuals and families • Provide relief services in response to a major disaster or large-scale emergency that occurs abroad
X20	Christianity (Religious Organization)	• Religious organizations that provide opportunities for people to satisfy their inner needs and enhance their spiritual growth through organized worship or through other devotional activities under the auspices of one of the groups of religious faiths that are based on the teachings of Jesus Christ • Include Christian denominations as well as their ministries, missions, or missionary activities
X21	Protestant (Religious organization)	• Religious organizations whose form of Christian faith and practice originated with the principles of the Reformation • Include Protestant churches as well as their ministries, missions, or missionary activities
X22	Roman Catholic (Religious Organization)	• Religious organizations are characterized by their acknowledgment of the supreme authority of the bishop of Rome, the pope, in matters of faith. • Include Roman Catholic churches as well as their ministries, missions, or missionary activities
M20	Disaster Preparedness & Relief Services	• Work to prevent, predict, or control the effects of disasters (e.g., floods, earthquakes, fires, tornadoes), • Prepare individuals to cope with the effects of such disasters or to provide broad-based relief services to victims of such disasters. • Provide a wide range of disaster services

Sample Population.

The sample was limited to U.S. Christian denominational, nondenominational, and interdenominational nonprofit organizations that focus on global food, water, and medical assistance as well as agrarian empowerment in poverty-stricken undeveloped/least-developed/third-world countries that face severe food and water shortages. Furthermore, the

sample was limited to those FBOs that filed IRS-990 forms since 990 forms constituted the predominant data source used in the study.

Sampling Approach.

The sampling approach selected for this study was convenience sampling. Convenience sampling was used based on the cost, data availability, researcher schedule tightness, and practicality/feasibility levels in accomplishing study objectives and fulfilling the dissertation-in-praxis requirements.

Instrumentation / Measures

The longitudinal, descriptive, retrospective nonexperimental study utilized archived research data from reputable, high-quality public data.

Database Sources

The IRS Form 990 is a return of an organization that is exempt from income tax. The 990-EZ is a shortened version of this form, and the 990-N is an electronic postcard or notice for tax-exempt organizations not required to file. Usually, all religious organizations are required to file Form 990, 990-EZ, or 990-N. However, there are exceptions to the 990 filing requirement. Certain religious organizations with a minimum of $200,000 of gross receipts for the tax year or $500,000 of total assets at the end of the tax year do not have to file Form 990 and its variants (Internal Revenue Service, 2015; 2023a; 2023b). Primary examples of such religious organizations are churches and inter-church organizations of local church units. Second are church-affiliated organizations exclusively engaged in financing, funding, managing, and maintaining the funds and assets of the following: a church, integrated auxiliary, convention, association of churches, or related retirement insurance programs. Third are below college-level schools affiliated with or operated by a church or religious order. Fourth and of notable

importance to the dissertation-in-praxis are mission societies. Mission societies sponsored by or affiliated with one or more churches or church denominations do not have to file if greater than half of the society's activities are conducted in or directed at persons in foreign countries. Fifth and final are exclusive religious activities of any religious order (Internal Revenue Service, 2015; 2023a; 2023b).

FBO Characteristics Studied in Later Analysis

Several organizational characteristics were selected for later analysis. These are tabulated in ***Table 63*** below.

Table 63

FBO Characteristics That Were Studied

Variable	Variable Description
AFFILIATION	AFFILIATION CODES
3	Independent
6	Central – Parent Organization is *not* a Church or 501(c)(1) Organization
7	Intermediate
8	Central –Parent Organization is a Church or 501(c)(1) Organization
9	Subordinate
GROUP	GROUP EXEMPTION NUMBERS
####	4 Digit Numbers Assigned to Organizations
CLASSIFICATION	CLASSIFICATION CODES
####	Codes associated with section 501(c) of 1986 Internal Revenue Code
FOUNDATION	FOUNDATION CODE
##	00 – 24
NTEE Code	NATIONAL TAXONOMY OF EXEMPT ENTITIES CODE
####	4 Digit Code to Classify Exempt Organizations
ASSET	ASSET CODE
00	0
01	1 to 9,999
02	10,000 to 24,999
03	25,000 to 99,999
04	100,000 to 499,999
05	500,000 to 999,999
06	1,000,000 to 4,999,999
07	5,000,000 to 9,999,999
08	10,000,000 to 49,999,999

09	50,000,000 to greater
INCOME	INCOME CODE
00 - 09	Same as Asset Code Meanings
FILING REQ	FILING REQUIREMENT CODE
01	990 (all other) or 990EZ return
02	990 - Required to file Form 990-N - Income less than $25,000 per year
03	990 - Group return
04	990 - Required to file Form 990-BL, Black Lung Trusts
06	990 - Not required to file (church)
07	990 - Government 501(c)(1)
13	990 - Not required to file (religious organization)
14	990 - Not required to file (instrumentalities of states or political subdivisions)
ACCT PD	ACCOUNTING PERIOD
01	January
02	February
03	March
04	April
05	May
06	June
07	July
08	August
09	September
10	October
11	November
12	December

Notes. Researcher-Author Compiled Data and Generated Table. Headings and subheading variables selected from questions and inquiries on IRS Form 990 and its variants (Internal Revenue Service, 2023a)

Praxis Project Assessment

Quantitative Assessments

The author-researcher of the proposed dissertation-in-praxis study used research literature-derived data envelopment analysis models to measure the efficiency levels of the international humanitarian faith-based organizations in this study. Efficiency levels were measured in the form of fundraising efficiency and program services delivery efficiency. Inputs and outputs were taken directly from entries on the IRS 990 form submissions. All subsequent analyses were based upon data from two or more years in the 2016-2021 IRS form-990 reports.

Data Analysis Software

Data was downloaded and imported for analysis using Microsoft Excel spreadsheet software. Descriptive statistics and correlation analysis of variables were conducted using Minitab Statistical software. Data envelopment analysis (DEA) was conducted via Beijing Realworld Software Company MaxDEA Version Ultra 9 Software. Data analysis tools used in this dissertation study are tabulated below in ***Table 64***.

Table 64

Data Analysis Software To Be Used in the Dissertation-in-Praxis

Statistical Software	Intended Use
Microsoft Excel 365	• Data Cleansing/Merging, Pivot Table Creation, & Analysis
Beijing Realworld Software Company MaxDEA Ultra Version 9	• Data Envelopment Analysis
MiniTab Statistical Software	• Descriptive Statistics, Regression Analysis, etc.

Validity and Reliability

This dissertation-in-praxis has at least one validity threat because the researcher-author used a nonexperimental quantitative-comparative research design based on archived data. The author-researcher could not control internal validity threats because variable manipulation had already occurred.

Ethical Considerations

Researcher's Role

The role of the doctoral-candidate-researcher in this dissertation-in-praxis was researcher-investigator because of the author's handling and analysis of secondary data.

Institutional Review Board Exempt Review Consideration

An exempt-level review was requested in alignment with policies set forth by the Liberty University Institutional Review Board (IRB). Research activities in this dissertation-in-praxis used archival data from public and nonprofit sources. Additionally, this study did not entail the

collection of human subject information. An exempt review was granted since archival data is a category that is eligible for an exempt review.

Praxis Project Data Analysis and Findings

Research Question 1 Data Analysis and Findings

Recapitulation of Research Question # 1 Objectives, Questions, and Deliverables

Objective 1 of this dissertation-in-praxis was to identify international faith-based organizations (FBOs) and faith-based charities (FBCs) that have programs focused on critical food, water, and medical disparities; water-well excavation and establishment; plant and seed donation; livestock donation and animal husbandry; or agrarian microloan and agroeconomic system advancement in least-developed/third-world countries. Objective 1 research question was: What international faith-based organizations (FBOs) and faith-based charities (FBCs) have programs that focus on critical food, water, and medical disparities; water-well excavation and establishment; plant and seed donation; livestock donation and animal husbandry; or agrarian microloan and agroeconomic system advancement in least-developed/third-world countries? ***Table 65*** presents a recapitulation of research goals, questions, and deliverables for research question number one.

Table 65

Research Question #1 Corresponding Objectives, Questions, and Deliverables

#	Research Objectives	Research Questions	Outputs and Deliverables
1	Identify international faith-based organizations (FBOs) and faith-based charities (FBCs) that have programs focused on critical food, water, and medical disparities; water-well excavation and establishment; plant and seed donation; livestock donation and animal husbandry; or agrarian microloan and agroeconomic system advancement in least-developed/third-world countries.	What international faith-based organizations (FBOs) and faith-based charities (FBCs) have programs that focus on critical food, water, and medical disparities; water-well excavation and establishment; plant and seed donation; livestock donation and animal husbandry; or agrarian microloan and agroeconomic system advancement in least-developed/third-world countries?	International faith-based organizations (FBOs) and faith-based charities (FBCs) with programs focusing on critical food, water, and medical disparities; water-well excavation and establishment; plant and seed donation; livestock donation and animal husbandry; or agrarian microloan and agroeconomic system advancement in least-developed/third-world countries were identified, researched, and tabulated.

Due to this dissertation-in-praxis overall research goals and corresponding research objectives, the focus was not on a single organization. Rather, organizations were selected based on their programmatic involvement in food security, water initiatives, agrarian emphasis, and agroeconomic empowerment. The sample was limited to U.S. Christian denominational-affiliated, nondenominational, and interdenominational nonprofit organizations focusing on global food and water assistance and agrarian empowerment in poverty-stricken, least-developed/third-world countries that face severe food and water shortages. Furthermore, the sample was limited to those FBOs that have filed IRS-990 forms since that was the predominant data source used in the study. Based on the set forth sample criteria, sixty-six faith-based organizations were selected for this dissertation-in-praxis study. See ***Table 66***.

Table 66

FBOs selected for this Praxis Project Study

Adventist Dev't & Relief Agency	Eight Days of Hope	Mennonite Economic Dev't Associates
American Leprosy Missions	Engineering Ministries	Mercy Corps
AMOR	Feed My Starving Children	Mercy Ships
Anglican Relief & Dev't Fund	Feed The Children	Nazarene Compassionate Ministries

Austin Disaster Relief Network	Food for the Hungry	OneChild
Bright Hope	Food For The Poor	Operation Blessing
Catholic Medical Mission Board	Free Wheelchair Mission	Opportunity Int'l
Catholic Relief Services	Healing Hands	Outreach Aid to the Americas
Charity: Water	Heifer Project	Plant With Purpose
ChildFund	Interchurch Medical Assistance	Samaritan's Purse
Children's Hunger Fund	Int'l Disaster Emergency Service	TEAM Evangelical Alliance Mission
Christian Aid Ministries	Jewish Voice Ministries	Unbound
Christian Blind Mission	Kingsway Charities	Venture
Christian Relief Fund	Kinship United	Water for Life
Christian Relief Services	Lifewater Int'l	Water Mission
Church World Service	Living Water Int'l	Water4 Inc
Citihope Int'l	Love a Child	With God All Things Are Possible
Compassion Int'l	Luke Society	World Emergency Relief
Convoy of Hope	Lutheran World Relief	World Hope Int'l
Cornerstone Assistance Network	MANNA	World Relief
Covenant House	MAP Int'l	World Renew
Echo	Medical Teams Int'l	World Vision

Notes. Researcher-Author Compiled Data and Generated Table.

Research Question 2 Data Analysis and Findings

Recapitulation of Research Question # 2 Objectives, Questions, and Deliverables

Objective 2 of this dissertation-in-praxis was to examine FBOs and FBCs that survived profoundly severe global events, historically significant economic recessions, and catastrophic financial crises. Objective 2 research question was: Which FBOs and FBCs in the selected study sample survived profoundly severe global events, historically significant economic recessions, and catastrophic financial crises? ***Table 67*** presents a recapitulation of research goals, questions, and deliverables for research question number two.

Table 67

Research Question # 2 Corresponding Objectives, Questions, and Deliverables

#	Research Objectives	Research Questions	Outputs and Deliverables
2	Examine FBOs and FBCs that survived profoundly severe global events, historically significant economic recessions, and catastrophic financial crises.	Which FBOs and FBCs in the selected study sample survived profoundly severe global events, historically significant economic recessions, and catastrophic financial crises?	Extensive research was conducted on significant national and international crises and economic recessions spanning the twentieth and twenty-first centuries. Tables and matrixes were generated, highlighting which FBOs and FBCs in the selected study sample survived these significant economic recessions, and catastrophic financial crises.

Throughout the twentieth and twenty-first centuries, the United States faced several crises that dramatically shaped the landscape of organizations and their derivative/child companies in yesteryear and today. Some organizations that existed before the occurrence of various events continued in existence afterward, while many companies that existed upon the onset of those recessionary or tumultuous periods folded or ceased to exist due to those stringent periods.

The FBOs in this study play a huge role in responding to international disasters. Their presence in administering aid to mitigate and lessen resulting disastrous short-term and long-term outcomes does not directly equate to their ability to survive or triumph during national recessionary periods and financial crises. Research objective two was to examine a subset of the previously identified FBOs/FBCs that survived national and international catastrophic periods and economic crises. In ***Table 68*** below, some of these major catastrophic events are identified.

Table 68

Economic Crises and Financial Periods from 1973 - Present

YEAR	CRISIS	OVERLAPPING RECESSION	START	END	PERIOD
1973	Arab Oil Embargo	Oil Embargo Recession	November 1973	March 1975	16
1982	Collapse of the Steel Industry	Energy Crisis & Double Dip Recession	July 1981	November 1982	16
1992	Savings & Loan (S&L) Crises; Gulf War	(S&L) Crises & Gulf War Recession	July 1990	March 1991	8
2000	Y2K Crisis & Dot-Com Bubble	Dot-Com Recession	March 2001	November 2001	8
2001	September 11 (9/11) Terrorist Attacks	Dot-Com Recession	March 2001	November 2001	8
2008	Banking and Subprime Mortgage Crisis	The Great Recession	December 2007	June 2009	18
2009	Great Recession; GM Bankruptcy	The Great Recession	December 2007	June 2009	18
2020	COVID-19 Pandemic & Stock Market Crash	COVID-19 Recession	February 2020		
2023	Bitcoin Crisis & Silicon Valley Banking Crisis				

Notes. Researcher-Author Compiled Data and Generated Table.

In answering research question two, the author-researcher analyzed the FBO subset based on the earlier ruling year to the later ruling years. Based on ruling year data, the researcher analyzed marked financial crises and recessionary events that corresponded to the FBO's ruling years. Five FBOs of this study's sample set had ruling years from 1940 to 1949. The Mennonite Economic Development Associates, Catholic Medical Mission Board, Catholic Relief Services, Lutheran World Relief, and The Evangelical Alliance Mission were among the organizations. Despite the challenges of World War II, the post-World War II recession of 1945, and the recession of 1949, these organizations persevered.

IRS ruling year data evidenced that between 1950 and 1959, seven FBOs from the sample were operational. Alongside the five FBOs with ruling years in the previous decade, two organizations were given IRS recognition in the 1950s. The two organizations were ChildFund and American Leprosy Missions. The organizations had to navigate through the inflationary

period that followed the Korean War and the recessions of 1953 and 1958. During the period 1960-1969, twelve FBOs of this study's sample were in existence. In addition to the seven described in preceding decades, five more organizations were granted IRS recognition based on ruling year data. World Relief, Luke Society, Feed the Children, Bright Hope, and Jewish Voice Ministries were among the organizations. These organizations were affected by the recessionary economic downturns of 1960-1961 and the Recession of 1969.

From 1970 to 1979, there were a total of twenty-two FBOs from the sample, with twelve of them with ruling years established in previous decades and ten with ruling years established specifically during the 1970s. These organizations experienced a series of economic crises during the 1970s, including the Arab Oil Embargo, the oil crisis of 1973, the recession caused by the oil embargo from 1973 to 1975, and the energy crisis of 1979. From 1980 to 1989, eighteen additional FBOs of this study's sample had ruling years. These organizations experienced the steel industry collapse, the energy crises, and a double-dip recession of 1980 and 1981-82. Nine more sample FBOs were operational, having ruling years between 1990 and 1999. These FBOs had to weather the storm of the Early 1990s recession, the Savings and Loans Crises, and the Gulf War.

Over the 2000-2009 decade, there were thirteen additional sample FBOs with ruling years. The FBOs went through a series of hardships, including the Y2K panic, the bursting of the Dot-Com Bubble, the aftermath of the Dot-Com recession, the September 11th Terrorist attacks, the banking and subprime mortgage crisis, and the devastating impact of the Great Recession.

From 2010-2019, three more sample FBOs had ruling years. Several international economic and debt crises marked this decade. During the 2020s, one additional sample FBO was granted a ruling year. The COVID-19 Pandemic, the COVID-19 global economic recession, and

the post-COVID-19 Stock Market Crash directly or indirectly impacted all of the FBOs comprising this dissertation. The COVID-19 period marked the tourism industry collapse, the hospitality industry collapse, the oil price collapse, the energy industry destabilization and collapse, the market liquidity crisis, shipping delays, and global trade disruption. The 2022 Cryptomarket collapse, the 2023 Bitcoin crisis, and the 2023 Silicon Valley Banking crises were experienced by every FBO sample and had the potential to impact them.

Table 69 shows the FBOs sorted according to their IRS-documented ruling year from 1973 to the present. The first column describes the name of the organization. Column two describes the IRS Ruling year. Columns three through eleven indicate crisis or economic recession years that were previously identified or described in ***Table 68***. Data was sorted based on the earliest to the latest ruling years.

Table 69

FBOs Sorted by Ruling Year That Have Survived Economic Crises from 1973 - Present

ORGANIZATION	**RULING YEAR**	**1973**	**1982**	**1992**	**2000**	**2001**	**2008**	**2009**	**2020**	**2023**	**TOTAL REVENUES 2021 *unless* * 2020**	**TOTAL EXPENSES 2021 *unless* * 2020**
Mennonite Economic Development Associates	1942	X	X	X	X	X	X	X	X	X	8,967,684.00	8,229,735.00
Catholic Medical Mission Board	1946	X	X	X	X	X	X	X	X	X	411,400,438.00	351,930,119.00
Catholic Relief Services*	1946	X	X	X	X	X	X	X	X	X	923,592,000.00	913,061,000.00
Lutheran World Relief	1946	X	X	X	X	X	X	X	X	X	56,180,897.00	37,173,709.00
TEAM (The Evangelical Alliance Mission)*	1946	X	X	X	X	X	X	X	X	X	35,474,000.00	42,216,000.00
ChildFund	1951	X	X	X	X	X	X	X	X	X	203,277,969.00	190,747,008.00
American Leprosy Missions	1955	X	X	X	X	X	X	X	X	X	22,364,318.00	23,262,270.00
World Relief	1964	X	X	X	X	X	X	X	X	X	88,134,638.00	80,878,776.00
Luke Society	1966	X	X	X	X	X	X	X	X	X	4,393,016.00	2,342,398.00
Feed The Children	1967	X	X	X	X	X	X	X	X	X	598,942,560.00	538,811,644.00
Bright Hope	1969	X	X	X	X	X	X	X	X	X	2,149,679.00	2,135,154.00

Jewish Voice Ministries*	1969	X	X	X	X	X	X	X	X	X	35,215,063.00	28,084,670.00
Food for the Hungry	1971	X	X	X	X	X	X	X	X	X	133,392,352.00	123,543,620.00
Covenant House	1973	X	X	X	X	X	X	X	X	X	87,221,273.00	83,775,489.00
Echo	1973	X	X	X	X	X	X	X	X	X	5,582,921.00	3,696,258.00
Opportunity International	1973	X	X	X	X	X	X	X	X	X	53,064,019.00	44,876,796.00
International Disaster Emergency Service	1974		X	X	X	X	X	X	X	X	7,258,147.00	6,411,316.00
World Renew	1975		X	X	X	X	X	X	X	X	17,426,489.00	15,947,081.00
Christian Relief Fund	1976		X	X	X	X	X	X	X	X	10,225,271.00	9,192,199.00
MAP International	1976		X	X	X	X	X	X	X	X	821,912,380.00	652,398,044.00
Christian Blind Mission	1978		X	X	X	X	X	X	X	X	7,862,052.00	7,818,127.00
Citihope International	1979		X	X	X	X	X	X	X	X	34,849,219.00	49,678,505.00
AMOR	1981		X	X	X	X	X	X	X	X	1,819,472.00	2,098,529.00
Mercy Corps	1981		X	X	X	X	X	X	X	X	356,993,938.00	349,377,076.00
Samaritan's Purse	1981		X	X	X	X	X	X	X	X	1,007,561,903.00	706,354,317.00
Christian Aid Ministries	1982		X	X	X	X	X	X	X	X	161,357,827.00	136,904,764.00
Food For The Poor	1982		X	X	X	X	X	X	X	X	856,624,321.00	864,831,614.00
World Vision	1982		X	X	X	X	X	X	X	X	1,306,648,130.00	1,218,757,162.00
Engineering Ministries	1983			X	X	X	X	X	X	X	9,689,544.00	7,494,320.00
Unbound	1983			X	X	X	X	X	X	X	145,382,985.00	135,492,527.00
Water for Life*	1983			X	X	X	X	X	X	X	1,369,889.00	1,196,406.00
Christian Relief Services	1985			X	X	X	X	X	X	X	3,390,693.00	2,210,754.00
Plant With Purpose	1985			X	X	X	X	X	X	X	7,448,828.00	6,551,181.00
Lifewater International	1986			X	X	X	X	X	X	X	8,037,007.00	7,164,507.00
Love a Child	1986			X	X	X	X	X	X	X	47,162,962.00	40,675,868.00
World Emergency Relief	1986			X	X	X	X	X	X	X	17,740,144.00	17,202,122.00
Medical Teams International	1987			X	X	X	X	X	X	X	57,004,022.00	57,674,727.00
Operation Blessing	1987		-	X	X	X	X	X	X	X	91,567,341.00	84,524,449.00
Feed My Starving Children	1989			X	X	X	X	X	X	X	50,476,786.00	38,554,114.00
OneChild	1989			X	X	X	X	X	X	X	19,748,922.00	18,657,837.00
Living Water International	1991			X	X	X	X	X	X	X	20,726,773.00	20,608,047.00
Cornerstone Assistance Network	1992			X	X	X	X	X	X	X	6,928,385.00	6,462,351.00
Venture	1992			X	X	X	X	X	X	X	6,516,603.00	5,424,135.00
Kingsway Charities	1993				X	X	X	X	X	X	63,381,174.00	67,671,580.00
Outreach Aid to the Americas	1995				X	X	X	X	X	X	7,702,357.00	7,420,431.00

Children's Hunger Fund	1996	X	X	X	X	X	X	134,310,598.00	124,327,588.00
Healing Hands	1996	X	X	X	X	X	X	10,611,098.00	4,789,031.00
World Hope International	1996	X	X	X	X	X	X	24,293,727.00	22,686,025.00
Heifer Project	1999	X	X	X	X	X	X	140,937,987.00	127,811,257.00
Adventist Development & Relief Agency	2000	X	X	X	X	X	X	133,531,867.00	124,115,153.00
Church World Service	2000	X	X	X	X	X	X	68,300,951.00	67,151,733.00
Kinship United	2001		X	X	X	X	X	8,192,962.00	7,843,228.00
Water Mission	2001		X	X	X	X	X	32,689,545.00	36,762,624.00
Free Wheelchair Mission	2002			X	X	X	X	9,983,923.00	9,443,050.00
MANNA*	2002			X	X	X	X	5,446,080.00	5,079,514.00
With God All Things Are Possible	2005			X	X	X	X	7,003,713.00	5,021,624.00
Eight Days of Hope	2006			X	X	X	X	7,295,049.00	4,966,411.00
Charity: Water	2007			X	X	X	X	101,611,139.00	98,791,943.00
Anglican Relief and Development Fund	2008			X	X	X	X	1,932,824.00	1,472,166.00
Mercy Ships	2008			X	X	X	X	212,689,629.00	142,842,150.00
Austin Disaster Relief Network	2009				X	X	X	10,124,383.00	5,249,272.00
Water4 Inc	2009				X	X	X	9,385,972.00	6,900,987.00
Compassion International	2014					X	X	1,095,990,000.00	1,003,626,000.00
Nazarene Compassionate Ministries	2015					X	X	1,849,476.00	1,711,445.00
Interchurch Medical Assistance	2019					X	X	66,891,302.00	66,534,636.00
Convoy of Hope	2020					X	X	435,592,269.00	364,499,974.00

Notes. Researcher-Author Compiled Data and Generated Table.

In answering research question two, the author-researcher also analyzed the FBO subset based on the highest revenue according to 2021 data or other years based on data availability. **Table *70*** shows the FBOs sorted according to their total revenues and their IRS or equivalent documented ruling year from 1973 to the present. The first category was based on revenues that exceeded $1 billion. There were three FBOs whose 2021 revenues were greater than or equal to $1 billion. Of those three, two had ruling years within the 1980 decade, and one with a ruling year in the 2010-2019 decade.

The second category included revenues of fewer than $1 billion but larger than or equal to $500 million. There were four FBOs whose 2021 revenues were less than $1 billion and greater than or equal to $500 million. One represented the 1940s decade, one the 1960s decade, one the 1970s decade, and one the 1980s decade.

The third category included revenues larger than or equal to $100 million but less than $500 million. There were twelve FBOs whose 2021 revenues were less than $500 million and greater than or equal to $100 million. There was one FBO with a ruling year during the decade of 1940, one in the 1950s, another in the 1970s, and one in the 2020s. Two FBOs had ruling years during the 1990 decade. Three FBOs had ruling years during the 1980 decade and three during the 2000 decade. The remaining FBOs had 2021 revenues that were less than $100 million. More detailed data is presented below in ***Table 70***.

Table 70

FBOs Sorted by Total Revenues That Have Survived Economic Crises from 1973 - Present

ORGANIZATION	RULING YEAR	1973	1982	1992	2000	2001	2008	2009	2020	2023	TOTAL REVENUES 2021 *unless* * 2020	TOTAL EXPENSES 2021 *unless* * 2020
World Vision	1982		X	X	X	X	X	X	X	X	1,306,648,130.00	1,218,757,162.00
Compassion International	2014								X	X	1,095,990,000.00	1,003,626,000.00
Samaritan's Purse	1981		X	X	X	X	X	X	X	X	1,007,561,903.00	706,354,317.00
Catholic Relief Services*	1946	X	X	X	X	X	X	X	X	X	923,592,000.00	913,061,000.00
Food For The Poor	1982		X	X	X	X	X	X	X	X	856,624,321.00	864,831,614.00
MAP International	1976		X	X	X	X	X	X	X	X	821,912,380.00	652,398,044.00
Feed The Children	1967	X	X	X	X	X	X	X	X	X	598,942,560.00	538,811,644.00
Convoy of Hope	2020								X	X	435,592,269.00	364,499,974.00
Catholic Medical Mission Board	1946	X	X	X	X	X	X	X	X	X	411,400,438.00	351,930,119.00
Mercy Corps	1981		X	X	X	X	X	X	X	X	356,993,938.00	349,377,076.00
Mercy Ships	2008						X	X	X	X	212,689,629.00	142,842,150.00
ChildFund	1951	X	X	X	X	X	X	X	X	X	203,277,969.00	190,747,008.00
Christian Aid Ministries	1982		X	X	X	X	X	X	X	X	161,357,827.00	136,904,764.00
Unbound	1983			X	X	X	X	X	X	X	145,382,985.00	135,492,527.00
Heifer Project	1999				X	X	X	X	X	X	140,937,987.00	127,811,257.00

Children's Hunger Fund	1996				X	X	X	X	X	X	134,310,598.00	124,327,588.00
Adventist Development & Relief Agency	2000				X	X	X	X	X	X	133,531,867.00	124,115,153.00
Food for the Hungry	1971	X	X	X	X	X	X	X	X	X	133,392,352.00	123,543,620.00
Charity: Water	2007						X	X	X	X	101,611,139.00	98,791,943.00
Operation Blessing	1987			X	X	X	X	X	X	X	91,567,341.00	84,524,449.00
World Relief	1964	X	X	X	X	X	X	X	X	X	88,134,638.00	80,878,776.00
Covenant House	1973	X	X	X	X	X	X	X	X	X	87,221,273.00	83,775,489.00
Church World Service	2000				X	X	X	X	X	X	68,300,951.00	67,151,733.00
Interchurch Medical Assistance	2019								X	X	66,891,302.00	66,534,636.00
Kingsway Charities	1993				X	X	X	X	X	X	63,381,174.00	67,671,580.00
Medical Teams International	1987			X	X	X	X	X	X	X	57,004,022.00	57,674,727.00
Lutheran World Relief	1946	X	X	X	X	X	X	X	X	X	56,180,897.00	37,173,709.00
Opportunity International	1973	X	X	X	X	X	X	X	X	X	53,064,019.00	44,876,796.00
Feed My Starving Children	1989			X	X	X	X	X	X	X	50,476,786.00	38,554,114.00
Love a Child	1986			X	X	X	X	X	X	X	47,162,962.00	40,675,868.00
TEAM (The Evangelical Alliance Mission)*	1946	X	X	X	X	X	X	X	X	X	35,474,000.00	42,216,000.00
Jewish Voice Ministries*	1969	X	X	X	X	X	X	X	X	X	35,215,063.00	28,084,670.00
Citihope International	1979		X	X	X	X	X	X	X	X	34,849,219.00	49,678,505.00
Water Mission	2001					X	X	X	X	X	32,689,545.00	36,762,624.00
World Hope International	1996				X	X	X	X	X	X	24,293,727.00	22,686,025.00
American Leprosy Missions	1955	X	X	X	X	X	X	X	X	X	22,364,318.00	23,262,270.00
Living Water International	1991			X	X	X	X	X	X	X	20,726,773.00	20,608,047.00
OneChild	1989			X	X	X	X	X	X	X	19,748,922.00	18,657,837.00
World Emergency Relief	1986			X	X	X	X	X	X	X	17,740,144.00	17,202,122.00
World Renew	1975		X	X	X	X	X	X	X	X	17,426,489.00	15,947,081.00
Healing Hands	1996				X	X	X	X	X	X	10,611,098.00	4,789,031.00
Christian Relief Fund	1976		X	X	X	X	X	X	X	X	10,225,271.00	9,192,199.00
Austin Disaster Relief Network	2009							X	X	X	10,124,383.00	5,249,272.00
Free Wheelchair Mission	2002						X	X	X	X	9,983,923.00	9,443,050.00
Engineering Ministries	1983			X	X	X	X	X	X	X	9,689,544.00	7,494,320.00
Water4 Inc	2009							X	X	X	9,385,972.00	6,900,987.00

Mennonite Economic Development Associates	1942	X	X	X	X	X	X	X	X	X	8,967,684.00	8,229,735.00
Kinship United Kinship United	2001					X	X	X	X	X	8,192,962.00	7,843,228.00
Lifewater International	1986			X	X	X	X	X	X	X	8,037,007.00	7,164,507.00
Christian Blind Mission	1978		X	X	X	X	X	X	X	X	7,862,052.00	7,818,127.00
Outreach Aid to the Americas	1995				X	X	X	X	X	X	7,702,357.00	7,420,431.00
Plant With Purpose	1985			X	X	X	X	X	X	X	7,448,828.00	6,551,181.00
Eight Days of Hope	2006						X	X	X	X	7,295,049.00	4,966,411.00
International Disaster Emergency Service	1974		X	X	X	X	X	X	X	X	7,258,147.00	6,411,316.00
With God All Things Are Possible	2005						X	X	X	X	7,003,713.00	5,021,624.00
Cornerstone Assistance Network	1992			X	X	X	X	X	X	X	6,928,385.00	6,462,351.00
Venture	1992			X	X	X	X	X	X	X	6,516,603.00	5,424,135.00
Echo	1973	X	X	X	X	X	X	X	X	X	5,582,921.00	3,696,258.00
MANNA*	2002						X	X	X	X	5,446,080.00	5,079,514.00
Luke Society	1966	X	X	X	X	X	X	X	X	X	4,393,016.00	2,342,398.00
Christian Relief Services	1985			X	X	X	X	X	X	X	3,390,693.00	2,210,754.00
Bright Hope	1969	X	X	X	X	X	X	X	X	X	2,149,679.00	2,135,154.00
Anglican Relief and Development Fund	2008						X	X	X	X	1,932,824.00	1,472,166.00
Nazarene Compassionate Ministries	2015								X	X	1,849,476.00	1,711,445.00
AMOR	1981		X	X	X	X	X	X	X	X	1,819,472.00	2,098,529.00
Water for Life*	1983			X	X	X	X	X	X	X	1,369,889.00	1,196,406.00

Notes. Researcher-Author Compiled Data and Generated Table.

Research Question 3 Data Analysis and Findings

Recapitulation of Research Question # 3 Objectives, Questions, and Deliverables

Objective 3 of this dissertation-in-praxis was to measure comprehensive technical efficiency levels of FBO and FBC food, water, medical, livestock, agriculture-sustainability, or agroeconomic service provision within the selected study sample. Objective 3 research question was: What are the comprehensive technical efficiency levels of FBO and FBC food, water, medical, livestock, agriculture-sustainability, or agroeconomic service provision across the

selected study sample? ***Table 71*** presents a recapitulation of research goals, questions, and deliverables for research question number three.

Table 71

Research Question # 3 Corresponding Objectives, Questions, and Deliverables

#	Research Objectives	Research Questions	Outputs and Deliverables
3	Measure comprehensive technical efficiency levels of FBO and FBC food, water, medical, livestock, agriculture-sustainability, or agroeconomic service provision within the selected study sample.	What are the comprehensive technical efficiency levels of FBO and FBC food, water, medical, livestock, agriculture-sustainability, or agroeconomic service provision across the selected study sample?	Comprehensive technical efficiency levels of the selected FBO and FBC study sample food, water, medical, livestock, agriculture-sustainability, or agroeconomic service provision were measured using data envelopment analysis (DEA) for peer assessment, resource utilization, and optimization purposes. Generated data included descriptive statistics, correlation matrixes, as well as comprehensive technical efficiency, pure technical efficiency, and scale efficiency scores.

Efficiency Proxy: FBO Training and Fundraising Initiatives

FBOs provide training and fundraising initiatives in response to needs. The FBOs in the sample have education, training initiatives, awareness campaigns, and fundraising efforts to meet the critical needs of least-developed countries and their citizens. Their educational and fundraising initiatives include but are not limited to the following: (a) Victims of Long-Term & Short-Term Disasters; (b) Chronic Hunger, Severe Food Insecurity, and Malnutrition; (c) Water Access, Sanitation, Hygiene, and Waste Management; (d) Land, Crop, Seed, Plant Agricultural Donation, Cultivation, and Production; (e) Livestock and Animal Donation, Production, & Husbandry; and (f) Agribusiness & Agricultural Economic Development Vulnerabilities and Solutions. These training initiatives were comprehensively discussed in the FBO International Humanitarian Service Aid Delivery and Outreach Programs section in Chapter Two of this

Dissertation-in-Praxis. **Figure *1*** depicts an author-created diagram highlighting the centrality of FBO education, training, and fundraising initiatives in addressing these areas.

Figure 1

FBO & FBC Training and Fundraising Initiatives

Notes. Researcher-Author Created Diagram.

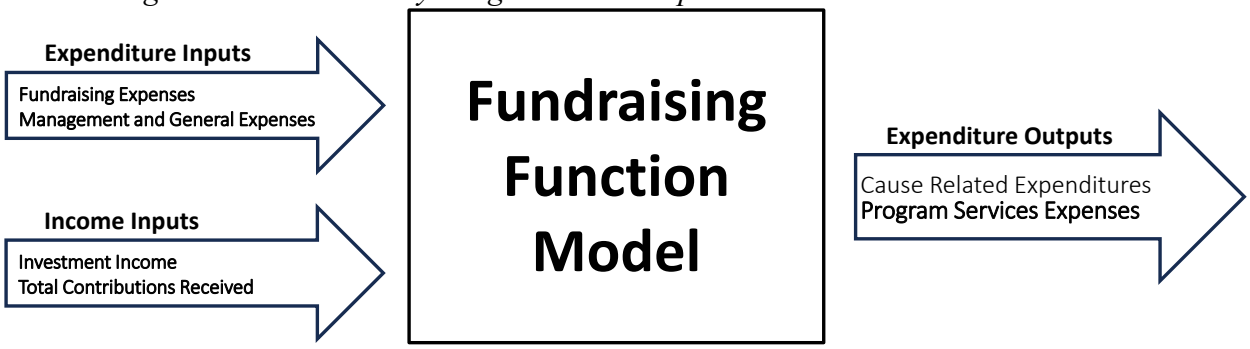
Efficiency Proxy: Fundraising Function Model (Summary Program Cost Output Model)

The researcher used fundraising efficiency as a proxy for measuring water, food, agriculture-promotion, and sustainability comprehensive technical efficiency. Upon researching various models, the author-researcher of this dissertation-in-praxis decided to use the Model A Summary Program Cost Output Model, also known as the Fundraising Function Model described in Golden et al. (2012). The fundraising function model is also called the summary program cost output model. The Fundraising Model utilizes an aggregated single-ratio charitable efficiency

formula. ***Figure 2*** depicts an author-created diagram of the Fundraising Model's input-output process.

Figure 2

Fundraising Model aka Summary Program Cost Output Model



Notes. Researcher-Author Compiled Input-Output Data and Generated Figure.

There are two sets of input variables. The first set of input variables are expenditure inputs. Expenditure inputs include Management and general expenses from IRS Form 990, Part IX, Line 25C. Management and general expenses relate to the FBO/FBC's overall operations and management. This particular expense category is comprised of several items including but not limited to the following expenses: (a) salaries and expenses of the FBO's/FBC's CEO and staff; (b) investment management; (c) board of directors, committee, and staff meeting costs; (d) general legal services; (e) accounting and billing; (f) general liability insurance; (g) office management; (h) auditing; (i) human resources and other centralized services; as well as (j) annual report preparation, publication, and distribution.

Expenditure inputs include Fundraising expenses from IRS Form 990, Part IX, Line 25D. Fundraising expenses are expenses incurred in soliciting cash and noncash contributions, gifts, and grants. The fundraising expense category includes all expenses, including allocable overhead expenses in the following: (a) fundraising campaign participation, publicizing, and advertising; (b) solicitation of bequests from individuals, foundations, organizations, and governmental units;

(c) fundraising manual, instructions, and material preparation and distribution; as well as (d) contribution preparation, receipt, and solicitation.

The second set of inputs are income inputs. Income inputs include investment income from IRS Form 990, Part I, Line 10. Investment income includes income from interest-bearing checking accounts, savings, money market funds, commercial paper, certificates of deposit, U.S. treasury bills, and other obligations with maturity periods of less than one year. Secondly, investment income includes security dividends and interests. Thirdly, investment income includes income from program-related investments and those made primarily to accomplish an exempt purpose of the FBO/FBC. Examples include scholarship loans, low-interest loans, rental income, issued bond proceeds investments, dividends, interests, and other similar investment income.

The income inputs also encompass total contributions received from IRS Form 990, Part VIII, Line 1h. These contributions, which include cash and noncash amounts from a wide range of sources, are a comprehensive reflection of the FBO/FBC's financial support, including grants and payments from various government sources.

The output variable is program services expenses from Form 990, Part IX, Line 25B. Program services are primarily those activities that further the FBO's/FBC's exempt purposes. The output variable represents the amount of money going to the ultimate cause and is labeled cause-related expenditures. Program service expenses include those expenses related to the following: (a) lobbying directly related to the FBO's/FBC's purposes; (b) unrelated trade or business activities; (c) unrelated business income; (d) grant securitization; (e) contracting costs; (f) research performance; (g) item production; and (h) program service conduction and performance.

The fundraising model inputs and outputs are tabulated in ***Table 72***.

Table 72

Fundraising Model Inputs and Outputs

Type	Category	Variable Description	990 Part	Line
Input	Expenses	Management and General Expenses	IX	25C
Input	Expenses	Fundraising Expenses	IX	25D
Input	Income	Investment Income	I	10
Input	Income	Total Contributions	VIII	1h
Output	Expenses	Program Services Expenses	IX	25B

Note. Headings and subheading variables selected from questions and inquiries on IRS Form 990 and its variants (Internal Revenue Service, 2023a)

Fundraising Model Inputs and Outputs Descriptive Statistics. Descriptive statistics are typically used to describe or summarize the data. It is used as an exploratory method to examine the variables of interest. In this dissertation-in-praxis, the mean, standard deviation, standard error of the mean, minimum, maximum, skewness, and kurtosis were calculated for each variable based on pooled data. These variables are as follows: The Sample Size (n) is the frequency or count of a nominal or ordinal category. A Percentage ($\%$) is the percentage of the frequency or count of a nominal or ordinal category. The Mean (M) is the average value of a scale variable. Standard Deviation (SD) is the spread of the data around the mean of a scale variable. Standard Error of the Mean (SE_M) estimates how far the sample mean will likely differ from the actual population mean. The Sample Minimum (Min) is the smallest numeric value in a given sample. The Sample Maximum (Max) is the largest numeric value in a given sample.

Skewness is the measure of asymmetry in the distribution of a variable. Positive skewness indicates a long-right tail, while negative skewness indicates a long-left tail. When the skewness is greater than 2 in absolute value, the variable is considered asymmetrical about its mean. Kurtosis is the measure of the tail behavior of a distribution. Positive kurtosis signifies that a distribution is more prone to outliers, and negative kurtosis implies that a distribution is less prone to outliers.

Descriptive statistics were calculated for the four Fundraising Model inputs: Management and General Expenses, Fundraising Expenses, Investment Income, and Total Contributions Received, together with the one output Program Services Expenses. These variables were used to calculate Fundraising Service Expenses DEA efficiency. A total of 328 observations were generated. The observations were as follows: the input Management and General Expenses, an average of 6.44×10^6; the second input Fundraising Expenses, an average of 8.27×10^6; the third input Investment Income, an average of 988,801.12; the fourth input Total Contributions Received an average of 1.42×10^8; and the output Program Services Expenses an average of 1.24×10^8. The Fundraising Model summary statistics can be found in ***Table 73***.

Table 73

Descriptive Statistics of Pooled Fundraising Model Inputs and Outputs

Variable	***M***	***SD***	***n***	***SE_M***	**Min**	**Max**	**Skew**	**Kurt**
Management and General Expenses	6.44×10^6	1.39×10^7	328	769,102.85	0.00	7.80×10^7	3.30	10.63
Fundraising Expenses	8.27×10^6	1.81×10^7	328	999,062.75	0.00	1.12×10^8	3.46	12.58
Investment Income	988,801.12	4.08×10^6	328	225,153.60	-7.66×10^6	6.23×10^7	11.10	156.52
Total Contributions Received	1.42×10^8	2.71×10^8	328	1.49×10^7	707,995.00	1.40×10^9	2.54	5.70
Program Services Expenses	1.24×10^8	2.37×10^8	328	1.31×10^7	105,535.00	1.19×10^9	2.52	5.52

Note. Abbreviations are as follows: *M* is mean; *SD* is Standard Deviation; SE_M is Standard Error of the Mean; *Min* is Minimum; *Max* is Maximum; Skew is Skewness; and *Kurt* is Kurtosis.

Fundraising Model Spearman Correlation Analysis. A Spearman rank correlation is a non-parametric test that measures the degree of association or relationship between two or more variables. The researcher-author conducted a Spearman correlation analysis to evaluate the relationship among the following Fundraising model inputs and outputs: Management and General Expenses, Fundraising Expenses, Investment Income, Total Contributions Received, and Program Services Expenses. The Spearman rank correlation coefficient, *r*, measures three

properties of a relationship: magnitude, direction, and significance. The first property is the magnitude of the relationship, which is the degree to which variables vary together. The Spearman rank correlation coefficient, *r*, has a range of values from +1.0, which represents a perfect correlation, through -1.0, which represents a perfect negative correlation. A value of 0.0 means negligently little-to-no correlation. Values closer to -1 or +1 represent stronger relationships than values closer to 0. For the Fundraising Model in this study, all variable pairs exhibited a correlation magnitude greater than 0.5. Correlations ranged from moderate correlation indicating a substantial relationship (r = 0.5 to 0.7), a high correlation indicating a marked relationship (r = 0.7 to 0.9), and a very high correlation indicating a very dependable relationship ($r > 0.9$).

The second property is the direction of the relationship indicated by the coefficient sign. A positive symbol or plus sign represents a positive correlation between variables. Variables are positively correlated when they change together or vary together in the same direction. Varying together means that as one variable increases, the other variable increases, or as one variable decreases, the other variable decreases. Conversely, a negative symbol or minus sign represents a negative correlation or inverse relationship between variables. Variables are negatively correlated when they change inversely, meaning they change together in opposite directions. For example, as one variable increases, the other variable decreases, or as one variable decreases, the other variable increases. For this study's Fundraising Model, all variable pairs exhibited positive and zero negative correlations.

The third property is statistical significance. The basic threshold for statistically significant data is $p < .05$. For this study, the threshold was $p < .001$. This study had a significant

positive correlation between each variable pair for the Fundraising Model. ***Table 74*** presents the results of the correlations.

Table 74

Spearman Correlation Results of Fundraising Model Inputs and Output Variables

Variable Pair Combination	*r*	95.00% CI	*n*	*p*
Management and General Expenses-Fundraising Expenses	.85	[.82, .88]	328	< .001
Management and General Expenses-Investment Income	.62	[.55, .68]	328	< .001
Management and General Expenses-Total Contributions Received	.81	[.77, .85]	328	< .001
Management and General Expenses-Program Services Expenses	.79	[.74, .83]	328	< .001
Fundraising Expenses-Investment Income	.61	[.54, .68]	328	< .001
Fundraising Expenses-Total Contributions Received	.82	[.78, .85]	328	< .001
Fundraising Expenses-Program Services Expenses	.79	[.74, .83]	328	< .001
Investment Income-Total Contributions Received	.56	[.48, .63]	328	< .001
Investment Income-Program Services Expenses	.52	[.44, .60]	328	< .001
Total Contributions Received-Program Services Expenses	.99	[.98, .99]	328	< .001

Note. P-values were adjusted using the Holm correction.

Fundraising Model DEA Efficiency. Utilization of the data envelopment analysis model generated efficiency scores known as comprehensive technical efficiency scores. Within the context of this dissertation-in-praxis, efficiency is specifically referred to as comprehensive technical efficiency.

Comprehensive technical efficiency (CTE) measures how effectively FBOs/FBCs utilize their resources and technology to produce actual output compared to the maximum possible output. CTE evaluation of FBOs includes a comprehensive examination of their resource allocation capabilities and efficiency in resource utilization. The product of pure technical efficiency and scale efficiency results in comprehensive technical efficiency.

Pure Technical Efficiency (PTE) is a term used to describe the maximum output capacity of each FBO/FBC when input resources remain constant. It provides insights into organizations' technical capabilities, management levels, and control abilities. PTE does not consider size.

Scale efficiency assesses whether an FBO/FBC is operating at an optimal scale given the current technology and productivity levels. The production frontier obtained through DEA analysis is a frontier that accounts for both multiple inputs and outputs. On the production frontier of a Variable Return-to-Scale model, each point's return-to-scale changes as the scale of production increases. For a specific point on the frontier, output changes resulting from input changes represent returns to scale. Returns-to-sale is the production scale efficiency and is denoted by a quantitative index. Scale efficiency quantifies the state of returns to scale in that proportional input changes cause proportional output changes. Therefore, scale efficiency refers to the ratio of proportional changes in outputs to the proportion of proportional changes in inputs.

There are generally three stages in return-to-scale production technology: increasing returns to scale, constant returns to scale (CRS), and decreasing returns to scale. Scale efficiency (SE) is the ratio of technical efficiency estimated based on the CRS model and the technical efficiency yield from the varying returns to scale (VRS) model. SE measures the extent to which a DMU deviates from an optimal scale, which should not exceed one. Scale efficiency value (SE) equals comprehensive technical efficiency (TE) divided by pure technical efficiency (PTE). If the SE equals one, the FBO is in a constant return-to-scale state. If the SE is less than one, the FBO is in an increasing return-to-scale state. If the SE is greater than one, then the FBO is in a decreasing-return-to-scale state.

Fundraising Model Efficiency Score Envelopment Analysis Summary. Data Envelopment analysis was performed to measure three types of efficiency: overall technical efficiency, pure technical efficiency, and scale efficiency. The observations for Technical Efficiency had an average of 0.55 (SD = 0.24, SE_M = 0.01, Min = 0.03, Max = 1.00, Skewness = 0.58, Kurtosis = -0.59). The observations for Pure Technical Efficiency had an average of 0.67

(*SD* = 0.25, SE_M = 0.01, Min = 0.05, Max = 1.00, Skewness = 0.007, Kurtosis = -1.17). The observations for Scale Efficiency had an average of 0.84 (*SD* = 0.18, SE_M = 0.01, Min = 0.09, Max = 1.00, Skewness = -1.44, Kurtosis = 1.61). The summary statistics for the average of years 2016-2022 and individual years are in ***Table 75*****,** and quantile distributions are in ***Table 76***.

Table 75

Fundraising Model Technical Efficiency Scores (Pooled Sample)

Year	Variable	*M*	*SD*	*n*	SE_M	*Min*	*Max*	*Skew*	*Kurt*
2016	Technical Efficiency Score	0.80	0.34	6	0.14	0.19	1.00	-1.14	-0.33
	Pure Technical Efficiency Score	0.80	0.33	6	0.14	0.21	1.00	-1.13	-0.36
	Scale Efficiency Score	0.99	0.03	6	0.01	0.93	1.00	-1.79	1.19
2017	Technical Efficiency Score	0.64	0.27	35	0.04	0.16	1.00	0.02	-1.26
	Pure Technical Efficiency Score	0.72	0.27	35	0.05	0.17	1.00	-0.40	-1.12
	Scale Efficiency Score	0.89	0.15	35	0.03	0.33	1.00	-2.20	4.75
2018	Technical Efficiency Score	0.56	0.24	69	0.03	0.16	1.00	0.47	-0.80
	Pure Technical Efficiency Score	0.66	0.25	69	0.03	0.19	1.00	0.05	-1.28
	Scale Efficiency Score	0.87	0.18	69	0.02	0.19	1.00	-1.74	2.50
2019	Technical Efficiency Score	0.39	0.23	66	0.03	0.09	1.00	1.97	2.41
	Pure Technical Efficiency Score	0.55	0.28	66	0.03	0.22	1.00	0.78	-1.07
	Scale Efficiency Score	0.76	0.22	66	0.03	0.09	1.00	-0.95	0.07
2020	Technical Efficiency Score	0.63	0.16	65	0.02	0.17	1.00	0.37	1.28
	Pure Technical Efficiency Score	0.68	0.18	65	0.02	0.20	1.00	0.13	0.14
	Scale Efficiency Score	0.92	0.08	65	0.010	0.62	1.00	-1.93	3.74
2021	Technical Efficiency Score	0.58	0.20	63	0.03	0.03	1.00	0.67	0.75
	Pure Technical Efficiency Score	0.71	0.22	63	0.03	0.05	1.00	-0.30	-0.34
	Scale Efficiency Score	0.84	0.15	63	0.02	0.57	1.00	-0.35	-1.48
2022	Technical Efficiency Score	0.48	0.23	33	0.04	0.22	1.00	1.58	1.12
	Pure Technical Efficiency Score	0.71	0.25	33	0.04	0.28	1.00	-0.03	-1.40
	Scale Efficiency Score	0.71	0.24	33	0.04	0.22	1.00	-0.35	-0.92
Avg	Technical Efficiency Score	0.55	0.24	337	0.01	0.03	1.00	0.58	-0.59
	Pure Technical Efficiency Score	0.67	0.25	337	0.01	0.05	1.00	0.007	-1.17
	Scale Efficiency Score	0.84	0.18	337	0.01	0.09	1.00	-1.44	1.61

Note. Abbreviations are as follows: *M* is mean; *SD* is Standard Deviation; *n* is Number of Observations; SE_M is Standard Error of the Mean; *Min* is Minimum; *Max* is Maximum; *TE* is Technical Efficiency Scores; *PTE* is Pure Technical Efficiency Scores; *SE* is Scale Efficiency/Scale Effect Scores; *AVG* is Average.

Table 76

Fundraising Model Efficiency Score Quantiles (Pooled Sample)

Year	Variable	*n*	*10%*	*20%*	*30%*	*40%*	*50%*	*60%*	*70%*	*80%*	*90%*
2016	Technical Efficiency Score	6	0.40	0.60	0.80	1.00	1.00	1.00	1.00	1.00	1.00
	Pure Technical Efficiency Score	6	0.41	0.60	0.80	1.00	1.00	1.00	1.00	1.00	1.00
	Scale Efficiency Score	6	0.97	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
2017	Technical Efficiency Score	35	0.31	0.40	0.44	0.56	0.61	0.71	0.83	0.97	1.00
	Pure Technical Efficiency Score	35	0.33	0.47	0.59	0.67	0.70	0.92	1.00	1.00	1.00
	Scale Efficiency Score	35	0.73	0.86	0.88	0.92	0.95	0.96	0.99	1.00	1.00
2018	Technical Efficiency Score	69	0.29	0.34	0.39	0.49	0.53	0.59	0.64	0.80	0.99
	Pure Technical Efficiency Score	69	0.31	0.41	0.52	0.55	0.61	0.70	0.89	0.98	1.00
	Scale Efficiency Score	69	0.61	0.75	0.87	0.92	0.97	0.98	0.99	1.00	1.00
2019	Technical Efficiency Score	66	0.25	0.27	0.29	0.30	0.32	0.34	0.35	0.36	0.91
	Pure Technical Efficiency Score	66	0.30	0.33	0.36	0.38	0.42	0.49	0.58	1.00	1.00
	Scale Efficiency Score	66	0.36	0.58	0.69	0.75	0.84	0.87	0.92	0.96	1.00
2020	Technical Efficiency Score	65	0.46	0.53	0.56	0.60	0.63	0.64	0.67	0.71	0.79
	Pure Technical Efficiency Score	65	0.49	0.56	0.60	0.63	0.67	0.71	0.75	0.78	1.00
	Scale Efficiency Score	65	0.84	0.90	0.92	0.93	0.95	0.95	0.97	0.98	1.00
2021	Technical Efficiency Score	63	0.38	0.46	0.49	0.53	0.57	0.58	0.61	0.66	1.00
	Pure Technical Efficiency Score	63	0.44	0.53	0.58	0.63	0.69	0.74	0.85	1.00	1.00
	Scale Efficiency Score	63	0.64	0.67	0.71	0.80	0.91	0.94	0.95	0.98	1.00
2022	Technical Efficiency Score	33	0.28	0.34	0.37	0.39	0.41	0.43	0.45	0.47	1.00
	Pure Technical Efficiency Score	33	0.36	0.45	0.57	0.61	0.64	0.72	1.00	1.00	1.00
	Scale Efficiency Score	33	0.41	0.51	0.62	0.63	0.69	0.80	0.91	0.98	1.00
AVG	Technical Efficiency Score	337	0.28	0.33	0.37	0.46	0.52	0.58	0.64	0.72	1.00
	Pure Technical Efficiency Score	337	0.34	0.41	0.52	0.58	0.64	0.71	0.84	1.00	1.00
	Scale Efficiency Score	337	0.61	0.69	0.79	0.88	0.92	0.95	0.97	0.99	1.00

Efficiency Proxy: FBO Program and Services

The FBOs in the sample have programs and services to meet the critical needs of least-developed countries and their citizens. Their programs and services include but are not limited to addressing the following: (a) Victims of Long-Term & Short-Term Disasters; (b) Chronic Hunger, Severe Food Insecurity, and Malnutrition; (c) Water Access, Sanitation, Hygiene, and Waste Management; (d) Land, Crop, Seed, Plant Agricultural Donation & Production; (e) Livestock and Animal Donation, Production, & Husbandry; and (f) Agribusiness & Agricultural Economic Development Vulnerabilities and Solutions. Information regarding FBO programs and services addressing each of these areas are comprehensively discussed in the section entitled

FBO International Humanitarian Service Aid Delivery and Outreach Programs in Chapter Two of this Dissertation-in-Praxis. An author-created diagram highlighting the centrality of FBO programs and services in addressing these areas is depicted in **Figure *3***.

Figure 3

FBO & FBC Programs and Services

Notes. Researcher-Author Created Diagram.

Efficiency Proxy: Program Services Delivery Model

The researcher-investigator used program services delivery efficiency as a proxy for measuring water/food/agriculture-promotion and sustainability comprehensive technical efficiency. Upon researching various models, the author-researcher of this dissertation-in-praxis selection of inputs and outputs was influenced by the second program services stage, as expressed in Hong (2014). In this dissertation-in-praxis, these inputs and outputs were examined

in a single-stage analysis termed the Program Services Delivery Model. ***Figure 4*** depicts a researcher-author-created diagram of the Program Services Delivery Model's input-output process.

Figure 4

Program Services Delivery Model

Notes. Researcher-Author Compiled Input-Output Data and Generated Figure.

There are two sets of input variables. The first set of input variables are expense inputs. The single expense input is management and general expenses from IRS Form 990, Part IX, Line 25C. Management and general expenses are expenses that relate to the FBO/FBC's overall operations and management. This particular expense category is comprised of several items including but not limited to the following expenses: (a) salaries and expenses of the FBO's/FBC's CEO and staff; (b) investment management; (c) board of directors, committee, and staff meeting costs; (d) general legal services; (e) accounting and billing; (f) general liability insurance; (g) office management; (h) auditing; (i) human resources and other centralized services; as well as (j) annual report preparation, publication, and distribution.

The second set of inputs are income inputs. Income inputs include program service revenue from IRS Form 990, Part VIII, Line 2g. Program service revenue includes income earned by FBO/FBC for providing government agencies with services, facilities, or products that directly benefit agencies. Program service revenue also includes but is not limited to revenue

received from the following: (a) school tuition; (b) performing arts events, concerts, and museum admissions; (c) publication royalty revenue; (d) employee health and welfare benefit payments; (e) convention or meeting registration fees; (f) Medicare, Medicaid, and other government payments and reimbursements; as well as (g) membership dues and assessments.

The income inputs also encompass total contributions received from IRS Form 990, Part VIII, Line 1h. These contributions, which include cash and noncash amounts from a wide range of sources, are a comprehensive reflection of the FBO/FBC's financial support, including grants and payments from various government sources.

The output variable is program services expenses from Form 990, Part IX, Line 25B. Program services are primarily those activities that further the FBO's/FBC's exempt purposes. The output variable represents the amount of money going to the ultimate cause and is labeled cause-related expenditures. Program service expenses include those expenses related to the following: (a) lobbying directly related to the FBO's/FBC's purposes; (b) unrelated trade or business activities; (c) unrelated business income; (d) grant securitization; (e) contracting costs; (f) research performance; (g) item production; and (h) program service conduction and performance.

The program services delivery model inputs and outputs are tabulated in ***Table 77***.

Table 77

Program Services Model Inputs and Outputs

Type	Category	Variable Description	990 Part	Line
Input	Expenses	Management and General Expenses	IX	25C
Input	Income	Program Service Revenue	VIII	2g
Input	Income	Total Contributions	VIII	1h
Output	Expenses	Program Service Expenses	IX	25B

Note. Headings and subheading variables selected from questions and inquiries on IRS Form 990 and its variants (Internal Revenue Service, 2023a)

Program Services Delivery Model Input and Output Descriptive Statistics. Summary statistics were calculated for Management and General Expenses, Program Services Revenue, Total Contributions, and Program Services Expenses. The observations for Management and General Expenses had an average of 6.44×10^6; Program Services Revenue had an average of 1.02×10^6; Total Contributions an average of 1.42×10^8; and Program Services Expenses had an average of 1.24×10^8. The summary statistics can be found in ***Table 78***.

Table 78

Descriptive Statistics of Program Services Model Inputs and Outputs

Variable	*M*	*SD*	*n*	SE_M	Min	Max	Skew	Kurt
Management and General Expenses	6.44×10^6	1.39×10^7	328	769,102.85	0.00	7.80×10^7	3.30	10.63
Program Service Revenue	1.02×10^6	5.62×10^6	328	310,401.61	0.00	5.92×10^7	9.23	87.02
Total Contributions	1.42×10^8	2.71×10^8	328	1.49×10^7	707,995.00	1.40×10^9	2.54	5.70
Program Services Expenses	1.24×10^8	2.37×10^8	328	1.31×10^7	105,535.00	1.19×10^9	2.52	5.52

Note. '-' indicates the statistic is undefined due to constant data or an insufficient sample size.

Program Services Delivery Model Spearman Correlation Analysis. A Spearman correlation analysis was conducted among the Program Services model inputs and outputs, including Management and General Expenses, Program Services Revenue, Total Contributions, and Program Services Expenses. For the Program Services Model in this study, all of the variable pairs exhibited correlation magnitude, including a low correlation indicating a definite but small relationship ($r = 0.2$ to 0.4), a high correlation indicating a marked relationship ($r = 0.7$ to 0.9); and a very high correlation indicating a very dependable relationship ($r > 0.9$).

The second property is the direction of the relationship indicated by the coefficient sign. For the Program Services Model in this study, all variable pairs exhibited positive and zero negative correlations. The third property is statistical significance. The basic threshold for

statistically significant data is $p < .05$. For this study, the threshold was $p < .001$. A significant positive correlation was observed between all of the possible input and output variable pairs in the Program Services Model in this study. ***Table 79*** presents the results of the correlations.

Table 79

Program Services Model Spearman Correlation Results

Combination	*r*	95.00% CI	*n*	*p*
Management and General Expenses-Program Services Revenue	.23	[.13, .33]	328	< .001
Management and General Expenses-Total Contributions	.81	[.77, .85]	328	< .001
Management and General Expenses-Program Services Expenses	.79	[.74, .83]	328	< .001
Program Services Revenue-Total Contributions	.20	[.10, .30]	328	< .001
Program Services Revenue-Program Services Expenses	.23	[.13, .33]	328	< .001
Total Contributions-Program Services Expenses	.99	[.98, .99]	328	< .001

Note. P-values were adjusted using the Holm correction.

Program Services Model Data Envelopment Analysis Efficiency Scores. Data Envelopment analysis was conducted to measure Program Services Delivery Technical Efficiency, Pure Technical Efficiency, and Scale Efficiency. The observations for Technical Efficiency had an average of 0.62 (SD = 0.24, SE_M = 0.01, Min = 0.03, Max = 1.00, Skewness = 0.12, Kurtosis = -1.10). The observations for Pure Technical Efficiency had an average of 0.72 (SD = 0.24, SE_M = 0.01, Min = 0.05, Max = 1.00, Skewness = -0.38, Kurtosis = -1.01). The observations for Scale Efficiency had an average of 0.86 (SD = 0.17, SE_M = 0.009, Min = 0.29, Max = 1.00, Skewness = -1.36, Kurtosis = 1.04). DEA summary statistics are in ***Table 80*****,** and quantile distributions are in ***Table 81***.

Table 80

Data Envelopment Analysis for Program Services Model Technical Efficiency Scores (Pooled)

Year	Variable	*M*	*SD*	*n*	SE_M	Min	Max	Skew	Kurt
2016	Technical Efficiency Score	0.93	0.13	6	0.05	0.68	1.00	-1.31	0.12
	Pure Technical Efficiency Score	1.00	0.00	6	0.00	1.00	1.00	-	-
	Scale Efficiency Score	0.93	0.13	6	0.05	0.68	1.00	-1.31	0.12
2017	Technical Efficiency Score	0.86	0.16	35	0.03	0.32	1.00	-1.44	2.23
	Pure Technical Efficiency Score	0.90	0.11	35	0.02	0.68	1.00	-0.79	-0.74
	Scale Efficiency Score	0.95	0.14	35	0.02	0.32	1.00	-3.81	13.41

2018	Technical Efficiency Score	0.80	0.16	69	0.02	0.28	1.00	-1.04	1.01
	Pure Technical Efficiency Score	0.85	0.15	69	0.02	0.32	1.00	-1.33	1.77
	Scale Efficiency Score	0.94	0.09	69	0.01	0.41	1.00	-3.86	18.12
2019	Technical Efficiency Score	0.39	0.20	66	0.03	0.09	1.00	2.33	4.24
	Pure Technical Efficiency Score	0.54	0.26	66	0.03	0.18	1.00	0.89	-0.80
	Scale Efficiency Score	0.76	0.21	66	0.03	0.29	1.00	-0.75	-0.64
2020	Technical Efficiency Score	0.62	0.15	65	0.02	0.17	1.00	0.33	1.73
	Pure Technical Efficiency Score	0.71	0.18	65	0.02	0.20	1.00	0.02	-0.26
	Scale Efficiency Score	0.89	0.12	65	0.01	0.54	1.00	-1.30	0.64
2021	Technical Efficiency Score	0.57	0.17	63	0.02	0.03	1.00	0.47	2.13
	Pure Technical Efficiency Score	0.71	0.21	63	0.03	0.05	1.00	-0.36	0.05
	Scale Efficiency Score	0.83	0.14	63	0.02	0.48	1.00	-0.54	-0.88
2022	Technical Efficiency Score	0.48	0.22	33	0.04	0.24	1.00	1.65	1.43
	Pure Technical Efficiency Score	0.66	0.25	33	0.04	0.30	1.00	0.30	-1.37
	Scale Efficiency Score	0.75	0.19	33	0.03	0.42	1.00	-0.09	-1.35
Avg	Technical Efficiency Score	0.62	0.24	337	0.01	0.03	1.00	0.12	-1.10
	Pure Technical Efficiency Score	0.72	0.24	337	0.01	0.05	1.00	-0.38	-1.01
	Scale Efficiency Score	0.86	0.17	337	0.009	0.29	1.00	-1.36	1.04

Note. Abbreviations are as follows: *M* is mean; *SD* is Standard Deviation; *n* is Number of Observations; SE_M is Standard Error of the Mean; *Min* is Minimum; *Max* is Maximum; *TE* is Technical Efficiency Scores; *PTE* is Pure Technical Efficiency Scores; *SE* is Scale Efficiency/Scale Effect Scores; *AVG* is Average.

Table 81

Program Services Model DEA Efficiency Score Quantiles (Pooled Sample)

Year	Variable	*n*	*10%*	*20%*	*30%*	*40%*	*50%*	*60%*	*70%*	*80%*	*90%*
2016	Technical Efficiency Score	6	0.78	0.88	0.94	1.00	1.00	1.00	1.00	1.00	1.00
	Pure Technical Efficiency Score	6	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	Scale Efficiency Score	6	0.78	0.88	0.94	1.00	1.00	1.00	1.00	1.00	1.00
2017	Technical Efficiency Score	35	0.68	0.75	0.81	0.85	0.88	0.94	0.99	1.00	1.00
	Pure Technical Efficiency Score	35	0.71	0.82	0.85	0.89	0.96	1.00	1.00	1.00	1.00
	Scale Efficiency Score	35	0.94	0.96	0.98	0.99	0.99	1.00	1.00	1.00	1.00
2018	Technical Efficiency Score	69	0.59	0.70	0.77	0.79	0.84	0.86	0.89	0.95	1.00
	Pure Technical Efficiency Score	69	0.67	0.76	0.82	0.85	0.88	0.91	0.96	1.00	1.00
	Scale Efficiency Score	69	0.87	0.90	0.94	0.95	0.97	0.99	0.99	1.00	1.00
2019	Technical Efficiency Score	66	0.27	0.29	0.30	0.32	0.33	0.34	0.35	0.37	0.62
	Pure Technical Efficiency Score	66	0.32	0.34	0.36	0.39	0.43	0.46	0.55	0.88	1.00
	Scale Efficiency Score	66	0.40	0.57	0.67	0.77	0.84	0.87	0.92	0.97	1.00
2020	Technical Efficiency Score	65	0.46	0.53	0.56	0.60	0.62	0.64	0.66	0.70	0.75
	Pure Technical Efficiency Score	65	0.51	0.57	0.60	0.64	0.68	0.73	0.77	0.88	1.00
	Scale Efficiency Score	65	0.71	0.79	0.88	0.92	0.94	0.95	0.96	0.98	1.00
2021	Technical Efficiency Score	63	0.39	0.47	0.52	0.54	0.57	0.59	0.62	0.64	0.69
	Pure Technical Efficiency Score	63	0.45	0.54	0.59	0.65	0.69	0.74	0.82	0.97	1.00
	Scale Efficiency Score	63	0.64	0.68	0.74	0.79	0.88	0.92	0.93	0.95	0.99
2022	Technical Efficiency Score	33	0.30	0.36	0.37	0.39	0.42	0.44	0.46	0.48	0.96
	Pure Technical Efficiency Score	33	0.38	0.41	0.43	0.58	0.61	0.65	0.81	1.00	1.00
	Scale Efficiency Score	33	0.52	0.58	0.63	0.66	0.71	0.83	0.91	0.97	1.00

AVG	Technical Efficiency Score	337	0.31	0.37	0.45	0.54	0.61	0.67	0.77	0.87	1.00
	Pure Technical Efficiency Score	337	0.38	0.48	0.59	0.68	0.74	0.83	0.91	1.00	1.00
	Scale Efficiency Score	337	0.61	0.71	0.84	0.90	0.93	0.95	0.98	0.99	1.00

Research Question 4 Data Analysis and Findings

Recapitulation of Research Question # 4 Objectives, Questions, and Deliverables

Objective 4 of this dissertation-in-praxis was to identify distinct organizational characteristics that statistically and significantly influence the comprehensive technical efficiency results of FBO and FBC food, water, medical, livestock, agriculture-sustainability, or agroeconomic service provision. Objective 4 research question was: Based on analyzing the results from the comprehensive technical efficiency measurements, what organizational characteristics statistically and significantly influence the comprehensive technical efficiency results of FBO and FBC food, water, medical, livestock, agriculture-sustainability, or agroeconomic service provision? Frequency analysis, percentage analysis, and descriptive statistics were conducted on potential predictor variables. Furthermore, linear regression was performed to analyze each independent variable's interaction with the dependent variables. ***Table 82*** presents a recapitulation of research goals, questions, and deliverables for research question number four.

Table 82

Research Question # 4 Corresponding Objectives, Questions, and Deliverables

#	Research Objectives	Research Questions	Outputs and Deliverables
4	Identify distinct organizational characteristics that statistically and significantly influence the comprehensive technical efficiency results of FBO and FBC food, water, medical, livestock, agriculture-sustainability, or agroeconomic service provision.	What organizational characteristics statistically and significantly influence the comprehensive technical efficiency results of FBO and FBC food, water, medical, livestock, agriculture-sustainability, or agroeconomic service provision?	Regression analysis was performed to identify organizational characteristics that statistically and significantly influenced the comprehensive technical efficiency results of FBO and FBC food, water, medical, livestock, agriculture-sustainability, or agroeconomic service provision.

FBO Characteristic 1: Affiliation

The first characteristic studied was affiliation. The variable for affiliation was AFFILIATION. The affiliation variable defines the organizational grouping. There were three types present in the study sample. These affiliations were independent, central, and subordinate. Independent refers to independent or independent auxiliary organizations. Central refers to organizations that are parent organizations with a group ruling and are not churches or 501(c)(1) organizations (Internal Revenue Service, 2023a). Central organizations have at least one subordinate under their general supervision or control. Subordinate refers to organizations that are subordinated in a group ruling. Subordinates may be a chapter, local, post or unit of a central organization. Subordinates are not required to be incorporated but must have an organizing document.

Affiliation Frequencies and Percentages. Frequencies and percentages were calculated for each organization's affiliation code having the variable name AFFILIATION. The most frequently observed affiliation category was Independent, represented by code 3 (n = 61, 92.42%). Frequencies and percentages are presented in **Table 83**.

Table 83

Frequency Table for Affiliation Variables

Code	Affiliation Variables	*n*	%	Cumulative %
3	Independent Organization (Individual Ruling)	61	92.42	92.42
6	Central (Parent of a group ruling – Not a Church)	1	1.52	93.94
9	Subordinate of a Group Ruling	4	6.06	100.00
Missing		0	0.00	100.00

Affiliation Linear Regression Fundraising Model. The researcher-investigator conducted linear regression to assess whether the variable AFFILIATION significantly predicted Fundraising Model Comprehensive Technical Efficiency, Pure Technical Efficiency, and Scale Efficiency scores. Concerning technical efficiency, the results of the linear regression model

were significant, $F(2,334) = 8.14$, $p < .001$, $R^2 = .05$, indicating that approximately 4.65% of the variance in Comprehensive Technical Efficiency Scores is explainable by the AFFILIATION variable. Regarding pure technical efficiency, the results of the linear regression model were significant, $F(2,334) = 7.15$, $p < .001$, $R^2 = .04$, indicating that approximately 4.11% of the variance in Pure Technical Efficiency Scores is explainable by AFFILIATION variable. Concerning scale efficiency, the results of the linear regression model were significant, $F(2,334) = 11.04$, $p < .001$, $R^2 = .06$, indicating that approximately 6.20% of the variance in Scale Efficiency Scores is explainable by the variable AFFILIATION. See ***Table 84***.

Table 84

Linear Regression Results for AFFILIATION Variable Predicting Fundraising Model Technical Efficiency

Fundraising Model Efficiency	Variable	Code	*B*	*SE*	95.00% CI	β	*t*	*p*
Technical Efficiency	Independent	3	0.55	0.01	[0.53, 0.58]	0.00	41.88	< .001
	Central	6	-0.42	0.11	[-0.63, -0.21]	-0.33	-3.97	< .001
	Subordinate	9	0.03	0.05	[-0.07, 0.14]	0.03	0.60	.546
Pure Technical Efficiency	Independent	3	0.66	0.01	[0.63, 0.68]	0.00	47.37	< .001
	Central	6	-0.17	0.11	[-0.39, 0.05]	-0.13	-1.54	.125
	Subordinate	9	0.19	0.06	[0.08, 0.30]	0.15	3.41	< .001
Scale Efficiency	Independent	3	0.85	0.01	[0.83, 0.87]	0.00	84.04	< .001
	Central	6	-0.30	0.08	[-0.46, -0.14]	-0.31	-3.75	< .001
	Subordinate	9	-0.12	0.04	[-0.20, -0.04]	-0.13	-2.95	.003

Note. Results: $F(2,334) = 8.14$, $p < .001$, $R^2 = .05$
Unstandardized Regression Equation: Comprehensive Technical Efficiency Scores = 0.55 - 0.42*AFFILIATION6 + 0.03*AFFILIATION9

Note. Results: $F(2,334) = 7.15$, $p < .001$, $R^2 = .04$
Unstandardized Regression Equation: Pure Technical Efficiency Scores = 0.66 - 0.17*AFFILIATION6 + 0.19*AFFILIATION9

Note. Results: $F(2,334) = 11.04$, $p < .001$, $R^2 = .06$
Unstandardized Regression Equation: Scale Efficiency Scores = 0.85 - 0.30*AFFILIATION6 – 0.12*AFFILIATION9

Affiliation Linear Regression Program Services Delivery Model. The researcher-author conducted linear regression to assess whether AFFILIATION significantly predicted Program Services Delivery Model Technical Efficiency, Pure Technical Efficiency, and Scale Efficiency scores. Concerning technical efficiency, the results of the linear regression model

were significant, $F(2,334) = 9.73$, $p < .001$, $R^2 = .06$, indicating that approximately 5.51% of the variance in Comprehensive Technical Efficiency Scores is explainable by AFFILIATION. Regarding pure technical efficiency, the results of the linear regression model were significant, $F(2,334) = 16.72$, $p < .001$, $R^2 = .09$, indicating that approximately 9.10% of the variance in Pure Technical Efficiency Scores is explainable by AFFILIATION. Regarding scale efficiency, the results of the linear regression model were significant, $F(2,334) = 5.36$, $p = .005$, $R^2 = .03$, indicating that approximately 3.11% of the variance in Scale Efficiency Scores is explainable by AFFILIATION. See ***Table 85***.

Table 85

Linear Regression Results for AFFILIATION Variable Predicting Program Service Delivery Technical Efficiency

Program Services Delivery	Variable	Code	*B*	*SE*	95.00% CI	β	*t*	*p*
Technical Efficiency	Independent	3	0.62	0.01	[0.60, 0.65]	0.00	47.11	< .001
	Central	6	-0.46	0.11	[-0.67, -0.25]	-0.36	-4.37	< .001
	Subordinate	9	0.03	0.05	[-0.08, 0.13]	0.02	0.48	.630
Pure Technical Efficiency	Independent	3	0.72	0.01	[0.70, 0.75]	0.00	56.68	< .001
	Central	6	-0.49	0.10	[-0.69, -0.29]	-0.39	-4.83	< .001
	Subordinate	9	0.16	0.05	[0.06, 0.26]	0.13	3.03	.003
Scale Efficiency	Independent	3	0.87	0.009	[0.85, 0.88]	0.00	92.10	< .001
	Central	6	-0.16	0.07	[-0.31, -0.01]	-0.18	-2.12	.034
	Subordinate	9	-0.10	0.04	[-0.17, -0.02]	-0.11	-2.56	.011

Note. Results: $F(2,334) = 9.73$, $p < .001$, $R^2 = .06$
Unstandardized Regression Equation: Comprehensive Technical Efficiency Scores = 0.62 - 0.46*AFFILIATION6 + 0.03*AFFILIATION9

Note. Results: $F(2,334) = 16.72$, $p < .001$, $R^2 = .09$
Unstandardized Regression Equation: Pure Technical Efficiency Scores = 0.72 - 0.49*AFFILIATION6 + 0.16*AFFILIATION9

Note. Results: $F(2,334) = 5.36$, $p = .005$, $R^2 = .03$
Unstandardized Regression Equation: Scale Efficiency Scores = 0.87 - 0.16*AFFILIATION6 – 0.10*AFFILIATION9

FBO Characteristic 2: Group Exemption Codes

The second characteristic studied was group exemption. The variable for group exemption was labeled GROUP. The group variable represented FBO/FBC group exemption numbers. Group exemption numbers are four-digit numbers the IRS assigns to central or parent

organizations with group rulings and group exemption letters (Internal Revenue Service, 2023a). Group exemption numbers are issued to a central organization and its subordinates under a blanket group ruling.

Group Frequencies and Percentages. Frequencies and percentages were calculated for the faith-based organizations' group exemption numbers. The most frequently observed category of GROUP was 0000 (n = 61, 92.42%). Frequencies and percentages are presented in ***Table 86***.

Table 86

Frequency Table for Group Exemption Code Variables

Variable	*n*	*%*	Cumulative *%*
GROUP			
0000	61	92.42	92.42
0928	2	3.03	95.45
3299	1	1.52	96.97
2605	1	1.52	98.48
8170	1	1.52	100.00
Missing	0	0.00	100.00

Note. Due to rounding errors, percentages may not equal 100%.

Group Linear Regression Fundraising Model. The researcher-investigator conducted a regression analysis to determine whether GROUP significantly predicted Fundraising Model Comprehensive Technical Efficiency, Pure Technical Efficiency, and Scale Efficiency scores. Concerning technical efficiency, the linear regression model results were significant, F(4,332) = 5.29, p < .001, R2 = .06, indicating that the group exemption variable explains approximately 5.99% of the variance in the Technical Efficiency Score. Regarding pure technical efficiency, the results of the linear regression model were significant, $F(4,332) = 8.31$, $p < .001$, $R^2 = .09$, indicating that approximately 9.10% of the variance in Pure Technical Efficiency is explainable by the GROUP variable. Regarding scale efficiency, the linear regression model results were significant, $F(4,332) = 10.26$, $p < .001$, $R^2 = .11$, indicating that the GROUP variable explained approximately 11.01% of the variance in Scale Efficiency. See ***Table 87***.

Table 87

Linear Regression Results for GROUP Variable Predicting Fundraising Model Technical Efficiency

Fundraising Model Efficiency	Group	*B*	*SE*	95.00% CI	β	*t*	*p*
Technical Efficiency	0000	0.55	0.01	[0.53, 0.58]	0.00	42.05	< .001
	0928	0.14	0.07	[-0.003, 0.29]	0.08	1.92	.055
	3299	-0.11	0.10	[-0.32, 0.10]	-0.06	-1.05	.296
	2605	-0.42	0.10	[-0.62, -0.21]	-0.24	-3.98	< .001
	8170	-0.05	0.10	[-0.25, 0.16]	-0.03	-0.45	.652
Pure Technical Efficiency	0000	0.66	0.01	[0.63, 0.68]	0.00	48.51	< .001
	0928	0.32	0.08	[0.17, 0.47]	0.17	4.14	< .001
	3299	-0.20	0.11	[-0.41, 0.009]	-0.11	-1.88	.061
	2605	-0.17	0.11	[-0.38, 0.04]	-0.09	-1.57	.116
	8170	0.34	0.11	[0.12, 0.55]	0.18	3.12	.002
Scale Efficiency	0000	0.85	0.010	[0.83, 0.87]	0.00	86.02	< .001
	0928	-0.13	0.06	[-0.25, -0.02]	-0.10	-2.39	.017
	3299	0.12	0.08	[-0.03, 0.28]	0.09	1.57	.117
	2605	-0.30	0.08	[-0.46, -0.15]	-0.22	-3.83	< .001
	8170	-0.34	0.08	[-0.50, -0.19]	-0.25	-4.35	< .001

Note. Results: $F(4,332) = 5.29$, $p < .001$, $R^2 = .06$
Unstandardized Regression Equation: Comprehensive Technical Efficiency Scores = 0.55 + 0.14*GROUP928 - 0.11*GROUP2605 - 0.42*GROUP3299 - 0.05*GROUP8170

Note. Results: $F(4,332) = 8.31$, $p < .001$, $R^2 = .09$
Unstandardized Regression Equation: Pure Technical Efficiency Scores = 0.66 + 0.32*GROUP928 - 0.20*GROUP2605 - 0.17*GROUP3299 + 0.34*GROUP8170

Note. Results: $F(4,332) = 10.26$, $p < .001$, $R^2 = .11$
Unstandardized Regression Equation: Scale Efficiency Scores = 0.85 - 0.13*GROUP928 + 0.12*GROUP2605 – 0.30*GROUP3299 - 0.34*GROUP8170

Group Linear Regression Program Services Delivery Model. The author-researcher performed linear regression analysis to evaluate whether GROUP significantly predicted Program Services Delivery Model Technical Efficiency, Pure Technical Efficiency, and Scale Efficiency scores. Concerning technical efficiency, the results of the linear regression model were significant, $F(4,332) = 5.99$, $p < .001$, $R^2 = .07$, indicating that approximately 6.73% of the variance in Comprehensive Technical Efficiency Scores is explainable by GROUP. Regarding pure technical efficiency, the results of the linear regression model were significant, $F(4,332) = 13.02$, $p < .001$, $R^2 = .14$, indicating that approximately 13.56% of the variance in Pure Technical Efficiency Scores is explainable by GROUP. Concerning scale efficiency, the results of the

linear regression model were significant, $F(4,332) = 6.76$, $p < .001$, $R^2 = .08$, indicating that approximately 7.53% of the variance in Scale Efficiency Scores is explainable by GROUP. See ***Table 88.***

Table 88

Linear Regression Results for GROUP Variable Predicting Program Service Delivery Technical Efficiency

Program Services Delivery	Group	*B*	*SE*	95.00% CI	β	*t*	*p*
Technical Efficiency	0000	0.62	0.01	[0.60, 0.65]	0.00	47.28	< .001
	0928	0.13	0.07	[-0.01, 0.28]	0.07	1.78	.076
	3299	-0.11	0.11	[-0.31, 0.10]	-0.06	-1.01	.315
	2605	-0.46	0.11	[-0.67, -0.25]	-0.26	-4.38	< .001
	8170	-0.06	0.11	[-0.26, 0.15]	-0.03	-0.54	.589
Pure Technical Efficiency	0000	0.72	0.01	[0.70, 0.75]	0.00	57.95	< .001
	0928	0.28	0.07	[0.14, 0.42]	0.16	3.92	< .001
	3299	-0.20	0.10	[-0.39, -0.0005]	-0.11	-1.97	.049
	2605	-0.49	0.10	[-0.69, -0.30]	-0.28	-4.94	< .001
	8170	0.27	0.10	[0.07, 0.46]	0.15	2.72	.007
Scale Efficiency	0000	0.87	0.009	[0.85, 0.88]	0.00	93.99	< .001
	0928	-0.11	0.05	[-0.21, -0.006]	-0.09	-2.08	.038
	3299	0.12	0.07	[-0.03, 0.26]	0.09	1.60	.111
	2605	-0.16	0.07	[-0.30, -0.01]	-0.13	-2.17	.031
	8170	-0.29	0.07	[-0.44, -0.15]	-0.23	-3.98	< .001

Note. Results: $F(4,332) = 5.99$, $p < .001$, $R^2 = .07$
Unstandardized Regression Equation: Comprehensive Technical Efficiency Scores = 0.62 + 0.13*GROUP928 - 0.11*GROUP2605 - 0.46*GROUP3299 - 0.06*GROUP8170

Note. Results: $F(4,332) = 13.02$, $p < .001$, $R^2 = .14$
Unstandardized Regression Equation: Pure Technical Efficiency Scores = 0.72 + 0.28*GROUP928 - 0.20*GROUP2605 - 0.49*GROUP3299 + 0.27*GROUP8170

Note. Results: $F(4,332) = 6.76$, $p < .001$, $R^2 = .08$
Unstandardized Regression Equation: Scale Efficiency Scores = 0.87 - 0.11*GROUP928 + 0.12*GROUP2605 - 0.16*GROUP3299 –
0.29*GROUP8170

FBO Characteristic 3: Classification Codes

The third characteristic was classification. The variable for classification was CLASSIFICATION. The classification variable represents codes under which FBOs/FBCs conduct business (Internal Revenue Service, 2023a). Classification codes identify the type of organization and may consist of one to four different codes.

Classification Frequencies and Percentages. Frequencies and percentages were calculated for organizations' classification codes. The most frequently observed category of CLASSIFICATION was 1000 (n = 46, 69.70%). Frequencies and percentages are presented in ***Table 89***.

Table 89

Frequency Table for Classification Code Variables

Variable	*n*	%	Cumulative %
CLASSIFICATION			
1000	46	69.70	69.70
1200	3	4.55	74.24
1270	1	1.52	75.76
1700	4	6.06	81.82
1970	1	1.52	83.33
2000	1	1.52	84.85
2700	1	1.52	86.36
7000	7	10.61	96.97
7200	1	1.52	98.48
8000	1	1.52	100.00
Missing	0	0.00	100.00

Note. Due to rounding errors, percentages may not equal 100%.

Classification Linear Regression Fundraising Model. The author-investigator performed regression analysis to gauge whether CLASSIFICATION significantly predicted Fundraising Model Comprehensive Technical Efficiency, Pure Technical Efficiency, and Scale Efficiency scores. Concerning technical efficiency, the results of the linear regression model were not significant, $F(9,327) = 1.66$, $p = .097$, $R^2 = .04$, indicating CLASSIFICATION did not explain a significant proportion of variation in Comprehensive Technical Efficiency Scores. Regarding pure technical efficiency, the results of the linear regression model were significant, $F(9,327) = 3.31$, $p < .001$, $R^2 = .08$, indicating that approximately 8.35% of the variance in Pure Technical Efficiency Scores is explainable by CLASSIFICATION. Concerning scale efficiency, the results of the linear regression model were significant, $F(9,327) = 2.55$, $p = .008$, $R^2 = .07$,

indicating that approximately 6.56% of the variance in Scale Efficiency Scores is explainable by CLASSIFICATION. See ***Table 90.***

Table 90

Linear Regression Results for CLASSIFICATION Variable Predicting Fundraising Model Technical Efficiency

Fundraising Model Efficiency	Code	*B*	*SE*	95.00% CI	β	*t*	*p*
Technical Efficiency	1000	0.56	0.02	[0.53, 0.59]	0.00	36.58	< .001
	1200	-0.02	0.06	[-0.14, 0.10]	-0.02	-0.40	.692
	1270	-0.14	0.11	[-0.35, 0.07]	-0.10	-1.27	.205
	1700	0.02	0.06	[-0.08, 0.13]	0.02	0.45	.652
	1970	-0.17	0.11	[-0.38, 0.04]	-0.13	-1.61	.108
	2000	-0.19	0.11	[-0.40, 0.02]	-0.14	-1.76	.080
	2700	-0.30	0.11	[-0.51, -0.09]	-0.22	-2.78	.006
	7000	-0.03	0.04	[-0.11, 0.06]	-0.02	-0.63	.526
	7200	-0.009	0.10	[-0.20, 0.18]	-0.007	-0.10	.924
	8000	-0.02	0.11	[-0.23, 0.19]	-0.01	-0.15	.884
Pure Technical Efficiency	1000	0.67	0.02	[0.64, 0.70]	0.00	42.38	< .001
	1200	0.04	0.06	[-0.08, 0.16]	0.03	0.61	.545
	1270	-0.22	0.11	[-0.44, -0.007]	-0.16	-2.03	.043
	1700	0.11	0.06	[-0.003, 0.22]	0.08	1.91	.056
	1970	-0.05	0.11	[-0.26, 0.17]	-0.03	-0.44	.661
	2000	-0.27	0.11	[-0.49, -0.06]	-0.20	-2.47	.014
	2700	-0.37	0.11	[-0.59, -0.16]	-0.27	-3.40	< .001
	7000	0.01	0.04	[-0.07, 0.10]	0.009	0.28	.782
	7200	-0.09	0.10	[-0.28, 0.11]	-0.06	-0.87	.384
	1000	0.16	0.11	[-0.05, 0.38]	0.12	1.47	.144
Scale Efficiency	1200	0.67	0.02	[0.64, 0.70]	0.00	42.38	< .001
	1270	0.04	0.06	[-0.08, 0.16]	0.03	0.61	.545
	1700	-0.22	0.11	[-0.44, -0.007]	-0.16	-2.03	.043
	1970	0.11	0.06	[-0.003, 0.22]	0.08	1.91	.056
	2000	-0.05	0.11	[-0.26, 0.17]	-0.03	-0.44	.661
	2700	-0.27	0.11	[-0.49, -0.06]	-0.20	-2.47	.014
	7000	-0.37	0.11	[-0.59, -0.16]	-0.27	-3.40	< .001
	7200	0.01	0.04	[-0.07, 0.10]	0.009	0.28	.782
	1000	-0.09	0.10	[-0.28, 0.11]	-0.06	-0.87	.384
	1200	0.16	0.11	[-0.05, 0.38]	0.12	1.47	.144

Note. Results: $F(9,327) = 1.66$, $p = .097$, $R^2 = .04$
Unstandardized Regression Equation: Comprehensive Technical Efficiency Scores = 0.56 - 0.02*CLASSIFICATION1200 - 0.14*CLASSIFICATION1270 + 0.02*CLASSIFICATION1700 - 0.17*CLASSIFICATION1970 - 0.19*CLASSIFICATION2000 - 0.30*CLASSIFICATION2700 - 0.03*CLASSIFICATION7000 - 0.009*CLASSIFICATION7200 - 0.02*CLASSIFICATION8000

Note. Results: $F(9,327) = 3.31$, $p < .001$, $R^2 = .08$
Unstandardized Regression Equation: Pure Technical Efficiency Scores = 0.67 + 0.04*CLASSIFICATION1200 - 0.22*CLASSIFICATION1270 + 0.11*CLASSIFICATION1700 - 0.05*CLASSIFICATION1970 - 0.27*CLASSIFICATION2000 - 0.37*CLASSIFICATION2700 + 0.01*CLASSIFICATION7000 - 0.09*CLASSIFICATION7200 + 0.16*CLASSIFICATION8000

Note. Results: $F(9,327) = 3.31$, $p < .001$, $R^2 = .08$
Unstandardized Regression Equation: Pure Technical Efficiency Scores = 0.67 + 0.04*CLASSIFICATION1200 - 0.22*CLASSIFICATION1270 + 0.11*CLASSIFICATION1700 - 0.05*CLASSIFICATION1970 - 0.27*CLASSIFICATION2000 - 0.37*CLASSIFICATION2700 + 0.01*CLASSIFICATION7000 - 0.09*CLASSIFICATION7200 + 0.16*CLASSIFICATION8000

Classification Linear Regression Program Services Delivery Model. Linear regression analysis was conducted to measure whether CLASSIFICATION significantly predicted Program Services Delivery Model Technical Efficiency, Pure Technical Efficiency, and Scale Efficiency scores. Concerning technical efficiency, the results of the linear regression model were not significant, $F(9,327) = 1.10$, $p = .359$, $R^2 = .03$, indicating CLASSIFICATION did not explain a significant proportion of variation in Comprehensive Technical Efficiency Scores. Regarding pure technical efficiency, the results of the linear regression model were significant, $F(9,327) = 2.65$, $p = .006$, $R^2 = .07$, indicating that approximately 6.79% of the variance in Pure Technical Efficiency Scores is explainable by CLASSIFICATION. Concerning scale efficiency, the results of the linear regression model were not significant, $F(9,327) = 1.57$, $p = .122$, $R^2 = .04$, indicating CLASSIFICATION did not explain a significant proportion of variation in Scale Efficiency Scores. See ***Table 91***.

Table 91

Linear Regression Results for CLASSIFICATION Variable Predicting Program Service Delivery Technical Efficiency

Fundraising Model Efficiency	Code	*B*	*SE*	95.00% CI	β	*t*	*p*
Technical Efficiency	1000	0.62	0.02	[0.59, 0.65]	0.00	39.74	< .001
	1200	-0.06	0.06	[-0.18, 0.06]	-0.05	-1.02	.310
	1270	-0.11	0.11	[-0.32, 0.10]	-0.08	-1.02	.310
	1700	0.05	0.06	[-0.06, 0.16]	0.04	0.87	.388
	1970	-0.13	0.11	[-0.34, 0.08]	-0.10	-1.19	.237
	2000	-0.11	0.11	[-0.32, 0.11]	-0.08	-0.97	.332
	2700	-0.19	0.11	[-0.40, 0.02]	-0.14	-1.75	.081
	7000	0.04	0.04	[-0.04, 0.13]	0.03	0.98	.330
	7200	0.06	0.10	[-0.13, 0.26]	0.05	0.61	.541
	8000	0.0004	0.11	[-0.21, 0.21]	0.0003	0.003	.997
Pure Technical Efficiency	1000	0.72	0.02	[0.69, 0.75]	0.00	48.12	< .001
	1200	-0.13	0.06	[-0.24, -0.008]	-0.10	-2.11	.036

	1270	-0.17	0.10	[-0.38, 0.03]	-0.13	-1.66	.098
	1700	0.11	0.05	[0.003, 0.21]	0.08	2.02	.044
	1970	-0.08	0.10	[-0.29, 0.12]	-0.06	-0.77	.440
	2000	-0.19	0.10	[-0.39, 0.02]	-0.14	-1.80	.072
	2700	-0.15	0.10	[-0.35, 0.06]	-0.11	-1.41	.159
	7000	0.07	0.04	[-0.02, 0.15]	0.05	1.59	.112
	7200	-0.006	0.10	[-0.19, 0.18]	-0.004	-0.06	.952
	1000	0.18	0.10	[-0.03, 0.38]	0.14	1.70	.090
Scale Efficiency	1200	0.86	0.01	[0.84, 0.88]	0.00	79.27	< .001
	1270	0.002	0.04	[-0.08, 0.09]	0.003	0.06	.955
	1700	0.07	0.08	[-0.08, 0.22]	0.07	0.91	.363
	1970	-0.04	0.04	[-0.12, 0.04]	-0.04	-1.07	.287
	2000	-0.11	0.08	[-0.26, 0.03]	-0.12	-1.50	.133
	2700	0.09	0.08	[-0.05, 0.24]	0.10	1.24	.216
	7000	-0.07	0.08	[-0.22, 0.08]	-0.08	-0.95	.343
	7200	-0.02	0.03	[-0.07, 0.04]	-0.02	-0.50	.615
	1000	0.08	0.07	[-0.05, 0.22]	0.09	1.18	.239
	1200	-0.18	0.08	[-0.33, -0.03]	-0.19	-2.41	.016

Note. Results: $F(9,327) = 1.10$, $p = .359$, $R^2 = .03$
Unstandardized Regression Equation: Comprehensive Technical Efficiency Scores = 0.62 - 0.06*CLASSIFICATION1200 - 0.11*CLASSIFICATION1270 + 0.05*CLASSIFICATION1700 - 0.13*CLASSIFICATION1970 - 0.11*CLASSIFICATION2000 - 0.19*CLASSIFICATION2700 + 0.04*CLASSIFICATION7000 + 0.06*CLASSIFICATION7200 + 0.0004*CLASSIFICATION8000

Note. Results: $F(9,327) = 2.65$, $p = .006$, $R^2 = .07$
Unstandardized Regression Equation: Pure Technical Efficiency Scores = 0.72 - 0.13*CLASSIFICATION1200 - 0.17*CLASSIFICATION1270 + 0.11*CLASSIFICATION1700 - 0.08*CLASSIFICATION1970 - 0.19*CLASSIFICATION2000 - 0.15*CLASSIFICATION2700 + 0.07*CLASSIFICATION7000 - 0.006*CLASSIFICATION7200 + 0.18*CLASSIFICATION8000

Note. Results: $F(9,327) = 1.57$, $p = .122$, $R^2 = .04$
Unstandardized Regression Equation: Scale Efficiency Scores = 0.86 + 0.002*CLASSIFICATION1200 + 0.07*CLASSIFICATION1270 - 0.04*CLASSIFICATION1700 - 0.11*CLASSIFICATION1970 + 0.09*CLASSIFICATION2000 - 0.07*CLASSIFICATION2700 – 0.02*CLASSIFICATION7000 + 0.08*CLASSIFICATION7200 - 0.18*CLASSIFICATION8000

FBO Characteristic 4: Foundation Codes

The fourth characteristic was foundation. The variable for foundation codes was FOUNDATION. The foundation variable represented FBO/FBC foundation codes. All exempt organizations under IRC 501(c)(3) have a foundation code. The foundation code identifies whether an organization is considered a non-private or private foundation (Internal Revenue Service, 2023a).

Foundation Frequencies and Percentages. Frequencies and percentages were calculated for foundation codes labeled with the variable name FOUNDATION. The most frequently observed category of FOUNDATION was foundation code ‘15’, meaning

organizations that receive substantial support from a governmental unit or direct or indirect contributions from the general public (n = 51, 77.27%). Frequencies and percentages are presented in ***Table 92***.

Table 92

Frequency Table for Foundation Code Variables

Code	Foundation Variable Description	*n*	*%*
10	Church or Convention/Association of Churches 170(b)(1)(A)(i)	9	13.64
11	School or Educational Organization with faculty, curriculum, and regularly enrolled student body 170(b)(1)(A)(ii)	1	1.52
15	Organization receives a substantial part of support from a governmental unit or the general public 170(b)(1)(A)(vi)	51	77.27
16	Organization receives no more than one-third of support from gross investment income and unrelated business income and more than one-third of support from exempt related contributions, fees, and gross receipts 509(a)(2)	4	6.06
22	Organization operated to test for public safety 509(a)(3) Type II	1	1.52

Foundation Linear Regression Fundraising Model. Linear regression analysis was conducted to assess whether FOUNDATION significantly predicted Fundraising Model Comprehensive Technical Efficiency, Pure Technical Efficiency, and Scale Efficiency scores. Concerning technical efficiency, the results of the linear regression model were not significant, $F(4,332) = 1.89$, $p = .112$, $R^2 = .02$, indicating the FOUNDATION variable did not explain a significant proportion of variation in Comprehensive Technical Efficiency Scores. Regarding pure technical efficiency, the results of the linear regression model were significant, $F(4,332) = 3.75$, $p = .005$, $R^2 = .04$, indicating that approximately 4.32% of the variance in Pure Technical Efficiency Scores is explainable by the variable FOUNDATION. In reference to scale efficiency, the results of the linear regression model were significant, F(4,332) = 3.21, p = .013, R2 = .04, indicating that approximately 3.72% of the variance in Scale Efficiency Scores is explainable by the FOUNDATION variable. See ***Table 93***.

Table 93

Linear Regression Results for FOUNDATION Variable Predicting Fundraising Model Technical Efficiency

Fundraising Model Efficiency	Variable	*B*	*SE*	95.00% CI	β	*t*	*p*
Technical Efficiency	10	0.54	0.04	[0.47, 0.61]	0.00	15.23	< .001
	11	0.02	0.10	[-0.19, 0.22]	0.03	0.16	.874
	15	0.008	0.04	[-0.07, 0.08]	0.01	0.20	.844
	16	0.008	0.06	[-0.12, 0.13]	0.01	0.12	.904
	22	0.30	0.11	[0.08, 0.52]	0.52	2.68	.008
Pure Technical Efficiency	10	0.74	0.04	[0.66, 0.81]	0.00	20.13	< .001
	11	-0.15	0.11	[-0.36, 0.06]	-0.26	-1.45	.148
	15	-0.09	0.04	[-0.17, -0.009]	-0.14	-2.21	.028
	16	-0.07	0.06	[-0.20, 0.06]	-0.11	-1.05	.294
	22	0.26	0.12	[0.04, 0.49]	0.44	2.29	.023
Scale Efficiency	10	0.76	0.03	[0.71, 0.81]	0.00	27.98	< .001
	11	0.19	0.08	[0.04, 0.35]	0.43	2.41	.017
	15	0.09	0.03	[0.04, 0.15]	0.21	3.22	.001
	16	0.06	0.05	[-0.03, 0.16]	0.14	1.26	.207
	22	0.08	0.09	[-0.09, 0.25]	0.17	0.90	.369

Note. Results: $F(4,332) = 1.89$, $p = .112$, $R^2 = .02$
Unstandardized Regression Equation: Comprehensive Technical Efficiency Scores = 0.54 + 0.02*FOUNDATION11 + 0.008*FOUNDATION15 + 0.008*FOUNDATION16 + 0.30*FOUNDATION22

Note. Results: $F(4,332) = 3.75$, $p = .005$, $R^2 = .04$
Unstandardized Regression Equation: Pure Technical Efficiency Scores = 0.74 - 0.15*FOUNDATION11 - 0.09*FOUNDATION15 - 0.07*FOUNDATION16 + 0.26*FOUNDATION22

Note. Results: $F(4,332) = 3.21$, $p = .013$, $R^2 = .04$
Unstandardized Regression Equation: Scale Efficiency Scores = 0.76 + 0.19*FOUNDATION11 + 0.09*FOUNDATION15 + 0.06*FOUNDATION16 + 0.08*FOUNDATION22

Foundation Linear Regression Program Services Delivery Model. Linear regression analysis was conducted to assess whether AFFILIATION significantly predicted Program Services Delivery Model Technical Efficiency, Pure Technical Efficiency, and Scale Efficiency scores. Concerning technical efficiency, the results of the linear regression model were not significant, $F(4,332) = 0.75$, $p = .555$, $R^2 = .01$, indicating FOUNDATION did not explain a significant proportion of variation in Comprehensive Technical Efficiency Scores. Since the overall model was not significant, the individual predictors were not examined further. Regarding pure technical efficiency, the results of the linear regression model were significant, $F(4,332) = 3.68$, $p = .006$, $R^2 = .04$, indicating that approximately 4.24% of the variance in Pure Technical Efficiency Scores is explainable by FOUNDATION. Regarding scale efficiency, the

linear regression model results were not significant, $F(4,332) = 1.88$, $p = .114$, $R^2 = .02$, indicating FOUNDATION did not explain a significant proportion of variation in Scale Efficiency Scores. Since the overall model was not significant, the individual predictors were not examined further. See ***Table 94***.

Table 94

Linear Regression Results for FOUNDATION Variable Predicting Program Service Delivery Technical Efficiency

Fundraising Model Efficiency	Variable	*B*	*SE*	95.00% CI	β	*t*	*p*
Technical Efficiency	10	0.65	0.04	[0.58, 0.72]	0.00	18.17	< .001
	11	0.03	0.10	[-0.17, 0.24]	0.05	0.30	.766
	15	-0.04	0.04	[-0.12, 0.03]	-0.07	-1.08	.281
	16	-0.03	0.06	[-0.15, 0.10]	-0.05	-0.45	.653
	22	0.09	0.11	[-0.13, 0.32]	0.16	0.83	.410
Pure Technical Efficiency	10	0.81	0.03	[0.74, 0.87]	0.00	23.35	< .001
	11	-0.09	0.10	[-0.29, 0.11]	-0.16	-0.89	.377
	15	-0.10	0.04	[-0.17, -0.02]	-0.17	-2.62	.009
	16	-0.13	0.06	[-0.25, -0.006]	-0.22	-2.07	.039
	22	0.19	0.11	[-0.02, 0.41]	0.34	1.77	.078
Scale Efficiency	10	0.76	0.03	[0.71, 0.81]	0.00	27.98	< .001
	11	0.19	0.08	[0.04, 0.35]	0.43	2.41	.017
	15	0.09	0.03	[0.04, 0.15]	0.21	3.22	.001
	16	0.06	0.05	[-0.03, 0.16]	0.14	1.26	.207
	22	0.08	0.09	[-0.09, 0.25]	0.17	0.90	.369

Note. Results: $F(4,332) = 0.75$, $p = .555$, $R^2 = .01$
Unstandardized Regression Equation: Comprehensive Technical Efficiency Scores = 0.65 + 0.03*FOUNDATION11 - 0.04*FOUNDATION15 - 0.03*FOUNDATION16 + 0.09*FOUNDATION22

Note. Results: $F(4,332) = 3.68$, $p = .006$, $R^2 = .04$
Unstandardized Regression Equation: Pure Technical Efficiency Scores = 0.81 - 0.09*FOUNDATION11 - 0.10*FOUNDATION15 - 0.13*FOUNDATION16 + 0.19*FOUNDATION22

Note. Results: $F(4,332) = 3.21$, $p = .013$, $R^2 = .04$
Unstandardized Regression Equation: Scale Efficiency Scores = 0.76 + 0.19*FOUNDATION11 + 0.09*FOUNDATION15 + 0.06*FOUNDATION16 + 0.08*FOUNDATION22

FBO Characteristic 5: National Taxonomy of Exempt Entities (NTEE) Codes

The fifth characteristic was the National Taxonomy of Exempt Entities codes. The variable for the National Taxonomy of Exempt Entities was the NTEE Code. This variable represented FBO/FBC NTEE codes. The NTEE code is a four-digit code for classifying exempt organizations based on primary exempt activities (Internal Revenue Service, 2023a). NTEE Codes consist of a first-digit common code for describing nonprofit organization activities.

NTEE Frequencies and Percentages. Frequencies and percentages were calculated for organizations' National Taxonomy of Exempt Entities (NTEE) codes having the assigned variable name NTEE Code. NTEE codes are four-digit alphanumeric codes used to classify an exempt organization in terms of its primary exempt activity. The first character is a letter of the alphabet describing the common code activities. The next three digits are core codes indicating the overarching subject area. The most frequently observed category of NTEE Code was Q330 (n = 19, 28.79%). Frequencies and percentages are presented in ***Table 95***.

Table 95

Frequency Table for NTEE Code Variables

Code	NTEE Common Code	NTEE Core Code	*n*	%
Q300	International, Foreign Affairs, and National Security	International Development, Relief Services	8	12.12
Q123	International, Foreign Affairs, and National Security	Fund Raising or Fund Distribution	1	1.52
Q33	International, Foreign Affairs, and National Security	International Relief	4	6.06
M20	Public Safety, Disaster Preparedness and Relief	Disaster Preparedness and Relief Services	1	1.52
X20	Religion-Related, Spiritual Development	Christian	3	4.55
P80	Human Services – Multipurpose and Other	Services to Promote the Independence of Specific Populations	1	1.52
Q330	International, Foreign Affairs, and National Security	International Relief	19	28.79
X200	Religion-Related, Spiritual Development	Christian	1	1.52
P600	Human Services – Multipurpose and Other	Emergency Assistance (Food, Clothing, Cash)	1	1.52
P300	Human Services – Multipurpose and Other	Children's Youth Services	1	1.52
Q310	International, Foreign Affairs, and National Security	International Agricultural Development	2	3.03
L81	Housing, Shelter	Home Improvement and Repairs	1	1.52
U42	Science and Technology Research Institutes, Services	Engineering	1	1.52
Q113	International, Foreign Affairs, and National Security	Single Organization Support	1	1.52
E50	Health – General and Rehabilitative	Rehabilitative Medical Services	1	1.52
P20	Human Services – Multipurpose and Other	Human Service Organizations - Multipurpose	3	4.55
O99	Youth Development		2	3.03
C32Z	Environmental Quality, Protection, and Beautification	Youth Development N.E.C.	1	1.52

P20Z	Human Services – Multipurpose and Other	Human Service Organizations - Multipurpose	1	1.52
B20	Educational Institutions and Related Activities	Elementary, Secondary Education, K - 12	1	1.52
Q320	International, Foreign Affairs, and National Security	International Economic Development	1	1.52
Q053	International, Foreign Affairs, and National Security	Research Institutes/Public Policy Analysis	1	1.52
Q30	International, Foreign Affairs, and National Security	International Development	2	3.03
----	Missing	Missing	8	12.12

NTEE Linear Regression Fundraising Model. Linear regression analysis was conducted to assess whether NTEE significantly predicted Fundraising Model Comprehensive Technical Efficiency, Pure Technical Efficiency, and Scale Efficiency scores. Concerning technical efficiency, the results of the linear regression model were significant, $F(22,274) = 5.05$, $p < .001$, $R^2 = .29$, indicating that approximately 28.84% of the variance in Comprehensive Technical Efficiency Scores is explainable by NTEE Code. Regarding pure technical efficiency, the results of the linear regression model were significant, $F(22,274) = 5.08$, $p < .001$, $R^2 = .29$, indicating that approximately 28.99% of the variance in Pure Technical Efficiency Scores is explainable by NTEE Code. With reference to scale efficiency, the results of the linear regression model were significant, $F(22,274) = 3.43$, $p < .001$, $R^2 = .22$, indicating that approximately 21.59% of the variance in Scale Efficiency Scores is explainable by NTEE Code. See ***Table 96***.

Table 96

Linear Regression Results for NTEE Code Variable Predicting Fundraising Model Technical Efficiency

Fundraising Model Efficiency	Variable	*B*	*SE*	95.00% CI	β	*t*	*p*
Technical Efficiency	Q300	0.72	0.03	[0.65, 0.78]	0.00	22.66	< .001
	Q123	-0.29	0.10	[-0.48, -0.10]	-0.24	-3.02	.003
	Q33	-0.30	0.06	[-0.41, -0.19]	-0.25	-5.32	< .001
	M20	-0.10	0.10	[-0.29, 0.08]	-0.09	-1.08	.279
	X20	-0.15	0.06	[-0.27, -0.03]	-0.13	-2.47	.014
	P80	-0.36	0.10	[-0.55, -0.17]	-0.30	-3.74	< .001

	Q330	-0.22	0.04	[-0.29, -0.14]	-0.18	-5.72	< .001
	X200	-0.04	0.10	[-0.22, 0.15]	-0.03	-0.37	.710
	P600	-0.01	0.10	[-0.20, 0.18]	-0.010	-0.12	.902
	P300	-0.31	0.10	[-0.50, -0.12]	-0.26	-3.24	.001
	Q310	-0.23	0.07	[-0.36, -0.09]	-0.19	-3.29	.001
	L81	-0.11	0.10	[-0.30, 0.08]	-0.09	-1.17	.243
	U42	-0.29	0.10	[-0.48, -0.10]	-0.24	-3.00	.003
	Q113	-0.30	0.10	[-0.49, -0.11]	-0.25	-3.10	.002
	E50	-0.33	0.10	[-0.51, -0.14]	-0.27	-3.39	< .001
	P20	-0.17	0.06	[-0.29, -0.05]	-0.14	-2.85	.005
	O99	-0.31	0.07	[-0.45, -0.16]	-0.26	-4.28	< .001
	C32Z	-0.34	0.10	[-0.53, -0.15]	-0.29	-3.55	< .001
	P20Z	-0.27	0.10	[-0.46, -0.08]	-0.23	-2.80	.006
	B20	-0.16	0.09	[-0.34, 0.01]	-0.14	-1.83	.069
	Q320	0.28	0.09	[0.11, 0.46]	0.24	3.20	.002
	Q053	0.06	0.09	[-0.11, 0.24]	0.05	0.69	.488
	Q30	-0.20	0.07	[-0.34, -0.06]	-0.17	-2.78	.006
Pure Technical Efficiency	Q300	0.85	0.03	[0.78, 0.91]	0.00	25.51	< .001
	Q123	-0.41	0.10	[-0.61, -0.21]	-0.33	-4.08	< .001
	Q33	-0.14	0.06	[-0.26, -0.02]	-0.11	-2.39	.017
	M20	-0.19	0.10	[-0.39, 0.01]	-0.15	-1.87	.063
	X20	-0.08	0.06	[-0.20, 0.05]	-0.06	-1.21	.227
	P80	-0.38	0.10	[-0.58, -0.18]	-0.30	-3.78	< .001
	Q330	-0.20	0.04	[-0.28, -0.13]	-0.16	-5.16	< .001
	X200	-0.04	0.10	[-0.24, 0.16]	-0.03	-0.40	.687
	P600	-0.09	0.10	[-0.29, 0.11]	-0.07	-0.92	.360
	P300	-0.30	0.10	[-0.49, -0.10]	-0.24	-2.95	.003
	Q310	-0.32	0.07	[-0.47, -0.18]	-0.26	-4.48	< .001
	L81	-0.09	0.10	[-0.29, 0.11]	-0.07	-0.88	.379
	U42	-0.40	0.10	[-0.60, -0.20]	-0.32	-3.97	< .001
	Q113	-0.25	0.10	[-0.45, -0.05]	-0.20	-2.46	.014
	E50	-0.44	0.10	[-0.64, -0.24]	-0.35	-4.36	< .001
	P20	-0.18	0.06	[-0.30, -0.06]	-0.14	-2.88	.004
	O99	-0.35	0.07	[-0.50, -0.20]	-0.28	-4.65	< .001
	C32Z	-0.45	0.10	[-0.65, -0.25]	-0.36	-4.45	< .001
	P20Z	-0.39	0.10	[-0.58, -0.19]	-0.31	-3.84	< .001
	B20	-0.27	0.09	[-0.45, -0.08]	-0.21	-2.86	.005
	Q320	0.15	0.09	[-0.03, 0.34]	0.12	1.65	.099
	Q053	0.004	0.09	[-0.18, 0.19]	0.003	0.04	.967
	Q30	-0.31	0.07	[-0.46, -0.16]	-0.25	-4.15	< .001
Scale Efficiency	Q300	0.85	0.03	[0.80, 0.91]	0.00	31.84	< .001
	Q123	0.12	0.08	[-0.04, 0.28]	0.13	1.50	.136
	Q33	-0.22	0.05	[-0.32, -0.13]	-0.23	-4.66	< .001
	M20	0.06	0.08	[-0.10, 0.23]	0.07	0.80	.426
	X20	-0.12	0.05	[-0.22, -0.01]	-0.12	-2.25	.025
	P80	-0.08	0.08	[-0.24, 0.08]	-0.08	-0.99	.323
	Q330	-0.05	0.03	[-0.11, 0.02]	-0.05	-1.45	.149
	X200	-0.03	0.08	[-0.19, 0.13]	-0.03	-0.31	.757
	P600	0.06	0.08	[-0.10, 0.22]	0.06	0.72	.475
	P300	-0.11	0.08	[-0.27, 0.05]	-0.12	-1.38	.168
	Q310	0.07	0.06	[-0.04, 0.19]	0.08	1.27	.207

L81	-0.04	0.08	[-0.20, 0.12]	-0.04	-0.52	.602
U42	0.11	0.08	[-0.05, 0.27]	0.11	1.29	.197
Q113	-0.16	0.08	[-0.32, -0.001]	-0.17	-1.99	.048
E50	0.11	0.08	[-0.05, 0.27]	0.11	1.30	.193
P20	-0.03	0.05	[-0.13, 0.07]	-0.03	-0.51	.612
O99	0.01	0.06	[-0.11, 0.13]	0.01	0.21	.830
C32Z	0.09	0.08	[-0.07, 0.25]	0.09	1.09	.276
P20Z	0.12	0.08	[-0.04, 0.28]	0.13	1.51	.131
B20	0.10	0.08	[-0.05, 0.25]	0.10	1.30	.193
Q320	0.15	0.08	[-0.002, 0.29]	0.15	1.95	.053
Q053	0.05	0.08	[-0.09, 0.20]	0.06	0.73	.466
Q30	0.11	0.06	[-0.004, 0.23]	0.12	1.90	.059

Note. Results: $F(22,274) = 5.05$, $p < .001$, $R^2 = .29$
Unstandardized Regression Equation: Comprehensive Technical Efficiency Scores = 0.72 - 0.29* NTEE Code Q123 - 0.30* NTEE Code Q33 - 0.10* NTEE Code M20 - 0.15* NTEE Code X20 - 0.36* NTEE Code P80 - 0.22* NTEE Code Q330 - 0.04* NTEE Code X200 - 0.01* NTEE Code P600 - 0.31* NTEE Code P300 - 0.23* NTEE Code Q310 - 0.11* NTEE Code L81 - 0.29* NTEE Code U42 - 0.30* NTEE Code Q113 - 0.33* NTEE Code E50 - 0.17* NTEE Code P20 - 0.31* NTEE Code O99 - 0.34* NTEE Code C32Z - 0.27* NTEE Code P20Z - 0.16* NTEE Code B20 + 0.28* NTEE Code Q320 + 0.06* NTEE Code Q053 - 0.20* NTEE Code Q30

Note. Results: $F(22,274) = 5.08$, $p < .001$, $R^2 = .29$
Unstandardized Regression Equation: Pure Technical Efficiency Scores = 0.85 - 0.41* NTEE Code Q123 - 0.14* NTEE Code Q33 - 0.19* NTEE Code M20 - 0.08* NTEE Code X20 - 0.38* NTEE Code P80 - 0.20* NTEE Code Q330 - 0.04* NTEE Code X200 - 0.09* NTEE Code P600 - 0.30* NTEE Code P300 - 0.32* NTEE Code Q310 - 0.09* NTEE Code L81 - 0.40* NTEE Code U42 - 0.25* NTEE Code Q113 - 0.44* NTEE Code E50 - 0.18* NTEE Code P20 - 0.35* NTEE Code O99 - 0.45* NTEE Code C32Z - 0.39* NTEE Code P20Z - 0.27* NTEE Code B20 + 0.15* NTEE Code Q320 + 0.004* NTEE Code Q053 - 0.31* NTEE Code Q30

Note. Results: $F(22,274) = 3.43$, $p < .001$, $R^2 = .22$
Unstandardized Regression Equation: Scale Efficiency Scores = 0.85 + 0.12* NTEE Code Q123 - 0.22* NTEE Code Q33 + 0.06* NTEE Code M20 - 0.12* NTEE Code X20 - 0.08* NTEE Code P80 - 0.05* NTEE Code Q330 - 0.03* NTEE Code X200 + 0.06* NTEE Code P600 - 0.11* NTEE Code P300 + 0.07* NTEE Code Q310 - 0.04* NTEE Code L81 + 0.11* NTEE Code U42 - 0.16* NTEE Code Q113 + 0.11* NTEE Code E50 - 0.03* NTEE Code P20 + 0.01* NTEE Code O99 + 0.09* NTEE Code C32Z + 0.12* NTEE Code P20Z +

0.10* NTEE Code B20 + 0.15* NTEE Code Q320 + 0.05* NTEE Code Q053 + 0.11* NTEE Code Q30

NTEE Linear Regression Program Services Delivery Model. Linear regression analysis was conducted to assess whether AFFILIATION significantly predicted Program Services Delivery Model Technical Efficiency, Pure Technical Efficiency, and Scale Efficiency scores. Concerning technical efficiency, the results of the linear regression model were significant, $F(22,274) = 2.90$, $p < .001$, $R^2 = .19$, indicating that approximately 18.89% of the variance in Comprehensive Technical Efficiency Scores is explainable by NTEE Code. Regarding pure technical efficiency, the results of the linear regression model were significant,

$F(22,274) = 3.67$, $p < .001$, $R^2 = .23$, indicating that approximately 22.74% of the variance in Pure Technical Efficiency Scores is explainable by NTEE Code. With reference to scale efficiency, the results of the linear regression model were significant, $F(22,274) = 3.82$, $p < .001$, $R^2 = .23$, indicating that approximately 23.46% of the variance in Scale Efficiency Scores is explainable by NTEE Code. See **Table 97**

Table 97

Linear Regression Results for NTEE Code Variable Predicting Program Service Delivery Technical Efficiency

Fundraising Model Efficiency	Variable	*B*	*SE*	95.00% CI	β	*t*	*p*
Technical Efficiency	Q300	0.77	0.03	[0.70, 0.84]	0.00	22.49	< .001
	Q123	-0.28	0.10	[-0.48, -0.07]	-0.23	-2.67	.008
	Q33	-0.23	0.06	[-0.35, -0.11]	-0.19	-3.80	< .001
	M20	-0.15	0.10	[-0.35, 0.06]	-0.12	-1.40	.162
	X20	-0.17	0.07	[-0.30, -0.04]	-0.14	-2.55	.011
	P80	-0.23	0.10	[-0.43, -0.03]	-0.19	-2.21	.028
	Q330	-0.19	0.04	[-0.28, -0.11]	-0.16	-4.77	< .001
	X200	-0.06	0.10	[-0.27, 0.14]	-0.05	-0.61	.541
	P600	-0.11	0.10	[-0.32, 0.09]	-0.09	-1.10	.273
	P300	-0.26	0.10	[-0.47, -0.06]	-0.22	-2.55	.011
	Q310	-0.27	0.07	[-0.41, -0.12]	-0.22	-3.57	< .001
	L81	-0.34	0.10	[-0.55, -0.14]	-0.29	-3.31	.001
	U42	-0.26	0.10	[-0.46, -0.05]	-0.21	-2.50	.013
	Q113	-0.26	0.10	[-0.46, -0.05]	-0.21	-2.50	.013
	E50	-0.22	0.10	[-0.42, -0.01]	-0.18	-2.07	.039
	P20	-0.16	0.06	[-0.28, -0.03]	-0.13	-2.41	.017
	O99	-0.25	0.08	[-0.40, -0.09]	-0.20	-3.18	.002
	C32Z	-0.25	0.10	[-0.46, -0.05]	-0.21	-2.45	.015
	P20Z	-0.25	0.10	[-0.45, -0.04]	-0.21	-2.39	.018
	B20	-0.09	0.10	[-0.28, 0.10]	-0.07	-0.92	.356
	Q320	0.23	0.10	[0.04, 0.42]	0.19	2.39	.017
	Q053	-0.04	0.10	[-0.22, 0.15]	-0.03	-0.37	.709
	Q30	-0.17	0.08	[-0.32, -0.02]	-0.14	-2.20	.029
Pure Technical Efficiency	Q300	0.89	0.03	[0.82, 0.95]	0.00	26.99	< .001
	Q123	-0.39	0.10	[-0.58, -0.19]	-0.33	-3.88	< .001
	Q33	-0.16	0.06	[-0.27, -0.04]	-0.13	-2.66	.008
	M20	-0.21	0.10	[-0.41, -0.02]	-0.18	-2.13	.034
	X20	-0.09	0.06	[-0.22, 0.04]	-0.08	-1.41	.160
	P80	-0.28	0.10	[-0.47, -0.08]	-0.23	-2.76	.006
	Q330	-0.20	0.04	[-0.28, -0.12]	-0.17	-5.05	< .001
	X200	-0.05	0.10	[-0.25, 0.14]	-0.04	-0.54	.593

	P600	-0.16	0.10	[-0.36, 0.03]	-0.14	-1.63	.105
	P300	-0.27	0.10	[-0.47, -0.08]	-0.23	-2.74	.007
	Q310	-0.34	0.07	[-0.49, -0.20]	-0.29	-4.81	< .001
	L81	0.08	0.10	[-0.12, 0.27]	0.06	0.75	.452
	U42	-0.34	0.10	[-0.54, -0.14]	-0.28	-3.39	< .001
	Q113	-0.20	0.10	[-0.40, -0.004]	-0.17	-2.01	.045
	E50	-0.31	0.10	[-0.51, -0.12]	-0.26	-3.15	.002
	P20	-0.18	0.06	[-0.30, -0.06]	-0.15	-2.86	.005
	O99	-0.22	0.07	[-0.37, -0.08]	-0.19	-3.00	.003
	C32Z	-0.35	0.10	[-0.55, -0.16]	-0.30	-3.54	< .001
	P20Z	-0.35	0.10	[-0.54, -0.15]	-0.29	-3.46	< .001
	B20	-0.17	0.09	[-0.35, 0.01]	-0.14	-1.86	.064
	Q320	0.11	0.09	[-0.07, 0.29]	0.09	1.20	.230
	Q053	-0.13	0.09	[-0.31, 0.05]	-0.11	-1.40	.163
	Q30	-0.26	0.07	[-0.40, -0.11]	-0.22	-3.47	< .001
Scale Efficiency	Q300	0.86	0.02	[0.82, 0.91]	0.00	35.76	< .001
	Q123	0.12	0.07	[-0.03, 0.26]	0.13	1.57	.118
	Q33	-0.12	0.04	[-0.20, -0.03]	-0.13	-2.69	.008
	M20	0.05	0.07	[-0.10, 0.19]	0.06	0.66	.508
	X20	-0.11	0.05	[-0.20, -0.02]	-0.12	-2.34	.020
	P80	-0.004	0.07	[-0.15, 0.14]	-0.005	-0.06	.952
	Q330	-0.03	0.03	[-0.09, 0.03]	-0.03	-1.03	.305
	X200	-0.04	0.07	[-0.18, 0.10]	-0.05	-0.54	.589
	P600	0.03	0.07	[-0.11, 0.17]	0.03	0.40	.688
	P300	-0.04	0.07	[-0.19, 0.10]	-0.05	-0.58	.560
	Q310	0.05	0.05	[-0.05, 0.16]	0.06	1.01	.312
	L81	-0.42	0.07	[-0.56, -0.27]	-0.48	-5.72	< .001
	U42	0.07	0.07	[-0.08, 0.21]	0.08	0.92	.359
	Q113	-0.13	0.07	[-0.27, 0.01]	-0.15	-1.77	.077
	E50	0.10	0.07	[-0.04, 0.24]	0.11	1.36	.175
	P20	-0.007	0.05	[-0.10, 0.08]	-0.008	-0.15	.882
	O99	-0.05	0.05	[-0.16, 0.06]	-0.06	-0.89	.375
	C32Z	0.09	0.07	[-0.05, 0.24]	0.11	1.26	.210
	P20Z	0.10	0.07	[-0.05, 0.24]	0.11	1.32	.186
	B20	0.08	0.07	[-0.05, 0.21]	0.09	1.18	.238
	Q320	0.14	0.07	[0.002, 0.27]	0.15	2.00	.047
	Q053	0.09	0.07	[-0.04, 0.23]	0.10	1.36	.176
	Q30	0.09	0.05	[-0.02, 0.20]	0.10	1.64	.101

Note. Results: $F(22,274) = 2.90$, $p < .001$, $R^2 = .19$
Unstandardized Regression Equation: Comprehensive Technical Efficiency Scores = 0.77 - 0.28*NTEE_CDQ123 - 0.23*NTEE_CDQ33 - 0.15*NTEE_CDM20 - 0.17*NTEE_CDX20 - 0.23*NTEE_CDP80 - 0.19*NTEE_CDQ330 - 0.06*NTEE_CDX200 - 0.11*NTEE_CDP600 - 0.26*NTEE_CDP300 - 0.27*NTEE_CDQ310 - 0.34*NTEE_CDL81 - 0.26*NTEE_CDU42 - 0.26*NTEE_CDQ113 - 0.22*NTEE_CDE50 - 0.16*NTEE_CDP20 - 0.25*NTEE_CDO99 - 0.25*NTEE_CDC32Z - 0.25*NTEE_CDP20Z - 0.09*NTEE_CDB20 + 0.23*NTEE_CDQ320 - 0.04*NTEE_CDQ053 - 0.17*NTEE_CDQ30

Note. Results: $F(22,274) = 3.82$, $p < .001$, $R^2 = .23$

Note. Results: $F(22,274) = 3.67$, $p < .001$, $R^2 = .23$
Unstandardized Regression Equation: Pure Technical Efficiency Scores = 0.89 - 0.39*NTEE_CDQ123 - 0.16*NTEE_CDQ33 - 0.21*NTEE_CDM20 - 0.09*NTEE_CDX20 - 0.28*NTEE_CDP80 - 0.20*NTEE_CDQ330 - 0.05*NTEE_CDX200 - 0.16*NTEE_CDP600 - 0.27*NTEE_CDP300 - 0.34*NTEE_CDQ310 + 0.08*NTEE_CDL81 - 0.34*NTEE_CDU42 - 0.20*NTEE_CDQ113 - 0.31*NTEE_CDE50 - 0.18*NTEE_CDP20 - 0.22*NTEE_CDO99 - 0.35*NTEE_CDC32Z -

0.35*NTEE_CDP20Z - 0.17*NTEE_CDB20 + 0.11*NTEE_CDQ320 - 0.13*NTEE_CDQ053 - 0.26*NTEE_CDQ30

Unstandardized Regression Equation: Scale Efficiency Scores = 0.86 + 0.12*NTEE_CDQ123 - 0.12*NTEE_CDQ33 + 0.05*NTEE_CDM20 - 0.11*NTEE_CDX20 - 0.004*NTEE_CDP80 - 0.03*NTEE_CDQ330 - 0.04*NTEE_CDX200 + 0.03*NTEE_CDP600 - 0.04*NTEE_CDP300 + 0.05*NTEE_CDQ310 - 0.42*NTEE_CDL81 + 0.07*NTEE_CDU42 - 0.13*NTEE_CDQ113 + 0.10*NTEE_CDE50 - 0.007*NTEE_CDP20 - 0.05*NTEE_CDO99 + 0.09*NTEE_CDC32Z + 0.10*NTEE_CDP20Z + 0.08*NTEE_CDB20 + 0.14*NTEE_CDQ320 + 0.09*NTEE_CDQ053 + 0.09*NTEE_CDQ30

FBO Characteristic 6: Asset Codes

The sixth characteristic studied was asset code. The variable for asset code was ASSET_CD. Asset codes represent the book value amount of assets shown on the most recent Form 990 series return filed by the FBO/FBC (Internal Revenue Service, 2023a).

Asset Frequencies and Percentages. Frequencies and percentages were calculated for asset codes named Asset Code. The most frequently observed category of Asset Code was 9, referring to asset descriptions greater than or equal to 500,000 and less than 1 million (n = 22, 33.33%). Frequencies and percentages are presented in ***Table 98.***

Table 98

Frequency Table for Asset Code Variables

Code	Asset Description	*n*	%	Cumulative %
6	1,000,000 to 4,999,999	13	19.70	19.70
9	50,000,000 to greater	22	33.33	53.03
5	500,000 to 999,999	2	3.03	56.06
0	0	2	3.03	59.09
4	100,000 to 499,999	2	3.03	62.12
7	5,000,000 to 9,999,999	10	15.15	77.27
8	10,000,000 to 49,999,999	15	22.73	100.00
Missing		0	0.00	100.00

Asset Linear Regression Fundraising Model. Linear regression analysis was conducted to assess whether ASSET significantly predicted Fundraising Model Comprehensive Technical Efficiency, Pure Technical Efficiency, and Scale Efficiency scores. Concerning technical efficiency, the linear regression model results were significant, $F(6,330) = 7.63$, $p < .001$, R^2 =

.12, indicating that approximately 12.18% of the variance in Comprehensive Technical Efficiency Scores is explainable by Asset Code. Regarding pure technical efficiency, the results of the linear regression model were significant, $F(6,330) = 10.80$, $p < .001$, $R^2 = .16$, indicating that approximately 16.42% of the variance in Pure Technical Efficiency Scores is explainable by Asset Code. With reference to scale efficiency, the results of the linear regression model were significant, $F(6,330) = 8.71$, $p < .001$, $R^2 = .14$, indicating that approximately 13.67% of the variance in Scale Efficiency Scores is explainable by Asset Code. See ***Table 99***.

Table 99

Linear Regression Results for Asset Code Variable Predicting Fundraising Model Technical Efficiency

Fundraising Model Efficiency	Code	*B*	*SE*	95.00% CI	β	*t*	*p*
Technical Efficiency	0	0.79	0.07	[0.65, 0.93]	0.00	11.05	< .001
	6	-0.28	0.08	[-0.43, -0.13]	-0.43	-3.60	< .001
	9	-0.26	0.07	[-0.40, -0.11]	-0.40	-3.44	< .001
	4	0.05	0.10	[-0.15, 0.25]	0.08	0.50	.616
	5	0.008	0.10	[-0.19, 0.21]	0.01	0.08	.933
	7	-0.23	0.08	[-0.38, -0.07]	-0.35	-2.93	.004
	8	-0.29	0.08	[-0.44, -0.14]	-0.44	-3.79	< .001
Pure Technical Efficiency	0	0.79	0.07	[0.65, 0.94]	0.00	10.93	< .001
	6	-0.17	0.08	[-0.32, -0.02]	-0.25	-2.17	.031
	9	-0.08	0.08	[-0.23, 0.06]	-0.13	-1.12	.264
	4	0.21	0.10	[0.003, 0.41]	0.30	2.00	.047
	5	0.18	0.10	[-0.02, 0.38]	0.26	1.74	.083
	7	-0.18	0.08	[-0.34, -0.03]	-0.27	-2.28	.023
	8	-0.23	0.08	[-0.38, -0.07]	-0.34	-2.93	.004
Scale Efficiency	0	0.99	0.05	[0.88, 1.09]	0.00	17.98	< .001
	6	-0.13	0.06	[-0.25, -0.02]	-0.27	-2.27	.024
	9	-0.23	0.06	[-0.34, -0.12]	-0.46	-4.02	< .001
	4	-0.15	0.08	[-0.30, 0.006]	-0.29	-1.89	.059
	5	-0.17	0.08	[-0.32, -0.01]	-0.33	-2.14	.033
	7	-0.07	0.06	[-0.18, 0.05]	-0.13	-1.12	.265
	8	-0.09	0.06	[-0.21, 0.02]	-0.18	-1.55	.121

Note. Results: $F(6,330) = 7.63$, $p < .001$, $R^2 = .12$
Unstandardized Regression Equation: Comprehensive Technical Efficiency Scores = 0.79 - 0.28*Asset Code 6 - 0.26*Asset Code 9 + 0.05*Asset Code 4 + 0.008*Asset Code 5 - 0.23*Asset Code 7 - 0.29*Asset Code 8

Note. Results: $F(6,330) = 10.80$, $p < .001$, $R^2 = .16$
Unstandardized Regression Equation: Pure Technical Efficiency Scores = 0.79 - 0.17*Asset Code 6 - 0.08*Asset Code 9 + 0.21*Asset Code 4 + 0.18*Asset Code 5 - 0.18*Asset Code 7 - 0.23*Asset Code 8

Note. Results: $F(6,330) = 8.71$, $p < .001$, $R^2 = .14$
Unstandardized Regression Equation: Scale Efficiency Scores = 0.99 - 0.13*Asset Code 6 - 0.23*Asset Code 9 - 0.15*Asset Code 4 - 0.17*Asset Code 5 - 0.07*Asset Code 7 - 0.09*Asset Code 8

Asset Linear Regression Program Services Delivery Model. Linear regression analysis was conducted to assess whether Asset Code significantly predicted Program Services Delivery Model Technical Efficiency, Pure Technical Efficiency, and Scale Efficiency scores. Concerning technical efficiency, the results of the linear regression model were significant, $F(6,330) = 5.76$, $p < .001$, $R^2 = .09$, indicating that approximately 9.48% of the variance in Comprehensive Technical Efficiency Scores is explainable by Asset Code. Regarding pure technical efficiency, the linear regression model results were significant, $F(6,330) = 10.47$, $p < .001$, $R^2 = .16$, indicating that approximately 15.99% of the variance in Pure Technical Efficiency Scores is explainable by Asset Code. With reference to scale efficiency, the results of the linear regression model were significant, $F(6,330) = 5.08$, $p < .001$, $R^2 = .08$, indicating that approximately 8.45% of the variance in Scale Efficiency Scores is explainable by Asset Code. See ***Table 100***.

Table 100

Linear Regression Results for Asset Code Variable Predicting Program Service Delivery Technical Efficiency

Program Services Delivery Efficiency	Code	*B*	*SE*	95.00% CI	β	*t*	*p*
Technical Efficiency	4	0.81	0.07	[0.67, 0.96]	0.00	11.16	< .001
	5	-0.009	0.10	[-0.21, 0.19]	-0.01	-0.09	.928
	6	-0.22	0.08	[-0.37, -0.07]	-0.34	-2.81	.005
	7	-0.22	0.08	[-0.38, -0.07]	-0.34	-2.82	.005
	8	-0.24	0.08	[-0.40, -0.09]	-0.37	-3.15	.002
	9	-0.19	0.08	[-0.34, -0.04]	-0.29	-2.52	.012
	0	0.09	0.10	[-0.11, 0.30]	0.15	0.92	.359
Pure Technical Efficiency	4	1.00	0.07	[0.86, 1.14]	0.00	14.52	< .001
	5	-0.03	0.10	[-0.22, 0.17]	-0.04	-0.27	.790
	6	-0.32	0.07	[-0.47, -0.18]	-0.51	-4.39	< .001
	7	-0.31	0.08	[-0.46, -0.17]	-0.49	-4.18	< .001
	8	-0.37	0.07	[-0.52, -0.23]	-0.58	-5.10	< .001
	9	-0.23	0.07	[-0.37, -0.08]	-0.35	-3.14	.002
	0	-0.09	0.10	[-0.28, 0.10]	-0.14	-0.93	.356
Scale Efficiency	4	0.81	0.05	[0.71, 0.91]	0.00	15.83	< .001
	5	0.01	0.07	[-0.13, 0.16]	0.03	0.18	.859

	6	0.06	0.06	[-0.05, 0.17]	0.13	1.09	.274
	7	0.06	0.06	[-0.05, 0.18]	0.14	1.16	.249
	8	0.09	0.05	[-0.01, 0.20]	0.20	1.71	.089
	9	-0.01	0.05	[-0.12, 0.09]	-0.03	-0.23	.818
	0	0.18	0.07	[0.04, 0.33]	0.40	2.53	.012

Note. Results: $F(6,330) = 5.76$, $p < .001$, $R^2 = .09$
Unstandardized Regression Equation: Comprehensive Technical Efficiency Scores = 0.81 - 0.009*Asset Code 5 - 0.22*Asset Code 6 - 0.22*Asset Code 7 - 0.24*Asset Code 8 - 0.19*Asset Code 9 + 0.09*Asset Code 0

Note. Results: $F(6,330) = 10.47$, $p < .001$, $R^2 = .16$
Unstandardized Regression Equation: Pure Technical Efficiency Scores = 1.00 - 0.03*Asset Code 5 - 0.32*Asset Code 6 - 0.31*Asset Code 7 - 0.37*Asset Code 8 - 0.23*Asset Code 9 - 0.09*Asset Code 0

Note. Results: $F(6,330) = 5.08$, $p < .001$, $R^2 = .08$
Unstandardized Regression Equation: Scale Efficiency Scores = 0.81 + 0.01*Asset Code 5 + 0.06*Asset Code 6 + 0.06*Asset Code 7 + 0.09*Asset Code 8 - 0.01*Asset Code 9 + 0.18*Asset Code 0

FBO Characteristic 7: Income Codes

The seventh characteristic studied was income code. Income refers to the amount of income shown on most 990 series forms filed by the FBO/FBC (Internal Revenue Service, 2023a).

Income Frequencies and Percentages. Frequencies and percentages were calculated for income codes. Income codes were labeled with the variable name INCOME. The most frequently observed category of INCOME was 9, referring to income greater than or equal to 50,000,000 (n = 28, 42.42%). Frequencies and percentages are presented in ***Table 101***.

Table 101

Frequency Table for Income Code Variables

Code	Income Variable Description	*n*	%	Cumulative %
6	1,000,000 to 4,999,999	8	12.12	12.12
9	50,000,000 to greater	28	42.42	54.55
0	0	3	4.55	59.09
7	5,000,000 to 9,999,999	12	18.18	77.27
8	10,000,000 to 49,999,999	15	22.73	100.00
Missing		0	0.00	100.00

Income Linear Regression Fundraising Model. Linear regression analysis was conducted to assess whether INCOME significantly predicted Fundraising Model Comprehensive Technical Efficiency, Pure Technical Efficiency, and Scale Efficiency scores.

Concerning technical efficiency, the results of the linear regression model were significant, $F(4,332) = 3.26$, $p = .012$, $R^2 = .04$, indicating that approximately 3.78% of the variance in Comprehensive Technical Efficiency Scores is explainable by INCOME. Regarding pure technical efficiency, the results of the linear regression model were significant, $F(4,332) = 11.22$, $p < .001$, $R^2 = .12$, indicating that approximately 11.91% of the variance in Pure Technical Efficiency Scores is explainable by INCOME. With reference to scale efficiency, the results of the linear regression model were significant, $F(4,332) = 20.40$, $p < .001$, $R^2 = .20$, indicating that approximately 19.73% of the variance in Scale Efficiency Scores is explainable by INCOME. See *Table 102*

Table 102

Linear Regression Results for INCOME Variable Predicting Fundraising Model Technical Efficiency

Fundraising Model Efficiency	Code	*B*	*SE*	95.00% CI	β	*t*	*p*
Technical Efficiency	0	0.75	0.06	[0.63, 0.87]	0.00	12.38	< .001
	6	-0.18	0.07	[-0.32, -0.04]	-0.33	-2.55	.011
	9	-0.21	0.06	[-0.34, -0.09]	-0.38	-3.34	< .001
	7	-0.24	0.07	[-0.37, -0.10]	-0.42	-3.49	< .001
	8	-0.21	0.07	[-0.34, -0.08]	-0.37	-3.11	.002
Pure Technical Efficiency	0	0.86	0.06	[0.74, 0.98]	0.00	14.20	< .001
	6	-0.08	0.07	[-0.22, 0.06]	-0.15	-1.19	.234
	9	-0.16	0.06	[-0.29, -0.03]	-0.27	-2.50	.013
	7	-0.29	0.07	[-0.42, -0.16]	-0.50	-4.30	< .001
	8	-0.29	0.07	[-0.42, -0.16]	-0.49	-4.35	< .001
Scale Efficiency	0	0.88	0.04	[0.80, 0.97]	0.00	20.56	< .001
	6	-0.13	0.05	[-0.23, -0.03]	-0.30	-2.54	.011
	9	-0.11	0.05	[-0.20, -0.02]	-0.26	-2.46	.014
	7	0.02	0.05	[-0.07, 0.12]	0.05	0.49	.625
	8	0.07	0.05	[-0.02, 0.16]	0.16	1.51	.131

Note. Results: $F(4,332) = 3.26$, $p = .012$, $R^2 = .04$
Unstandardized Regression Equation: Comprehensive Technical Efficiency Scores = 0.75 - 0.18*INCOME6 - 0.21*INCOME9 - 0.24*INCOME7 - 0.21*INCOME8

Note. Results: $F(4,332) = 11.22$, $p < .001$, $R^2 = .12$
Unstandardized Regression Equation: Pure Technical Efficiency Scores = 0.86 - 0.08*INCOME6 - 0.16*INCOME9 - 0.29*INCOME7 - 0.29*INCOME8

Note. Results: $F(4,332) = 20.40$, $p < .001$, $R^2 = .20$
Unstandardized Regression Equation: Scale Efficiency Scores = 0.88 - 0.13*INCOME6 - 0.11*INCOME9 + 0.02*INCOME7 + 0.07*INCOME8s

Income Linear Regression Program Services Delivery Model. Linear regression analysis was conducted to assess whether AFFILIATION significantly predicted Program Services Delivery Model Technical Efficiency, Pure Technical Efficiency, and Scale Efficiency scores. Concerning technical efficiency, the linear regression model results were significant, $F(4,332) = 5.12$, $p < .001$, $R^2 = .06$, indicating that approximately 5.81% of the variance in Comprehensive Technical Efficiency Scores is explainable by INCOME. Regarding pure technical efficiency, the results of the linear regression model were significant, $F(4,332) = 8.14$, $p < .001$, $R^2 = .09$, indicating that approximately 8.93% of the variance in Pure Technical Efficiency Scores is explainable by INCOME. With reference to scale efficiency, the results of the linear regression model were significant, $F(4,332) = 12.09$, $p < .001$, $R^2 = .13$, indicating that approximately 12.71% of the variance in Scale Efficiency Scores is explainable by INCOME. See ***Table 103***.

Table 103

Linear Regression Results for INCOME Variable Predicting Program Service Delivery Technical Efficiency

Program Services Delivery Efficiency	Code	*B*	*SE*	95.00% CI	β	*t*	*p*
Technical Efficiency	6	0.59	0.04	[0.52, 0.66]	0.00	15.90	< .001
	7	-0.02	0.05	[-0.11, 0.07]	-0.03	-0.39	.694
	8	0.02	0.05	[-0.07, 0.11]	0.04	0.51	.612
	9	0.04	0.04	[-0.05, 0.12]	0.06	0.87	.382
	0	0.28	0.07	[0.14, 0.42]	0.48	3.93	< .001
Pure Technical Efficiency	6	0.74	0.04	[0.66, 0.81]	0.00	20.57	< .001
	7	-0.07	0.05	[-0.16, 0.02]	-0.12	-1.50	.135
	8	-0.09	0.04	[-0.18, -0.004]	-0.16	-2.06	.040
	9	0.03	0.04	[-0.05, 0.11]	0.06	0.79	.430
	0	0.20	0.07	[0.07, 0.34]	0.36	2.99	.003
Scale Efficiency	6	0.79	0.03	[0.75, 0.84]	0.00	31.79	< .001
	7	0.08	0.03	[0.01, 0.14]	0.19	2.41	.017
	8	0.16	0.03	[0.10, 0.22]	0.38	5.06	< .001
	9	0.02	0.03	[-0.04, 0.07]	0.04	0.61	.541
	0	0.13	0.05	[0.04, 0.23]	0.33	2.77	.006

Note. Results: $F(4,332) = 5.12$, $p < .001$, $R^2 = .06$
Unstandardized Regression Equation: Comprehensive Technical Efficiency Scores = 0.59 - 0.02*INCOME7 + 0.02*INCOME8 + 0.04*INCOME9 + 0.28*INCOME0

Note. Results: $F(4,332) = 8.14$, $p < .001$, $R^2 = .09$
Unstandardized Regression Equation: Pure Technical Efficiency Scores = 0.74 - 0.07*INCOME7 - 0.09*INCOME8 + 0.03*INCOME9 + 0.20*INCOME0
Note. Results: $F(4,332) = 12.09$, $p < .001$, $R^2 = .13$
Unstandardized Regression Equation: Scale Efficiency Scores = 0.79 + 0.08*INCOME7 + 0.16*INCOME8 + 0.02*INCOME9 + 0.13*INCOME0

FBO Characteristic 8: Filing Requirement Codes

The eighth characteristic studied was filing requirement codes. The variable for filing requirement codes was FILING_REQ. Filing requirement codes indicate the primary 990 return form the organization is required to file (Internal Revenue Service, 2023a).

Filing Requirement Code Frequencies and Percentages. Frequencies and percentages were calculated for organizations' filing requirement codes. The most frequently observed category of FILING_REQ was 01 ($n = 54$, 81.82%). The code 01 represents all other 990 forms or 990EZ returns. Frequencies and percentages are presented in ***Table 104***.

Table 104

Frequency Table for Filing Requirement Code Variables

Code	Filing Requirement Variable	*n*	*%*	Cumulative *%*
01	990 (all other) or 990EZ return	54	81.82	81.82
06	990 - Not required to file (church)	8	12.12	93.94
13	990 - Not required to file (religious organization)	4	6.06	100.00

Filing Requirement Code Linear Regression Analysis. Linear regression analysis was conducted to assess whether FILING_REQ significantly predicted Fundraising Model Comprehensive Technical Efficiency, Pure Technical Efficiency, and Scale Efficiency scores. Concerning technical efficiency, the results of the linear regression model were not significant, $F(2,334) = 0.94$, $p = .390$, $R^2 = .01$, indicating FILING_REQ did not explain a significant proportion of variation in Comprehensive Technical Efficiency Scores. Regarding pure technical efficiency, the results of the linear regression model were not significant, $F(2,334) = 0.53$, $p = .591$, $R^2 = .00$, indicating FILING_REQ did not explain a significant proportion of variation in

Pure Technical Efficiency Scores. With reference to scale efficiency, the results of the linear regression model were significant, $F(2,334) = 6.24$, $p = .002$, $R^2 = .04$, indicating that approximately 3.60% of the variance in Scale Efficiency Scores is explainable by FILING_REQ. See ***Table 105***.

Table 105

Linear Regression Results for FILING_REQ Variable Predicting Fundraising Model Technical Efficiency

Fundraising Efficiency	Variable	*B*	*SE*	95.00% CI	β	*t*	*p*
Technical Efficiency	6	0.50	0.04	[0.43, 0.58]	0.00	13.28	< .001
	1	0.05	0.04	[-0.02, 0.13]	0.11	1.36	.175
	13	0.06	0.06	[-0.07, 0.19]	0.12	0.92	.360
Pure Technical Efficiency	6	0.70	0.04	[0.62, 0.78]	0.00	17.81	< .001
	1	-0.04	0.04	[-0.12, 0.04]	-0.08	-0.99	.324
	13	-0.05	0.07	[-0.18, 0.08]	-0.10	-0.77	.439
Sale Efficiency	6	0.75	0.03	[0.69, 0.81]	0.00	26.10	< .001
	1	0.10	0.03	[0.04, 0.16]	0.27	3.27	.001
	13	0.14	0.05	[0.05, 0.24]	0.38	2.91	.004

Note. Results: $F(2,334) = 0.94$, $p = .390$, $R^2 = .01$
Unstandardized Regression Equation: Comprehensive Technical Efficiency Scores = 0.50 + 0.05*FILING_REQ1 + 0.06*FILING_REQ13

Note. Results: $F(2,334) = 0.53$, $p = .591$, $R^2 = .00$
Unstandardized Regression Equation: Pure Technical Efficiency Scores = 0.70 - 0.04*FILING_REQ1 - 0.05*FILING_REQ13

Note. Results: $F(2,334) = 6.24$, $p = .002$, $R^2 = .04$
Unstandardized Regression Equation: Scale Efficiency Scores = 0.75 + 0.10*FILING_REQ1 + 0.14*FILING_REQ13

Filing Program Services Delivery Model. Linear regression analysis was conducted to assess whether AFFILIATION significantly predicted Program Services Delivery Model Technical Efficiency, Pure Technical Efficiency, and Scale Efficiency scores. Concerning technical efficiency, the results of the linear regression model were not significant, $F(2,334) = 1.27$, $p = .283$, $R^2 = .01$, indicating FILING_REQ did not explain a significant proportion of variation in Comprehensive Technical Efficiency Scores. Regarding pure technical efficiency, the results of the linear regression model were not significant, $F(2,334) = 1.96$, $p = .143$, $R^2 = .01$, indicating FILING_REQ did not explain a significant proportion of variation in Pure

Technical Efficiency Scores. Concerning scale efficiency, the results of the linear regression model were not significant, $F(2,334) = 2.89$, $p = .057$, $R^2 = .02$, indicating FILING_REQ did not explain a significant proportion of variation in Scale Efficiency Scores. See ***Table 106***.

Table 106

Linear Regression Results for Filing Requirement Variable Predicting Program Service Delivery Technical Efficiency

Program Services Delivery Efficiency	Variable	*B*	*SE*	95.00% CI	β	*t*	*p*
Technical Efficiency	1	0.61	0.01	[0.58, 0.64]	0.00	42.42	< .001
	6	0.010	0.04	[-0.07, 0.09]	0.01	0.24	.809
	13	0.09	0.05	[-0.02, 0.19]	0.10	1.59	.113
Pure Technical Efficiency	1	0.71	0.01	[0.68, 0.74]	0.00	50.43	< .001
	6	0.07	0.04	[-0.008, 0.15]	0.09	1.76	.079
	13	0.06	0.05	[-0.05, 0.16]	0.07	1.07	.287
Sale Efficiency	1	0.86	0.01	[0.84, 0.88]	0.00	85.42	< .001
	6	-0.05	0.03	[-0.11, 0.006]	-0.08	-1.75	.082
	13	0.06	0.04	[-0.02, 0.13]	0.10	1.48	.140

Note. Results: $F(2,334) = 1.96$, $p = .143$, $R^2 = .01$
Unstandardized Regression Equation: Pure Technical Efficiency Scores = 0.71 + 0.07*FILING_REQ6 + 0.06*FILING_REQ13

Note. Results: $F(2,334) = 1.27$, $p = .283$, $R^2 = .01$
Unstandardized Regression Equation: Comprehensive Technical Efficiency Scores = 0.61 + 0.010*FILING_REQ6 + 0.09*FILING_REQ13

Note. Results: $F(2,334) = 2.89$, $p = .057$, $R^2 = .02$
Unstandardized Regression Equation: Scale Efficiency Scores = 0.86 - 0.05*FILING_REQ6 + 0.06*FILING_REQ13

FBO Characteristic 9: Accounting Period

The ninth characteristic studied was the accounting period. The variable for accounting period was ACCT_PD. Accounting periods refer to the organization's accounting period or fiscal year ending date (Internal Revenue Service, 2023a). The accounting period is one of the months between January and December.

Accounting Period Code Frequencies and Percentages. Frequencies and percentages were calculated for organizations' accounting periods. The most frequently observed Accounting Period category was month 12, December ($n = 28$, 42.42%). Frequencies and percentages are presented in ***Table 107***.

Table 107

Frequency Table for Accounting Period Code Variables

Code	Accounting Period Month	*n*	%	Cumulative %
ACCT_PD				
03	March	4	6.06	6.06
11	November	1	1.52	7.58
06	June	18	27.27	34.85
12	December	28	42.42	77.27
09	September	14	21.21	98.48
02	February	1	1.52	100.00
Missing		0	0.00	100.00

Accounting Period Linear Regression Analysis. Linear regression analysis was conducted to assess whether the Accounting Period significantly predicted Fundraising Model Comprehensive Technical Efficiency, Pure Technical Efficiency, and Scale Efficiency scores. Concerning technical efficiency, the results of the linear regression model were significant, $F(5,331) = 7.67$, $p < .001$, $R^2 = .10$, indicating that approximately 10.38% of the variance in Comprehensive Technical Efficiency Scores is explainable by Accounting Period. Regarding pure technical efficiency, the results of the linear regression model were significant, $F(5,331) = 4.15$, $p = .001$, $R^2 = .06$, indicating that approximately 5.90% of the variance in Pure Technical Efficiency Scores is explainable by Accounting Period. Regarding scale efficiency, the linear regression model results were significant, $F(5,331) = 4.03$, $p = .001$, $R^2 = .06$, indicating that approximately 5.74% of the variance in Scale Efficiency Scores is explainable by Accounting Period. See *Table 108*.

Table 108

Linear Regression Results for Accounting Period Variable Predicting Fundraising Model Technical Efficiency

Fundraising Efficiency	Code	*B*	*SE*	95.00% CI	β	*t*	*p*
Technical Efficiency	2	0.45	0.10	[0.25, 0.65]	0.00	4.44	< .001
	3	0.14	0.11	[-0.08, 0.37]	0.24	1.25	.213
	6	0.02	0.10	[-0.19, 0.22]	0.03	0.18	.860

	9	0.16	0.11	[-0.04, 0.37]	0.27	1.55	.123
	11	0.55	0.14	[0.27, 0.83]	0.91	3.81	< .001
	12	0.10	0.10	[-0.11, 0.30]	0.16	0.93	.352
Pure Technical Efficiency	2	0.51	0.11	[0.29, 0.72]	0.00	4.65	< .001
	3	0.16	0.12	[-0.08, 0.40]	0.25	1.31	.192
	6	0.13	0.11	[-0.09, 0.35]	0.21	1.17	.242
	9	0.23	0.11	[0.009, 0.45]	0.37	2.05	.041
	11	0.49	0.15	[0.19, 0.80]	0.79	3.21	.001
	12	0.13	0.11	[-0.08, 0.35]	0.21	1.21	.228
Scale Efficiency	2	0.90	0.08	[0.74, 1.06]	0.00	11.14	< .001
	3	-0.006	0.09	[-0.18, 0.17]	-0.01	-0.06	.949
	6	-0.12	0.08	[-0.29, 0.04]	-0.26	-1.48	.140
	9	-0.05	0.08	[-0.22, 0.11]	-0.11	-0.62	.537
	11	0.10	0.11	[-0.13, 0.32]	0.22	0.87	.383
	12	-0.03	0.08	[-0.20, 0.13]	-0.07	-0.42	.676

Note. Results: $F(5,331) = 7.67$, $p < .001$, $R^2 = .10$
Unstandardized Regression Equation: Comprehensive Technical Efficiency Scores = 0.45 + 0.14*ACCT_PD3 + 0.02*ACCT_PD6 + 0.16*ACCT_PD9 + 0.55*ACCT_PD11 + 0.10*ACCT_PD12

Note. Results: $F(5,331) = 4.15$, $p = .001$, $R^2 = .06$
Unstandardized Regression Equation: Pure Technical Efficiency Scores = 0.51 + 0.16*ACCT_PD3 + 0.13*ACCT_PD6 + 0.23*ACCT_PD9 + 0.49*ACCT_PD11 + 0.13*ACCT_PD12

Note. Results: $F(5,331) = 4.03$, $p = .001$, $R^2 = .06$
Unstandardized Regression Equation: Scale Efficiency Scores = 0.90 - 0.006*ACCT_PD3 - 0.12*ACCT_PD6 –
Linear Regression Results for Accounting Period Variable Predicting Fundraising Model Technical Efficiency

Accounting Period Linear Regression Program Services Delivery Model. Linear regression analysis was conducted to assess whether AFFILIATION significantly predicted Program Services Delivery Model Technical Efficiency, Pure Technical Efficiency, and Scale Efficiency scores. Concerning technical efficiency, the results of the linear regression model were significant, $F(5,331) = 6.34$, $p < .001$, $R^2 = .09$, indicating that approximately 8.74% of the variance in Comprehensive Technical Efficiency Scores is explainable by Accounting Period. Regarding pure technical efficiency, the results of the linear regression model were significant, $F(5,331) = 4.78$, $p < .001$, $R^2 = .07$, indicating that approximately 6.73% of the variance in Pure Technical Efficiency Scores is explainable by Accounting Period. Regarding scale efficiency, the results of the linear regression model were not significant, $F(5,331) = 1.48$, $p = .195$, $R^2 = .02$, indicating Accounting Period did not explain a significant proportion of variation in Scale Efficiency Scores. See ***Table 109***.

Table 109

Linear Regression Results for Accounting Period Variable Predicting Fundraising Model Technical Efficiency

Program Services Delivery Efficiency	Code	*B*	*SE*	95.00% CI	β	*t*	*p*
Technical Efficiency	6	0.54	0.02	[0.49, 0.59]	0.00	22.38	< .001
	2	-0.004	0.11	[-0.21, 0.20]	-0.006	-0.04	.967
	3	0.15	0.06	[0.04, 0.26]	0.22	2.66	.008
	9	0.14	0.04	[0.07, 0.21]	0.20	3.83	< .001
	11	0.46	0.11	[0.25, 0.67]	0.67	4.32	< .001
	12	0.07	0.03	[0.01, 0.13]	0.11	2.35	.020
Pure Technical Efficiency	6	0.66	0.02	[0.61, 0.71]	0.00	27.50	< .001
	2	-0.06	0.11	[-0.27, 0.14]	-0.10	-0.62	.537
	3	0.11	0.06	[0.001, 0.22]	0.17	1.99	.047
	9	0.13	0.04	[0.06, 0.20]	0.20	3.74	< .001
	11	0.34	0.11	[0.13, 0.55]	0.51	3.23	.001
	12	0.06	0.03	[-0.004, 0.12]	0.09	1.85	.065
Scale Efficiency	6	0.83	0.02	[0.80, 0.86]	0.00	47.21	< .001
	2	0.07	0.08	[-0.08, 0.22]	0.15	0.93	.354
	3	0.06	0.04	[-0.02, 0.14]	0.13	1.45	.149
	9	0.03	0.03	[-0.02, 0.08]	0.06	1.16	.245
	11	0.17	0.08	[0.02, 0.32]	0.36	2.21	.028
	12	0.03	0.02	[-0.01, 0.08]	0.07	1.52	.129

Note. Results: $F(5,331) = 6.34$, $p < .001$, $R^2 = .09$
Unstandardized Regression Equation: Comprehensive Technical Efficiency Scores = 0.54 - 0.004*ACCT_PD2 + 0.15*ACCT_PD3 + 0.14*ACCT_PD9 + 0.46*ACCT_PD11 + 0.07*ACCT_PD12

Note. Results: $F(5,331) = 4.78$, $p < .001$, $R^2 = .07$
Unstandardized Regression Equation: Pure Technical Efficiency Scores = 0.66 - 0.06*ACCT_PD2 + 0.11*ACCT_PD3 + 0.13*ACCT_PD9 + 0.34*ACCT_PD11 + 0.06*ACCT_PD12

Note. Results: $F(5,331) = 1.48$, $p = .195$, $R^2 = .02$
Unstandardized Regression Equation: Scale Efficiency Scores = 0.83 + 0.07*ACCT_PD2 + 0.06*ACCT_PD3 + 0.03*ACCT_PD9 + 0.17*ACCT_PD11 + 0.03*ACCT_PD12

Chapter Summary of Results

This Chapter consisted of four sections. The first section provided information regarding the research issue, vision statement, and purpose statement. Also, information was provided about the research objectives and questions underlying this dissertation-in-praxis study. Specifically, outputs and outcomes were presented, followed by essential terms and definitions specific to this study. Section two provided specific information regarding sampling information, instrumentation, measures, database sources, statistical techniques, and data analysis software.

Furthermore, information regarding study validity and reliability was also discussed. Ethical considerations were also presented, highlighting the researcher's role and IRB information. In the third section, information was presented by the author-researcher regarding the statistical databases and tools used for data collection and analysis. Section four included data analysis and findings for research questions 1 through 4.

CHAPTER FIVE: CONCLUSIONS, IMPLICATIONS, AND APPLICATIONS

The overall goal of this dissertation in praxis was to measure the technical efficiency levels and elucidate those characteristics that allow international faith-based organizations and faith-based charities to be efficient in helping undeveloped/least-developed/third-world countries that face severe hunger and water shortages. This chapter will not only focus on the results but also highlight the practical implications of those results for leadership practice, empowering practitioners to apply these findings in their work.

Findings, Impacts, Conclusions

Project Contributions Solving the Praxis Problem Presented in Chapter One

This dissertation-in-praxis project comprehensively contributed to solving the praxis problem in Chapter One. The goal of this study was to perform a quantitative comparative analysis of comprehensive technical efficiency levels amongst Christian denominational-affiliated, nondenominational, and interdenominational nonprofit organizations that focus on global food and water assistance as well as agrarian empowerment in poverty-stricken undeveloped/least-developed/third-world countries that face severe food and water shortages. The researcher-author set out to address this goal by looking at the whole problem and breaking it up into four manageable research objectives. Based on these four research objectives, the researcher-author composed four correlating research questions along with deliverables and outputs that could satisfy those objectives. Upon formulating and setting the research goals and anticipated deliverables, the doctoral candidate utilized quantitative or mixed-method approaches to address and answer each of the four questions. The findings that were obtained for each of those research questions are summarized below.

Research Question 1

The researcher identified international faith-based organizations (FBOs) and faith-based charities (FBCs) that have programs focused on critical food, water, and medical disparities; water-well excavation and establishment; plant and seed donation; livestock donation and animal husbandry; or agrarian microloan and agroeconomic system advancement in least-developed/third-world countries. Much of the research associated with answering question one was conducted during Chapters 1 and 2 of this study. The researcher conducted extensive mixed-method research in the areas of international humanitarian faith-based organizations, their mission statements, vision statements, purpose statements, and primary programs. This research was gathered from many reputable sources, including these organizations' official websites and reputable data repositories. This research is reflected in author-generated tables that classified, synthesized, categorized, and organized an amalgam of data that the author used to select the organizations included in this study. Furthermore, that data was tabulated and can be found in Tables 1 – 52. Upon analysis of the data, 66 FBOs and FBCs were selected for the study.

Research Question 2

In answering research question 2, the doctoral candidate examined those FBOs within the study sample that had survived profoundly severe global events, historically significant economic recessions, and catastrophic financial crises. The author-researcher focused on the ruling year. The ruling year is when the organization receives a ruling or determination letter from the IRS about its tax-exempt status.

The researcher analyzed marked financial crises and recessionary events corresponding to the FBO's ruling years. The number of FBOs in the sample set with ruling years in each decade was as follows: five with ruling years in the 1940s, two in the 1950s, five in the 1960s, ten in the

1970s, eighteen in the 1980s, nine in the 1990s, thirteen in the 2000s, three in the 2010s, and one in the 2020 decade. Major economic crises and recessionary events characterized each of these decades; however, the 1940s, 1980s, and 2000s were particularly fraught with international crises that had an unraveling effect on the corporate and household landscapes that critically undergirded many short-term and long-term humanitarian relief efforts. Further data analysis revealed that of the three FBOs with 2021 revenues exceeding $1 billion, two had ruling years in the 1980s and one in the 2010 decade. Also, for those FBOs with revenues from $500 million to less than $1 billion, one had a ruling year in the 1940s, one in the 1960s, one in the 1970s, and one in the 1980s. In **Table *110***, a summary of the findings is presented.

Table 110

Summary of Dissertation-In-Praxis Samples with Ruling Years Aligned to Decades of National/International Financial Crises and Economic Recessions

Decade	International/National Financial Crises and Economic Recessions	Ruling Year	Cumulative Sample #
1940-1949	World War II (1939-1945), Post-WWII Recession of 1945, and Recession of 1949	5	5
1950-1959	Korean War (1950-1953), Post-Korean War Recession 1953, and Recession of 1958	2	7
1960-1969	Vietnam War (1955-1964), Recession of 1960-1961, and Recession of 1969	5	12
1970-1979	1973 Arab Oil Embargo, Oil Embargo Recession 1973-1975, and Energy Crisis of 1979	10	22
1980-1989	1982 Collapse of the Steel Industry, Energy Crises, Recession of 1980, and Recession of 1981-82	18	40
1990-1999	Gulf War (1990-1991), Gulf War Recession, and 1992 Savings & Loan (S&L) Crises	9	49
2000-2009	Iraq War (2003-2011), 2000 Y2K Crisis & Dot-Com Bubble, 2001 September 11 Terrorist Attacks, Banking and Subprime Mortgage Crisis, 2007-2009 Great Recession, and GM Bankruptcy	13	62
2010-2020	2020 COVID-19 Pandemic, Stock Market Crash, and COVID-19 Recession	3	65
2021- Present	COVID-19 Pandemic Continued, 2022 Crypto-market collapse, 2023 Bitcoin crisis, and 2023 Silicon Valley Banking Crises	1	66

Note. Ruling year is when the organization receives a ruling or determination letter about its tax-exempt status.

Research Question 3

The researcher set out to measure comprehensive technical efficiency levels of FBO and FBC food, water, medical, livestock, agriculture-sustainability, or agroeconomic service provision within the selected study sample. The doctoral candidate decided upon two models as proxies for this efficiency determination. The first of these proxy models was the Fundraising Model, also known as the Summary Program Cost Output Model. FBOs provide education, training initiatives, awareness campaigns, and fundraising in their response efforts. The FBOs in this dissertation sample set have education/training initiatives, awareness campaigns, and fundraising efforts to meet the critical needs of least-developed countries and their citizens. FBO educational and fundraising initiatives include but are not limited to the following areas: (a) Long-Term and Short-Term Victims of Disaster Response; (b) Chronic Hunger, Severe Food Insecurity, and Malnutrition; (c) Water Access, Sanitation, Hygiene, and Waste Management; (d) Crop/Seed/Plant Donation, Cultivation, and Production; (e) Livestock and Animal Donation, Production, & Husbandry; as well as (f) Agribusiness & Agricultural Economic System Development.

The researcher-investigator also used program services delivery efficiency as a proxy for measuring comprehensive technical efficiency levels of FBO and FBC food, water, medical, livestock, agriculture-sustainability, or agroeconomic service provision efficiency. The FBOs in this dissertation's sample have programs and services that meet LDCs and their citizens' critical needs. FBO programs and services include but are not limited to the following: (a) Victims of Long-Term & Short-Term Disasters; (b) Chronic Hunger, Severe Food Insecurity, and Malnutrition; (c) Water Access, Sanitation, Hygiene, and Waste Management; (d) Land/Crop/Seed/Plant Agricultural Donation and Production; (e) Livestock and Animal

Donation, Production, & Husbandry; and (f) Agribusiness & Agricultural Economic Development Vulnerabilities and Solutions.

Data envelopment analysis was conducted to measure pure technical efficiency, scale efficiency, and comprehensive technical efficiency for each model. Comprehensive technical efficiency (TE) measures how effectively FBOs/FBCs utilize their resources and technology to produce actual output compared to the maximum possible output. TE evaluation of FBOs includes a comprehensive examination of their resource allocation capabilities and efficiency in resource utilization. The product of pure technical efficiency and scale efficiency results in comprehensive technical efficiency. Comprehensive technical efficiency scores were generated for 66 FBOs that comprised this dissertation-in-praxis study sample. Of the pooled 66 FBOs from 2016 to 2022, comprehensive technical efficiency scores averaged 0.55 for the fundraising model and 0.62 for the program service delivery model.

Pure Technical Efficiency (PTE) is a term used to describe the maximum output capacity of each FBO/FBC when input resources remain constant. It provides insights into organizations' technical capabilities, management levels, and control abilities. PTE does not consider size. Of the pooled 66 FBOs from 2016 to 2022, pure technical efficiency scores averaged 0.67 for the fundraising model and 0.72 for the program service delivery model.

Scale efficiency assesses whether an FBO/FBC is operating at an optimal scale given the current technology and productivity levels. The production frontier obtained through DEA analysis is a frontier that accounts for both multiple inputs and outputs. Scale efficiency quantifies the state of returns to scale in that proportional changes in inputs cause proportional changes in outputs. Of the pooled 66 FBOs from 2016 to 2022, scale efficiency scores averaged

0.84 for the fundraising model and 0.86 for the program service delivery model. In **Table *111***, this data is summarized below.

Table 111

Average Efficiency Scores for Fundraising and Program Service Delivery Models

Model Description	Efficiency Types	*M*	*SD*	*n*	SE_M
Fundraising (Summary Cost Output Model)	Technical Efficiency	0.55	0.24	337	0.01
	Pure Technical Efficiency	0.67	0.25	337	0.01
	Scale Efficiency	0.84	0.18	337	0.01
Program Service Delivery Model	Technical Efficiency	0.62	0.24	337	0.01
	Pure Technical Efficiency	0.72	0.24	337	0.01
	Scale Efficiency	0.86	0.17	337	0.009

Note. Abbreviations are as follows: *M* is mean; *SD* is Standard Deviation; *n* is Number of Observations; SE_M is Standard Error of the Mean

Research Question 4

In answering research question 4, the researcher sought to understand the relational influence or impact of distinct organizational characteristics on those efficiency scores. Based on available IRS data, nine attributes were selected for this comparison. Furthermore, the researcher used frequency and regression analyses to evaluate the presence or degree of statistically significant relationships.

The first characteristic studied was affiliation codes. The affiliation types represented amongst the 66 FBO samples were 92% independent, 1% central, and 4% subordinate. Regarding the Fundraising Model, Affiliation explained roughly 4.7% of the variance in comprehensive technical efficiency, 4.1% pure technical efficiency, and 6.2% scale efficiency. Concerning the Program Services Delivery Model, Affiliation explained 5.5% of variance in comprehensive technical efficiency, 9.1% of pure technical efficiency, and 3.1% of scale efficiency.

The second characteristic studied was group exemption and its influence on efficiency score data. The IRS assigns Group exemption numbers to central or parent organizations with

group rulings and group exemption letters. The most frequent IRS assigned group exemption category was 0000 reflected in 92% of the FBOs in this study sample. With regard to the Fundraising Model, Group exemption explained roughly 6% of technical efficiency score variance, 9.1% of pure technical efficiency variance, and 11% of scale efficiency variance. In terms of the Program Services Delivery Model, group exemption explained 6.7% of comprehensive technical efficiency variance, 13.6% of pure technical efficiency variance, and 7.5% of scale efficiency variance.

The third characteristic studied was classification codes. Classification codes are codes under which FBOs/FBCs conduct business and identify the type of organization. The most frequently observed classification code was 1000, reflected in 46% of the study sample, followed by code 7000, reflected in 10.6% of the study sample. Regarding the Fundraising Model, classification explained 8.4% of pure technical efficiency variance and 6.6% of scale efficiency variance. Also, classification explained 6.7% of pure technical efficiency variance with the Program Services Delivery Model.

The fourth characteristic studied was foundation codes, which identify whether an organization is considered a non-private or private foundation. The most frequently observed foundation code was 15, symbolic of organizations that receive substantial support from a governmental unit or from direct or indirect contributions from the general public. The second most frequently observed foundation code was 10, which is representative of Churches or Conventions/Associations of Churches. With regard to the Fundraising Model, the foundation variable explained 4.3% of pure technical efficiency variance and 3.7% of scale efficiency variance. The foundation code in the Program Services Delivery Model explained 4.2% of pure technical efficiency variance.

The fifth characteristic studied was the National Taxonomy of Exempt Entities or NTEE. NTEE codes are four-digit alphanumeric codes for classifying exempt organizations based on primary exempt activities. The NTEE code Q330 representing International Relief was most frequently observed in the study sample, specifically 28.79% of the sample. The second most frequently observed NTEE code was Q300 International Development Relief Services reflected in 12.1% of the study sample. The NTEE common code most dominant in the sample was Q, meaning International, Foreign Affairs, and National Security. Regression analysis of NTEE's influence on Fundraising Model efficiency revealed that NTEE explained 28.8% comprehensive technical efficiency variance, 29% pure technical efficiency variance, and 21.6% scale efficiency variance. Regression analysis of NTEE's influence on Program Service Delivery Model efficiency revealed that NTEE explained 18.9% comprehensive technical efficiency variance, 22.7% pure technical efficiency variance, and 23.5% scale efficiency variance.

The sixth characteristic studied was asset codes. Asset codes represent the book value amount of assets shown on the most recent Form 990 series return filed by FBOs. The most frequently observed category of asset codes was 9. Thirty-three percent of the study's sample fell under Code 9, equivalent to FBOs with asset descriptions greater than or equal to 500,000 and less than 1 million. Regression analysis revealed that asset codes explained 12.2% of comprehensive technical efficiency variance, 16.4% of pure technical efficiency variance, and 13.7% of scale efficiency variance for the Fundraising Model. Concerning the Program Services Delivery Model, Asset codes explained 9.5% comprehensive technical efficiency variance, 16% pure technical efficiency variance, and 8.5% scale efficiency variance.

The seventh characteristic studied was income codes. Income refers to the income shown on most 990 series forms filed by the FBO/FBC. FBOs with incomes greater than or equal to $50

million, represented by code 9, were most frequently observed in 42% of the sample. Code 9 was followed by code 8 representative of FBOs with incomes from 10 million to less than 50 million. 22.7% of the sample were classified as code 8 FBOs. Concerning the Fundraising Model, income codes explained 3.8% comprehensive technical efficiency variance, 11.9% pure technical efficiency variance, and 19.7% scale efficiency variance. 5.18% comprehensive technical efficiency variance, 8.9% pure technical efficiency variance, and 12.7% scale efficiency variance were explained by income codes in the Program Services Delivery Model.

The eighth characteristic studied was filing requirement codes. Filing requirement codes indicate the primary 990 return form the organization is required to file. The most frequently observed, constituting 81.8% of the study sample, was the filing category 01, which represented all other 990 forms or 990EZ returns. In terms of the Fundraising Model, the filing requirement did not explain a significant proportion of variation in any of the efficiency score data. Conversely, in the Program Services Delivery Model, the variable filing requirement explained 10.4% comprehensive technical efficiency variance, 5.9% pure technical efficiency variance, and 5.7% scale efficiency variance.

The ninth characteristic studied was accounting periods. Accounting periods refer to the accounting period or fiscal year ending date of the organization and is one of the calendar months from January to December. The most frequently observed accounting period, represented in 77.3% of the sample population, was December, followed by June with 34.9% of the study sample. The variable accounting period explained 10.4% of comprehensive technical efficiency variance, 5.9% of pure technical efficiency variance, and 5.7% of scale efficiency variance in the Fundraising Model. In the Program Services Delivery Model, the accounting period explained

8.7% comprehensive technical efficiency and 6.7% pure technical efficiency variance. Results for all nine characteristics are presented below in **Table *112***.

Table 112

Regression Summary of Percent Variation Explained by FBO Characteristics Regarding Fundraising aka Cost Summary Output Efficiency and Program Services Delivery Efficiency

	Fundraising			Program Service Delivery		
FBO Characteristics	**TE**	**PTE**	**SE**	**TE**	**PTE**	**SE**
Affiliation	4.65	4.11	6.2	5.51	9.1	3.11
Group Exemption Codes	5.99	9.1	11.01	6.73	13.56	7.53
Classification Codes	-----	8.35	6.56	-----	6.79	-----
Foundation Codes	-----	4.32	3.72	-----	4.24	-----
National Taxonomy of Exempt Entities	28.84	28.99	21.59	18.89	22.74	23.46
Asset Codes	12.18	16.42	13.67	9.48	15.99	8.45
Income Codes	3.78	11.91	19.73	5.81	8.93	12.71
Filing Requirement Codes	-----	-----	3.6	-----	-----	-----
Accounting Period	10.38	5.9	5.74	8.74	6.73	-----

Note: '-----' indicates the regression result was not statistically significant

Best Practices: Implications for Organizations and Leaders

Implications Leaders Will Want to Consider

The number of organizations studied in this dissertation-in-praxis is a key factor that organizational leaders may consider based on this dissertation-in-praxis. Implications from this dissertation-in-praxis extend beyond the boundaries of a single institution. This study comprised a sample set of 66 international humanitarian-centered faith-based organizations and charities. Hence, this study offers an aerial view of FBOs and FBCs with similar focuses so leaders can gain a longitudinal pulse-check and reference for a dashboard experience.

Based on this dissertation-in-praxis, the researcher-author's selection and use of data envelopment analysis as a metric is another key factor that organizational leaders may want to consider. Data envelopment analysis is an evidence-based research tool that can offer great insights for service-based organizational research across a myriad of subject areas and fields.

Furthermore, DEA offers results more tailored to the group under study. Examples of institutions that can be studied using this type of analysis include insurance companies, banks, hospitals, government agencies, and universities. Using such an analysis for in-house comparison and external organization comparison can allow leaders and organizational members to set realistic goals that are achievable and reachable considering present circumstances.

Data envelopment analysis is not a vacuum-based analysis aligning data against a normalized standardized line but accommodates and can reflect environmental conditions that affect organizations, trades, industries, sectors, and such. DEA, combined with other research methods such as case studies, ethnographic research, qualitative, mixed methods, or action-based studies, can present a holistic and well-rounded picture upon which leaders can plan, coordinate, and prepare. Understanding the value of a tool allows one to better extract useful data that is relevant and meaningful. There is an overabundance of data today, but purposeful, high-quality, organizationally tailored data that can be strategically applied is not as easily obtained. Organizational leaders need high-quality data to base executive decision-making and steer the organizational ship during tumultuous waters, storms, predators, and high winds. Leaders want to assess their organizational vehicle to ensure it is sound, reliable, dependable, and healthy.

How this Project Shapes and Adds to Leadership Literature and Practice

This project positively shapes leadership literature and practice. Data backed by high-quality, relevant information carries much weight in providing a starting point when planning for leadership and member training. Whenever data is provided to members or stakeholders, that data can be a tool to improve performance, increase members' awareness of where they are, and help them move forward. The results from this dissertation-in-praxis added to existing literature related to the problem initially addressed in Chapter One.

Best Practices: Applications for Organizations and Leaders

Potential Applications and Changes Leaders Can Make as a Result of This Project

Some applications that organizational leaders may make as a result of the findings of this project are as follows: Leaders can use models in their day-to-day assessments, decision-making, and impact measurements. These assessments can be made intra-organizationally, inter-organizationally, intra-industry, and inter-industry. Such models can help both leaders and members visualize and understand how the organization is positioned at present and for the future.

The author-researcher of this dissertation-in-praxis recommends at least one leadership change that is logically and reasonably linked to the project's outcomes. One such recommendation centers around leaders capitalizing on the strengths of their organizational members; knowing who their people are in terms of what they bring to the table (i.e., talents, skills, knowledge, abilities, and experiences). Those in leadership positions can also become more open to data models and quantitative studies to help their decision-making and planning efforts. Leaders could potentially use the information derived from this study in their value assessments. Although this dissertation-in-praxis is not a case study or an action research study focused on a single institution, much can still be gained from it and similar studies.

Best Practices: Advice to Future Research Practitioners

Insights Gained

The author-researcher gained insights throughout the entire dissertation-in-praxis process and project. The researcher conducted extensive research in building background information. Although this project presented the researcher with a huge learning curve, it also accorded the

researcher a tremendous learning experience in overcoming that curve via meeting the research objectives.

Obstacles that Should be Avoided

Numbers matter, and measurements matter, but one important aspect that should be avoided is forgetting the fuel that drives humanitarian FBOs—the individuals who make up humanitarian aid groups. These individuals' passion, commitment, and heart are rooted in helping the less fortunate and those who have experienced traumatic situations. The ever-prevailing allure of optimal efficiency is achieving maximum output production with the least amount of inputs. This aim is extremely important in today's age of modularity, budget cuts, and increased demand for limited resources. However, there is a caveat or admonishment that leaders should be sensitive to. This caveat or word-of-wisdom is that in their drive to attain optimal efficiency via continual cutting, trimming, substituting, or removing inputs in cost-saving measures or trying to squeeze every nano-ounce from all inputs to achieve maximum output production, that workforce quality, product quality, program delivery, and such like are not sacrificed. If cutting, trimming, and removal takes away the heart, saps the spirit, or overdrives/drains the available human or nonhuman resources, then burn-out, burn-up, high attrition rates, and other adverse effects will descend on a downward slope, creating an avalanche of lost productivity. Set goals should be reasonable, attainable, inspiring, and iterative for goal refinement, with periodic cyclical evaluations for goal-finetuning.

Possibilities for Project Expansion and Recommendations for Future Studies

There are aspects of this project that can be expanded. There may be more data available based on future years. This research was limited to the available data and periodic releases of batches of nonprofit filing data. This candidate has helped to establish a foundation upon which

future researchers, leaders, and pioneers can build as they structure, restructure, plan, design, and organize for the twenty-first century and beyond. Due to rapid advances and exponential acceleration created via the combined power of artificial intelligence, quantum computing, hyper-speed automation, and big data, it is essential that leaders declare, stake, and concrete their future relevance in responding to the needs across and in the fabric of human society. The human element in humanitarian will not diminish no matter how artificial-intelligence-dependent we may become.

This study can be replicated and enhanced in a spectrum of ways. Future researchers could select one to five organizations and conduct a deeper level of qualitative comparative analysis of those traits that have contributed to their success or lack of success in whole or part as an organization. Many organizations have come and gone. Some were humongous, but decades later, their names were unrecognizable. This unrecognizability or fading into nonexistence does not mean those organizations were in any way less than or didn’t make the so-called cut. Rather, internal and external circumstances, including rising tides, incoming tides, and other factors with strong gravitational-like pull, may have adversely altered organizations' course, understanding, or perceived relevance amongst consumers.

Lastly but equally notable, this study could be extended into a multi-phased future research project that adopts a more qualitative approach. In the first phase, the research concentration could be on evaluating organizational effectiveness as well as organizational efficiency of international humanitarian faith-based organizations or charities. Prioritizing and delineating the distinction between the two concepts would allow for a more fine-grained analysis of the factors that contribute to organizational efficiency, effectiveness, or both. Such an approach could yield valuable insights into the specific attributes that contribute to higher or

even lower levels of efficiency or effectiveness within faith-based organizations and charities. During the second phase of the study, organizations could be selected and analyzed based on varying size categories ranging from small to large. By doing so, the essential qualities and key characteristics correlated with the highest levels of efficiency, effectiveness, or both could be examined within small, medium, and large international humanitarian faith-based organizations. Additionally, this phase could delve further into the interior structure of the organizations by focusing on departments, divisions, and c-suites as well as across these organizations as a whole.

Project Summation

This dissertation-in-praxis was organized into five chapters. This chapter was entitled The Problem in Praxis. Chapter One was divided into two primary sections. The first section addressed the strategic problem. Specific information was provided regarding the following areas: (a) problem and response, b) defining reality and the current need, and c) defining a preferred future. Vision statements, purpose statements, objectives, outputs, and outcomes were presented in the Defining a Preferred Future section. The second half of Chapter One was called the Collaborating Organization, Team, and Coach. In this section, information was provided as follows: (a) organizational descriptions, missions, and visions; (b) organizational settings and demographics; and (c) organizational leadership, team, and coaches.

Chapter Two created the framework for this dissertation in praxis and consisted of four sections. The first section of Chapter Two was termed Biblical and Theological Framework. The purpose of the Biblical and Theological Framework was to lay the biblical foundation on which this dissertation-in-praxis study rested. This section was comprised of two parts. The first part outlined biblical imperatives and principles relevant to this dissertation-in-praxis. Part two of the

biblical and theological framework was called biblical and theological themes. In this component, the biblical theme of the image and likeness of God was discussed.

The second section was named Theoretical Framework and consisted of three parts. The first part provided information about relevant leadership and organizational theories that undergirded this dissertation in praxis. The second part presented information about relevant teaching and learning theories. The third component outlined specific teaching and learning programs employed by faith-based organizations in international humanitarian service aid, delivery, and outreach.

The third section was named Faith-Based Organization International Humanitarian Service Aid Delivery and Outreach Programs. In this section, information was given regarding faith-based organizations' training initiatives, educational courses, services, and specific programs that they implement to help meet critical needs. This section extensively covered faith-based humanitarian organizations' training and programmatic arms focused on educating the populace, implementing programs, and delivering services. Comprehensive information regarding indicators, training initiatives, services, and programs were presented for each of the following areas: victims of disaster response; chronic hunger, food insecurity, and malnutrition; water access, sanitation, hygiene, and waste management; tool utilization and planting; agrarian methods and best practices in generating an optimal crop and future-seed yield; plant care and maintenance; animal husbandry, treatment, breeding, and maintenance; water well maintenance and upkeep; as well as sustainable microeconomic systems amongst partner villages and communities.

The fourth section was named Thematic Framework. The first two-thirds of this section focused on the most relevant themes to this dissertation-in-praxis—the nonprofit ecosystem and

its funding mechanisms. First, information was provided regarding present-day economic challenges and barriers that directly or indirectly affect the nonprofit industry. Secondly, the author-researcher surveyed the giving and philanthropy landscape via a study and analysis of key stakeholder donors and recipients. Thirdly, the researcher-investigator closely examined the stakeholder recipient faith-based and religious subsector. The remaining portion of the thematic framework section centered on relevant models. Information was provided regarding the service efficiency measurement technique called data envelopment analysis, along with a presentation of data variables and sources critical to model development and implementation in this dissertation-in-praxis study.

Chapter Three was entitled The Strategic Plan and consisted of three sections. The first section was called the Praxis Problem Summary. This section provided information regarding the research issue, vision statement, and purpose statement. Also, information was provided about the research objectives and questions underlying this dissertation-in-praxis study. Specifically, outputs and outcomes were presented, followed by essential terms and definitions specific to this study. Section two of this chapter consisted of the operational and assessment plans. Specific information was provided regarding sampling information, instrumentation and measures, database sources, statistical techniques, and data analysis software.

Furthermore, information regarding study validity and reliability was also discussed. Ethical considerations were also presented, highlighting the researcher's role and IRB information. The third and final section of this chapter was entitled Assessment Plan. Here, information was presented regarding quantitative data that was obtained, as well as specific statistical information.

Chapter Four was entitled Implementation and Assessment. Specific information about the research design, sample, instrumentation, data collection, data analysis, validity, reliability, and ethical considerations were provided. This chapter presented data for the dissertation study's research questions one through four. Lastly, Chapter Five was entitled Conclusions, Implications, and Findings. Information was provided about best practice project implications for leaders, applications for leaders, research-author gained insights, obstacle avoidance suggestions, and recommendations for future study.

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APPENDICES

A screenshot of the Liberty University IRB Exempt Review Approval Letter for the researcher-investigator's complete dissertation-in-praxis is presented in ***Figure 5***.

Figure 5

Liberty University IRB Exempt Review Approval Letter for the Complete Dissertation-in-Praxis

Date: 7-16-2023

IRB #: IRB-FY23-24-27
Title: MEASURING TECHNICAL SUPER-EFFICIENCY OF CHRISTIAN FAITH-BASED INTERNATIONAL HUMANITARIAN ORGANIZATIONS
Creation Date: 7-7-2023
End Date:
Status: Approved
Principal Investigator: Barbara Price
Review Board: Research Ethics Office
Sponsor:

Study History

Submission Type	Review Type	Decision
Initial	Exempt	No Human Subjects Research

Key Study Contacts

Member	Gary Bredfeldt	Role	Co-Principal Investigator	Contact [redacted]
Member	Barbara Price	Role	Principal Investigator	Contact
Member	Barbara Price	Role	Primary Contact	Contact