



**ST. MARY'S UNIVERISTY COLLEGE
SCHOOL OF GRADUATE STUDIES**

**ASSESSMENT OF THE
ORGANIZATIONAL CAPACITY OF NGOs
SUPPORTING OLD AGE PEOPLE IN
ADDIS ABABA**

BY

REDIET KIFLOM

ID No. SGS/0671/2007A

JULY, 2017

ADDIS ABABA, ETHIOPIA

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**A THESIS SUBMITTED TO ST. MARY'S UNIVERISTY COLLEGE,
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ADDIS ABABA, ETHIOPIA

ST. MARY'S UNIVERISTY COLLEGE
SCHOOL OF GRADUATE STUDIES
FACULTY OF BUSSINESS

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Acronyms

AIDS	Acquired Immune Deficiency Syndrome.
CBO	Community Based Organization
CEO	Chief Executive Officer
CSA	Charity and Society Agency
ED	Executive Director
Eg	Example
FBO	Faith Based Organization
HIV	Human Immunodeficiency Virus
HR	Human Resource
HRM	Human Resource Management
IRS	Irish Research Studies
M&E	Monitoring and Evaluation
MSH	Management of Science Health
NGO	Non-Governmental Organization
OCA	Organizational Capacity Assessment
OS&S	Organizational System and structure
PPQ	Project Proposal Quality
PR	Public Relation
RM	Resource Management
SBCC	Social Behaviour Change Communication
SAFE	Self-Assessment Framework
US	United States
VPP	Venture Philanthropy Partners

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Abstract

Since the main purpose of this study was to identify the potential and constraint of organization capacity to implement the older people support in Addis Ababa NGOs, as well to identify the best practice, additionally to the performance of operational capacity of the sample organization.

To this end basic question were prepared. The study was carried out in among care and support project implementer sample organization. The subjects of the study were (which means 16 manager and finance head respondents plus 48 technical expertise personnel respondents sum of 64 total respondents will be selected by purposive sampling method) of the total population of 240 personnel. Data were obtained through questionnaires from project managers and finance head respondents, technical expertise like project officer, social worker and resource mobilize.. Different statistical tools such as frequency of respondent's answer and percentage were applied to analyses the data obtained from respondents. Depending on the study result of the analysis, the following major findings were obtained. In the angle of organizational strength personals have strategically understanding of vision, mission, goal, function and role to implement the project activities. Because of this the organizations personnel's to achieve the vision, mission and goal of the organization they work in commitment including in good coordination and have the system of accountability of staffs and management as well as have good networking. So, this played significant role in improving its performance like better service implementation were done efficiently in the organization strength, sharing best practice and to lead M&E optimization. The affirmative result in the organization strength, sharing best practice and to lead M&E optimization leads to increase personal motivation on self-support attitudinal change. This means, qualities of strategically approaches had taken on time helps to the improvement of the organization strength, sharing best practice and leading organizational M&E optimization for care and support service in the sample organization. So, personals have strategically understanding of vision, mission, goal, function and role to implement the project activities means the organizations personnel's to achieve the vision, mission and goal of the organization in commitment including in good coordination and good networking as well as with the system of accountability of staffs and management in sample organization was pass through the right and correct phases or steps.

Key Words: *Organizational Capacity, Old age people, NGOs, Addis Ababa, Ethiopia*

CHAPTER ONE

1. INTRODUCTION

This paper examines the actual organizational capacity to implement the older people support project in Addis Ababa NGOs. For this purpose the organizational capacity would see in the form of strong and weak side of capacity development. To the effect of this, this paper encompasses five chapters of which this chapter would be presenting background, statement of the problem, objectives of the study, research question, instruments, significance, scope, limitation, methodology and sampling of the study. Finally it indicates the overall structure of the paper.

1.1. Background of the Study

Sufficient organizational capacity is one critical element in achieving long as well as short term goals and objectives of a given organization. When we say “capacity”, we mean that it is the ability of individuals, people, organizations and society as a whole to perform their objectives and their mission of existence in an effective and efficient manner given the limited resources. From this broad capacity definition, we would confine only to the organizational performance and capacity assessment for this research paper purpose.

Organizational capacity is the ability of an organization to exploit its scarce resources to perform its goals and objectives. If the organization itself is the unit of analysis, all of the resources, systems and processes that organizations develop to support them in their work can be assessed. An assessment of the system and management practices into the use of organizational resources.

Within this framework, strategic leadership involves the strategies and function management by the leaders that set the direction for the organization. Program management looks at the ability of the organization to carry out its institutional role, while process management examines the way the organization manages its human relations and work-related interactions. Structure identifies the links between how an organization is governed and its mission, as well as the roles that human resources and finance play in the organizational capacity in the process of attaining its goals in a continuous interaction of external (the environment) as well as the internal relationships as inter-institutional linkages.

Thus, every organization should to achieve its goals with an acceptable expenditure of resources while ensuring sustainability over the long term. Acceptable performance means the work is done effectively and efficiently and remains relevant to the stakeholders and of course mainly the society. Mainly, organizational performance attempts to address by answering the following questions:

How effective is the organization in moving toward the fulfillment of its mission? Because, measuring the performance status of an organization is the most important one in order to understand the direction of the organization towards its goals. Therefore, the analysis of organizational performance is a crucial step in the organizational assessment process. Yet, measuring performance is one of the most problematic issues in the field of organizational theory (steers, 1975; zammuto, 1982; Handa and Adas, 1996).

In the 1950s, performance was referred to as the extent to which an organization as a social system (Hassars and Parker, 1993) to measure for the overall organizational result means the combined results of individuals, teams and program performance. In other words, the concept of organizational performance is, at least in part, individually constructed. The influence or power of different stakeholders determines which performance message is dominant.

Broadly speaking, the organizational capacity assessment articulates performance at four levels: the individual employee (performance appraisal), the team or small group (team performance), the program (program performance) and the organization (organizational performance).

In the organizational capacity assessment efforts, we confined the concept of organizational performance measurement for the overall organizational result (the combined results of individuals, teams and program performance). With this broad notion in mind, this research paper focuses the strategic leadership, organizational structure, human resources, financial management, infrastructure, program management, information system, inter-organizational process linkages and so forth at the eight older people focused NGOS in Addis Ababa.

1.2. Statement of the Problem

It is good knowing what capacity of the organization actually means and identifying areas that need concentration. Why is it that some organizations have a vision that puts them in the forefront of improvement, while others are all the times lagging behind, not knowing where they are going? The ideas associated with organizational capacity assessment help provide insight into the organizations level and performance. Regarding this issue there are limitation that old age support NGOs in Addis Ababa faced.

Why is it needed? Facilitated, participatory organizational capacity assessments are the most effective way of looking at organizational strengths, weaknesses, successes, and areas for improvement. If performed well, they provide the deepest and most truthful insights into organizational performance weighted against multiple opinions. Structured conversation about organizational capacities conveys the connections between different organizational functions, and identifies internal best practices for replication across teams and departments. Likewise, this study work was providing a framework report of organizational assessment in some key concepts to reflect on as per the analysis of the organizations.

With this regard an attempt has been made to assess the organization capacity of the eight older people focused NGOs in Addis Ababa in light of the overall effectiveness of the organization by systematically diagnosing the strong and weak side of the key success factor areas like strategic leadership, organizational structure, human resource management, financial management, linkages, sustainability and other similar aspects of the organization.

Organizational capacity has emerged in the nonprofit literature as a framework for referring to a set of organizational attributes that bears on organizational effectiveness, or “the ability of an organization to accomplish its mission effectively” (Eisinger, 2002, p. 115). A number of conceptual frameworks related to capacity have been developed and used in various nonprofit contexts. As well, investigations of the degree to which various organizational practices and characteristics are related to organizational effectiveness among nonprofit social service agencies (e.g., Forbes, 1998) can certainly be linked to the concept of capacity.

Capacity frameworks vary in the number of dimensions they use, ranging from three to seven (e.g., Chaskin, 2001; Eisinger, 2002; Glickman & Servon, 1998; Hall et al., 2003; McKinsey & Company, 2001). The specific capacity dimensions within these frameworks also tend to vary in name; however, there are many common features or characteristics among them such as financial and/or capital resources, human resources, formalization, and external linkages. Hall et al.'s framework was developed specifically for the nonprofit and voluntary sector and as such will be used as the framework for this study.

Overall, research on nonprofit organizational capacity from a multidimensional perspective has not identified consistently critical aspects. For example, Chaskin (2001) found that engaged individuals and the strengthening of associational networks were required to have success in pursuing a community organization's objectives. Hall et al. (2003) noted that human resources capacity was the most critical factor for organizational goal achievement. Glickman and Servon (1998) identified effective partnerships as particularly important for capacity building as they enabled community development organizations to improve planning and financial management as well as connecting with needed resources and support.

Meanwhile, McKinsey and Company (2001) found that the nonprofit organizations that experienced the greatest gains in capacity were those that undertook a reassessment of their aspirations and their strategy. However, they also noted that effective capacity building is rarely confined to addressing only one aspect of capacity in isolation (McKinsey & Company, 2001). Taken together, the nonprofit and voluntary sector literature suggests that the nature and impact of each dimension should be considered individually and the connections among dimensions examined, while accounting for differences in organizational context.

Similarly, to perform well, any organization must operate effectively and efficiently. Since effectiveness and efficiency are the standardized measurement of whether or not the organization is on the right track to attain its goal. There is a gap regarding the capacity assessment within old age support NGOs in Addis Ababa.

1.3. Research Questions

In order to address the issue raised in the statement of the problem, the study aims to answer the following pertinent question:

1. What are the potential and limitation of the organizational capacity of NGOs supporting old age people in Addis Ababa?
2. Which operational capacity-areas are required for the organization to deliver its services more efficiently?
3. What kind of sustainability strategy on the capacity of NGOs to support old age people in Addis Ababa?

1.4. Objectives of the Study

1.4.1 General Objective

The major objective of this study is to investigate the organizational capacity of NGOs supporting old age people in Addis Ababa.

1.4.2 Specific Objective

The following are the specific objectives of this study

- To identify the potential and limitation of the organizational capacity of NGOs supporting old age people in Addis Ababa.
- To identify best practice in light of operational capacity of NGOs supporting old age people in Addis Ababa.
- To see kind of sustainability strategy on the capacity of NGOs to support old age people in Addis Ababa.

1.5. Significance of the Study

The underlying worth of this paper can be seen from two major perspectives. The first perspective and primary use of this research goes to the organizational capacity of NGOs supporting old age people in Addis Ababa to see its level and performance of the capacity to implement the older people support project activities, and learn some lessons and build some corrective measures for the weaknesses based on recommendations through designing different monitoring and evaluation controlling method of practical implementation of recommendation. The second importance of this research leads to, use as a reference as well as has paramount use for different stakeholders who are interested for such as government agencies, aid organizations researcher and the like.

1.6. Scope of the Study

The researcher was carrying out a study on the organizational capacity of NGOs supporting old age people in Addis Ababa based on primary and secondary data. So, in Addis Ababa there are sixteen (16) legal and certified older people support NGOs. However, out of sixteen (16) NGOs the study covers only eight NGOs because the others eight (8) NGOs are beginners as well most part of the organization activities, structure and systems occupied by volunteers. For this reason the researcher only focus on eight NGOs who have sufficient experience as well have professional personnel on the organization structure and systems. The samples eight (8) NGOs supporting old age people in Addis Ababa are namely: Help Age International Ethiopia; Mekiedonia Elder and Mentally Case Problem Support Center; Ethiopian Elders and Pensioners National Association; Kibire Aregawyan Elder Care and Support Charitable Organization; St, Joseph Elder Care Center; Enredada older People support Association; Yewudekutn Ansu Yenedayan Merja Mahiber; Medhin were the study group. In order to see the entire capacity of the organization to seek, assess and answer the research question, the researcher has only considered professional employees of the stated NGOs. Managers in the stated NGOs too are considered.

1.7. Limitation of the Study

The main limitation to this study could potentially be inaccessibility to some of the project respondents as their project sites are out of Addis. In addition, the research may also only focused on the concept of the NGOs organizational capacity and their variable is the organization strategically plan, mission, HRM and the like, so not to search the concept and issues like source of fund, sustainable program, fund management and utilization and their variable.

1.8. Organization of the Paper

This paper deals with the organizational capacity of NGOs supporting old age people in Addis Ababa. So, the first chapter deals with introduction and out lining. The second part constituted review of related literature related with the research title. Part three is methodology that outlines how the data collect, analyzed and interpreted. In the next chapter means part four deals with data presentation, analysis and interpretation of the organizational capacity of NGOs supporting old age people in Addis Ababa. Finally, the summery, conclusion and recommendation part would be presented in chapter five.

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CHAPTER TWO

2. LITERATURE REVIEW

In this chapter to reviewed literature related to organizational capacity, especially on the study variables like organizational strategy plan, structure and system, human resource management, financial management, power of leadership, Infrastructure and facility management, Information system management, Inter and intra organizational linkage with a stakeholders and donors as well as sustainability strategy and package of the organization for the purpose of identifying strong and weak side of each organization to implement the older people support project, to recommend the best practice, additionally to examine and evaluate the performance of operational capacity of the sample organization.

2.1. Literature Related With Potential and Limitation of the Organizational Capacity

2.1.1. Organizational Strategy Plan, Structure and System

For the strong and good organizational structure and system a strategy plan is a base. As we show on Labonte and Laverack(2001), ‘Organization has clear, coherent medium-to long-term strategy that is both actionable and linked to overall mission, vision, and overarching goals; strategy is broadly known and consistently helps drive day to day behaviour at all levels of the organization’. But, if one organization is not prepared strong strategy plan the organization leads to aimless and the vision become impact less for this Labonte and Laverack(2001), shown on the study ‘Strategy is non-existent, unclear, or incoherent (largely set of scattered initiatives); strategy has no influence over day-to-day behaviour. Strategy exists but is either, not clearly linked to mission, vision, and overarching goals, or lacks coherence, or is not easily actionable; strategy is not broadly known and has limited influence over day-to-day behaviour. Coherent strategy has been developed and is linked to mission and vision but is not fully ready to be acted upon; strategy is mostly known and day-to-day behaviour is partly driven by it.’

Strong organization most of the time own their organizational structure and system, this helps the organization to move forward and achieve its aim and objectives as well as their vision. Study on capacity building in health promotion, Part 1 written by Labonte and Laverack(2001) shown ‘Viable structures (leaders are required to create new and viable structures, including organizational structures and plans to achieve goals, establish effective group interactions, and

other indicators of good organizational development); focus (the group achieves clarity in knowing to whom it is accountable its constituency base and makes decisions consistent with their concerns or needs); ability to express collective views and exchange information (community values have been articulated through actions taken in various previous events); networks across individuals, groups and organizations.’

2.1.2. Human resource management

Before coming to talk about human resource management first the organization must develop Human resources (HR) planning to know how many personnel or staff involved in the project implementation. So strong human resource planning has the following components: - concrete, realistic and detailed HR plan. Therefore, the research paper work prepared for Venture Philanthropy Partners (VPP) by McKinsey and Company 2001) on effective capacity building in non-profit organizations ‘Ability and tendency to develop and refine concrete, realistic HR plan; some internal expertise in HR planning or access to relevant external assistance; HR planning carried out on near- regular basis; HR plan linked to strategic planning activities and used to guide HR activities.’

In addition, McKinsey and Company (2001) wrote ‘Organization is able to develop and refine concrete, realistic, and detailed HR plan; has critical mass of internal expertise in HR planning (via trained, dedicated HR manager), or efficiently uses external, sustainable, highly qualified resources; HR planning exercise carried out regularly; HR plan tightly linked to strategic planning activities and systematically used to direct HR activities.’

McKinsey and Company (2001) raised the idea on the weakness of human resource plan like this, ‘Organization uncovers and/or addresses HR needs only when too large to ignore; lack of HR planning activities and expertise (either internal or accessible external); no experience in HR planning. Some ability and tendency to develop high-level HR plan either internally or via external assistance; HR plan loosely or not linked to strategic planning activities and roughly guides HR activities.’

Labonte and Laverack(2001), stated what extent does the organization have the internal expertise and capacity to develop and implement a detailed HR plan linked to strategic program planning and efficient resource utilization to proactively address HR needs and work force development? Organization lacks internal expertise and experience in HR planning and management to guide HR processes and activities; HR needs are dealt with in a reactive manner without clear

direction/planning; HR systems (e.g., staffing plans, job descriptions, hiring/ firing, performance evaluations, etc.) are non-existent or not in use. An HR plan for staffing services is under development but needs assistance in strengthening competency of HR staff and establishing HR infrastructures for managing a comprehensive HR system. Some systems in place for HR planning and management but they need to be better linked to strategic planning of care and treatment services and be able to anticipate changing HR needs in work force development with increasing needs in care and treatment. HR planning and management systems better aligned with strategic program planning and specific steps being taken to address future needs in staffing levels and training at all levels of care and treatment. Organization has good internal capacity and well-established systems for HR planning and management of HR resources and procedures to support current and anticipated levels of programming in support of the organizational strategic plan.

When we come to the strong part of HR management recruiting, development, and retention:- McKinsey and Company (2001) wrote the following idea ‘Well planned process to recruit, develop, and retain key managers; Chief Executive Officer/Executive Director’s Takes active interest in managerial development; individually tailored development plans for brightest stars; relevant and regular internal and external training, job rotation, coaching/feedback, and consistent performance appraisal are institutionalized; proven willingness to ensure high quality job occupancy; well connected to potential sources. Recruitment, development, and retention of key managers is priority and high on Chief Executive Officer/Executive Director’s agenda; some tailoring in development plans for brightest stars; relevant training, job rotation, coaching/feedback, and consistent performance appraisal are institutionalized; genuine concern for high- quality job occupancy; well connected to potential sources of new talent. Even, Limited use of active Development tools/programs; frequent formal and informal coaching and feedback; performance regularly evaluated and discussed; genuine concern for high quality job occupancy; regular concerted initiatives to identify new talent. Management actively interested in general staff development; well-thought out and targeted development plans for key employees/positions; frequent, relevant training, job rotation, coaching/feedback, and consistent performance appraisal institutionalized; proven willingness to ensure high quality job occupancy; continuous, proactive initiatives to identify new talent.’

McKinsey and Company (2001), wrote the weaknesses of human resource management in the aspect of recruiting, development, and retention in this way 'develop well planned and detailed HR plan Standard career paths in place without considering staff and managerial development; no or very limited training, coaching, and feedback; no regular performance appraisals; no systems/processes to identify new managerial talent. Although, some tailoring of development plans for brightest stars; personal annual reviews incorporate development plan for each manager; limited willingness to ensure high quality job occupancy; some formal recruiting networks are in place. No active development tools/ programs; feedback and coaching occur sporadically; performance evaluated occasionally; limited willingness to ensure high-quality job occupancy; sporadic initiatives to identify new talent.'

When we see another strong side of human resources management in the angle of incentives, McKinsey and Company (2001), wrote 'incentive system in place which motivates staff to perform well-designed, user-friendly systems in some areas; not fully comprehensive; systems are known by many people within the organization and often used. Well-designed, clear, and well accepted incentive system; includes competitive salary (partly performance-based), attractive career development options, opportunities for leadership and entrepreneurship; system effective in motivating staff to over deliver in their job. Some basic elements of incentive system in place; may include one of following: competitive salary (possibly partly performance-based), attractive career development options, or opportunities for leadership and entrepreneurship; some evidence of motivational effect on staff performance. Many elements of incentive system in place; includes a few of following: competitive salary (partly performance- based), attractive career development options, opportunities for leadership and entrepreneurship; obvious effect in motivating staff to over deliver. Occasional meetings to share lessons and support each other, training are provided informally and externally. Own office, meeting space and equipment for handling administration and writing reports, Regular meetings (monthly), training and team-building activities to keep staff and volunteers motivated. .But, he also explained weak or no incentive system in human resources management that is no office, no equipment, no meetings or trainings. Low skill levels ineffective and/or generates bad will.'

Research work shown on capacity assessment tool for use in transitioning management and leadership of PEPFAR HIV care and treatment programs to local partners publication in 2011 asked question about human resources staffing levels like 'To what extent does the organization have adequate levels of trained staff where needed to deliver quality services, including what is

its capacity to implement, sustain and expand its care and treatment program to meet changing needs over time?’ Fully staffed and continual training according to model of care and capacity to implement, sustain, and expand care and treatment programs and has clearly outlined plan to address future staffing needs. Otherwise, HR system in process of recruiting trained staff for key positions, but vacancies often remain unfilled; staff retention remains a challenge. Core clinical and support staff positions adequately filled to maintain program levels, but system needs strengthening in managing high staff turnover rate; there is little capacity to expand programs. Core clinical and support staff positions adequately filled for current programs; able to implement current level of programming but not sustain long- term programs with increasing need for care and treatment.

Aidsstarone(2011), capacity assessment tool for use in transitioning management and leadership, raised strong and weak of HR training, skills development, and supervision:- To what extent is the system capable of ensuring that staff at all levels are adequately trained and appropriately supervised in delivering effective care and treatment; is there an established program for on-going training, capacity building ,the organization has functioning systems for identifying training needs and for providing pre-service and in-service training to ensure staff capacity at all levels of care and treatment services. Supervision and post-training follow-up are routinely done at all sites and supervision to maintain quality of care, skills development or capacity building, consistent and regular supervision of staff at all sites and levels of care. However, No systems in place to meet the demands for trained staff and no system for providing staff supervision or verification of skill levels in place or a formal, standardized training program has been implemented wide, but it needs strengthening and additional resources to make it fully operational; resources and systems not available to ensure or Informal training available for staff on general care and treatment, but training is not standardized or systemized to build capacity for staffing care and treatment programs, or a formal, standardized training and supervision system is being developed but is not yet fully implemented; there is limited capacity for pre- and in- service training, coaching, or mentoring to ensure continued.

2.1.3. Financial Operations Management

One strong finance operations management has gifts and grants deposited and acknowledged, bills paid, supporting documentation collected/retained. Financial activities transparent, clearly and consistently recorded and documented, include appropriate checks and balances, and tracked to approve budget. Robust systems and controls in place governing all financial operations and their integration with budgeting, decision making, and organizational objectives/ strategic goals; cash flow actively managed. (McKinsey and Company 2001)

In CORE Initiative book's (2005) stated strong financial management has balances and statements prepared quarterly and at year end, presented to external stakeholders for approval. A manual record of all payments (cashbook) is kept and compared with all bank statements. All receipts/invoices and other supporting documents filed for three years, and regularly reviewed by authorised person. Every six months budgets are compared to money already spent and planned cash flow, to make sure there will be enough cash to keep the organization running. Reports always submitted on time and always meet all donor requirements. Budgets are prepared to decide how much to spend on all project and organization costs, to ensure there is enough money for all future plans. As well it has budgets and cash-flow planning, prepare monitor and review a budget and provide accurate financial reports on time to the donors

CORE Initiative book's publication in (2005), also put a weak side financial management like this:- Records kept of money received and spent, but difficult to know how much money is held at any one time. Organization has no bank account but manages all funds in cash. No receipts/invoices are only asked for when claiming or using money to justify expenses. Receipts/invoices are needed to justify expenses sometimes, but rarely kept on file. Budgets are prepared for every proposal but not used for anything else. Budgets are presented annually for approval to a board or representative group of members. No experience of having to submit donor reports.

2.1.4. Leadership, Governance, and Strategy

American International Health Alliance (2006), publication named A Tool for Assessing and Building Capacities of Twinning Partnerships for High Quality Responses to HIV/AIDS Year of Focus and approach US stated about strong Leadership, Board Governance and Strategy :-

Leadership:-Some difficulty building trust and rapport with others; micromanages projects; shares little of responsive to opportunities from others to work together; generally confident in actively and easily builds rapport and trust with others; effectively encourages others to

constantly establishing successful, win-win relationships with others, both within and outside the organization; delivers consistent, own experiences as developmental/coaching tool; inconsistent attention to organizational vision. Others' ability to be successful; shares own experience and expertise; visible commitment to organization and its vision. Succeed; shares relevant experience and expertise, yet gives others freedom to work their own way, try out new ideas, and grow; shows constant commitment to organization and its vision; inspires others around vision. positive, and reinforcing messages to motivate people; finds or creates special opportunities to promote people's development; lives the organization's vision; compellingly articulates path to achieving vision that enables others to see where they are going. Clear, coherent medium- to long-term strategy that is both actionable and linked to overall mission, vision, and overarching goals; strategy is universally known and consistently helps drive day-to-day behaviour at all levels of the organization.

Board Governance:-

Roles of legal board, advisory board, and management are unclear; board rarely scrutinizes budgets, holds CEO/ED accountable, or operates according to formal procedures.

Roles of legal board, advisory board, and management are clear; board functions according to by-laws, reviews budgets, and occasionally sets organizational direction and targets, but does not regularly review CEO/ED performance, monitor potential conflicts of interest, scrutinize audits, or

Roles of legal board, advisory board, and management are clear and function well; board reviews budgets, audits, IRS and state filings; size of board set for maximum effectiveness with formal nomination process; board co-defines performance targets and actively encourages CEO/ED to meet targets; annual review of CEO/ED's

Legal board, advisory board, and management work well together from clear roles; board fully understands and fulfils fiduciary duties; size of board set for maximum effectiveness with rigorous nomination process; board actively defines performance targets and holds CEO/ED fully accountable; board empowered and prepared to hire or fire CEO/ED if necessary; board periodically evaluated.

CEO/ED Analytical & Strategic Thinking:- Somewhat uncomfortable with complexity and ambiguity; some ability to analyse strategies. Able to cope with some complexity and ambiguity;

able to analyze and periodically generate strategies. Quickly assimilates complex information and able to distil to core issues; welcomes ambiguity and comfortable dealing with the unknown; develops robust strategies. Possesses keen and exceptional ability to synthesize complexity; makes informed decisions in ambiguous, uncertain situations; develops strategic alternatives and identifies associated rewards, risks, and actions. Those with potential to be most affected by organization's work see organization as inspiring and motivating; they are excited to be involved; meetings held regularly and are routinely well-attended; organization has ability to motivate a broad range of community members into action.

Draws appropriate conclusions after studying the facts; understands basic financial concepts; gives some consideration to financial impact of major decisions. Uses sound financial judgment; solid understanding of financial concepts; regularly considers financial impact of all decisions.

Exceptional financial judgment; deep understanding of complex financial concepts; has keen, almost innate sense for financial impact of all decisions. The board's membership is stable and functioning. The board is able to differentiate between its role and that of management. The board has some members who are leaders in relevant fields but it lacks broader representation. The board is aware of its responsibility to provide oversight and represent the interests of stakeholders but is not consistently doing so. The board provides overall policy direction and oversight. The board provides accountability and credibility. The board's composition includes leaders in the field of the NGO's mission who are capable of carrying out such roles as policy direction, fundraising, public relations, financial oversight and lobbying. The board is composed of committed members who represent the varied interests of the stakeholders. Mechanisms are in place to obtain appropriate input from stakeholders.

Strategy

Malunga, et al (2004) wrote the weak side of leadership, governance and strategy as follows:- Difficulty considering financial implications of decisions, limited understanding of basic financial concepts. No clear vision articulated; little shared understanding of what organization aspires to become or achieve beyond the stated mission. Somewhat clear or specific understanding of what organization aspires to become or achieve; held by only a few, or on the wall,|| but rarely used to direct actions or set priorities. Strategy is non-existent, unclear, or incoherent (largely a set of scattered initiatives); strategy has no influence over day-to-day behaviour. Strategy exists but is either not clearly linked to mission, vision, and overarching

goals, or lacks coherence, or is not easily actionable; strategy is not broadly known and has limited influence over day-to-day behaviour. Coherent strategy has been developed and is linked to mission and vision but is not fully ready to be acted upon; strategy is mostly known, and day-to-day behaviour is partly driven by it. The board does not differentiate between oversight and management roles.

If the board is beginning to provide oversight, it may not represent the varied interests of stakeholders. The board is not assisting management to identify legislators, influence public opinion or raise funds. Board members seem to lack commitment. Members of the board or independent body have been identified but have not yet assumed a leadership role. The board is attempting to micro-manage rather than provide oversight. The board is not influencing public opinion or legislators. The board is not aware of the needs of stakeholders or the role they could play. Mechanisms for obtaining input from stakeholders are in place but not being used consistently.

2.1.5. Physical Infrastructure Buildings and Office Space

McKinsey and Company (2001), wrote publication on Effective Capacity Building in Non-profit Organizations and mention strong or well-tailored physical infrastructure and facility management in the organization is:- Physical infrastructure can be made to work well enough to suit organization's most important and immediate needs; a number of improvements could greatly help increase effectiveness and efficiency (e.g., no good office space for teamwork, no possibility of holding confidential discussions, employees share desks). Physical infrastructure well-tailored to organization's current and anticipated future needs; well-designed and thought out to enhance organization's efficiency and effectiveness (e.g., especially favourable locations for clients and employees, plentiful team office space encourages teamwork, layout increases critical interactions among staff). Other infrastructure sub-components include technological infrastructure: telephone/fax; computers, network and e-mail; website; databases and management reporting systems. But weak and inadequate physical infrastructure, resulting in loss of effectiveness and efficiency (e.g. unfavourable locations for clients and employees, insufficient workspace for individuals, no space for teamwork).

2.1.6. Information Systems

Mundia (2009), explain in his publication, strong information system have systems exist to collect, analyse, and report data and information. Trained personnel are in place to manage information systems. Systems are used to process, disseminate, and solicit feedback of information. But he wrote again the weak part in this form: - No system exists within the NGO to collect, analyse or disseminate data. Information is collected randomly and manually. Information is not shared among stakeholders. Data utilisation potential is not understood. - A rudimentary electronic information system is in place but is not accessible to all staff. Computers are used primarily for word-processing and bookkeeping. An information system is operational and most staff has access to it. The information system is still primarily used for word-processing and bookkeeping but individual staff understands and use data on an ad hoc basis. There is no mechanism for integrating information from the system into the NGO's planning process. There is no mechanism to disseminate or solicit feedback.

2.1.7. Partnership Development

Aids star (2011), on his publication capacity assessment tool for use in transitioning management and leadership of PEPFAR HIV care and treatment programs to local partners raised idea on the strong side of partnerships, networks, and alliances as follow:- To what extent does the organization have strong, productive relationships and partnerships among a variety of sectors and organizations with existing partnerships and alliances are leveraged for more effective planning and collaboration on care and well-established, high-impact partnerships and alliances established between a variety of relevant stakeholders (local, national, government and nongovernmental agencies, public and private sector actors, clearly defined roles to maximize the effectiveness and efficiency of care and treatment planning and service delivery? Society, non-profit, or for-profit entities in the planning and delivery of care and treatment services. Organizations in care and treatment planning and service delivery.

Planning, and harmonized delivery of care and treatment services; strengthening of some relationships and expansion of networks and alliances needed to fully implement a national program for care and treatment services.

Treatment service delivery, but not all relationships are stable or inclusive of key stakeholders, and better role definition is needed to maximize productivity and collaboration; relationships with regional and international partners also being developed and strengthened.

Civil society, non-profit and for-profit entities, community organizations, etc. with stable, long-term relationships and complementary functions to facilitate collaboration in HIV care and treatment planning and service delivery; relationships with regional and international partners also well-established with high priority given to coordination and collaboration across borders.

To what extent is the country able to leverage external resources through productive, collaborative relationships with partners at a regional or global level? To what extent are they able to collaborate across international? Some key relationships established with regional or international partners but collaboration and coordination of HIV-related activities need strengthening and better planning;

Country is actively engaged in building collaborative relationships and partnerships with regional and international organizations and governments to leverage resources, participate in mutual learning and Country has well-established partnerships and alliances with regional and international partners and is playing a leadership role in addressing the HIV epidemic from an international perspective; able to leverage resources through collaborative partnerships and work across borders to achieve greater impact on universal access and equity in providing partners? Collaborate on areas of common interest. Some awareness of global issues and trends in care and treatment, but no systematic attempt to integrate these into the national strategic plan. Capacity building, and contribute to innovation and advancement of care and treatment.

Partnerships & Alliances (Marguerite Casey Foundation Title of publication Marguerite Casey Foundation Organizational Capacity Assessment Tool Year of publication not known).

No partnerships or alliances with other for-profit, non-profit, or early stages of building relationships and collaborating with other some key relationships with a few types of relevant entities (e.g., for-profit, strong, high-impact, relationships with variety of relevant entities (local, state, and federal government as well public sector entities. For-profit, non-profit, or public sector entities; if relations do exist, some may be precarious or not fully win-win. Non-profit, public sector) have been built and leveraged; action around common goals is generally short term. As for-profit, other non-profit, and community agencies) have been built, leveraged, and maintained; relationships anchored in stable, long-term, mutually beneficial collaboration.

Strong part of external relations by James on publication of Self-Assessment Framework (SAFE) year of publication not known stated: - Stakeholder relations by the NGO's work is focused in the field and it is viewed as an ally by stakeholders. The NGO has growing credibility with its target

stakeholders and with funders interested in the same program sectors. The NGO is not yet viewed as a partner by stakeholders. The NGO operates from a field project site. The NGO involves stakeholders in decision-making. The NGO views stakeholders as being responsible for providing counterpart resources. The NGO provides resources to enable target communities to develop organizational capacity. The NGO is seen as credible by stakeholders. The NGO is seen as a valuable resource by stakeholders. The NGO-stakeholder relationship is one of partnership for a common purpose.

Inter-NGO collaboration

In Marguerite Casey Foundation publication also stated:- The NGO does not have experience in working with other NGOs, either local or international. - The NGO is not known or trusted by the NGO community. The NGO has no plans to work in collaboration with other NGOs active in the same. The NGO is increasingly known and trusted by others in the NGO community but as yet has little experience in working collaboratively with others. The NGO networks and shares resources with national and international NGOs. The NGO plays a role in promoting coalitions/networks. The NGO participates in advocacy activities. Nascent organizations emerging organizations expanding organizations Mature organizations region or same sector. The NGO has little understanding of its role in advocacy or development of public policy.

External relations

James (1995) in publication of Self-Assessment Framework (SAFE) wrote the following idea about external relation with:-

Government collaboration

The NGO does not collaborate with government agencies working in the same sector or geographical area has adversarial. The NGO has identified common interests which it shares with the government and relations are friendly. The NGO collaborates with different government agencies or representatives on issues or activities in specific sectors. The NGO's relationship with the government is friendly and often informal. The NGO is sometimes called upon by the government to carry out specific projects or collaborate on sectorial issues. The NGO has contacts with decision- makers. The NGO is able to engage in dialogue with policy-makers. The NGO and the government exchange resources. The NGO's activities and recommendations are integrated into the government's development plans.

Funder collaboration

The NGO sees funders as a resource to finance activities and has not yet developed a relationship or made contributions to funder forums or agendas. The NGO has received funding but has yet to establish a track record or to acquire sufficient credibility to be invited to participate in funder forums. The NGO has a proven track record, has established its credibility and is invited by funders to contribute to discussions on sectorial issues. The NGO has diversified contacts within the funding community. The NGO is seen as a credible and valuable resource by funders. The NGO has opportunity to engage in open and frank dialogue with funders.

If there is no external relationship there would be a negative impact as stated in the same publication stated in this form:-

The NGO is not well known outside the range of its activities or stakeholders. The NGO has no clear image which it articulates or presents to the public. The NGO has not prepared a document for dissemination that provides information about its objectives or activities. The NGO is known in its own community, but does little to promote its activities with the public or with key governmental decision- makers. The NGO understands that public relations are important but has no ability to carry out PR activities. The NGO has limited contact with key decision-makers and has limited lines of communication with the public. The NGO has clear ideas on issues but has yet to develop them into a policy platform. The NGO engages in public relations and has a positive image among stakeholders. The NGO's objectives and goals are understood by stakeholders. Information is disseminated on the NGO's activities.

In addition to the above issues regarding to external relations, in Mundia publication called an introduction to a tool for organizational capacity assessment in 2009 explained on local resource: The NGO tends to view the private business sector with suspicion and distrust. The NGO does not work in cooperation with any part of the private sector to draw on resources, technical expertise or influence. The NGO's programs are not based on local resource availability. The NGO is not an active participant in civil society activities. The NGO has begun to identify local support in addition to that which it receives from stakeholders. The NGO seeks technical assistance from some private sector and government resources. The NGO purchases goods and services from the private sector.

The NGO draws support from the local private sector and government agencies but projects still depend on continued support from external funders. The NGO has recruited individuals from the private business sector to serve on its board or as technical advisors. The NGO is actively

engaged with other civil society organizations. The NGO has relations with the private sector for technical expertise, material and/or human resources. The NGO participates in community partnerships. The NGO has structures in place to facilitate working relations with civil society.

Also in Mundia publication called an introduction to a tool for organizational capacity assessment in 2009 explained on external relationship with Media:- The NGO has no relationship with the media, and its work is not known to them. The NGO's activities are not known outside of its community. The NGO has contacts in the media which it uses when it wishes to inform the public about an important issue. The NGO has a strategy to work with the media. The NGO has received positive media attention.

Labonte and Laverack(2001) capacity building in health promotion, wrote about Links with others:- Social and inter organizational networks (reciprocal links, frequent supportive interactions, overlap with other communities' networks, cooperative decision making); residents, agencies, organizations, businesses and politicians are well linked and working together; relationship building (power-sharing, recognizes and analyses power dynamics in internal and external relationships); partnership (increased clarity on when, why and how to develop intergroup collaborations); networks across individuals, groups and organizations (e.g. reciprocity across networks, networks among dissimilar groups); community/external relations (e.g. reciprocal exchanges of knowledge and achievements between communities).

But he was stated the following weak side of partnership like: - Little or no development of relationships and alliances with partners in other countries. No systematic approach to access to or leveraging of resources from international sources. Limited attempts to establish relationships with other regional or international organizations, but no effort to coordinate activities across borders or little or no development of partnerships and alliances among public/private sectors, government and NGOs, civil society. Early stages of building relationships and collaboration among different sectors and some key relationships established between different sectors and organizations to enhance collaboration, joint.

The NGO's agenda is largely funder and management driven, with little or no input from stakeholders. The NGO is located in an urban centre and its headquarters are a long distance from where it carries out activities, making it difficult to involve stakeholders effectively. The NGO develops systems and programs in a top-down manner. The NGO works with international or

other local NGOs. The NGO participates in and supports NGO networks, but as yet does not play a leadership role in any NGO coalitions. The NGO has undertaken random advocacy activities.

2.1.8. Sustainability Program/Benefit Sustainability

Mundia(2009), Organizational Capacity Assessment stated some strong part of sustainability program like this: - The NGO stakeholders do not see or feel that they benefit from services or programs. - The NGO has no understanding or plan for continuity. The NGO is not working with local institutions. The NGO is not involved in skills transfer activities. The NGO stakeholders recognise the benefits from services and programs but do not yet have the means to continue them without assistance from the NGO. The NGO has yet to develop relationships with, and is not providing capacity building assistance to, local organizations. The NGO stakeholders recognise the benefits of, and are involved in, decision-making for services and programs but continue to rely on assistance from the NGO. The NGO has developed relationships with local organizations and is providing training and technical assistance to build capacity but as yet has no phasing-out strategies. The NGO's programs are supported by those being served. There is a sense of ownership of benefits by the community. The NGO has developed systems for the continuation of its program activities in accordance with changes in the community. The NGO has developed systems for continuation of its program in the medium and long term. The NGO has developed programmatic phasing-out strategies. The NGO ensures that local-level skills transfer takes place.

Mundia(2009) organizational sustainability NGO lacks a shared vision and skills to interact with other development partners in civil society. The NGO has no understanding of its role as a partner in development. The NGO is not involved in coalitions and networks. The NGO has a shared vision but as yet lacks the understanding and skills to interact with other development partners. The NGO is a member of coalitions and networks but is not yet able to provide leadership. The NGO has a clear vision of its role and the skills necessary to participate in development activities. The NGO participates in NGO networks and coalitions but is not yet playing a leadership role in the NGO community. The NGO is acknowledged to have expertise in a sector but is not recognised as a leader or consulted by funders or the NGO has a shared vision of its role in society. The NGO is a member of key NGO networks. The NGO shares information in a proactive manner. The NGO is a participant in a dynamic development arena. The NGO has linkages with international NGOs, education institutions, government entities, research institutes, parastatals, civic institutions and the private sector. The NGO has capacity to review its structures

in response to organizational development needs. The NGO is aware of legislation affecting the NGO sector. The NGO contributes to the development of an enabling environment for the development of the NGO sector.

Mundia(2009) raised additional idea on financial sustainability and he wrote the following statement: - The NGO has limited capacity to access funding and does not recognise the need to diversify its resource base. The NGO has limited capacity to develop project funding proposals or respond to tenders. The NGO has not developed contacts or relationships with the local resource base. The NGO has begun to understand the need to develop alternative resources but has no concrete direction or plan. The NGO has no relations with local government or private business sector organizations. The NGO is able to develop project funding proposals but does not have ready access to the funder community. The NGO does not have the skills required to tender. The NGO has begun to explore alternative resources through developing relationships with the government and the private business sector. The NGO has secured alternative resources such as in-kind and commodities donations and membership fees. The NGO has begun to diversify its funding base and to develop cost-recovery mechanisms and programs. - The NGO has tendered for contracts but has won very few bids. The NGO has, where appropriate, fee-for-service and/or other cost recovery mechanisms built into service delivery. The NGO has a fundraising strategy and has the capacity to implement this strategy. Local fundraising opportunities have been identified. The NGO has capacity to develop proposals and respond to tenders and wins many bids.

He also wrote on resource-based sustainability looks like, the NGO's operating funds come from only one source and are raised for one short-term project at a time. The NGO has funding to cover short-term project costs and overhead costs. The NGO has funds for short term expenses but has also developed a medium-term funding plan and strategies. The NGO has identified a local resource base. The NGO has implemented a resource diversification plan. The NGO has plans to access additional understanding of the need to eventually become self-supporting and has not yet attempted to identify local resources. The NGO's funding is insufficient to meet plans or to provide project services. Multiyear program budget but is still dependent on a single funder. The NGO is beginning to become aware of local resource generation possibilities but has not yet identified or mobilised them. The NGO is not dependent either for overhead or for program expenses on a single funder. The NGO is able to recover a percentage of core costs

through locally generated resources membership dues, fee-for- services, regular fundraising, etc.). The NGO has identified and accesses local resources from the government and the private sector.

Aidstarone(2011)capacity assessment tool for use in transitioning management and leadership also wrote in mobilizing or managing resources from various sources (e.g., government, international donors, local or national funders, private sector, etc.) to support HIV care and treatment. Country has contributed little if any of their own resources to care and treatment programs, with the exception of personnel. National resources are still quite limited with few options to supplement or complement international grants or monetary loans; resource mobilization strategies are loosely connected to program strategic plans and budget projections. And guidance in mobilizing and managing national and local resources to sustain and expand HIV care and treatment services. Experienced in grants management from national and international donors and has well-developed systems for long term planning, revenue diversification, fundraising, and resource mobilization strategies in line with budget projections.

2.2. Literature Related with Identifying Best Practice

The size of the group should not exceed seven people in order for discussions to be manageable and contributions of all participants to be possible. Each capacity section is headed by an open-ended question, which should be asked first, followed by specific questions to get more detailed information. For organizations with very low or very high capacity, the answers to certain questions may be obvious and these questions can be completed by the facilitator without asking the participants, to avoid repetition. At the end of each session, ask the group if the discussions made them think of any improvements or changes that could be made to the way they work. Try to come to an agreement on any specific actions or plans. Consider or suggest any external technical support that might be needed, such as additional resources, further advice, or training materials and literature.

Recommendations by Labonte and Laverack Title of publication Capacity building in health promotion, Part 1: for whom? And for what purpose? Year of publication 2001,One size will not fit all communities; thus a workshop methodology is recommended in which programs and community members assess which domains, and which particular characteristics or elements of each domain, are most pertinent in their situation.

Recommendations by Aidsstarone (2011) capacity assessment tool for use in transitioning management and leadership of PEPFAR HIV care and treatment programs to local partners. (The Marguerite Casey Foundation recommends that organizations' executive director/CEO and board president be the first ones to complete the Assessment individually and notes that many organizations find it useful to have other staff, board members, and/or constituents complete the Assessment as well. Upon completing the Assessment on an individual basis, participants should gather to discuss their ratings and reach consensus on one set of ratings that best represents the organization. Completing the Assessment using a team approach improves validity and reduces individual biases. The process also serves as a catalyst for key stakeholders to engage in a rich dialogue about the organization.

Recommendations by Marguerite Casey Foundation Title of publication Marguerite Casey Foundation Organizational Capacity Assessment Tool Year of publication not known, The facilitator should not be part of the organization, but should familiarize themselves with the organization before the assessment. Additionally, facilitator should be familiar with SBCC concepts. The assessment needs to be completed in 3 steps: 1) Discussion and scoring, 2) gathering evidence through review of communication materials, & 3) finalize scores and conclude with development of capacity strengthening plan. The number of participants should not be more than 10 per step. If groups are larger than 10, there should be sub-groups, however, this requires multiple facilitators.

Recommendations by C-Change Title of publication Social Behaviour Change Communication (SBCC) Capacity Assessment Tool Year of publication (2011), the tool requires good links and relations between key stakeholders as it is a participatory approach; users need understanding and commitment of the tool; a collective interest in developing a system-wide perspective to implement 5Cs approach.

Recommendations by Niels Keijzer et al Bringing the Invisible Into Perspective (2011), Mundia's review of OCA processes finds that there are six basic steps: 1. Defining the need and objectives. 2. Planning the OCA process. 3. Defining the capacity areas of the organization. 4. Defining indicators for each capacity area. 5. Preparing the assessment tools and methods. 6. Defining the organisation's stages of growth.. In addition he advises that the organization, especially senior management, need to be committed to go through the process and follow the recommendations that emerge. Management should be involved in developing the tool to ensure their buy-in. It is important to find the right facilitator: The facilitator needs to understand that each organization

should be treated individually and that the OCA process should be tailored to suit the organization. It is important that the selection of participants ensures a cross-section of the organization's bodies, such as board members, volunteers and secretariat. The ideal group has eight to 15 members, with representatives from all the departments and all structures of the organization. If, due to a lack of resources (money and/or time), an organization cannot be assessed as a whole, one or two capacity areas that are regarded as problematic can be assessed instead, with the aim of coming up with specific capacity development actions for those areas. But for small NGOs and CBOs it is better to conduct an entire OCA because several capacity areas are in development stages and need to be assessed and strengthened along the way. More important than the indicators themselves is the process of developing the indicators. The developing process teaches the organization a lot about the status quo of each capacity area. Indicators are bound by time and place and cannot be replicated without risk. Indicators are best developed with participants from all levels of the organization, assisted by a consultant if needed. On average, an OCA process can take between five and eight hours to finish: the bigger the group, the slower the process. The assessment session should be followed by three to five hours of action planning. If there are noticeable divisions within the organization, it is better to divide the organization into homogenous groups, with these groups brought together later on to share their outputs and debate as groups, in order to eliminate the individualization. Participants should be free to express themselves and listen to different views attentively. The most vocal persons should be controlled in order to give room for those less vocal to be heard as well the external facilitator should create a safe environment for those participating in the self-assessment. This could include off-site assessment, discussion of ground rules. The OCA workshop starts with an introductory session which explains the following points: motive; timeline; assessment process; follow-up; rules. Three possible methods of implanting the tool are suggested (i) group consensus through group scores and flat percentage calculations (ii) group consensus through questions and discussion (iii) octagon – visualizing an organization's capacity. At the end of the assessment process, a report is produced which captures the main organizational strengths and weaknesses identified. The results of the assessment should be shared with the members of the organization that participated in the assessment process and the senior staff for comments and validation.

Recommendations by Mundia (2009), Organizational Capacity Assessment an introduction to a tool when selecting an instrument to measure performance, one should first clearly identify what needs to be measured. The objective of the capacity building intervention may be to strengthen the entire organization or only a specific function or component of the organization. The most useful measurement will capture only the information relevant to the intervention. One approach is to measure the actual services or products the organization provides. Another is to look at how well the entire organization functions by examining all components of the organization. Yet another method involves examining only selected components of the organization.

2.3. Literature Related to the Performance of Operational Capacity

Monitoring and evaluation by American International Health Alliance (2006), A Tool for Assessing and Building Capacities of Twinning Partnerships for High Quality Responses to HIV/AIDS.

The organization needs to have a functioning monitoring and evaluation system. No – organization does not do monitoring and evaluation for any of its activities. Organization mainly responds to immediate donor requests for monitoring and evaluation data, ad hoc, with little planning. Organization has a monitoring and evaluation system, is collecting data on an ongoing basis and is reporting to donors. Monitoring and evaluation system is documented (i.e. M&E plan is available) and data is used to inform management decisions, and to provide feedback to the community and other stakeholders.

Monitoring and evaluation M&E' (Communities Responding to the HIV/AIDS Epidemic (CORE) Initiative Title of publication Community Based Organization (CBO)/Faith Based Organization (FBO) Capacity Analysis: A Tool for Assessing and Building Capacities for High Quality Responses to HIV/AIDS (2005), Functioning M&E system

No organization does not do monitoring and evaluation for any of its activities. Organization mainly responds to immediate donor requests for M&E data, ad hoc, with little planning. Organization has an M&E system, is collecting data on an on-going basis and is reporting to donors. M&E system is documented and data is used to inform management decisions, and to provide feedback to the community. Monitoring and evaluation and performance management by Aidsstarone title of publication capacity assessment tool for use in transitioning management and leadership of PEPFAR HIV care and treatment programs to local partners year of publication 2011.

To what extent does the country support a national, unified M&E system for HIV care and ART that is effectively implemented at all levels for performance management, program planning, and program improvement?

Country has little or no system for measuring and tracking programmatic performance; all or most evaluations based on anecdotal evidence, and no attempts are made to collect qualitative or quantitative data on program outcomes or impact in ART.

Some facilities are collecting and reporting on performance data, but considerable assistance is needed for determining what data to collect (qualitative and quantitative), sources of reliable data, defining benchmarks, and using the data for performance monitoring; no attempt to develop a national database and M&E system

A comprehensive performance monitoring system has been developed and implemented in most treatment facilities and programs, with clear indicators on program inputs, outputs, outcomes, and some impact measures; however, integration of performance data at national and sub national levels need strengthening and capacity of sub national facilities for routine performance tracking and reporting still limited.

Country has a comprehensive and integrated system (e.g., balanced scorecard or similar system) with clear benchmarks for measuring and tracking programmatic progress and performance on a continuous basis, and evaluations are based on measurable indicators for programmatic goals and targets; qualitative and quantitative data are routinely used for program accountability, evaluation, and planning at the national and sub national levels, with continuous feedback loops for performance improvement and planning. For program monitoring and decision making at a higher level Performance management decisions are still highly dependent on anecdotal information due to incomplete data on performance.

Evaluation / performance measurement (Marguerite Casey foundation title of publication marguerite Casey foundation organizational capacity assessment tool year of publication not known, very limited measurement and tracking of performance and progress; all or most evaluation based on anecdotal evidence; no external performance comparisons made; organization collects some data on program activities and outputs (e.g., number of children served), but has no measurement of outcomes (e.g., the extent to which the drop-out rate has been lowered). Performance partially measured and progress partially tracked; some external performance comparisons made; organization regularly collects solid data on program activities

and outputs, and has begun to measure outcomes. Performance measured and progress tracked in multiple ways on a regular basis; effective internal and external benchmarking occurs but may be confined to select areas; multiple indicators used in evaluation, with primary focus on outcomes; some attention paid to cultural appropriateness of evaluation process/methods; social impact measured, but longitudinal (long-term) or independent nature of evaluation is missing.

Comprehensive, integrated system (e.g., balanced scorecard) used for measuring organization's performance and progress on continual basis; internal and external benchmarking part of the organizational culture and used by staff in target-setting and daily operations; clear and meaningful outcomes-based performance indicators exist in all areas; careful attention paid to cultural appropriateness of evaluation process and methods; measurement of social impact based on longitudinal studies with independent evaluation.

Evaluation & Organizational Learning

Performance data rarely used to improve program and organization; little experience with evaluation beyond capturing information to report to funders; information systems not in place. Performance data occasionally used by staff and board to improve organization; some staff time devoted to evaluation efforts, as required by funders, however staff and board do not typically see evaluation as integral to organization's work; Learning from performance data distributed throughout organization, and often used by staff and board to make adjustments and improvements; some staff time devoted to documenting organization's work; some information systems in place to support. Systematic staff and board practices of making adjustments and improvements on basis of performance data; resources are devoted to thoroughly documenting organization's work and capturing the complete story of its impact; evaluation processes fully integrated into information systems. Information systems not in place. Conduct on-going evaluation. Use of research data to support program planning & advocacy, Sporadic use of data from outside sources to support proposals or program decisions; limited capacity to work with research data; little understanding of where to find useful data or how to assess its quality.

Basic data from outside or internal sources used to support significant proposals and major advocacy; ability to read research reports and evaluate quality of data exists, but data is not relied upon as part of regular decision making; familiarity with one or two sources of data especially relevant to organization's work; little capacity to analyze raw data or present it in graphical, engaging ways. Familiarity with useful data sources in relevant issue areas; data used to support

decisions, proposals, and advocacy; employs staff with research and data skills, although they may not conduct analysis full time; capacity to manipulate data from existing data sets, merge data sets, and make assessments about relevance and cultural appropriateness of findings for its community or clients; ability to present data from outside sources using charts, tables, and graphics. Respected by peers as both consumer and producer of data; dedicated research staff capable of working with complex data and making assessments about relevance and cultural appropriateness of findings for its community or clients; research regularly scanned for relevant data to support decisions, proposals, and advocacy; important organizational questions answered through research; ability to effectively present data using charts, tables, and graphics for a variety of audiences.

Evaluating and Re-planning by C-Change (2011) Social Behaviour Change Communication (SBCC) Capacity Assessment Tool 2011, wrote like this Using results for re-planning, how does your program document and disseminate program results? How are the results used to improve programs? Do you document and disseminate results, lessons learned, and best practices? Programs do not document results, lessons learned, and best practices. Programs document results or lessons learned but do not disseminate them. Programs document and disseminate results or lessons learned. Programs document and disseminate results, lessons learned, and best practices. Do you analyze data generated by M&E and share it with implementers of SBCC programs? Programs do not analyze M&E data. Programs analyze monitoring data. Programs analyze M&E data. Programs analyze and present M&E data. Do you use M&E data to improve current SBCC. Programs do not use M&E data. Programs use M&E data to assess. Programs frequently use M&E data to Programs always use M&E data to assess programs? Improve programs. Assess program progress and improve programs. Program progress, to improve programs in a systematic manner.

According to Mundia(2009), Project implementation is monitored against benchmarks. Indicators have been identified for each program objective. Baseline and impact data are collected and analysed regularly. Results of evaluation are used to make adjustments to the program.

According to Mundia(2009), The NGO does not have a system to monitor and evaluate its program/project achievements. The NGO has no mechanism with which to determine impact indicators, establish baseline measures or assess the impact of its activities The NGO is able to assess individual projects to determine if projected activities took place as planned and if specific project objectives were achieved, but the results are not used for program adjustment. The NGO

has no baseline data or system to monitor its activities. Results and indicators were developed at the request of funders. The NGO has identified indicators without stakeholder involvement and collected baseline data with which to monitor project activities, but is not using the collected data for project modification. The NGO is aware of the need to develop assessment capacity to measure impact but has not established a system. Collaborative development of indicators. Indicators have been identified for each program objective. Baseline and impact data are analysed regularly. Results of impact evaluations are used to make adjustments to the program. Results are disseminated as appropriate/relevant.

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

3.1. Research Design and Approach

The main objective of this study is to investigate the organizational capacity to implement the older people support project in Addis Ababa NGOs. Thus, to achieve this goal, the researcher employed descriptive survey method of study. Both quantitative and qualitative mixed methods also employed.

3.2. Description of the Study Area

The description of the study area in this research is named eight NGOs namely: Help Age International Ethiopia; Mekedonia Elder and Mentally Case Problem Support Center; Ethiopian Elders and Pensioners National Association; Kibire Aregawyan Elder Care and Support Charitable Organization; St, Joseph Elder Care Center; Enredada older People support Association; Yewudekutn Ansu Yenedayan Merja Mahiber; Medhin, and they are a local NGO except Help Age International Ethiopia; St, Joseph Elder Care Center; Medhin. Meanwhile the eight organizations currently are giving a care and support service to 14,500 poor elders. All the project and beneficiaries found in Addis Ababa.

3.3. Population and Sample Design

According to the data obtained from EFDR Ministry of Labor and Social Affairs and EFDR Charity and Society Agency in Addis Ababa there are 16 NGOs purely working on older people. Those NGOS have 240 employees. From the total population of 240 employees 64 of employees selected as a sample size in the form of purposive sampling method (which means purposively the researcher selected professional and technical personnel who have bachelor degree and above in educational background). So, for this study the researcher used two categories of sampling group to select the respondents. The first sampling group categorized from managers and finance head respondents. The second sampling group categorized from technical expertise like project officer, social worker and resource mobilize. Thus, 16 respondents' managers and finance head were being selected through purposive sampling method. The second sample group were from the professionals and technical project staffs (means program or project coordinator, developmental worker, communication head and human resource head) were select 48 technical project staffs through purposive sampling method. Finally these purposive sample designs accommodate 26.7% (which means 16 manager and finance head respondents plus 48 technical

expertise personnel respondents sum of 64 total respondents were being selected by purposive sampling method) of the total population of 240 personnel.

Table:-3.1. Description of Respondent from Sample Organizations

Name of sample NGOs	Help Age International Ethiopia		Mekiedonia Elder and Mentally Case Problem Support Center		Ethiopian Elders and Pensioners National Association		Kibire Aregawyan Elder Care and Support Charitable Organization	
	Capacity	select	Capacity	select	capacity	Select	capacity	select
Professional staffs								
Manager	1	1	1	1	1	1	1	1
Finance Head	1	1	1	1	1	1	1	1
Program or project Coordinator	8	6	1	1	1	1	1	1
Developmental Worker	-----	-----	3	3	---	---	7	4
Communication Head	1	1	4	2	1	1	1	1
Human resource Head	1	1	1	1	1	1	1	1

Continued Table:-3.1. Description Respondent from Sample Organizations

Name of sample NGOs Professional staffs	St, Joseph Elder Care Center		Enredada older People support Association		Yewudekutn Ansu Yendayan MerjaMahiber		Medhin	
	Capacity	select	Capacity	select	capacity	select	capacity	select
Manager	1	1	1	1	1	1	1	1
Finance Head	1	1	1	1	1	1	1	1
Program or project Coordinator	3	3	1	1	1	1	2	2
Developmental Worker	8	4	2	2	1	1	5	3
Communication Head	1	1	-----	-----	-----	-----	1	1
Human resource Head	1	1	1	1	1	1	1	1

3.4. Sources and Methods of Data Collection

To conduct this research, both primary and secondary data have been used. The primary data was consisted of interview and questionnaires with technical project staffs, the managers and finance heads from which is the manager of eight NGOs, and finance head of the organization as well the technical project staffs having access to the issue relevant to the research through structured questions. The secondary data was collected from organizational capacity related books, internet, e-books, office documents, published and unpublished articles, conference proceedings, annual reports, journals and other relevant statistical results, when needed.

3.5. Methods of Data Collection

This study used of both qualitative and quantitative methods of data collection. Questionnaire method, observation and interviews were being held in order to obtain relevant data.

➤ Primary Data

Questionnaire: Primary data were composed from all the professional personnel respondents using structured questionnaire.

Interviews: interviews were also undertaken with the organization's management individuals including finance head and coordinators.

➤ Secondary data

Secondary sources included books, e-books, internet, published and unpublished articles, conference proceedings, annual reports, journals, office documents and other relevant statistical results, when needed.

3.6. Method of Data Analysis

Once the raw data collected, qualitative and quantitative methods of data analysis were used. Both the qualitative and quantitative data collected from primary and secondary sources were analyzed using basic descriptive statistics method.

3.7. Reliability

Generally since the questions were extensively derived from the problem statement, the measures are considered to have validity. The questionnaire was composed of carefully constructed questions to avoid ambiguity and in order to answer all the research questions. The questionnaire and interviews designed for the study were reviewed and commented by experts who are working in older support project NGO in Addis Ababa. Reliability test was conducted using 25 questionnaires, which was distributed for pilot test, and the questionnaire passed the test. For the purpose of this study cronbach alpha test was employed using software called Minitab and a result of 0.8565 was found, accordingly, any number between 0 and 1 show that the test instrument is reliable. This shows the instrument is well enough consistent.

3.8. Validity

The research questionnaire was validated in order to ensure that it measures what it was designed for. To ensure content validity in this study, a thorough examination was made of the related research. Finally with the advisor consultation, the final version of questionnaire was developed and distributed to respondents.

3.9. Ethical consideration

Respondents were informed about the purpose of the study. Data gathered in process of the study was kept confidential and would not be used for any personal interest. Confidentiality was maintained throughout the study by disclosing the respondents name on the questionnaire and research report. No identifying information was entered on the Questionnaires. The whole process of the study was controlled to be within acceptable professional ethic.

CHAPTER FOUR

4. DATA ANALYSIS AND INTERPRETATION

The previous chapter presented the methodology used in the thesis. More specifically, the chapter was showed the different research approaches, methods of data collection, and analysis adopted in the study.

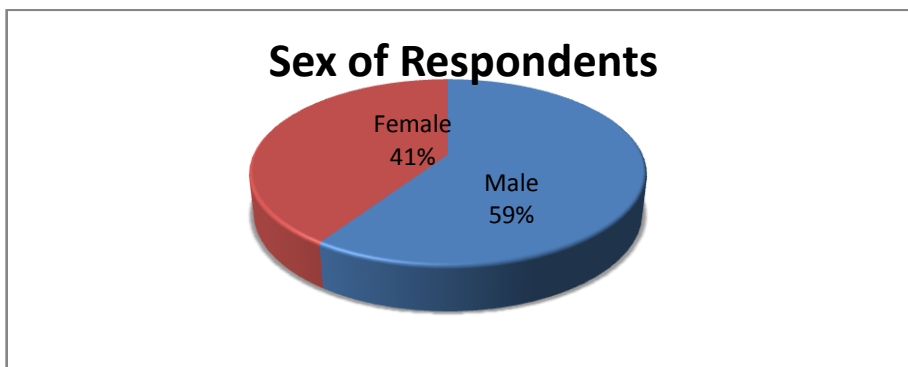
This chapter presents the results of the various data collection methods and analysis in the context of the existing knowledge reviewed in chapter two. Accordingly, this chapter is arranged into six sections; the first section (4.1) presents overview of the research respondents background information, in the second section (4.2) presents the results of organizational strength and weakness, in the third section (4.3) presents the results of recommended best practice in light of operational capacity, in the fourth section (4.4) presents the results of organization affection of M&E to the organization, in the fifth section (4.5) presents the results of performance evaluation of the organization, Finally, the sixth section (4.6) presents discussion on the analysis data result.

4.1. Background Information of Respondents

4.1.1. Sex of Respondents

According to the quantitative data gathered on the questionnaire, respondents were identified based on their sex as it is depicted below.

Figure 4.1: Sex of the Respondent in percentage in the form of pie chart,



Source: Own Survey, 2009 E.C.

As it is clearly seen in the pie chart above, the majority of the respondents (59% of them) accounts to the male population while the rest (41%) are female. The figure shows a very slight difference between the two sexes which in other ways can be interpreted as there is a fair composition of sex into the care and support project.

4.1.2. Age of Respondents

Table 4.1: Age of Respondents in percentage,

Age of Respondents	Frequency	Percentage
10 -20 years	0	0%
21 – 40 years	43	67.2%
41 – 60 years	16	25%
61 – 80 years	5	7.8%
Above 80 years	0	0%
Total	64	100%

Source: Own Survey, 2009 E.C.

As it is well presented in the table above, the highest category of age belongs to the age group of the younger ones (21 – 40 years of age) accounting to 67.2% of the total population. Next to that comes the age group from 41 to 60 years of age accounting to one-fourth of the total population (25%). Finally, there were 5 other respondents that accounts to 7.8% of the total respondents who were found to be from 61 to 80 years of age.

4.1.3. Educational level of Respondents

Respondents were also analyzed based on their educational statuses. Thus, based on assessing responses from the questionnaire, most of the respondents were found to be literate among which half of the total population (40.6%) belongs to the Diploma educational level. On the other hand, there were also a significant portion of respondents seen at the category of BA/BSC Degree types 37.5% of educational level as well as 21.9% respondents have MA/MSc in various kinds of field of study.

Table 4.2: Educational Status of Respondent in Percentage,

Educational Status of Respondents	Frequency	Percentage
PhD	0	0%
MA/MSc	14	21.9%
BA/BSc Degree	24	37.5%
Diploma	26	40.6%
Certificate	0	0%
Grade 1 – 12	0	0%
Other	0	0%
Total	64	100%

Source: Own Survey, 2009 E.C.

4.1.4. Number of Years to Stay in the Position

Same as it is also shown in the table below, the highest proportion of the respondents (96.9% in total) are seemed to stay for more than a year to stay in the organization's care and support program position. There were only 3.1% of them who reported to have an acquaintance with the organization for less than a year. This can highly determine the data accuracy based on the fact that most of the respondents' inclination to know the project activities better and in detail.

Table 4.3: Number of years in a position,

Number of Years in a Position	Frequency	Percentage
less than 1year– 1 year	2	3.1%
Above 1 – 2 years	6	9.4%
Above 2 – 3 years	16	25%
More than 3 years	49	62.5%
Total	64	100%

Source: Own formulation, 2009 E.C.

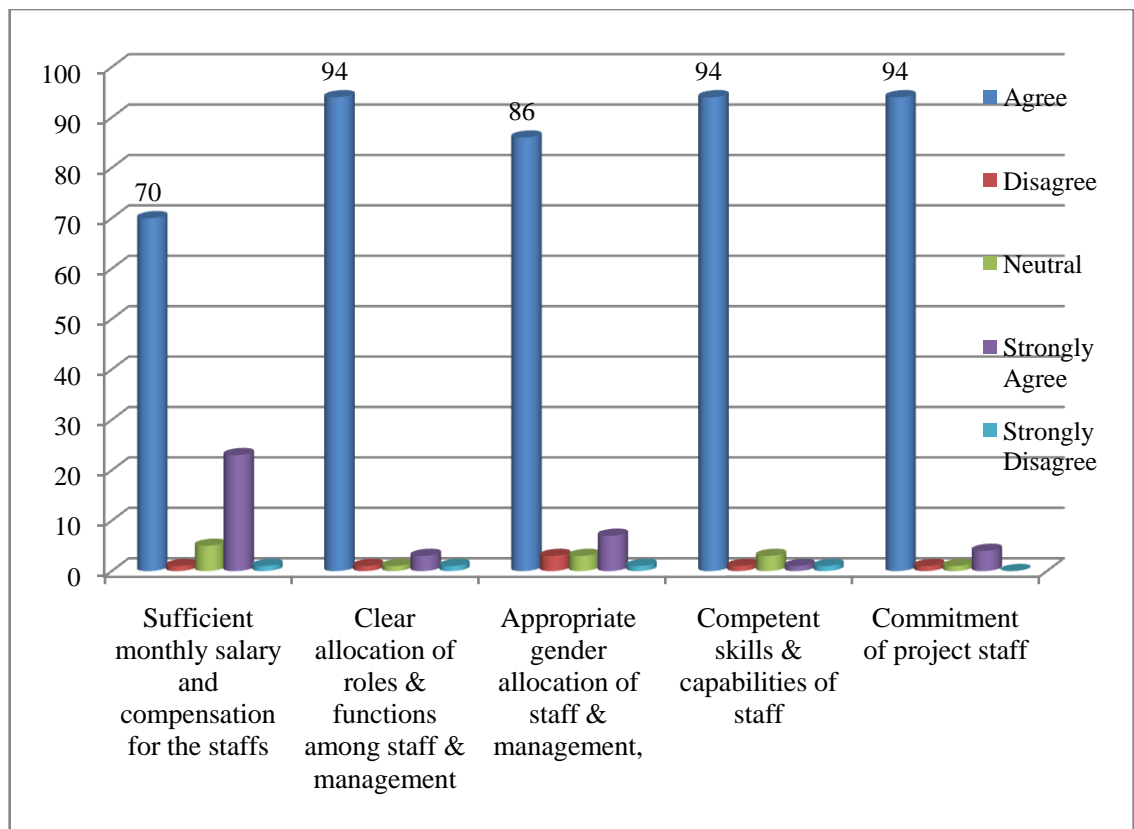
4.2. The Potential and Limitation of Organizational Capacity

In this study accordingly to the organization strength and weaknesses regarding the human resources management in the angle of incentives, Once more, 60% of the population also responded positively for organization strength regarding the human resources management in the angle of incentives. Similarly the study were carried out McKinsey and Company 2001, wrote ‘incentive system in place which motivates staff to perform well-designed, user-friendly systems in some areas; not fully comprehensive; systems are known by many people within the organization and often used. Well-designed, clear, and well accepted incentive system; includes competitive salary (partly performance-based), attractive career development options, opportunities for leadership and entrepreneurship; system effective in motivating staff to over deliver in their job. Some basic elements of incentive system in place; may include one of following: competitive salary (possibly partly performance-based), attractive career development options, or opportunities for leadership and entrepreneurship; some evidence of motivational effect on staff performance. Many elements of incentive system in place; includes a few of following: competitive salary (partly performance- based), attractive career development options, opportunities for leadership and entrepreneurship; obvious effect in motivating staff to over deliver. Occasional meetings to share lessons and support each other, training are provided informally and externally. Own office, meeting space and equipment for handling administration and writing reports, Regular meetings (monthly), training and team-building activities to keep staff and volunteers motivated.

The chart presented below clearly depicts respondents' reactions to the organization strength and weaknesses have been. Accordingly, questions were designed in a way to exhaust down all major variables related to HR pertaining to the organization strength and weaknesses project activities such as sufficient monthly salary and compensation for the staffs, clear allocation of roles and functions among staff and management, appropriate gender allocation of staff & management, competent skills & capabilities of staff, commitment of project staff.

Based on your past successful projects, to what extent did the following factors influence the older project to be successful? Based on the responses, the majority of the population answered positively agreeing to all representing variables regarding HR. Thus, all respondents (70-94%) have responded to fully agree with variables sufficient monthly salary and compensation for the staffs, clear allocation of roles and functions among staff and management, appropriate gender allocation of staff and management, competent skills and capabilities of staff, Commitment of project staff. Therefore the variable related to HR listed above have a positive impact in their older people support project and consider as strength of the organization.

Figure 4.2: Potential and Limitation of Organizational Capacity related to HR.



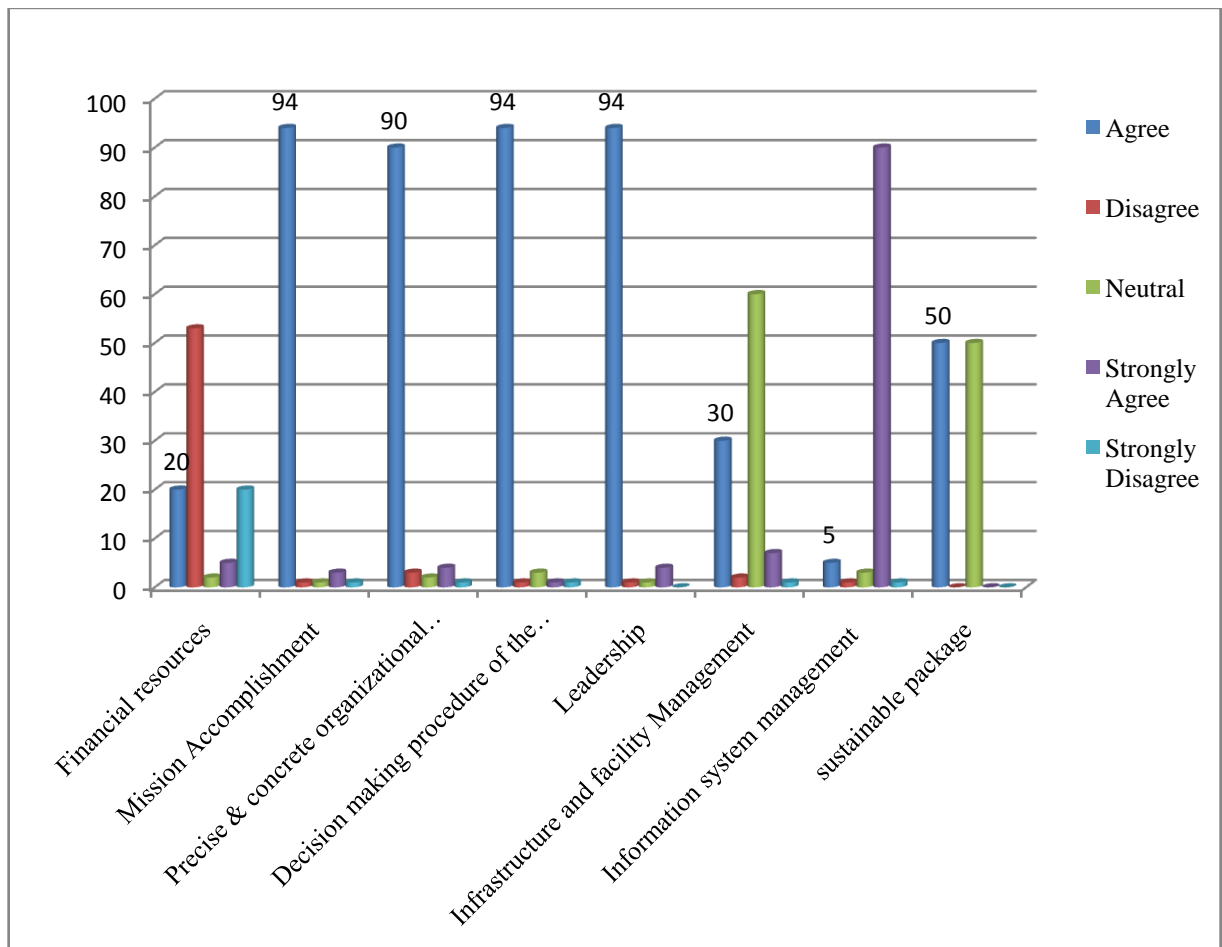
Source: Own Survey, 2009 E.C.

The chart clearly depicts respondents' reactions to the organization strength and weaknesses have been. Accordingly, questions were designed in a way to exhaust down all major variables related to organizational structure pertaining to the organization strength and weaknesses project activities such as financial resources, mission accomplishment, precise & concrete organizational vision, mission and strategy plan, communication and accountability, decision making procedure of the management, leadership, Infrastructure and facility management, Information system management and sustainable package.

Thus, the majority of the respondents (90-94%) have fully agreed that mission accomplishment, precise & concrete organizational vision, mission and strategy plan, communication and accountability, decision making procedure of the management, leadership. And 90% of respondents strongly agree with variable information system management influence the older project to be successful. On the other hand, 50% of the respondents said that sustainability package that they are very satisfied with the overall project activities where as 50% of them responded neutral.

Concerning the facility & resources, 60% of them have neutral responses; this indicates there is a kind of satisfied or unsatisfied on the variable. While a very insignificant number of them have responded strongly agree and satisfied on their organization fulfillment of infrastructure, facility and resource. Whereas regarding financial resources 53% and 20% of respondents disagree and strongly disagree respectively as financial resource is one factor which influence the project to be successful this response shows the financial resource is not much enough to support the older people.

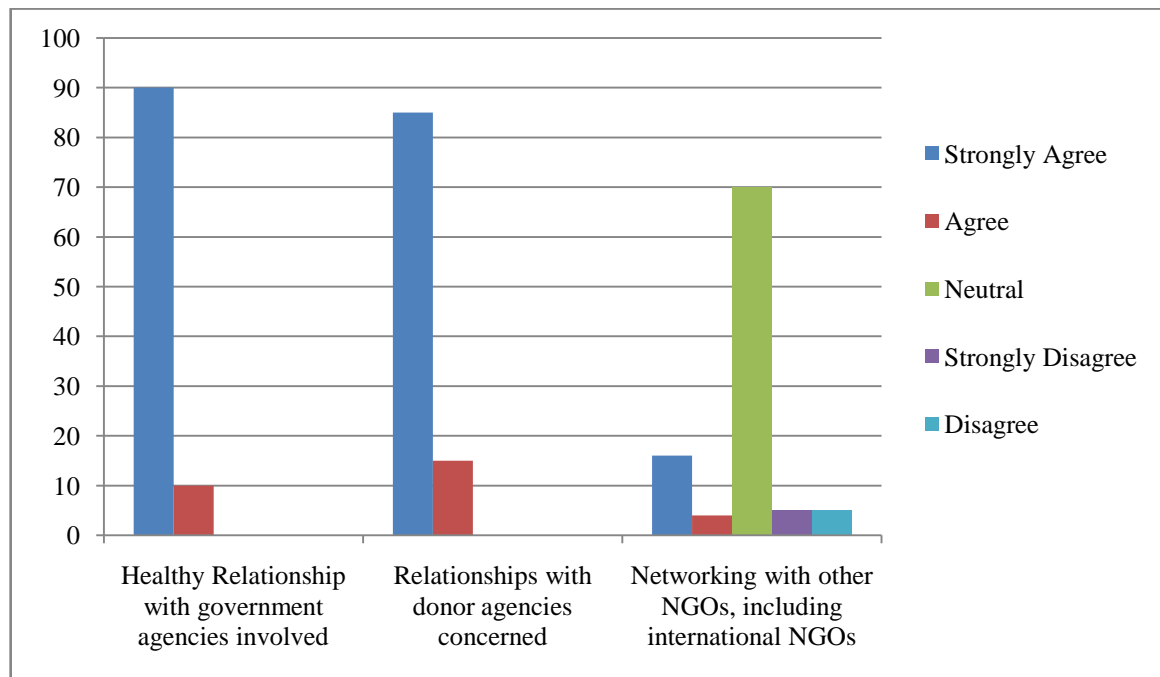
Figure 4.3 Potential and Limitation of Organizational Capacity related to Organizational Structure



Source: Own formulation, 2009 E.C.

The following chart clearly depicts respondents' reactions to the organization strength and weaknesses in terms of organizational structure. Accordingly, questions were designed in a way to exhaust down all major variables related to Organizational relationship pertaining to the organization strength and weaknesses project activities such as Healthy Relationship with government agencies involved, Relationships with donor agencies concerned and Networking with other NGOs, including international NGOs. Above 80% of the respondents strongly agree with the variable Healthy Relationship with government agencies involved and Relationships with donor agencies concerned. But Regarding Networking with other NGOs, including international NGOs 70% of respondents respond neutrally this indicates there is a kind of satisfied or unsatisfied on the variable.

Figure 4.4: Potential and Limitation of Organizational Capacity Related with Organizational Relationship



Source: Own formulation, 2009 E.C.

4.3. Identified Best Practice In light Of Operational Capacity

In this study 70% of the respondents agree on the organization have necessary a best practice sharing each other in light of operational capacity on human resource management, coordination, administration and leadership skill as well as partnership, network and promotion. of the respondents recoded documents on beneficiaries profile, financial record, support service delivers sheet and memoires of understanding as well other related working manual. Another study result indicated on Mundia Title of publication Organizational Capacity Assessment – an introduction to a tool Year of publication 2009, when selecting an instrument to measure performance, one should first clearly identify what needs to be measured. The objective of the capacity building intervention may be to strengthen the entire organization or only a specific function or component of the organization. The most useful measurement will capture only the information relevant to the intervention. One approach is to measure the actual services or products the organization provides. Another is to look at how well the entire organization functions by examining all components of the organization. Yet another method involves examining only selected components of the organization.

As shown below, in the line chart/graph 70% of the respondents agreed there is a best practice sharing each other in light of operational capacity on human resource management. But In the angle of infrastructure and facility, project proposal quality, organizational system and structure, sustainability, project monitoring and evaluation as well as community organization, respondent's rate 40% of sharing best practice on each other. This means sharing of best practice in each organization not much satisfactory. This implies more work remained on infrastructure and facility, project proposal quality, organizational system and structure, sustainability, project M&E as well as community organization. Therefore, based on this implication of respondents expect more change on the variable listed above. Beside the above method, the researcher also collected information from the secondary data in the sample NGOs. Thus, the researcher observed the sample organizational structure and system hand book as a secondary source in order to analyze the data. During the observation of secondary data hand book, the sample organizations have and used similar system and structure for their work. Most of them have general assemble, board, auditor, general manager, finance department, administration department, project staff department, and the like.

4.4. Effect of Monitoring and Evaluation to the Organization

The following table shows respondents' reaction to the variables pertaining to the effect of M&E to the organization. Five descriptive variables identified to represent the effect of M&E to the organization. As it is clearly seen in the table below, all respondents have responded positively to the five variables. But a few number of respondents responded negatively to the five variables.

Accordingly to the effect of M&E to the organization on HRM, organizational structure and system, the larger proportion of the population accounting to 100% agreed to the question posed. Once more, 100% of the population also responded positively for the effect of M&E to the organization.

Although, there were a few respondents who had preferred to respond strongly disagree and disagree for the questions posed with regards to the effect of M&E to the organization, no respondent have actually neutrally on any of the variables shown in the table below. This can demonstrate the validity of five variables with regards the effect of M&E to the organization. On the other hand, the insignificant percentage of the population who had preferred to respond disagree and disagree can hypothetically be explained as it is because of less acquaintance with the working environment of the organization due to late admission into the projects. It is to be

expected that their reaction can soon be changed positively as they stay more into the program and get to know the management in detail.

Table 4.4: Variables on M&E Affection in Percentage

Variables on M&E effect	Responses	Frequency	Percentage
M&E effect on vision, mission, strategic plan and leadership	Strongly agree	8	12.5%
	Agree	53	82.8%
	Neural	0	0%
	Disagree	3	4.7%
	Strongly Disagree	0	0%
M&E effect on finance	Strongly agree	11	17.2%
	Agree	50	78.1%
	Neural	0	0%
	Disagree	3	4.7%
	Strongly Disagree	0	0%
M&E effect on HRM, organizational structure and system	Strongly agree	64	100%
	Agree	0	0%
	Neural	0	0%
	Disagree	0	0%
	Strongly Disagree	0	0%

M&E effect on infrastructure and facility on different kinds of manual linkage HRM, finance, procurement	Strongly Agree	40	62.5%
	Agree	19	29.7%
	Neural	0	0%
	Disagree	5	7.8%
	Strongly Disagree	0	0%
M&E effect on intra and inter organizational linkage as well as on sustainability	Strongly agree	50	78.1%
	Agree	4	6.3%
	Neural	0	0%
	Disagree	6	9.3%
	Strongly Disagree	4	6.3%

CHAPTER FIVE

5. SUMMARY OF THE STUDY, CONCLUSION AND RECOMMENDATION

This chapter presents the summary of the study, conclusions and recommendations. The purpose of the chapter is to review the whole thesis and highlight future research directions. Accordingly, section one presents overview of the thesis and its major findings while the second section presents the limitation of the study and the third section presents recommendations with future research directions.

5.1. Summary of the Study

Since the main purpose of this study was to identifying potential and constraint of each organization to implement the older people support project, to recommend the best practice, additionally to examine and evaluate the performance of operational capacity of the sample organization.

To this end basic question were prepared. The study was carried out in among care and support project implementer sample organization. The subjects of the study were (which means 16 manager and finance head respondents plus 48 technical expertise personnel respondents sum of 64 total respondents will be selected by purposive sampling method) of the total population of 240 personnel. Data were obtained through questionnaires from project managers and finance head respondents, technical expertise like project officer, social worker and resource mobilize.. Different statistical tools such as frequency of respondent's answer and percentage were applied to analyses the data obtained from respondents.

5.2. Conclusion

Depending on the study result of the analysis, the following major findings were obtained.

In the angle of organizational strength personals have strategically understanding of vision, mission, goal, function and role to implement the project activities. Because of this the organizations personnel's to achieve the vision, mission and goal of the organization they work in commitment including in good coordination and have the system of accountability of staffs and management as well as have good networking. So, this played significant role in improving its

performance like better service implementation were done efficiently in the organization strength, sharing best practice and to lead M&E optimization. The affirmative result in the organization strength, sharing best practice and to lead M&E optimization leads to increase personal motivation on self-support attitudinal change. This means, qualities of strategically approaches had taken on time helps to the improvement of the organization strength, sharing best practice and leading organizational M&E optimization for care and support service in the sample organization.

In other word, knowing the organization strength, sharing best practice and to lead organizational M&E optimization based approach with related to a study on the organizational capacity to implement the older people support project in Addis Ababa NGOs is necessary to save human life because, it has sufficient power of addressing individuals coverage and it leads to increase personal motivation to bring self-support attitudinal change.

So, personnel's have strategically understanding of vision, mission, goal, function and role to implement the project activities means the organizations personnel's to achieve the vision, mission and goal of the organization in commitment including in good coordination and good networking as well as with the system of accountability of staffs and management in sample organization was pass through the right and correct phases or steps.

Even though the organization has improved its performance and systems in strategically understanding of vision, mission, goal, function and role to implement the project activities means the organizations personnel's to achieve the vision, mission and goal of the organization in commitment including in good coordination and good networking as well as with the system of accountability of staffs and management in sample organization on the elder care and support program. But the efficiency with related to the organizational capacity to implement the older people support project in Addis Ababa NGOs has improved its performance and systems in strategically understanding of vision, mission, goal, function and role to implement the project activities, there were some barriers to the implementation of practice habit on sustainability package, on organizational structure, system and facility were have not applied more.

5.3. Recommendation

Depending on the finding obtained and the conclusions drawn from this study, the following recommendation is forwarded.

Keep it up the good results of the finding on strategically understanding of vision, mission, goal, function and role to implement the project activities means the organizations personnel's to achieve the vision, mission and goal of the organization in commitment including in good coordination and good networking as well as with the system of accountability of staffs and management in sample organization on the care and support service in the sample organization was pass through the right and correct phases or steps. In this study by design other additional strategy and mechanism to implement, control and evaluate equitable and efficient fund usage administration with related to fund management and utilization service in this organization.

Barriers detriment (damage) the potential positive results of implement, control and evaluation on related to the organizational capacity to implement the older people support project in Addis Ababa NGOs. Therefore it is highly recommended that not to pitch success factors hard against barriers, but rather to prevent the development of barriers right from the beginning of a process on the implementation of practice habit on sustainability package, on organizational structure, system and facility fulfillment were have not applied more. These were should applied more designing of strategies and better reform on sustainability package, on organizational structure, system and facility fulfillment. For this the organization and the beneficiaries have address work and will take an assignment for all individual to do on practice habit for:-

- More direct participation of personals into designing of strategies and better reform on sustainability package, on organizational structure, system and facility fulfillment planning and implementing.
- Invite and involve technical expert, stakeholder and others more participating on designing of strategies and better reform on sustainability package, on organizational structure, system and facility fulfillment planning and implementing.
- The organization should needs to better work on beneficiaries' engagement in experience sharing activities with other NGOs fund management and utilization procedures.
- The organization needs to better assess key reasons of lower responded by the respondent's satisfaction for those who responded neutral.
- The organization should develop its working culture with community, stake holders better to get their sincere and honest feedbacks at times of recurrent consultation meetings.

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APPENDICIES

Appendix A
ST MARY'S UNIVERSITY
COLLEGE OF GRADUATE STUDIES
DEPARTMENT OF PROJECT MANAGEMENT

Dear Respondents,

First of all I would like to express my full gratitude to respondents for your willingness to provide an answer for the perspective questionnaire. My assessment is to see the organization capacity to handle the older people project on the issue of strategic leadership, HRM management, financial management, organizational structure, Infrastructure, Information system, inter organizational linkage and other similar aspects. The questionnaire is designed to help me to gather appropriate data and successfully arrive at a good finding. I believe that you will kindly and properly fill the questionnaire without biases.

Questionnaire to be filled by staffs

Researcher: Rediet Kiflom

Research Topic: - A study on organizational capacity to implement the older people support project focused NGO organization in AA.

Objective:

This questionnaire is designed to collect information about the capacity of the organization to handle of older support projects. The information shall be used as a primary data in my case research which I am conducting as a partial requirement of my study at St Mary University for completing my MA in project management.

General Instructions

- There is no need of writing your name.
- You can tick more than once where necessary and appropriate
- In all cases where answer options are available please tick (√) in the appropriate box.
- Use blank space to give short answers
- For questions that demands your opinion, please try to honestly describe as per the Questions on the space provided.

Confidentiality

I want to assure you that this research is only for academic purpose authorized by the St Mary University. No other person will have access to data collected.

For any question /inquiry use the following address Tel: - +251910613469
E-mail:- rediate_keflom@yahoo.com

Many thanks in advance!!

A. Personal Information

1. NGO name:

.....

2. Position of respondent:

.....

3. Number of years in position:

.....

4. Sex: Male Female

5. Area of specialty (Tick all applicable) :

General affairs Personnel/Training Finance/Fundraising

Project planning General management Research/Evaluation

Others:

.....

6. Educational Qualification:

High school graduate

Technical school graduate

College Diploma

BA/BSc Degree

Master's Degree

PhD

Other (please state _____)

7. In which department are you currently working? _____

8. Do you think you assigned in your profession?

Yes

No

9. Have you been given training for the last one year?

Yes

No

10. Have you ever been sponsored by the organization to attend any training or educational Program outside the company?

Yes

No

11. If your answer is yes, please list out

I. Questions Related With the Potential and Limitation of Organizational Capacity

Based on your past successful projects, to what extent did the following factors influence the older project to be successful? Instructions: please respond by marking a sign “√” or “X” against the alternative chooses given in the table below.

Variables related to HR

S/No	Variable	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	Sufficient monthly salary and compensation for the staffs					
2	Clear allocation of roles & functions among staff & management					
3	Appropriate gender allocation of staff & management					
4	Competent skills & capabilities of staff					
5	Commitment of project staff					
6	Competent skills & capabilities of management					

Variables related to organizational structure

S/No	Variable	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	Financial resources are sufficient					
2	Understanding of the operating context in the angle of mission accomplishment					
3	Precise & concrete organizational vision, mission & strategy plan					
4	Clear lines of communications & accountability within the NGO					
5	Transparent & functional decision-making procedures of the management					
6	Strong leadership of the organization					
7	Infrastructure and facility management of the organization					
8	Information system of the organization					
9	Sustainable package					

Variables related to Organizational Relationship

S/No	Variable	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	Healthy Relationship with government agencies involved					
2	Relationships with donor agencies concerned					
3	Networking with other NGOs, including international NGOs					

II. Questioners on Identified Best Practice In light of Operational Capacity

Do you think the following variable in your organization are recommended as a best practice in light of Operational Capacity

S/No	Variable	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	Partnership					
2	Coordination and administration skills					
3	Human resources management					
4	Negotiation skills, Communication skills Lobbying & advocacy Networking/Alliance-building					
5	Community organizing					
6	Project monitoring & evaluation					
7	Budgeting & accounting					
8	Gender awareness					
9	Public policy/Project research					
10	Local resource mobilization and fundraising					
11	Infrastructure and facility					
12	Computer and information system skills					
13	Project design & planning Proposal writing					
14	Strategic planning					
15	Organizational development(organizational system and structure)					
16	Financial planning & management					
17	Sustainability package					

III. Question Related With the Performance Evaluation of the Organization

S/No	Variable	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	The organization develop continuous study process					
2	The organization vision, mission, objective and goal effectively monitored					
3	The organization use all the monitoring feedback in to practice					
4	The organization have s room of practicing transparency and accountability system					
5	The project and the program reviewed and revised regularly in the form of monitoring and evaluation to bring the change					
6	CSA and other stakeholders conduct monitoring and evaluation					
7	The monitoring and evaluation system creates innovation					

Please make a tick mark for the following monitoring and evaluation system variables that have effect on your organization

S/No	Variable	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	Vision, mission and strategic plan					
2	Leadership					
3	Human resource					
4	Finance					
5	Organizational structure and system					
6	Infrastructure and facility					
7	Inter and intra organizational linkage					
8	Sustainability					
9	Different kinds of Manuals(HRM, Finance, Procurement)					

Please give your opinion for the following open ended question regarding your organization

1. Do you think the manager of human resource department; procurement and facility department have their own action plan. If your answer or choice is ‘no ‘please state

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2. Finally what is your opinion in general on strong and weak side , best practice and evaluation in your organization

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Thank you for your invaluable time in completing this questionnaire.

Appendix B

Interview question for manager and finance head

1. What are the basic criteria or requirement of hiring professional human resource in the organization?

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2. Mention some of the strong and weak side of finance issue as well as the necessary financial documents

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3. How sustainability package is monitor and evaluate in your organization?

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4. How is your evaluation system for information system and inter and intra organizational linkage

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5. How do you monitor your organization regarding procurement , facility and logistic

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6. Have the organization monitoring and evaluation system?

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7. If yes who and when this implement the system

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DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Tiruneh Legese (Asst. Professor). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

Rediet Kiflom

Name

St. Mary's University College, Addis Ababa

Signature

June, 2017

ENDORSEMENT

This thesis has been submitted to St. Mary's University College, School of Graduate Studies for examination with my approval as a university advisor.

Advisor

St. Mary's University College, Addis Ababa

Signature

June, 2017