



ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

**THE ASSESEMENT OF DVV INTERNATIONAL
PERFORMANCE IN ETHIOPIA (INTERNATIONAL NGO)**

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June, 2023

Addis Ababa

**THE ASSESEMENT OF DVV INTERNATIONAL PERFORMANCE IN
ETHIOPIA**

**A Thesis Submitted to St. Mary's University Department of Accounting
and Finance in Partial Fulfillment of the Requirements for the Degree of
Master of Science in Accounting and Finance.**

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Addis Ababa

June 2023

Statement of Declaration

The undersigned, declare that this research is an original work and has not been presented in any other university, and that all source of materials used for this research have been fully acknowledged.

Declared By:

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Statement of Certification

This is to certify that Beza Muluneh has carried out her research work on the topic entitled “The assessment of DVV international performance in Ethiopia” To the best of my Knowledge. The work is original and is presented for defense with my approval.

Advisor: Abebaw Kassie

Signature:



Date: 10/07/2023


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THESIS TITLE

THE ASSESEMENT OF DVV INTERNATIONAL IN ETHIOPIA (NGO)

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LIST OF ABBREVIATIONS

DVV – Deutscher Volkshochschul-Verband e.V. (DVV), the German Adult Education Association.

ANFE: Adult and non formal education.

FAL: Functional Adult Education

ABSTRACT

Despite their crucial role in development and poverty alleviation, most non-governmental organizations have been recording poor performance in their projects in terms of completing projects on time, within the allocated budget and in terms of achieving the set objectives. This study Asses the performance of projects under NGO's funded by German in Ethiopia with the name of DVV international or Deutscher Volkshochschul-Verband e.V. (DVV), the German Adult Education Association. . The study sought to assess organizational performance, organizational leadership, and personnel control and budget utilization on the performance of projects. The study adopted a descriptive research design. Target population was used A total population sampling or cense are used and from the total target population 15from staff member at DVV and 12 partners in four region which includes Addis ababa, Oromia ,Amhara and SNNPR . The study conducted Mean and standard deviation. Data type and source primarily and secondary source was used .The main instrument for collecting primary data was self-administered questionnaire , while secondary data was collected by reviewing files, documents, published books, articles and journals. The data was analyzed using both descriptive statistical mean and, standard deviation and narrative methods conducted . The study found that DVV should improve the delay on planning and implementing that causes the rush of work at the end of the year, that affect the project specific target also work load on the employee. As far as there is a bilateral agreement with government it concluded there must be a follow-up from government office MOE to plan earlier to target proper implementation . And also Directors should evaluate their self and accept the evaluation given by employee and then based on the evaluation result they have to try to improve and develop their managing skill and behavior, Managers should evaluate how merging departments affect the quality of work and performance of the organization and recommended to recruit the necessary staff member . The study also recommends that the organization have to set a mechanism for improving or minimizing the turnover of partner's employee in governmental organization. Also governmental bodies should work on sustaining at least the existing projects involving on adult education while other similar projects phase out.

Keywords: *organizational performance, organizational leadership, and personnel control and budget utilization on the performance of projects.*

CHAPTER ONE: INTRODUCTION OF THE STUDY

1.1 Background of the study

In most developing countries governments cannot be the only goods and services' providers in the process of poverty alleviation and ensuring development. Due to an increase in the citizens' demands to the governments in developing countries, non-governmental organizations (NGOs) have taken complementary and active roles in the process of harnessing people's potential so as to ensure that there is development. In the past few decades, the interest in and support to NGOs has had a rapid growth in most developing countries. This is a result of the persuasion that NGOs are more adaptive, quick and flexible in responding to the needs of the people as compared to the governments' (Mcloglin, 26 september 2021)

Non-governmental organizations refer to institutions and groups that are entirely independent of government support. These organizations have primarily cooperative or humanitarian objectives as compared to private organizations which predominantly focus on commercial objectives. NGOs include organizations, agencies and institutions that have been established at their own accord so as to undertake altruistic goals without having a profit motive or any control from the government structure in the country that they are established.. (Stoddard, 2006)

Nongovernmental organizations experience a number of common problems and dilemmas, which significantly influence their performance. For instance, NGOs experience tensions between senior managers and staff since the expectation of staff is that they would be equal partners in the decision-making process. Organizational governance and board members and staff relation is another problem which is common. In addition, implementation of new projects in non-governmental organizations necessitates changes and hence the importance of organizational change management practices. Therefore, organizational factors, which highlight the internal environment of an organization, are key to the project's performance of non-governmental organizations. They also face problems with Collaboration between the state and the non-governmental organizations (NGOs) in the provision of basic services is increasingly advocated in developing countries, yet there has been relatively little empirical research into the factors affecting the dynamics of these relationships. Much of the literature

characterizes state NGO collaboration as fraught with inherent tensions, failing to live up to policy expectations and having negative implications for the non-state sector's autonomy and identity. However, these effects are likely to be contingent on a range of structural 'conditioning' factors, including the history and institutional context of the relationship, the nature of the organizations themselves and the way the relationship is formally and informally organized. Recent research also recognizes that actors can deploy a range of strategies to determine their room for maneuver and influence. The effects of the relationship on the actors' autonomy and identity and the balance of power that emerges between them may not therefore be straightforward, suggesting a need for more systematic research in this regard.

DVV International is the Institute for International Cooperation of the Deutscher Volkshochschul-Verband e.V. (DVV), the German Adult Education Association. DVV represents the interests of the approximately 900 adult education centres (Volkshochschulen) and their state associations, the largest further education providers in Germany.

As the leading professional organisation in the field of adult education and development cooperation, DVV International has committed itself to supporting lifelong learning for more than 50 years. DVV International provides worldwide support for the establishment and development of sustainable structures for Youth and Adult Education.

DVV international is founded in 1969 the leading professional organization in the field of adult education and development cooperation. DVV International provides worldwide support for the establishment and development of sustainable structures for youth and adult education.

From the very beginning the work of DVV International has been characterized by continuity. We have always followed a socially-oriented approach that identifies with the interests and needs of the members of disadvantaged social classes in our partner countries. Our work is founded on the basic principle of solidarity in the interest of adult education in the countries where adult education organizations and practitioners require support from abroad to carry out their work and sustain their efforts. The groups on which we and our partners focus therefore mainly include marginalized groups, slum dwellers, people from lower middle class neighborhoods, indigenous groups, peasant farmers, farm laborers, people who are unemployed or threatened by unemployment and social exclusion, unemployed

youths without vocational training or prospects for the future, and women whose abilities go unrecognized and who are suppressed, exploited, and destined to humble social status and an obscure station in life. Our work is the organized expression of the dedicated responsibility on the part of German adult education to help develop the adult education sector in our partner countries. How we perceive our work coincides with the perception that the Volkshochschulen have of their work. They share our social commitment and have always made a special effort to serve disadvantaged groups and help them exercise their right to education.

DVV International has supported Lifelong Learning in developing and transition countries for more than 45 years now.

DVV International is active on a worldwide basis, cooperating with more than 200 partners in over 35 countries. The Institute sees itself as a professional partner that brings experience and resources to joint projects and learns, in turn, from its partners.

The work of DVV International is financed mainly with funds from the federal budget and other donors. It fosters the exchange of information and expertise on adult education and development throughout Europe and worldwide, provides support for the establishment and development of youth and adult education structures in developing countries and countries in transition, provides in-service training, advice and media for global and intercultural education and for learning about European policies

DVV International follows a sectorial approach with the aim of improving structures in the areas of policy, legislation, and financing, while enhancing the professionalization of adult education in theory and practice.

By strengthening the performance capacity of partners in youth and adult education, the Institute seeks to establish durable and effective local and national social structures as a factor in combating poverty.

Projects in individual countries are combined into regional and programed areas, which are jointly planned, managed, and evaluated to establish their impact. The country and regional offices of DVV International in Africa, Asia, Latin America, and Europe structure the local cooperation with partners and secure the quality of the work. European and international networking with other youth and adult education organizations engaged in development

cooperation is a fundamental part of cooperation. Education is a universal human right. It is a basic need and an indispensable prerequisite for development. Education for youth and adults is a core component of education and plays a key role in the process of lifelong learning as general, vocational, cultural, and scientific continuing education and further training. On-formal and out-of-school education programmes that provide young people and adults with life-skills training serve functions that complement formal education and training and compensate for their deficiencies.

In any organization trying to implement projects and help countries to development not everything can be perfect and successful they face problems with project implementation, physical and technological resources and mission and objective being met but DVV international have always been trying to do things in a satisfactory way and is only experiencing problems with sustainability, employee turnover without sharing the transferring the skill they have for the next person taking over the job.

Source: © DVV International 2017 Publisher: DVV International Responsible and Author: Christoph Jost Co-Author: Esther Hirsch Concept and Editor: Anja Thöne

1.2 Statement of the problem

Like most nongovernmental organizations DVV international tries to pursue activities to relieve suffering, promote the interest of the poor, protect the environment, provide basic services or undertake community development. Mainly focusing on adult education and literacy, within the process this research trying to assess the performance of DVV international on:

- Shortage of fund and bureaucracy that affect the Sustainability of a project by government when the project year phase out on targeted model woreda.
- High turnover rate on Government partners employee.
- Late transfer of fund and proposal approval that led rush work at the end of the year.
- Managers having a know-it-all personality that leads underestimating the employee work profession.

- Forcing employee to do multiple tasks by merging the department.
- Not finalizing the planned project on time then providing extra time which affect organization project planning and time management.

1.3 Research Question

The assessment attempts to address the following questions on performance of DVV international?

- What are the key challenges in the performance of Dvv international ?
- How Organizational Leadership at DVV?
- To what extent the personnel control is practiced in DVV?
- •How DVV practiced budget transfer and utilization ?

1.4 Objective of the study

1.4.1 The general objective

To Asses the performance of DVV International in Ethiopia(International NGO).

1.4.2 The specific objective

- To assess the factors that effect on un-sustainability of a project by government when the project year phase out on targeted model woreda.
- To examine the effect of High turnover rate on Government partner on the performance of DVV International.
- To asses late transfer of fund and approval of proposal that led rush work at the end of the year
- To investigate the effect of Managers having a know-it-all personality that leads to underestimating the employee work load.
- To assess the effect of forcing employee to do multiple task by merging the department.

- To assess the effect on Not finalizing the planned project on time then providing extra time which affect organization project planning and time management.

1.5 Scope of the Study

The study was conducted from March 2023 up to June 2023 to assess the performance of an international non-government organization who are working in the adult education sector in different regional estates. It was conducted at the DVV International Ethiopia. The research focuses on the performance of DVV international. The study conducted on DVV International, employee and partners at four different regions. DVV international is a non-governmental organization working on Adult education and skill development sector in Ethiopia. The main data collection instrument was the questionnaire. The target population for the study will be DVV International employee which is the country director, Finance manager, Finance and admin officer, program manager, senior logistic officer, HR officer who are working at DVV more than five years .Also partners working with DVV international above three years in Oromia, Amhara, Addis Ababa and SNNPR region.

1.6 Significance of the study

If properly managed non-governmental organizations have a significant influence on development and poverty alleviation. Therefore, to the policy makers and the NGOs coordination board, the study provides information on influence of organizational factors on project performance in various non-governmental organizations, which may be used as a base upon which regulations and policies can be formulated. To the management of non-governmental organizations, the study provides information on how organizational factors influence projects performance that can be used in formulating strategies that improve the performance of projects in those non-governmental organizations. The formulation of organizational related strategies also improved employee's commitment and hence an improvement in projects' performance and projects' sustainability. Also, Researchers and academicians may benefit from this research study as the study gives information that may be used in literature review. In addition, the study provides more information to the body of knowledge on the factors influencing the performance of projects under NGO's funded offices.

1.7 Limitation of the Study

The limitation faced during the study, related to unwillingness of respondents to sacrifice and give information on regional directors salary which have a big impact on tax in local country also on the performance of the organization .

1.8 Organization of the Study

The outline of this study shall be broken down into five general chapters. The first chapter will introduce the topic and its subject matter of internal control system of PIE. Also, the second chapter of the study will be contained the prior knowledge and study done on this topic. From this some theories and standings of previous scholars would be incorporated into this particular present topic. Besides that, the third chapter will have the methodology to apply in carrying out this study. The instruments and sources of data that would be applied to assure that the right information is gathered within the confinement of the ethical stands, in other to have a good research work in the study. However, the fourth chapter would look at the data presented and analyzed in the format that is generally acceptable. This would enhance the genuineness of this study. Also, the fifth chapter would see to the conclusion and recommendation of the project, this is where the findings and results of the study would be concluded and any recommendation suitable for the organization of its kind would be issued for their discretionary adoption.

Chapter: Two Review of related literature

2.1 Introduction

The purpose of the chapter is to explore the past research studies on challenges in successful project implementation. It gives an insight into the literature by other scholars and researchers on the aspect of factors affecting successful implementation of projects in NGO's. The review is organized according to the specific objectives in order to ensure relevance to the research problem. It also provides the theoretical underpinnings of the study. The specific areas covered here are project planning, clarity on project donor rules and regulations, project communication and managerial factors. The conceptual framework detailing the independent variables dependent variables is also presented.

2.2 Theoretical literature

There are many theories that support the current study however The Internal control system is procedures and controls. Establishing internal control systems in organizations is critical to ensure the reliability of accounting records, because internal control systems can limit possible random errors and also provides a reasonable assurance to stakeholders. The purpose of the control includes the concept of getting things done or achieving goals. Internal control principles suggest that an internal control system is the primary accountability and governance tool an organization (NGOs) can establish and use to provide accountability to its stakeholders (donors) and safeguard its assets. The procedures can establish the necessary performance of the organizations through the operation meanwhile; the controls are applied to ensure the conducted procedures of the business. Internal control system allows the management to determine the measurement of the conditions or characteristics that can damage the entire organization and turn into improvements and cost-effectiveness (Brewer List, 2004). There are changes that might drive the organization to change its process, objectives, and others, over the time.

According to Brewer and List, 2004; Benison, 2007 statement the internal control is an ongoing process and can help the entire organization to analyze its goals and objectives. Determining the risks is another scope of the control that can be described as the detective and preventive controls. Taking the idea of changes and the detective or preventive actions, it only emphasizes that the management should place a monitoring action on the controls of the

activities. Basically, monitoring helps the entire organization to ensure the effectiveness of the internal control system as well as the effectiveness and efficiency of the policies, procedures and the responsibilities

(Benison, 2007). Organizations should create a consistent philosophy regarding the establishment of a sound internal control system to help the organization in improving the overall business efficiency, communication and cooperation, and managing the basic policies (Nabtesco, 2006).

A current study adopted by Kate Lark (1999) Theory of Internal control, that stated that internal control is “a process, effected by an entity’s board of directors, management and other personnel, designed to provide reasonable assurance regarding the achievement of objectives in the following categories: effectiveness and efficiency of operations, reliability of financial reporting and compliance with applicable laws and regulations.” The central theme of this theory is that internal control is a process designed and implemented within organizations to mitigate risks and achieve objectives.

On the side of sustainability, there are three pillars of sustainability as defined by CMS. The first pillar is institutional development; improving the way an NGO functions and is managed, especially in response to change. The second pillar is a solid financial base and the third pillar is the ability to deliver quality services or products. So basically To be sustainable, a company needs to develop the capacity within itself to continuously identify the factors affecting its holistic growth in the long term, build knowledge and skill set on how to counter the adverse factors, and roll out the changes within itself in a self-sufficient manner. Sustainability can be supported by data that demonstrate program efficiencies and effectiveness; community advocacy; funding diversification; collaborative partnerships that can maximize resources; the capture of generated savings; and the attraction of new investments.

If an NGO has both good internal control and sustainability it ability to achieve its goals and objectives will be easier since having good internal control will Help protect funds and reduce the possibility of fraud, Improving efficiency in operations, Increasing financial reliability and integrity, Ensuring compliance with laws and statutory regulations, Establishing monitoring procedures. If the internal controls are weak security safeguards fail, they can expose an organization to risk. Not only can control failures negatively impact your audit results, they can lead to costly data breaches, organization disruptions, reputational

damage and revenue loss. So DVV managers and staff workers should be very careful about their decisions and way of doing things. But even if there is a good internal control without sustainability almost all the projects that have been done by DVV will have no purpose and all the staff work and all the effort won't be paying off.

2.3 Empirical Literature

According to the research conducted by (Stephen and Daniel, 2016), project funding, quality of project management, working environment, communication, adequate resources allocation and organization of the project team are critical factors affecting NGO project implementation. As per their study, there are other key factors that influence projects and these are project product delivery, budget delivery and time delivery affects delivery of the project goals and objectives by the NGOs. Budget and time deliveries are key indicators of an effectively implemented project.

Another study conducted by (Muringo, 2012) finds out, competencies of project managers' influences effective implementation of donor funded projects. It noted that project manager soft skills more influence the success of the project compared to the technical and academic qualifications.

Ashley (2007) did a study on the analysis of project implementation success and concludes that effective project implementation is repeatable and requires a great deal of work to understand it for achieving cost effectiveness and competitive position. They identify planning effort; project team motivation; project manager goal commitment; project manager technical capabilities; control system; and scope and work definition as the important factors.

Isensi (2006) analyzed factors that lead to failure of projects in Kenya and established that poor design, poor methods, inadequate experience, underestimation of project duration and poor cost estimation as the factors that caused failure of most projects.

Kagiri (2005) conducted a case study on time and cost overruns in projects locally and concluded that vendor inabilities, improper project preparation, resource planning, interpretation of requirements, works definition, timeliness, government bureaucracy and poor risk allocation as the major factors that lead to delay and cost overruns. 18 | Page

Karimi (2008) on the other hand analyzed factors which are critical to cost overruns and established five factors which contribute and these are; project organization, environment, project management, project definition and infrastructure.

Mwangi (2006) conducted a case study on major factors that affect project management locally. He concluded that inexperienced project managers, poor communication, poor monitoring and control systems negatively affected the project management efficiency.

Karani (2007) carried a study focusing on factors impacting delivery reliability of projects. He identified the critical factors as cash flow problems, delayed payment to vendors, under estimation of project duration, unqualified staff on the project team, inadequate supervision of work and increase in scope of works. He concluded that these inputs and transformational process factors are attributable to the core stakeholders in any project.

2.4 Gaps in Literature

Already reviewed various studies have been conducted in relation to factors that affect the projects performance in non-governmental organizations, both globally and locally. However, these studies have been limited to specific countries, sectors and have focused on different independent and dependent variables. Globally, Zidane et al. (2016) researched on categorization of organizational factors and their impact on project performance in Norway

Human resource factors Work environment Rewards and remuneration Staff competence Organizational culture Norms Traditions Resistance to change Organizational leadership Leadership skills Leadership style Decision making process Resource allocation Adequacy of resources Timely allocation of resources Resource allocation policies Performance of projects Completion on time Completion within budget Achievement of objectives Government policy

20 and Dezdar and Ainin (2011) researched on the impact of organizational factors on successful ERP implementation in Malaysia. However, their studies were not conducted in non-governmental organizations funded by BMZ and due to differences in legal frameworks and macroeconomic factors in different countries around the world, the findings of these studies will be different. Concerning human resource factors' influence on the performance of projects, Belout and Gauvreau (2004) conducted a research on factors that affect the success of projects and the impact of human resource management in Malaysia. In their study, they focused on the competence of staff and did not look at other factors of human resource, which enhance the performance of the employees in projects. In addition, many studies have been done on organizational culture and project performance. For instance, Nguyen and Watanabe, (2017) conducted a study on the impact of organizational culture on the performance of Japan's construction projects. This study mainly concentrated on construction companies and hence the findings cannot be generalized to non-

governmental organizations. In relation to influence of leadership on project performance in non-governmental organizations, Chaudhry and Mahmood, (2009) researched on the effect of leadership on performance of projects in Pakistan. Due to differences in legal frameworks and macroeconomic factors, the results of the studies carried out in different countries cannot be generalized to Kenya. Further, in relation influence of resource allocation on the performance of projects, Umulisa et al. (2015) reserched on impact of practices in project resource planning on the performance of Agaseke Project in Kigali. The study was conducted in construction projects which are different from World Food Programmed projects carried out by non-governmental organizations. Therefore this study, seeks to fill the existing knowledge gap through investigating the factors influencing the organizational performance in projects under international NGO funded by BMZ in Ethiopia working on adult education.

2.5 Summary of Literature Review

This chapter reviewed past studies on influence of organizational factors on project performance. The literature review indicated that human resource is an important factor for the success of projects in every organization. It is determined in terms of the work 21 environment, rewards and remuneration and staff competence. In addition, human resource factors influence employee's intention to leave levels of job satisfaction, and organizational commitment and hence project performance. In addition, the literature above indicates that culture is a key factor influencing project performance. Its influence on the organization may either be positive or negative. Organizational culture is determined by norms, expectations, beliefs, traditions and resistance to change. It is used in measurement of how organization interact with its environment and difficult to change. The literature also indicates that leadership adopted by the project managers determines the performance of the projects. Project leaders highly determine the failure or the project management failure. Transformational factors e.g. inspirational motivation, individualized consideration, charisma and intellectual simulation are essential. According to literature, leaders should be educated and experienced for them to motivate their employees. Lastly, the literature indicates that resource allocation is an important component in achieving a project in any organization. Its application in terms of finances, equipment and human resource may influence the delivery time and cost of a project. The number of resources received for various tasks is determined by several policies that govern resource allocation. The policy used in the allocation of resources can greatly influence the project period.

2.6 Conceptual Framework

Independent Variable

Lack of commitment on sustainability model project by government office due to bureaucracy and fund shortage

High turnover rate on Government partner

late transfer of fund and approval of proposal that lead rush work at the end of the year

Managers having a know-it-all personality that leads underestimating the employee profession.

Forcing employee to do multiple tasks by merging the department

Not finalizing the planned project on time then providing extra time which affect organization project planning and time management

Dependent Variable

THE ASSESEMENT OF
DVV INTERNATIONAL
PERFORMANCE IN
ETHIOPIA

Efficiency

Effectiveness of fund
utilization

Service delivery

Sustainability

Management

CHAPTER THREE: RESEARCH METHODOLOGY

3.1. Introduction

This chapter presented a detailed description of the research methods that are used to collect relevant data to the study. It covers the research design, study population, sample selection method and sample size, data collection methods, data processing, presentation, their validity and reliability and data analysis. It includes the anticipated limitations and anticipated solutions.

3.2. Research Design

An important part of the research activity was to develop an effective research design which shows the logical link between the data collected, the analysis and conclusions to be drawn. This design used to satisfy the most suitable methods of investigation, the nature of the research instruments, the sampling plan and the types of data.

Research design refers to the way a study was planned and conducted. It entails choosing the subjects who participate in the study. The techniques and approaches for collecting data for the subject and procedures (Kumssa, 2011). The main objective of a research design is to enhance the validity

While carrying out the study, the researcher adopted descriptive research design. This design investigates the current status and nature of the phenomena. Descriptive as a method of collecting information by interviewing or administering a questionnaire to a sample of individuals.

Descriptive research, describes data and characteristics about the population or phenomenon designed and studied. According to Coopers and Schindler (2004) descriptive studies were more formalized and typically structured with clearly stated hypothesis or investigative questions. The descriptive analysis approach was chosen for the study, because it seeks to gain insight into a phenomenon as a means of providing basic information in the area of study (Koul, 1993). The descriptive research design was adopted in the study based on the conceptual relationship between the independent variable and the dependent variable.

3.3. Research Approach:

The research Approach (Bogale, 2018) used qualitative and quantitative approaches were employed based on the DVV International staff drawn from different departments. The quantitative technique was used to collect and analyze data on the role of factor that affect the performance of DVV International. The qualitative approach was used to examine the part played by factor affecting the performance in organization.

3.4. Sample Design

The purpose of sampling is to secure a representative group which will enable the researcher to gain information about an entire population when faced with limitations of time, and energy. The sample size refers to the number of observations or replicates to include in a statistical sample. The researcher used a total staff and partners because they are the custodians of the factor that affect the performance of DVV International in the area from various departments. The study objective was to interview subjects only those who have relevant information and work within the organization DVV International. And also the study used total population (censes).

3.4.1. Target population

The study basically targeted top and middle level managers and all department employees of DVV international also four wereda partners in oromia , Amhara , SNNPR and Addis Ababa which are currently work with them partners were included.

3.4.2. Sampling unit

According to partner records, total numbers of partners were 50 in Eight region in Ethiopia Oromia, SNNPR Addis Ababa, Amhara, Tigray Harari Somali and Gambela Hence, the target population for this assessment was on Four region with 4 Woreda partners and also all DVV international employee at top and middle level employee.

3.5. Sources of data

The sources of the data try to obtained are from informal interviews and questionnaires conducted on the employees of DVV international and some of the information's provided from internet and personal observations and experiences.

3.5.1. Primary data sources

The primary data sources include the information from questionnaires and interviews i had conducted for the purpose of this research.

3.5.2. Secondary data sources

The secondary data sources were the information's that from the internet and some written information's on documents, reports from DVV international. Reference: (Bogale, 2018) (Kore, 2015) (Abdurashad, Jan 2019; Zinabu, June 2021) (Mohammod, June 2016) (Wanja, 2017) (Dametew, June 2019)

CHAPTER FOUR: RESULTS AND DISCUSSIONS

This chapter presents the results and discussions of quantitative data analysis of the study. It is divided into two major sections. The first section describes the demographic characteristics of the empirical survey, in terms of their age, gender, level of education, marital status and their work experience with DVV International. The second section of the chapter provides results and discussions which were based on the four major research questions of the study. For the purposes of this preliminary analysis, descriptive statistics was frequently used to describe the general characteristics of the data collection.

4.1. Response Return Rate

12 questionnaires were distributed and all the questionnaires were filled and returned. The response rate is shown in the table 1

Table 1 Response return rate of questionnaires

Questionnaires category	No. Of questionnaires
Distributed questionnaires	27
Returned questionnaires	27
Response Rate (%)	100%

Source: Primary data

The high questionnaire response rate (100 %) shown in Table 1 resulted from the method of administration of the instrument, which was in this case researcher administered. This was acceptable according to Mugenda and Mugenda (2003). This method also ensured that the respondents' queries concerning clarity were addressed at the point of data collection; however, care was exercised so as not to introduce bias in the process.

4.2. Socio-demographic and economic characteristics of respondents

The background information of respondents was deemed necessary because the ability of the respondents to give satisfactory information on the study variables greatly depends on their background. The background information of respondents solicited data on the samples and

this has been presented below categorized into; gender, educational levels, position held, age, length of service in the organization.

4.2.1. Age of the respondent

The study did find it necessary to understand the age distribution of the employees. This was important as it gave the data for analysis of age schemes and to find out if age influenced employee’s opinion on influence of internal control system of organization. The respondents were asked to state their age and the results were presented in the bellow table 2.

Table 2 Age composition of the respondents

Age	Frequency	Percentage
21-30 Years	4	15
31-40 Years	10	37
41-50 Years	8	30
Above 51 years	5	19
Total	27	100

Source: Primary data

From Table 2 the study revealed that the largest numbers of respondents were in the age group of above 31-40 years (37 %), these were followed by those in the range of 41 – 50 years 30 % and then followed by above 51 years 19 %, and 15 % 21-30 years respectively. It can therefore be concluded that the majority of the respondents were in the most productive age brackets of their life and are reasonably experienced

4.2.2. Gender of the respondents

The study captured gender of the respondents in order to establish the most dominant working group of the employees with DVV International Organization and partners. The respondents were asked to state their sex and the distributions shown in table 3.

Table 3 Gender characteristics of the respondents

Gender	Frequency	Percentage
Female	9	33
Male	18	67
Total	27	100

Source: Primary data

According to the finding from table 3 above, the majority of the respondents were males with the percentage of 67%, while the females were 33%. This could indicate that there are still lower number of female employees in DVV International. These findings represent the views of the two sex groups about factor that affect the performance in the organization. This was necessary for the study to get a balanced picture of the respondents' views in relation to their gender. This therefore implies that the most dominant working group of employees with DVV international Organization was males.

4.2.3. Level of Education

The study sought to establish the background information of the respondents in terms of the level of their education. This was necessary to establish educational qualifications of DVV International employees. Table 4 shows the study findings.

Table 4 Education level of the respondents

Qualification	Frequency	Percentage
PHD	2	7
Masters	7	26
First Degree holder	12	44
Diploma & Certificate	6	22
Total	27	100

Source: Primary data

According to the findings in Table 4, majority of the respondents have held Bachelor degree, employees with Masters, Diploma or certificate and PhD qualifications were 44%, 26, 22% and 7% respectively. This implies that the respondents are adequately qualified and competent academically. Also, they were equipped with the information concerning factor that affects the performance of DVV International and they were able to interpret and respond accurately on the questionnaire given to them by the researcher.

4.2.4. Work experience of the respondents

The researcher asked the respondent's background information in terms of work experience in the period they had spent on their jobs to find out their experience about factor that affect

performance of DVV International and findings resulted to a high level of experience on the jobs by the respondents as captured in table 5 below:

Table 5 Years of service in DVV

Years of service	Frequency	Percentage
1-5 years	7	26
6-10 years	15	56
11-15 years	5	18
Total	27	100

Source: Primary data

The results in Table 5 reveal that majority of the respondents (56%) have working experience in the DVDs spanning 6-10 years followed by 1-5 year (26%) then 11-15 (18%) respectively. The finding has shown that there were no employees with working experience of more than 16 years in the organization among the respondents. However, it can be said that the organization has a good employee retention system and also implies that the organization is managed by experienced staff.

4.2.5. Marital Status of the Respondents

The study sought to find out the respondents' background information about their marital status. The respondents were asked to indicate whether they were single, married, divorced or widowed and the findings are shown in Table 6.

Table 6 Marital status of the Respondents

Marital status	Frequency	Percentage
Single	7	26
Married	19	70
Divorce	1	4
Total	27	100

Source: Primary data

The above table 6, revealed that out of the 27 respondents 70 % was married and 26 % were single 4% was divorced and while there is no widowed. Most of the respondents were married thus the organizational performance is highly influenced by married staff compared to single. This implied that most of them are stable at work. Poor Planning and implementation of the project the researcher sought sees factor that affect the performance of the organization.

This section contains the findings in respect to objective 1 which sought to examine factor that affect the performance of organization at DVV.

4.3. Organization Performance

The respondents were asked to indicate the level of extent to which the following organizational implementation system aspects affect the effectiveness of the performance of organization. The statements have been ranked in terms of their means and standard deviation so as to deduce meaning out of the results and the result was as given in table.

Table 7 Descriptive Statistics Performance of project at DVV

Organization performance (DVV staff questioner)

Objective 1: Organization Performance	N0	mean	SD
There an organized project work plan that is mutually understood by all partner in your department before project implementation starts?	15	4.73	.458
Project detailed work plan discussed before project implementation with concerned staff member and partners?	15	3.80	1.373
There is Poor planning and implementation in projects that affect projects completion time, cost and its quality?	15	4.60	.632
DVV have always implemented projects in time?	15	2.33	.617
DVV implements project work plan effectively as per the proposed action plan.	15	2.20	.414
Our projects achieve customer satisfaction	15	4.73	.458
Overall mean	15	3.73	.65

According to the findings, the respondents agreed that projects in their project work plan that is mutually understood by all partner in your department before project implementation

And customer satisfaction as indicated by means of 4.73 and Poor planning and implementation in projects that affect projects completion time, cost and its quality detailed work plan discussed before project implementation with concerned staff member and partners

and indicated 4.60, 3.80, respectively. The respondents were neutral on the statements on always implemented projects in time and project work plan effectively as per the proposed action plan.2,33 and 2.20 respectively.

2. Organizational Leadership (DVV staff)

The second objective of the study was to establish the influence of organizational leadership on the performance of projects at DVV International. The respondents were requested to indicate their level of agreement with different statements on the influence of organizational leadership on the performance of projects in their nongovernmental organization.

Table 4. 7: Organizational Leadership

Objective 2: Organizational Leadership	N0	mean	SD
Do project managers have a role in facilitating project implementation?	15	3.80	.561
Do you think project managers' technical capabilities are significant in project management?	15	4.73	.458
Educational qualifications and experience of project manager is important in project management?	15	4.80	.414
Do you think interpersonal behavior, livelihood and communication skill, of Managers affect the performance of implementation of project?	15	4.87	.352
Do you think decision making, problem solving, leadership, motivation and team working influence project manager effective implementation of projects?	15	4.73	.458
Do you think flexibility and alertness, human resource management, conflict management and employee	15	4.73	.458
Overall mean	15	4.61	.38

According to the findings, agreed that interpersonal behavior, livelihood and communication skill, of Managers affect the performance of implementation and managers have a role in facilitating project implementation indicated at mean 4.87 % Educational qualifications and experience of project manager is important in project management indicated with a mean 4.8 %, decision making, problem solving, leadership, motivation and team working influence project manager effective implementation of projects, flexibility and alertness, human resource management, conflict management and employee, project managers' technical capabilities are significant in project management 4.73%, project managers have a role in facilitating project implementation 3.80%

3. Personnel control (DVV Staff)

The respondents were asked to indicate their level of agreement with the following statements that relate to the assessment of operating control system of organization. To this they responded as provided in Table 14.4.11.

Table 14.4.11 Personnel Control System

Objective 3: Personnel control	No	mean	SD
Employees are all recruited and selected through the right procedures	15	4.80	.414
There is the ability of a well-organized orientation, training and development	15	3.53	1.246
There is high supervision of employees to ensure work is completed on time	15	4.73	.458
Employee do multiple tasks by merging the department	15	4.80	.414
The organization is able to provide a well-defined job description to the employees	15	4.67	.488
Employee get straining as needed to build their capacity	15	3.53	1.302
Overall mean	15	4.34	.72

In the Table 12.4.9 the researcher set out to assess the personnel control system function (another component of factor that affects the performance of organization). The assessment statements were equally ranked in terms of their mean and standard deviation as a way of interpreting the results. The details of the survey in this regard are discussed as follows;

The results of the study as reflected in table 12:4.9 suggest that respondents agree the Employees are all recruited and selected through the right procedures while the ability of a well-organized orientation, training and development is in place in DVV. This is shown by a mean of 3.80 respectively. However, a significant standard deviation of 1.0 is a clearly manifestation of varied responses from respondents as far as employees are recruited and selected through the right procedures.

There is high supervision of employees to ensure work is completed on time. This is also ascertained with mean value of 4.73; Moreover, Employee do multiple tasks by merging the department This is shown by mean of 3.80. And also, the study revealed that, organization is able to provide a well-defined job description to the employees this is evidenced with mean value of 4.67.

The overall assessment of personnel control system shows mean value of 4.34 and corresponding standard deviation also revealed less dispersed value of 1.0. This indicates that, organization is an implemented sound personnel policy for hiring, orienting, training evaluating. This is evidenced by personnel document that at the time of hiring most qualified personnel with prior working experience and evidence of integrity and ethical behavior, and background checks.

4: Budget Utilization and transfer (DVV Partners)

Objective 4: Budget Utilization and transfer	No	mean	SD
There are clearly laid down policies and procedures with regard to operations to be followed within the organization and partners.	12	4.67	.492
There is smooth clearance procedure with partners as per the schedule.	12	2.67	.778
There is high turnover on partners employee	12	4.83	.389
Partners get proper financial guideline and training as needed.	12	4.75	.452
Government is concerned on adult education to sustain the project fully when it is phased out.	12	1.08	.289
There is budget shortage for sustainability of the Model project.	12	3.67	.492
Partners clearance and transfer done as per planned schedule	12	3.25	.866
Overall mean	12	3.56	.53

According to the findings clearly laid down policies and procedures with regard to operations to be followed within the organization and partners 4.67. Smooth clearance procedure with partners as per the schedule 2.67. High turnover on partners employee 4.83 with partners get proper financial guideline 4.75 and training as needed. Government is concerned on adult education to sustain the project fully when it is phased out 1.08. Budget shortage for sustainability of the Model project 3.67. Partners' clearance and transfer done as per planned schedule 3.25.

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the summary of the findings, conclusions drawn from them and the recommendations. The implications of the research are discussed and suggestions made on areas of further study. Some useful recommendations for all the stakeholders are proposed by this study at the end of the chapter to enlighten and enable them to craft viable solutions with regard to the problem statement based on the research findings. The overall objective of this study was to examine the practice of factor that affect the performance for non-governmental organization in the case study DVV International Ethiopia. The specific objectives of the study were to: identify how organization affects its organization implementation, leadership, personal control and budget utilization and transfer.

5.1. Summary of findings

This section presents the summarized findings based on the study objectives as established at the beginning of the study.

Organizational planning and implementation

The study revealed that poor planning on effective project implementation is in place. In organizational planning and implementation showed that there are a number of procedures on planning by mutual understanding with partners and staff. This proves that there are clear policies that are followed to enhance the performance of the organization. But delay on planning and implementing causes the rash work at the end of the year with pressure that affect the project specific target also work load on the employee. It can then be concluded that organizational have to plan earlier to target proper implementation.

The study also found out that sometimes there are challenges in the implementation of organizational controls particularly in financial matters that creates causes unnecessary delays of some organizational activities.

5.1.1 Organization leadership

The study revealed that organizational leadership has a positive and significant influence on the performance. The study found that the leaders have the skills required to lead the organization and they involve the staff in the decision-making process. The study also found that managers are well experienced and qualified. But in the organization manager's interpersonal behavior, livelihood, communication and positive or negative attitude affect the performance of the organization that bring or will have an impact on decision making, problem solving and leadership of any organization.

5.1.2 Personnel Control

The study revealed that there are indicators that the organization commonly uses various control to practice personnel control; these are: use recruitment selection of suitable personnel, well-organized orientation training and development, solicit qualified personnel to fulfill responsibilities, high supervision, having degree of technical training and proficiency. This proves that there are clear policies that are practicing as laid down policies to enhance organization objectives. Where us giving multiple tasks by merging the department will affect the quality of the organization performance also taking time to train the un professional employee. Managers thinking on the cost minimizing by merging the department but they are losing different quality of work that affect the organization performance

5.1.3 Budget utilization and transfer

The findings indicated that operational control of DVV commonly uses the following techniques: planning, budgeting, policy and procedures. And also, partners get proper financial guideline this implied that there were a proper application of operating control system and practiced as laid down procedures. But because of high turnover on partner employee the clearance procedure will be always new or fresh to get the organization guidelines and government concern on adult education also affect the performance of the organization.

5.2. Conclusion

Based on the study findings, it is concluded that the organization has strong organizational control and this leads to a well-defined chain of command where every employee is able to understand the duties and responsibility assigned. With this fact the employee can perform the task well. However, sometimes there are challenges in the implementation of organizational controls particularly in financial matters that creates causes unnecessary delays of some organizational activities.

5.3. Recommendations

To keep the performance of DVV International:

- Regarding program implementation, budget utilization: DVV determined the various roles and responsibilities with respect to the issue above, including the governing body; management at all levels, employees, as well as coordinate the collaboration among departments. However, there is need for improvement in the organizational system control and management should ensure that no delay occurs while the organizational planning systems implemented specifically in the financial matters.
- Concerning the leadership: Manager should evaluate their self concerning their behavior and livelihood problem and convince their self the negative attitude and try to improve any behavior that affects staff and organization. Also DVV should harmonize its procedure with staff to come up with optimal solution and to create good business relationship as team work.
- The study also recommends that the organization set mechanism for improving how to minimize the turnover of partners in government organization. Also government body have to concern on the program adult education to sustain the project fully when any project is phased out .

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Appendix

St Mary's University

Faculty of business Department of Accounting

Questionnaire designed to be filled by respondent.

Dear respondent, I am currently carrying out a study for the purpose of writing a final year research paper as requirement for the award of Master of Business Administration of St. Mary University. The research title is: "Factor affecting performance of DVV International." You have been selected to participate in this study due to the importance of your information in the study. The information you provide will only be used for the purpose of this study and will be treated with utmost confidentiality. Please feel free and answer all the questions truthfully. Hence your name is not required. Many thanks for your profound contribution towards this study.

Section One: Respondent's Background Information

Please tick your appropriate choice.

Gender: Male Female

Age of the respondent (Year):

31-40 41-50 51 above

Marital Status:

Single Married Divorced Widowed

Educational background

PHD Master's Degree Bachelor Diploma

Length of service at DVV INTERNATIONAL:

1 – 5 years 5 - 10 Years 1-15years Above 15 year

Section Two: Specific Information

In this section the researcher seeks to establish the assessment of factor affecting performance of DVV international. Please ranks the following statement on Likert scale ranging from strongly agree to strongly disagree.

Where:

- 1.Strongly agree
- 2.Agree
- 3.Not sure
- 4.Disagree
- 5.Strongly disagree

To what level do you agree with the following statements which relate on Performance of organization?

Objective 1 organization performance	1	2	3	4	5
There an organized project work plan that is mutually understood by all partner in your department before project implementation starts?					
Project detailed work plan discussed before project implementation?					
projects Implementation affect projects completion time, cost and its quality?					
Clarity on project work plan for staff members affect the projects implementation					
DVV have always implemented projects in time?					
DVV implements project work plan effectively as per the proposed action plan.					
There is a Delay on budget transfer and utilization					

What is your level of agreement with the following statements which relate to the impact of managements affect the performance of organization?

Objective 2 Organization leadership	1	2	3	4	5
Do project managers have a role in facilitating project implementation?					
Do you think project managers' technical capabilities are significant in project management?					
Educational qualifications and experience of project manager is important in project management?					
Do you think interpersonal behavior, livelihood and communication skill, of Managers affect the performance of implementation of project?					
Do you think decision making, problem solving, leadership, motivation and team working influence project manager effective implementation of projects?					
Do you think flexibility and alertness, human resource management, conflict management and employee					
Positive attitude influence project manager effective on implementation of projects?					

Please rate the extent to which you agree or disagree on how personnel controls affect the performance of organization DVV?

Objective 3 Personnel control system	1	2	3	4	5
Employees are all recruited and selected through the right procedures					
There is the ability of a well-organized orientation, training and development					
There is high supervision of employees to ensure work is completed on time					
Employee do multiple tasks by merging the department					
The organization is able to provide a well-defined job description to the employees					
There is evaluation for employee and give award					
Employee get training as needed to build their capacity					

Please rate the extent to which you agree or disagree on how budget utilization affects the performance of organization?

Objective 4 Budget utilization and transfer	1	2	3	4	5
There are clearly laid down policies and procedures with regard to operations to be followed within the organization and partners.					
There is smooth clearance procedure with partners as per the schedule.					
There is high turnover on partners employee					
Partners get proper financial guideline and training as needed.					
Government is concerned on adult education to sustain the project fully when it is phased out.					
There is budget shortage for sustainability of the Model project.					
Partners clearance and transfer done as per planned schedule					