

**Service delivery challenges of Mary Joy Ethiopia: The Case of Selected  
Projects in Kolfe Keranio Sub City, Addis Ababa**

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Partial fulfillment of the requirement of Masters of Social Work.**

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## **Abstract**

*This thesis aims at assessing the experiences and service delivery challenges of Mary Joy Ethiopia in selected projects located in Addis Ababa. The study try to answers research questions pertaining to how the service delivery challenges constrain the organization from achieving its objectives and how those challenges are explained in relation to the Internal and external humanitarian organization service delivery mechanisms. A cross-sectional, qualitative case study method was used. Purposive sampling method was used to select a total of 37 participants for the study. Primary and secondary data was collected through focus-group discussion, key-informant interview and document review. Research participants were, accordingly, identified using random and purposive sampling techniques for the information collection respectively. The finding of the study revealed that the organization faces internal and external challenges that hinder its deliverance of service effectively for its clients. Shortage of skilled human and financial resources, limited staff capacity, and social insecurity of staff, unconducive working conditions are among the areas constraining the service delivery along with political instability and economic factors such as inflation and low purchasing power of the resources generated from different sources. The study suggested that creating awareness, capacity building, and training for staff, instituting a proper standard of practice, and regularly updating the organization's achievements to stakeholders and volunteers would address its performance challenges.*

**Keywords:** *service delivery, internal and external challenges, communities, life improvement*

## **Acronyms and Abbreviations**

AU	African Union
CRDA	Christian Relief and Development Associations
CSOs	Civil Society Organization
CSR	Corporate Social Responsibility
DRM	Domestic Resource Mobilization
ECSF	Ethiopian Charities and Societies Forum
GTZ	German Technical Cooperation
IMF	International Monetary Fund
MDG	Millennium Development Goal
NGO	Non-Governmental Organization
PPP	Public Private Partnership
SE	Social Enterprise
UNECA	United Nations Economic Commissions for Africa
UN-HABITAT	United Nation Human Settlements Programme

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## **Chapter One**

### **1. Introduction**

#### **1.1 Background of the Study:**

The history of international humanitarian organizations goes back to at least 1839 (Richmond, Oliver & Carey 2005). The early pioneers of humanitarian organizations were missionaries or Faith-Based Organizations that started operating in the 1930s (CRDA, 2006: 2). It has been estimated that by 1914 there were 1083 humanitarian organizations internationally (Richmond, Oliver & Carey 2005).

In Ethiopia, the first indigenous organizations that were functioning, apparently similar to the present humanitarian organizations were traditional self-help groups that existed for generations before they developed into organized entities. IDDIR and EQUB are two common conventional teachers in Ethiopia that have served a memorial service and sparing affiliations for decades.

The history of humanitarian organizations in Ethiopia is often linked to the famines of 1973/74 and 1984/85. The two devastating famines caused involuntary mass migration and enormous loss of lives and properties. These famines contributed to the entrance of international humanitarian organizations and for the emergence of local humanitarian organizations in the country. The role of humanitarian organizations was essential during a time when government capacities could not cope with the magnitude of the events. In Ethiopia, national and international humanitarian organizations have worked since the 1960s. Their operations, however, were restricted during the feudal regime. Then, in the 1970s, the Derg regime and its Military Government because of its Marxist Leninist ideology also significantly restricted most western humanitarian organizations. However, after the collapse

of the Derg in 1991, humanitarian organizations' presence progressively increased, but there were no specific laws regulating their registration and operations. (Clark 2000).

In Ethiopia, 90% humanitarian organizations are assumed to be local, and the rest is accounted by international humanitarian organizations (Van, J. 1998:1). According to the registry of the Ministry of Justice (2007) at the federal level, a total of 2,250 organizations have obtained legal registration. When categorized as per their type, 75 percent (1,742) of the total were local humanitarian organizations, 234 (10%) were international humanitarian organizations, 149 (6.5%) were professional associations, and 125 (5%) were public advocacy organizations. Ethiopia witnessed a tremendous increase in the number of indigenous humanitarian organizations from 1994 to 2000.

Mary Joy Ethiopia (MJE) is one of the local humanitarian organizations established in 1994 in Addis Ababa and registered under agency for civil society organization registration number 0060 a non-governmental, non-religious, and non-political and not for profit-making organization. Since then, It has been involved in service provision both in cash and in kind service, and has been engaged in working on HIV/ AIDS prevention, poverty reduction, health care and education. Mary Joy's 2019-2023 strategic plans depicts that the fundamental programs of the organization are categorized under the four components of improving livelihoods, health care and HIV/AIDs prevention, community and private sector partnership, and capacity building.

It reported that service and geographic expansion was a major achievement of the organization and that its services benefited more than 1.5 million direct and indirect beneficiaries. Currently, Mary Joy works in close partnership with many development partners in six sub-cities of Addis Ababa, Yeka, Gulele, Addis Ketema, Arada, Bole and Kolfe Keraniyo and in 8 Woredas /towns of Sidama region, Southern Nations, Nationalities,

and People's Regional State including Hawassa covering more than 112 woreda/kebeles.

Current partners are Save the Children International, USAID, Mary Joy Medical

Centers/Clinics, some private sectors, companies, and individuals.

The MJE's report for 2019 stated that, as with any organization, Mary Joy passed through a developmental stage from chaos to the high performer stage. For the past 25+ years, it has been going through an organizational change process, equipping itself with systems, procedures, guidelines and updating given the dynamics of the internal and external environment. Such development from Chaos to high performing stage emanates from learning from challenges and experiences. So, having study the service delivery challenge will help to local humanitarian organization's to provide services effectively. Hence this research intended to identify the service delivery challenges of Mary Joy Ethiopia (MJE) to draw lessons for future planning and management of projects.

## **1.2 Statement of the Problem:**

The past two decades have seen a rapid increase of social protection programs in African countries to alleviate poverty, food insecurity, and vulnerability of poor households (World Bank, 2012). United Nations International Children's Emergency Fund (UNICEF) (2020) found that Ethiopia has achieved remarkable economic growth in the past decade (2010-2020), but growth achievements have been disproportionate to social welfare improvements for the most vulnerable groups. According to National Planning Commission (2017), the Government has been implementing a series of poverty-focused development strategies and monitoring the progress in poverty reduction on a continuous basis.

According to an Ethiopian Civil Society Organization forum (ECSF) report on March 2016, the number of local humanitarian organizations is much greater than that of the international ones, and they play a vital role by engaging in areas of poverty reduction,

children, elders, youth, disability support, and other programs. However, the report depicted that local humanitarian organizations face unique challenges and difficulties securing enough funds because the projects undertaken require substantial numbers of resources, both financial and non-financial.

Researchers described the challenges of service delivery by humanitarian organizations in several ways and contexts. Bromideh (2011) in a case study conducted about the challenges of humanitarian organizations in Iran stated that the challenges facing local humanitarian organizations can be categorized into internal and external humanitarian organization challenges. Vilain (2002) and Mukasa, (2002) focused on staffing, team development, and remuneration-related challenges. Karen (2010) and Zaidi s a (1999) revealed that local humanitarian organizations' service delivery constraints are attributed to their heavy dependence on donor funds, power ties between donors and recipients, professionalization and reporting culture, humanitarian organization job bureaucracy, and aid chain dynamics.

In Ethiopia's case, there are limited studies. Yntiso (2012) depicts that most local humanitarian organizations are highly donor-dependent, so that when unexpected funding cuts come, programs are immediately compromised or terminated. Baluku (2010) also depicted that service delivery to the poor is highly dependent on the donor's criteria for selecting beneficiaries which may not be the appropriate beneficiary as per the local contexts. Other researches mainly focused on the challenges of specific service delivery by government or humanitarian organizations, such as health and other social services.

As Forum for Alliance Building in the Horn of Africa (1998) states, many local organizations' leadership faces Founder Syndrome. This is whereby the founder or founders control and manage the affairs of the organization with minimal participation from other

members. For example, a CEO or board members will not allow other staff to engage in resource mobilization or the leaders become too comfortable with the current methods of resource mobilization and are not willing to explore other new ways.

Most studies focused on the humanitarian organizations' contribution to humanitarian aid and developmental needs, while service delivery challenges of local humanitarian organizations are a barely studied concept. In addition, the recent pandemic disaster COVID-19 brought its own challenges and needs to be analyzed in case of similar future events.

Mary Joy Ethiopia (MJE) as a local humanitarian organization is constrained by several service delivery challenges as it grows from chaos to high performing stages. This chaos resulted from unique challenges. Furthermore, there has been no comprehensive service delivery challenge studied or documented to understand the past and provide future planning by the organization. Reports don't show how Mary Joy can analyze and improve by understanding the service delivery challenges faced at different times.

This research is conducted the current research by looking at unique indicators and variables that have affected the service delivery challenges organization. Even if there are many study areas, this study is focused on assessing the experience of service delivery challenges in one of the local humanitarian organizations in Addis Ababa, Ethiopia. It explored the challenges faced by the organization and the constraining issues for the organization not to achieve its objectives. This research, therefore, will contribute to the existing literature on local humanitarian organizations by assessing and evaluating the service delivery challenges confronted by Mary Joy Ethiopia.

### **1.3 Objective of the Study**

The overall aim of the research is to indicate and identify the major service delivery challenges Mary Joy Ethiopia encountered in their operation, focusing on Kolfe Sub City

Selected Projects, Addis Ababa, Ethiopia, and analyzing how it constrains the organization performance.

#### **1.4 Research Questions**

- What are the internal service delivery challenges of MJE?
- What are the external service delivery challenges of MJE?
- How do the service delivery challenges constrain the organization from achieving its objectives?
- What are the interventions/strategies to overcome the challenges?

#### **1.5 Significance of the Study**

The study will be useful in providing relevant information for the management of MJE and other similar organizations to learn from and overcome their service delivery challenges, for public sector policymakers and CSOs regulatory bodies to develop policy guidelines that facilitate a better enabling environment for a humanitarian organizations to provide services effectively. Finally, the research will contribute as a base for further researchers on the topic for academic purposes.

#### **1.6 Scope of the Study**

The scope of the study is determined by the objectives of the proposed study to answer those research questions, and hence, it will thoroughly investigate the service delivery challenges of Mary Joy Ethiopia, focusing on Kolfe Sub City Selected Projects, Addis Ababa, Ethiopia. The study area will be in Kolfe sub-city, Ethiopian to Ethiopian Movement project office, health center, and a place where vulnerable clients are located.

## **1.7 Limitation of the Study**

As with all research studies, this study is not free from limitations. This study has a limited scope that focuses on assessing the service delivery challenges of Mary Joy Ethiopia: The Case of Selected Projects in Kolfe Keranio Sub City, Addis Ababa. The absence of research results in the problem area makes the study limited to relying on pieces of reports rather than comparing the study with other study results and challenges faced by the organization not to deliver humanitarian service effectively for clients. Hence, there should have been plenty of time both for data collection and analysis. But it required a lot of traveling to collect the questionnaire from the respondents, and the researcher had to make several attempts with some respondents for various reasons.

Therefore, the research took more days to collect data than originally planned. In some cases, there was an unwillingness of clients and staff from other humanitarian organizations to fill in the research questions because they may have considered the researcher to be spying on them. The occurrence of the Coronavirus pandemic made it difficult for the researcher to collect data from clients. Finally, some of the respondents did not understand the questionnaire, but this was managed by visiting each project site and explaining to them the aim of the questionnaire and the study in general.

## **1.8 Definition of Terms**

- Assessment refers to assessing the service delivery challenges and the problems faced by the humanitarian organization.
- Humanitarian organizations are legally constituted corporations created by legal people that operate independently and that of the government.
- Service- is material and nonmaterial act of help or assistance

- Internal challenges: challenges faced by the humanitarian organizations internal to the organizational issues counter problems not to deliver service effectively for their clients.
- External challenges: challenges faced by the humanitarian organizations external to organizational issues counter problems not to deliver service effectively for their clients.

### **1.9 Organization of the Study**

The research is organized in a way to keep logical flows of ideas and coherence of paragraphs to give a sense for readers and interest groups in contextualizing data. Chapter 1 presents a brief introduction of the study, showing clear thought or reasoning for the study, objectives, and scope and significance of the study. Chapter 2 deals with, and presents, available literature about the topic. Chapter 3 is about the methodologies of the study. Chapter 4 will present data analysis presentation and findings and the final chapter has to do with summaries, conclusion, and recommendations of the overall study.

## **Chapter Two**

### **2.1 Literature Review**

#### **2.1.1 Introduction**

The review of the literature focuses on analyzing the following issues: the contextual challenges in delivering service, the way the service delivery takes place, and its internal and external service delivery challenges. Finally, the report provides a chapter summary.

#### **2.2 Historical Background of Service Delivery**

Service delivery in humanitarian organizations encompasses the provision of comprehensive and coordinated services to people in need. To induce good service delivery, organizations need to provide effective service which meets the needs of the recipients. In this regard, scholars have stated the prominent indicators of quality service as integrity, reliability, responsiveness, availability, and functionality. However, human service delivery is complex with high community expectations, competing demands and often delivered under financial constraints. (Kavoo-Linge,2017).

The recent evidence of social work interest in the service-delivery model is new. Any meeting planner or journal editor would have paused not long ago if they knew that "service delivery" was a diversion from "institutional change" or that an "income transfer" strategy would render any "service strategy" superfluous. It could be observed quite early in the mid-1960s that initial Economic Opportunity Act programs were essential "service" strategies and that more basic tasks faced the Great Society if it wished to affect the problems it had identified. Nobody foresaw the widespread attacks on direct-service employees as "Band-Aid dispensers" and "handmaidens of social control," as "camouflage troopers for unjust social battles," and as a diversion from social reform. (Kahn, 2016)

## **2.3 The role of humanitarian organizations towards community development**

Today non-governmental (humanitarian) organizations play a significant contribution towards sustainable community development program. Although the roles and functions are not necessarily the same, their ultimate goal is community empowerment and eventually attains sustainable development (Streeten, 1997). According to Streeten, the function and roles of most humanitarian organization mainly articulate their program in microfinance, capacity building and self-reliance that enable to improve the economic well-being through income generation activities.

As a result, this study aimed to comprehend the primary problems that Mary Joy Ethiopia has had in providing efficient service delivery and improving the economic well-being of clients, as well as how programs have really assisted clients in overcoming challenges.

## **2.4 Challenges of humanitarian organizations**

### **2.4.1 Internal Challenges**

#### **2.4.1.1. Organizational Capacity Limitation**

Humanitarian organizations at current face several problems to which they are not always prepared for.

A few humanitarian organizations have the financial means to pay for such training or are willing to do so. There is a dearth of capability in several areas, including fundraising, governance, technical development, and leadership and management. Some humanitarian organizations believed that having quality standards would help them obtain the necessary skills. According to CSOs sustainability index (2011), humanitarian organizations are

typically weaker because they are not as financially independent as states and corporations, and are often dependent upon them.

According to the sub-Saharan CSOs sustainability index (2011), capacity building for the Ethiopian charity is central to realizing its potential to contribute to the country's long-term development. Pact's Ethiopian humanitarian organization Sector Enhancement Initiative (2010) stated that institutional capacity building refers, of course, to training and technical assistance but also, ultimately, to much more. In this context, capacity building entails the development of skills, expertise, and authority on the side of national humanitarian organizations and other civil society players, allowing them to take a more prominent role as the country attempts to accomplish its development goals.

#### **2.4.1.2 Financial**

Humanitarian organizations are expressing difficulty in finding sufficient, appropriate, and continuous funding for their work. It's just as difficult for them to locate donations as it is to meet their fundraising requirements. They believe that particular cartels of people and non-governmental organizations (humanitarian organizations) control access to donor cash. They have constrained asset mobilization abilities and are frequently not trying to find stores that are accessible locally, leaning toward holding up for international donors to approach them.

#### **2.4.1.3 Income Generating Activities (IGA)**

The trend of civil society towards engaging in income-generating activities (IGA) is a growing phenomenon worldwide, and part of a blurring of distinctions between public, private, and civil society sectors (Anderson, 2002). Therefore, if the more established, experienced, and better-resourced CSOs have encountered such difficulties, the newly established and resource-poor Ethiopian charities and societies cannot be expected to thrive and survive without an enabling environment.

#### **2.4.1.4 CSOs Sustainability**

There is a lot of talk and literature on what, how, and why the organization is not sustainable. Many organizational leaders are striving to understand and explore ways to build a sustainable organization that will ensure they are making a positive impact on society and the environment in which it works.

Sub Saharan CSOs sustainability index (2011) describes that a flexible organizational culture helps an organization to maximize resources, in finding innovative ways of raising funds or carrying out programs in challenging environments could ensure sustainability. According to Forum for Alliance Building in the Horn of Africa (1998), organizations need to realize that the sustainability of an organization does not only depend on the resources an organization has but is also affected by the existence of competent staff, supportive policies, and internal systems to manage assets.

#### **2.4.1.5 Staff Career**

The major obstacles to local humanitarian organizations delivering services were found to be the lack of staff career development. So, the other problem is about staffing issues and covers recruitment, assignment, and layoff as well as human resources development and administration and, finally, everyday management of staff (Vilain, 2002). Not all people working for humanitarian organizations are volunteers and paid staff members typically receive lower pay than in the commercial private sector, they have little organizational and professional skills, and the poor quality of training or lack of importance attached to training humanitarian organization workers are the most concerns of humanitarian organizations (Mukasa, 2002).

#### **2.4.1.6 Communication**

Most humanitarian organizations are unable to communicate effectively about themselves (who they are, what they do, and their achievements). This inability to communicate means the visibility of the organization is poor, and they are not able to effectively market their programs (Viravaidya & Hayssen, 2010). The majority of local humanitarian organizations lack and lose the chance for mobilizing resources. Many times organizations lose the opportunity to get resources as donors or stakeholders are not aware of the presence of the organization within the area, sector, or country (Ulleberg, 2009).

#### **2.4.2 External Challenges**

There are various external challenges that humanitarian organizations face in Ethiopia today.

##### **2.4.2.1. Fundraising and Resource Mobilization**

Fundraising and resource mobilization is a valuable component for strengthening an humanitarian organization. As stated by CSOs sustainability index (2015), fundraising is the act of persuading people or organizations to raise money for a cause. Fund-raising is the activity of collecting money to support a charity or political campaign or organization. Humanitarian organizations need to have adequate resources to support their current operations, still face uncertainty over future funding. However, humanitarian organizations are operating under a highly resource-competitive environment. Unfortunately, there is a lot of competition for donor resources, and in many cases, for an organization to secure resources it depends on how well it can compete with other organizations to raise funds; and on how good it is at exploring other ways to source for resources (Petty Janice Gow, 2008).

Many organizations wonder whether the donors will keep supporting program costs or will they shift their focus to other more pressing needs. These are some of the scenarios that

create uncertainty over donor funding and make it extremely difficult for humanitarian organizations to plan and implement their project activities consistently. The uncertain continuity of donor funding forces an humanitarian organization to live a project to project existence, which makes it difficult to design and expand project activities to improve the quality of services Mavoko Kapyepye, (2013).

#### **2.4.2.2 Resource Mobilization from Private Sector and from Individuals**

One of the major challenges for local humanitarian organizations is resources mobilization from private sectors and individuals. Local humanitarian organizations should work towards enhancing their capacity to raise resources locally for sustainable development and change as well as guarantee their independence from foreign resources (Beasely Thomas W, 2009).

Private sources allow organizations to respond quickly, and they have fewer restrictions. According to Bray (2008), organizations should also consider recruiting individual supporters; it is worthwhile as they come with few strings attached. While grants from a foundation may be much more than from individuals, but they may come with many restrictions. Corporate social responsibility is an emerging field in many African countries and gradually catching up with international standards. Local organizations will benefit from this trend of corporations donating to local organizations.

Based on Sub Saharan CSOs sustainability index (2016), domestic Resource Mobilization (DRM) refers to the generation of savings from domestic resources and their allocation to socially productive investments. In the broadest sense, DRM encompasses the mobilization of human as well as financial resources for investment, creating income, mobilizing and utilizing resources effectively. It is becoming crucial for Ethiopian charitable

organizations, particularly for those organizations which are registered as Ethiopian charities and required to raise their income from local sources.

Rehema C. Batti (2014) describes that the largest share of financing for development has to originate from domestic resources. This is an inescapable necessity. Foreign development assistance has been declining, and it is becoming highly volatile, responding to the vagaries of unpredictable market sentiment. Therefore, to defend these and other similar forms of challenges associated with resources, charitable organizations have to take various measures and strategies.

#### **2.4.2.3. Public Image**

For CSOs to be sustainable, the business sector and the community should have a positive public image of local humanitarian organizations including a board understanding and appreciation of the role that local humanitarian organizations play in society. Public awareness and credibility affect local humanitarian organization's ability to recruit members, volunteers and encourage indigenous donors. According to CSOs sustainability index (2010), the extent and nature of media coverage of humanitarian organizations, awareness, and willingness of government officials to engage humanitarian organizations, as well as the public knowledge and perception of the sector as a whole determine CSOs sustainability.

Most Ethiopian CSOs are set up by a few individuals and rely on foreign funds. The relations with the communities they work with having been hierarchical (donor-recipient) rather than one of the equal partnerships. According to CSOs sustainability index (2015), lack of constituency/mass base has undermined the bargaining power of CSOs and risks resulting in alienation from the public.

#### **2.4.2.4 Political Influence and Interference**

Government policies and political climate are noted by Frostenson (2013) to increase bureaucratic red tape for humanitarian organizations mobilizing resources externally. In practice, on occasions of political instability, donors do not release funds or at times they reduce or impose severe measures. According to Gyamfi (2010), government perceptions and attitudes of humanitarian organizations have not been excellent in many African countries, and some organizations have been considered dangerous by the government as dangerous.

#### **2.4.2.5 The Impact of COVID-19**

According to International Monetary Fund (IMF), Country Report No. 20/150 (2020), the COVID-19 has posed serious health risks around the world, especially in developing countries. The global pandemic together with the domestic containment measures has severely affected Ethiopia's economic growth projections for 2019/20 and 2020/21. Preliminary estimates suggest that economic growth will be 3 percentage points lower in 2019/20 than initially projected. Depending on the intensity and duration of the pandemic in 2020/21, growth will be lower than projected by 2.4 percentage points. The main vulnerability channels include trade, remittances, and tourism and service delivery institutions, which are expected to be severely affected. The Ethiopian economy has been severely affected by the COVID-19 pandemic, creating an urgent balance of payments needs.

#### **Summary and relevance of the literature for the study**

The chapter has presented different issues regarding the issue under study. Literature related to the service delivery process, and the challenges faced by humanitarian organizations not to deliver service effectively for clients were presented starting from humanitarian organizations and service delivery. Humanitarian organizations are considered to be a better channel for delivering multilateral and bilateral aid. Humanitarian organizations are instinctively expected to undertake issues or areas that the state or private sector cannot

address. A review of the literature has helped the researcher to acquire important points about the challenges faced by local humanitarian organizations and the way to ensure the sustainability of humanitarian organizations. The review of the existing knowledge has further informed the choice of research method and the development of tools for field data collection.

## **Chapter Three**

### **3. Research Methodology**

This chapter describes the methodologies that will be used in this study, the choice of particular research paradigm, research designs, sampling techniques, sources of data, and data collection tools along with an appropriate justification associated with each approach.

#### **3.1 Research Paradigm**

A paradigm is a way in which a researcher attempts to study and understand the reality of the world (Rehman and Alharthi, 2016). Therefore, Constructivist world view is chosen as a paradigm for this research, because it is considered as a typical approach for qualitative research and this world view also believes that individuals have their own subjective understanding and meaning to their own experiences and the world that they are living in. Under this world view (paradigm), the goal is to focus on the participants' view and perception of the issue being studied (Creswell. 2014).

So, Social Constructivist world view was chosen for this research, because this study focused on the experiences of the participants of this study and their perceptions and meanings about the program that they have been enrolled in and their views of the contribution of the program in terms of improving their lives.

##### **3.1.1 Research Design**

Research design is the heart of research as it precisely and clearly defines the research objectives. Research design is based on their dimension: the purpose of the research, the time dimension, and techniques. The purpose of the study is to assess the overall service delivery challenges of Mary Joy Ethiopia.

This study is a cross sectional study that adopts a qualitative design of data collection and analysis. Kreuger and Neuman (2006) explained that in cross-sectional study, the researcher observes and collects data at one point in time. The data was collected by, focus-group discussion and key-informant interview at a specific point in time, which are qualitative data collection techniques.

Bruce L. Berg (2001) explained that qualitative research examines individuals in certain settings in order to answer questions. Kreuger and Neuman (2006) also mentioned that a researcher can be able to understand the detailed social settings of the research participants by using qualitative research design. The researcher can learn the experiences, their perceptions and different circumstances of the participants through qualitative research design. Therefore, this research is a qualitative study to gain an in-depth understanding of the participant's perception of the change and improvement by assessing the overall service delivery challenges of Mary Joy Ethiopia.

The data was collected by utilizing both primary and secondary sources. Focus-group discussion and key-informant interview were used to gather primary data. Books, research papers, journals, and different reports were also reviewed to gather secondary data.

### **3.2 Study Area**

Mary Joy Ethiopia (MJE), is established in 1994 in one of the then out skirt of Addis Ababa, Asko area, registered under Civil Societies Agency with Registration # 0060. As any organization MJE has passed through developmental stages from simple to high performer stage. For the past 25+ years MJE has been going through organizational change process equipping itself with systems, procedures, guidelines and updating given the dynamics of the internal and external environment.

MJE experienced and implemented four five-year strategic plan period that helped the organization to consolidate its programs to more focused on impact oriented. The learning experience of the past 25+ years enable Mary Joy to review its vision as: envisioned to be a sustainable organization that brings about lasting improvement in the lives of its target groups to rejoin the current understanding and dynamism. The mere existence of the organizations is tasked to empower vulnerable and underserved community groups through integrated development programs.

Over a quarter of century MJE has been implementing various projects in partnership with more than 45 international financiers, hundreds of local private sectors and thousands of Ethiopians living in country, and overseas invested over 421 million Birr that benefits hundreds of thousands regard less of any variables except being needy.

The major program thematic areas are Livelihood Enhancement, Education and Health. Children Empowerment, Child Protection, Adolescent Youth Sexual Reproductive Health including HIV/AIDS, gender and development, environmental protection and inclusiveness are the cross-cutting issues.

Currently, MJE operates in four regions Addis Ababa, SNNPR, Sidama and Oromiya covering 118 Woredas and/or kebeles addressing over 1.7 million people with various program. And also, MJE has an interest to work in hard-to-reach areas like Afar region to address Health Transformation Plan (HTP) issues such as early marriage, polygamy, Female Genital Mutilation (FGM) and addressing education gaps.

The past one and half year was the land mark of Mary Joy to rename it as Mary Joy Ethiopia (MJE) as well as scope of the work has shown improvement both resources, geographic coverage and role of fund management. To mention a few, currently MJE is

managing and implementing USAID-MJE partnership project with the role of fund management and prime partner role leading four sub recipient organizations.

Over time, the capacity and capability of MJE has been improving to implement various projects with enormous funds and program complications. The Private-Public-Partnership with the moto of Ethiopian-to-Ethiopian has been growing gradually and shifting its positions to higher level, ever growing of voluntarism demands a defined position in the organization and nationwide that required organization's new thought and implementation mechanisms.

This research was conducted in the Kolfe keranio sub-city of Addis Ababa in which Beneficiaries and Mary Joy Ethiopia's office are available. Kolfe keranio is one of the 11 sub-cities of Addis Ababa with a high population density and low economic level of its residents. Mary Joy was has done several projects and activities to improve the lives of the poor in the sub-city and throughout the country.

For this study, the researcher select Kolfe Keranio sites purposely to get a good sampling of data. Kolfe Keranio sub-city is located in the western part of the city, near the Gefersa Reservoir. It borders with the district of Gullele, Addis Ketema, Lideta, and Nifas Silk-Lafto sub-cities. The total area coverage of the sub-city is 61.25-km square, and the entire population of the area is 546,219.

### **3.3 Participants of the study**

The participants of this study are Mary Joy Ethiopia staff members currently being working in Ethiopian to Ethiopian project, lung cancer project and Asko medical center program, volunteers of the programs, and government officials at *kolfe keranio* sub city *woreda* 14 women and children affairs office.

Generally, there were a total of 26 participants for the interview and a total of 11 participants for the focus group discussions (FGDs). The FGD was carried out in two sessions and the first FGD session was conducted among 2 male and 3 female community volunteers from Ethiopian to Ethiopian mobilization project, *Asko* medical center and lung cancer project and the second FGD session was conducted among 3 male and 3 females MJE staffs..

There were inclusion criteria for the selection of participants for this study. The inclusion criteria include willingness to participate in the study, and volunteers expected to have close contact with service delivery that implement by Mary Joy Ethiopia for the clients program at *kolfe keranio* sub city, *woreda* 14.

### **3.4 Sampling Technique**

Purposive sampling technique was used to select participants of this study. According to Ruane (2005), the researcher can use purposive sampling to select participants for his/her study when the researcher wants to get a deeper and detailed understanding of a narrower group of people by carrying out an in-depth investigation without attempting to generalize the findings to a large population.

Accordingly, the researcher employed purposive sampling in choosing the participants of the study. The researcher purposely selected participants for this study keeping in mind that the purpose of the research is to get in-depth understanding of the issue by collecting comprehensive data instead of taking representative sample for generalization of the result.

### **3.5 Source of Data and Collection methods**

The major sources of data in this study were categorized into primary and secondary data sources. The primary data was collected from respondents by interview, and focused group discussion. The secondary sources of data were obtained from documents such as Project charters, Annual reports, published and unpublished data from the organization.

According to Wanjiru (2013) for descriptive type, researches, primary data can be obtained either through observation or through direct communication with respondents in one form or another or through personal interviews, questionnaires, observation methods, etc. The following data collection methods were incorporated in this study.

#### **3.5.1 Interview**

Yalew Endaweke (2011) describes this kind of data collection as a means of direct contact between the interviewer and the interviewee which gives a better chance of understanding nonverbal explanations and also helps to understand from the tone of voice of the interviewee whether he/she told the truth or not. Based on Saunders et al (2009), this research conducted a semi-structured interview in which there was a list of themes and questions covered based on the responsibility and role of the interviewee. A total of 25 people have interviewed respondents.

They were asked to share their understanding of the general service delivery activity and challenges faced in the organization settings. The data collection instrument that was employed during the interview with participants was a semi-structured interview guide. The semi-structured interviews are neither fully fixed nor fully free and are perhaps best seen as flexible. "Interviewers generally start with some defined questioning plan but pursue a more conversational style of interview that may see questions answered in a more natural way to the flow of conversation" (O'Leary, 2004, p.164). The interview guides were developed with

open-ended questions believing that the participants would share their views and experiences freely regarding the issue raised.

The interview guides were prepared under the issues raised in the specific objectives, research questions, and literature review. During the interviews, the Amharic language was used as a medium of communication so that there could be clear understanding between the researcher and the participants. Most of the interviews were carried out in a quiet environment, such as in the office, to get all the attention of participants to provide adequate information. Some interviews were conducted in places where there is too much noise, like in cafeterias. Furthermore, the interviews of informants took an average of 45-60 minutes. In the course of data collection for this study, the researcher tried to electronically record interviews for future references. But very few of the participants were not willing to be recorded.

10 MJE staffs and board members also participated in this study as key-informants. The reason for including staff as a key-informant was to know about the types of services provided by the programs, how beneficiaries are selected, how the organization evaluates the success of the program as well as the challenges that the organization is facing in implementing the program.

6 Government officials from the *woreda's* women and children affairs office were also involved in this study as key informants. The information expected from them included their involvement in the program as government stakeholder, how they monitor and evaluate the and challenges faced of the program and the likes.

10 Community volunteers also participated in this study as key-informants to know more about the involvement of community members in the implementation of the programs. The volunteers were expected to provide information on how they get involved, as well as how they assess the challenges of the program.

So, interview guidelines were prepared for the above mentioned key-informants, volunteers, government stakeholders and staff member that participated in this study and based on their consent to participate in the study, the interviews were conducted. These interviews were also audio-recorded based on the consent of each participant.

### **3.5.2 Focused Group Discussion.**

Saunders et al (2009) refers to the fact that focused group discussion provides information to a great extent at a particular time due to the interactive discussion between participants chosen using non-probability sampling which is information rich on the topic under study. Saunders also agrees on the precise number of participants depending upon the nature of the participants, the topic matter, and the skill of the interviewer. Hence, these researches were conducted one session of focused group discussion with professionals and community volunteers each.

Two focus group discussions were carried out to gather more data. Bruce L. Berg (2001) explained that FGDs provide a means to collect qualitative data by intentionally creating conversations about research topics or problems in a group discussion. So, both groups for the FGD in this study were homogeneous in terms of gender; so that participants could feel comfortable to discuss the issues freely. One group was volunteers and the other group was MJE staffs. The participants of the FGD were purposefully selected so that they were long time in of the program for at least five years. This criterion was set so that the participants of the FGDs can discuss the contribution of the program and the challenges of service delivery.

The first group with had five participants, whereas the second group had six participants. Each group was expected to have 5 – 7 members to participate in the discussion. Both focus group discussions were facilitated by the researcher. Bruce L. Berg (2001)

explained that Focus Group sessions consist of small number of participants and those participants will be guided by a facilitator (moderator) and these small groups should usually have no more than seven participants.

### **3.5.3 Document review**

Different documents like journals, reports from the organization (based on the consent of the organization), books, other research papers and the likes were critically reviewed, so that the data available for the researcher is more comprehensive.

### **3.6 Method of data analysis**

Data analysis in qualitative research is about making sense of data gathered with different data collection tools and the data gathered can be in a text or image form. This process can involve taking apart the data collected and also putting it back together. Qualitative data analysis is a process that involves a flow of action from data reduction to data display and finally to conclusion and verifications. Data reduction is helpful in making the qualitative data more readily accessible, understandable and easier to be categorized in themes and patterns by transcribing hours of audiotapes to manageable data. Then this data can be displayed (presented) in an organized and compressed manner that will help the researcher to make analytically drawn conclusions (Bruce L. Berg, 2001).

Transcribing and translating the data is another part of a qualitative data analysis. The data gathered through focus group discussions as well as key-informant interviews were audio recorded with the consent of the participants (respondents) and those recordings are transcribed into text form to make it easier for the analysis, interpretation and discussion part of the study. The interviews were conducted in Amharic language. But the study is compiled and presented in English. So, the transcribed data is translated from Amharic to English

language. Since the researcher is fluent in both Amharic and English language, both the transcription and translation were carried out by the researcher himself, which is also helpful in keeping and ensuring the confidentiality of the responses given by the participants.

So, this study employed specific qualitative technique of thematic data analysis approach. The process involves transcribing audio-recorded data from the key-informant interview and focus group discussions processes. The information gathered is organized and reduced into themes by coding the data in accordance to the specific objectives of the study. Creswell (2014) explained coding as taking the data collected in text or picture form and putting the data in categories according to the objectives or research questions and labeling each category with a term, which is usually driven from actual language used by participants. So, by coding the data gathered, the data will be categorized in themes, analyzed and presented in a discussion form.

By using the coding process, categories or themes are generated for analysis based on the specific objective of the study. Creswell (2014) explained that themes are major findings in qualitative studies and the themes identified during the coding process will be used as headings in the finding section of the study document. So, based on the themes identified, the relationship between the themes are analyzed and presented in the study as well.

So, to summarize, the data gathered from the study participants was analyzed by using qualitative data analysis methods. The information gathered is explained in detail in accordance with the issue under the study. The interview was conducted in Amharic and the responses and explanations given by the respondents were translated to English for the data analysis purpose. Based on the data collection techniques utilized, the findings were categorized in themes based on the research objectives.

### **3.7 Approaches to the study**

Data was collected from mid-March and until approval of the proposal test of questionnaires continue. A total of 45 and above working and weekend days was utilized for collecting both secondary and first-hand data from the clients. Before going directly to the community according to the proposed strategy field visit was made for three days whether or not the proposed research method is appropriate for data collection. Field visits revealed that it was difficult to collect necessary information; this is because most of the volunteers who live in the communities are workers during the daytime, so are unavailable. Therefore, the only time to contact them is after work or the weekend.

### **3.8 Quality assurance**

Since it is difficult to accurately measure findings in qualitative research, it is very important to ensure the quality of the data. Andrew (2004) explained that there are four elements of data quality assurance mechanisms in qualitative research, which are credibility, transferability, dependability and confirmability. So, to assure the quality of the findings in this study, different mechanisms were applied; including member-checking and document review/debriefing to ensure credibility of the findings. Triangulation was also applied as an additional method to ensure confirmability and trustworthiness of the findings of this study.

Billups (2014) explained how credibility can be used to ensure the trustworthiness of qualitative data by applying member-checking as a method to make sure that the data actually represents what the participants said during the data collection process. Henry (2015) also explained member-checking as a method whereby data, analytic categories, interpretations and conclusions are tested with members of those stakeholder groups from whom the data was originally collected; and this method is the most crucial technique used for establishing credibility. Here, the researcher can use personal or group discussions with participants to

check the representation in the data and analysis. So, the participants in this study were given a chance to check the transcribed data and verify whether it represents what they actually said during the data collection process.

This study utilized different data collection methods, like observation, focus-group discussion, Key informant interview and document review, so that the information gathered through these methods can be triangulated to ensure the trustworthiness and confirmability of the data gathered. Bruce L. Berg (2001) explained triangulation as combining multiple lines of sights, so that a researcher can gain a more substantive, reliable and better representative data of the reality on the ground and a way to verify the information obtained through the data gathering process. Henry (2015) explained the primary purpose of triangulation as a way to have a deeper understanding by collecting data from various sources on the same topic to create stronger account of the research. It may also involve multiple methods, analysis, or theories.

An article published by Rauno H. and Leena K. (2020) explained how the lack of dependability and transferability does not diminish the quality of qualitative research. They explained that the results of qualitative studies, in many cases depend on the specific context, like space, time, discourse, culture and the likes. So, the results might not go in accordance with the validation notion of dependability, which is about preserving the realistic aspect of the notion of reliability that attempts to ensure the repeatable nature of the findings of a specific study. They also explained how transferability is about ensuring the generalization of the research result and how generalization is not a necessary element in qualitative research and the lack of transferability (generalizability of findings) does not diminish the quality of a qualitative research. So, since repeatability and generalizability of the findings are not the focus of this study, the researcher did not consider dependability and transferability as important quality assurance mechanisms for this study.

In addition, the researcher also made sure that the participants understand the whole purpose of the study and give their consent to be part of the study in order to ensure the internal trustworthiness of the process. The transcribed document by the researcher was also seen by the participants, so that they can make sure it is similar to what they actually said during the interview and what was recorded by the audio-recorder device. This made sure that the data gathered actually represents the actual situation on the ground and the genuine response and perception of the respondents, without being influenced by the researcher's attitudes and intention.

### **3.9 Ethical consideration**

During the entire process of this research, the well-being, willingness and convenience of the participants was given maximum attention. The purpose and nature of the study was explained clearly to the participants before getting their permission to continue with the data collection process.

A consent form was prepared both in English and Amharic. The participants were given a chance to read the consent form and then they asked different questions they had before signing it. The researcher answered all the questions and also informed the participants that they can refuse to participate in this study at any time they feel uncomfortable with the process.

During the interview, the participants had the freedom to skip any question they didn't feel comfortable with. The researcher also informed the participants that their responses will be kept confidential and their names will not be attached to the information they provide.

All components of this study were exclusively conducted by the researcher and one assistant for the data collection process. After getting the consent from the participants, the interviews and focus-group discussions were tape-recorded. The researcher also took notes

during the interview and focus-group discussions, while carrying out the observation as well.

The participants were given all the necessary information about the purpose of the study

before they signed the consent form and agreed to participate in the study.

## **CHAPTER FOUR**

### **4. DATA ANALYSIS AND PRESENTATION**

#### **4.1. Introduction**

The findings of this study are categorized into several topics based on the numerous data gathering methods used in this study, as well as the study's unique aims. The themes include MJE's internal service delivery challenges, external service delivery challenges, service delivery obstacles that prevent the organization from achieving its goals, and interventions/strategies to address the issues. A summary of the findings is offered at the end of this chapter.

#### **4.2 Qualitative Data Analysis**

##### **4.2.1 General Information on the Interview and Focus group discussion**

For the interview and focus group discussion, research participants were service providers selected purposely based on their experience and relevance to the subject of the study. The participants were professionals who had been working at the organization in their current role for more than 5 years. The background information of the above listed study participants is listed in a table for in the annex.

The interview and focus group discussion was held from May to June 2021 at the organization's head office where at *MEGENAGIA* a place where the very quiet, comfortable, and safe office for the participants was and a focus group discussion was done at the Mary Joy Ethiopia clinic center, *ASKO*. To avoid information overload, the study used seven participants who occupied different positions and expertise in the area. There are a total of 5 males and 5 ladies in positions of management and officials at various levels. All participants were permanent employees of the organization. A total 8 females and 2 male volunteers took

part in the interview process. Community volunteers that participated in this study as key-informants have been volunteers of program for more than five years.

Another participant of the key-informant interview was the 4 female and 2 male social worker and community coordinator that works at *kolfe keranio* sub city, *woreda* 14 program implementation area. Since they are responsible for the implementation of the program at *woreda* 14, they involved in this study as a key-informant.

The focus group discussion was conducted in two sessions. The morning session was conducted with MJE staffs at Asko area and a total of 6 participated in this focus-group discussion. The afternoon session was conducted among MJE community volunteers at the same area and a total of six volunteers participated in this focus-group discussion. So, a total of eleven participated in the focus-group discussions of this study with 5 male and 6 female participants.

For this research, key informants and focus group members were given codes that identify them in the data presented. Coding of participants for key informant interviews coded as KI1, KI2, KI3... And KI26 and for a focus group, discussion participants were given code as FGD1, FGD2... And FGD11, and accordingly, it is utilized in the data presented.

Data analysis and presentation: This section presents the main findings from the interviews and focuses the group discussion that was transcribed and frequently emerging themes from the transcripts were identified and categorized under the two categories: overall activities and services in MJE, description of the internal and external humanitarian organization service delivery challenges and barriers not to achieving organizational objectives.

While conducting the interview, many of the answers of the organization's management staff members and from focus group discussion were the same. To avoid repetitiveness of answers, the researcher analyzed the interview and focus group discussion responses, generalized, and wrote answers that were the same into one.

#### **4.3 Major Services and Role of MJE**

Participants were asked about their awareness regarding the purpose of Mary Joy Ethiopia and with which organizations does it work to benefit the clients. Even though their awareness level varies with which organization does it works to benefit the clients they all have an awareness of the organization's service provision. Mary Joy Ethiopia is an organization that stands to help those people who were in need, helping those people to who the government cannot reach out due to different reasons, and empowering those who were vulnerable by working with different stakeholders. The major program thematic areas are Livelihood Enhancement, Education, and Health. Children Empowerment, Child Protection, Adolescent Youth Sexual Reproductive Health including HIV/AIDS, gender and development, environmental protection, and inclusiveness were the cross-cutting issues. (KI-4) gave a brief explanation regarding awareness and with which organization does it works to benefit the clients. Stated that;

*Mary Joy Ethiopia mainly works and focuses on community empowerment, especially poor community members through different programs. We have 3 major programs to help them. The first one is livelihood enhancement, which is focused on economic empowerment of our target beneficiaries; also, private-public partnership program, making the community support through linking with private sector providers and others bring social protection for the family. The second one is children empowerment through education service. It helps to build the capability of the*

*education of the kids and change the life of the family. We believe education is the power of life. It also focuses on empowering them to have their rights. The last one is improving the health sector of the community through providing prevention, health education, and community awareness creation.*

Key informant 1 added the aim of Mary Joy Ethiopia:

*The purpose of Mary joy Ethiopia is to help marginalized/vulnerable groups specifically children and elders, those who live in poverty by working with different stakeholders to empower the vulnerable ones and also strengthen the organization's function. The organization works with different stakeholders to benefit its clients and develop networking relationships with different organizations like faith-based organizations, different local and international humanitarian organizations, governmental organizations, private companies, and individuals.*

According to key informants (KI 4) stated that;

*Mary joy Ethiopia works with different state and non-state actors to benefit its clients. From the state stakeholders, different bureaus and offices are working with MJE like state health bureaus, education bureaus, social and labor affairs, women and children affairs, CSO, MOFED, Micro and Small enterprise, Police Officers, lawyers, different professional associations, and others. From non-state actors like the private sectors, especially in phase-based activities public figures, hotel owners, religious institutions, advertising companies, musicians, broadcasting media, individual donors, etc... and international organizations.*

Participants in this study were questioned to describe the type of service does the organization provides for clients. Concerning this, they illustrate the services organizations provide for clients. They identified the following services they provide for clients:

#### **4.3.1. Educational service**

The education component included both the hard and soft components. The hard component includes infrastructure development, such as a library, boys' and girls' separate toilets, and improvement of the school WASH system, whereas the soft component teachers training on different issues, strengthening of various clubs, training of students, educational counseling, scholastic material support for orphan and vulnerable children, and children parliament at school systems are one of the major roles for Mary Joy Ethiopia. As the participants stated, that Mary Joy Ethiopia provides educational scholastic materials for kids before starting schools and capacity-building training for school staff members. (KI-8) reported that;

*Concerning education, the organization works on infrastructure like constructing KG in Addis Ababa and creating opportunities for those who cannot and didn't attain formal and non-formal education by organizing skilled volunteers in A. A and HAWASSA Constructing libraries in school, donating furniture, providing scholastic materials like ex-books, pen, pencils, books, and others for the library is the other service that we provide in the education sector. Organizing school clubs such as the anti-HIV club, charity, club, girls club, and child protection club through capacity building and training was part of our program too.*

#### **4.3.2 Health care service**

The Health program spiraled on two issues, prevention, and cure. According to the findings of this study, Mary Joy Ethiopia's community health programs focus on enhancing demand creation and promotion. For those with financial problems, Mary Joy Ethiopia facilitates free medical services as well as free medication which collaborate with sponsors

for patients who are believed to be economically poor. Every year, hundreds of thousands have been reached with health interventions. As (FGD-2) put it;

*We have the responsibility to facilitate free medical service and medicine for patients with financial problems and facilitate free medical investigations. Now a day we start providing meal services for very vulnerable elders who do not have attendants or family.*

Similarly, one of the key informant participants stated that; (KI-12)

*In the beginning, the main focus of the organization was on health-related issues, we do community health delivery for curative and prevention by providing health education for communicable and non-communicable disease, HIV/AIDS prevention, cervical cancer awareness creation, and gathering wheelchairs and other devices for handicapped patients who cannot afford to buy those instruments but over time the problem of the society become beyond health problem and the organization extends its service to education, sanitation, awareness creation, organizing vulnerable clients to work hard and help themselves, etc...*

According to the findings of this study, counseling is one of the services provided by the organization in the clinic. Some nurses and social workers stated that they provide professional counseling for patients and their families about the whole medical process, especially HIV/AIDS and cervical cancer prevention and control. As (KI-7) put it;

*The organization has 4 main program components. The first one is healthy which focuses on prevention and medical service. Prevention mainly focuses on creating awareness on HIV/AIDS and cervical cancer for the vulnerable group in the community, schools, and university and provides reproductive health services for youth. Moreover, it works on preventing cervical cancer and lung cancer. While*

*proving the service, Mary Joy works with the community, schools, and Eder's to create awareness. It also provides the service by working with an organization that supports HIV-positive people and youth associations to address the problem to support society. Furthermore, it provides integrated medical services to the community. It has 2 clinics in Addis Ababa and Hawassa focusing on family planning, mother's health, cervical cancer, and lung prevention, HIV/AIDS Counseling, and medication.*

Similarly FGD-8 participant stated that:

*The service is focused on helping very vulnerable kids and elders who live in the community. They need a special focus and counseling, especially in family planning and HIV/AIDS prevention.*

#### **4.3.3. Financial and material support**

Create linkage with individuals, public and private organizations, responsible government bodies, and others to take those very vulnerable elders and kids who have nowhere to go and support them. The organization by creating linkage with others that can provide them with their basic need such as financial support, food, clothing, and others. The majority of the officers and community facilitators who participated in this study reported that they link them with different organizations, mostly public and private organizations. As these officers, community facilitator's and volunteers stated, they provide this service mainly to vulnerable groups of the society such as orphans, children who are abandoned by their families, mothers, and elderly people. One of the key informants, (KI-11), confirmed that;

*Mary Joy Ethiopia provides financial support for vulnerable community members. We collect this money from individuals, private sectors, government organizations, and international organizations. Material support is the other one we collect similarly in*

*kinds, such as foods, sanitary materials, clothes, and others. The other one is educational material support for vulnerable kids and so on. As far as I know, the organization aims to create a linkage between vulnerable groups of community members and other organizations to provide their basic needs such as financial support, material support, and helping poor families get free medical services and medicine from the hospitals.*

Taking care of patients and very vulnerable elders and kids who do not have any caregiver are one of the duties of community facilitators. Most of the community facilitators reported that they take care of patients who do not have attendants and provide them with their basic needs such as food and clothes. (FGD-1) mentioned that;

*The organization provides different services to the clients. Financial, educational, and health care services are some of them. In our job description, it is stated that we follow up and help very vulnerable family members who do not have anything at all and provide them with food and clothes, and also bring and take care of with patients to the organization clinic, take children abandoned by their parents to the police and so on.*

Another important finding of this study regarding the services provided by the organization is the coordination of activities and social events for the vulnerable community. Almost half of the participants reported that the organization facilitates different activities in collaboration with others. The organization facilitates and establishes fundraising programs, volunteer activities for students such as co-ordinate blood donations from volunteers, collecting money from volunteers, organizing holiday events for vulnerable family and supporting them with basic needs such as food and clothing as well as transportation, collecting clothes and shoes from individuals, and public and private companies. Moreover,

aside from all the involvement in activities in the organization, different social events take place. (FGD-1 participant) stated:

The major difference from other local humanitarian organizations is facilitating social events, especially holiday distribution of raw meat, oils, flours, and other sanitary materials make vulnerable family be happy on that day.

Similarly, (KI-5) stated that:

*Mary Joy Ethiopia provides different services for clients. For example, for very vulnerable kids and elders, families every month financial support is made starting from 450 ETB and through that more than 2500 and above beneficiaries' were supported, and also different donations including holy day support like foods, sanitary materials, clothes, and others. In the health sector, we provide health education and curative service for the community.*

#### **4.3.4 Livelihood Support**

According to the finding, the aim of MJE focuses on community empowerment, especially for low-socioeconomic society through different programs. Regarding livelihood enhancement, MJE implements various income-gaining interventions addressing OVC caregivers, unemployed youth, poor women, and elders taking into account their working capacities. Livelihood enhancement focuses on the economic empowerment of target beneficiaries; also private-public partnership programs, making the community support through linking the private sector and others bring social protection for the family.

KI-6 added to the issue as follows:

*Empowering a vulnerable group of families is the major target for Mary Joy Ethiopia by providing business skills, entrepreneur skills, and making them work together. It*

*focuses on providing the necessary equipment that they needed and makes them improve their saving skill. To have a mother who even has their own business buys Bajjai, and has a house of their own. We managed to create credit associations. The organizations were able to work with youth, migrants too through training and providing start-up capital, especially in HADYA and KAMBATA so that they change their life and become independent. In the economic strengthening sector, we were able to skill training like vocational skill training. We had also trained youth with auto mechanics, food preparation, sewing, electricity, and driving. Concerning capacity building focuses on giving training for stakeholders.*

The other key informant explained about empowering vulnerable group of people's stated as (KI-22)

*In the livelihood sector, we provide training through macro and micro-enterprise sectors by giving a startup capital in cash or kind. We try to provide various training additionally like psychosocial support and psychosocial Kaizen and so on.*

Similarly FGD-3 participants agreed that:

*The organization's service delivery process is both cost and time-effective because the organization deposits money for clients by using a bank, which saves both time and cost. Since the last time beneficiaries came to the office and collected money due to covid and other issues, financial support is starting to be done through the bank system. This leads beneficiaries to save money for the time being, and after a time the organization gives them startup capital and starts their income-generating activity.*

One of the standards to reach and achieve organizational goals and objectives of service delivery is the interdisciplinary and inter-organizational collaboration among professionals and other sectors in the process of helping very vulnerable community members in Mary Joy Ethiopia. Concerning this, the study assessed the key informant's roles and

collaboration of professionals and other sectors with the organization. All of them reported that their roles were related to benefiting clients and the organization. According to KI 2

*With the government offices, we have a strong and great collaboration. When I say this, starting from preparing project plans up to monitoring and evaluation time, we have been working with them for all these 27 years. Starting from the beginning up to now they are signatories for us and working with them. Public and private sectors, business camps and professional associations are other sectors that work with us in different activities. Especially, they are collaborating with us during sponsorship activity, fundraising programs, community awareness, and resource mobilization. International organizations are our other sectors working with us. We are also collaborating working with them in the educational sector service, health sector service, and other sectors. They are monitoring us and give us feedback on what to do and when to do it. In my opinion, I can say Mary Joy Ethiopia with all social, economic, and political crises and conditions shows good progress and achievement all these years.*

Comply with the above key participant KI 17 said:

*The collaboration of Mary Joy with other sectors is somehow difficult, but we focus on the objective and aim of the organization. Collaborative work with the stakeholders as we saw for the last 25+ years working with us, which we build trust with them. Due to this, we have got land in HAWSSA to build the elder center, offices, and also for the elders we have got free health insurance, and different equipment. The other one is the public and private sector, we have got different donations in cash and in-kind.*

The rest of the informants shared their experiences concerning professionals' involvement in service delivery. They stated that the professionals have high involvement in resource mobilization and community awareness activities. As stated by the informants, some of the roles played by professionals in the organization include a collection of donations in kind and cash, providing information to private sectors about the sponsorship process, providing counseling for clients, etc...

Through all these years the contribution, activities, and services brought a positive change to the life of the beneficiaries, but it needs evidence. Participants believe that the contribution brought a satisfactory change in the lives of the clients when compared to the efforts the organization made to bring sponsors and donors to help the clients. According to KI - 1

*As a layman, I would say yes, the project evaluation of the organization, supportive supervision, monitoring, assessment, and documents of the organization shows that the organization brings positive change to the life of the society, but the assessment has to be done to comfortably say there is a change. Among some of the positive change indicators are some of the clients who started their own business; women who are supported by the organization are changed and protected their families.*

According to the findings of this study, most of the participants believe the organization brought a positive change in the life of beneficiaries, and the organization is starting to be seen as a role model both by local and international humanitarian organizations. (KI 9) stated that:

*Yes, it has brought so many positive changes for the last 27 years in different projects and programs in the life of vulnerable families, and also in the country, we bring positive change which is visible to all of us. Due to this, now we are invited to work in*

*different administrative cities, for example, in the Amhara region. As we know, the majorities of our kids finish their education and graduate and start their own life. Places in which governments do not reach work Mary Joy Ethiopia starts in 15 years, which is an Ethiopian to Ethiopian movement and helping the community through resource mobilization. Until now, so many Ethiopian and Ethiopian diaspora communities have been involved and brought unity and family relationship among each other. This is a role model for others.*

Similarly, FGD participants agreed that:

*It brings positive change and achieves its objective. Within these 25 years, especially the Ethiopian to Ethiopian movement project achieves its objective and brings change in the life of vulnerable groups of individuals. So many beneficiaries finished their schools and started jobs; even they start sponsoring others. But I have a reverse opinion that to say a medical center service delivery brought a positive change in the community as expected.*

#### **4.4 The Internal and External humanitarian organization service delivery challenges**

One of the objectives of this study was to find out whether or not there are challenges to service delivery in the selected organization and point them out if there are any.

Participants who participated in this study were requested if there are any internal and external challenges they face during service delivery in the organization. All of these participants reported that they face and view different challenges while services delivery in the organization. The challenges identified will be presented as follows.

#### **4.4.1. Internal humanitarian organization Service Delivery Challenge**

##### **Lack of budget and Resource scarcity**

According to the findings of this study, the lack of budget is one of the internal challenges pointed out by the key informant. Most of these participants stated that due to budget scarcity in the organization, it is difficult to run activities. KI 4 mentioned that,

*One of the internal challenges is financial income which is very low; because our organization is donor-driven, staff salary increment is not satisfactory and less when you compare with other humanitarian organizations. Other new humanitarian organizations have got a better financial capacity and help their staffs in a different way than ours.*

In addition, the organization units continued to be under-budgeted, which resulted in not being able to implement intervention properly for vulnerable groups. Due to these officers have to go a long way to mobilize resources through communicating with various private companies, government agencies, international and local non-government organizations, community-based organizations, and faith-based organizations. As such, supports and collaborations received so far include; free diagnostic service, money, clothes, sanitary materials, medication, and shelter, spiritual service, community home care service but, still not sustainable and enough to reach all. According to KI 6

*Not enough transport for service delivery is the other challenge. Mobilizing resources is not an easy task. Identifying the source, negotiating, time, and transportation service and all these have consequences and time pressure on scarce manpower we have.*

## **Limited Organizational Capacity Building and Staff Career development opportunities**

Organizational capacity building and staff career have also impacted the quality and scope of the service delivered, especially in areas of provision and intervention. For the organizational staff, there is pressure on their daily routine and resource mobilizing has led to an increase in their workload and time constraints. In addition to the routine services delivery, officers are also responsible to communicate with various government, private, and community agencies to mobilize resources for the needy. Participants also emphasized that staff were having workloads, and it is unlikely to provide comprehensive work where there is no immediate anticipated reward and recognition for their work and profession.

KI-11 added to the issue as follows:

*Leads do a routine activity every time instead of looking forward and changing the environment. It is one of the major challenges internally. The capacity-building limitation among the staff makes the service delivery not satisfactory.*

KI 23 adds also;

*Limited human resources are one of the challenges. Staff turnover is high given the fact that we have limited manpower for the wide range of organization services. We have limited manpower. There is a gap between demand and the resources it mobilizes, so we cannot hire many professionals. A limited budget challenges our service delivery.*

Local humanitarian organizations recognize that limited technical and organizational capacity. Organizational sustainability, fundraising, governance, technological development, and leadership and management were all recognized as areas where there was a lack of capacity. According to KI 14

*Yes, most of the time during the management meeting I always mention letting us make our projects and proposals. Our projects and proposals. Our projects and proposals must be visible, sustainable, and changeable by income-generating activity for the organization and our vulnerable community. For the last 15 to 16 years, not working hard and being dependable on others makes us not stand by ourselves. For resource mobilization and getting funds, you have to seek and stick to the donor's rules and regulations. The second thing, in my opinion, is if we make our medical centers generate income like ABEBECH GOBENA MEDICAL HOSPITAL, then it will be better to stand on its own. Now the economic crisis and political instabilities are the major challenges to get sources of funds. So by working hard and organizational sustainability should grow up now a day we will start organizational income-generating activities.*

#### **Absence of Established System for Volunteers Management**

The absence of a proper standard of practice and updated description for volunteerism and professionals is the major barrier to service delivery to achieve their full scope. Although the volunteers have a description and activities listed appropriately to their training and educational background. Standards should be available to evaluate them. The standards and the requirements should be stated in the document which describes the role and scope of volunteers. KI 7 stated that;

*It is hard to label whether the collaboration of the organization and professionals is effective or not, it needs assessment, but the organization works in collaboration with different organizations and professionals since the resource is scared. The organization's collaboration depends on the amount of budget the organization approves for specific projects, and the organization works on areas of experience sharing, networking, and other issues to achieve its goal. The organization does not*

*have any single individual that works specifically on collaboration-related issues, but now the organization is working on it to solve the problem.*

In relation to this issue, KI 19 elaborate that;

*The organization focuses on a community center program, while doing its work it partnered with schools, elders, youth and women associations, and volunteers. It also works with responsible government bodies like women and children offices in different zones, hospitals, health centers, and hospitals. Mary Joy is well-known for mobilizing volunteers by using influential people like media professionals, artists. It collects resources, distributes them to beneficiaries, and monitors the services, but it needs a standard for professionals and volunteers to evaluate their work and forward a reward.*

#### **4.4.2. External humanitarian organization Service Delivery Challenge**

##### **Lack of awareness about services delivery**

Lack of awareness about services and their role in the organization is one of the external challenges identified by the respondents. All of the study participants reported that there is a lack of awareness about services delivery among different individuals, professionals, private and public organizations as well as the government administration.

Concerning this issue, FGD-5 participants agreed that:

*As an organization, there is no orientation about yearly, quarterly plans and reports for the community volunteers and beneficiaries. This should be changed, community volunteers also it is our responsibility to prepare plans based on the organizational yearly plan. But still, now we did not see anything and there is no orientation about the plans and reports about the organization doing. Due to the knowledge gap, the organization is asked by too many vulnerable peoples to get different kinds of support*

*from the organization like shoes, food, etc. but the organization cannot provide all that is asked due to financial constraints. The other thing is there should be to start a formal contact with stakeholders at WOREDA level especial building and constricting letters for beneficiaries and other activities. So, once we collaborate work with them we can achieve a better chance.*

### **Weak Government/humanitarian organization Relationship**

Having a difficult relationship with the administration is another challenge the participants reported to be facing while service delivery in the community they work in. Some of the respondents stated that they have difficulties in communicating and agreeing with the administration regarding some issues. As one of the respondents reported one of these issues is a letter from the WOREDA administration. As FGD 7 participants put it;

*One of the biggest problems/bottlenecks for the organization not to deliver service effectively for its clients is the knowledge gap among stakeholders and others. The majority of beneficiary needs cloth and other basic needs but due to different issues the organizations do not reach the community as much as possible.*

During the discussion, participants stated that the administration put much pressure on beneficiaries during their need letters also in the bank account system said; Moreover, lack of awareness about services in the organization, pressure from administration and support are the challenges we face.

### **Limited Source of Fund**

The organization works with individuals, groups, unions, public sector funding, private sector funding, government organization, and other non-government organizations to generate funds for clients. It approaches donors by using different mechanisms such as social media, broadcast media, different blogs, newspapers, etc. But due to different internal and

external challenges currently to get a source of funds for humanitarian organizations is so difficult. As KI 8 put it

*The major challenge to get sources is the criteria by donors which is not satisfactory for local humanitarian organizations. They only focus and need to achieve their objectives. Now a day donors' funding is less due to political and economic instability. If we say there are donors to work, in return there are also many humanitarian organizations competing among each other.*

A strong and skillful needs assessment followed by a solid project plan will result in successful project implementation. A project which is not well planned based on the findings of the assessment will fail in the course of implementation. KI 3 stated that

*The major problem for not get source funds is high competition among humanitarian organizations and donors scarcity. The other challenge is better to grant manager and donor digger officers were needed to have a better fund.*

### **The Negative impact of COVID-19**

The emergence and widespread of COVID-19 disease around the world strongly impacted the global economy, and service delivery apart from health crises. Globally, the impact of the pandemic varies from country to country, and most likely increases poverty and inequalities at a global scale. The impact of the COVID-19 crisis on societies, organizations, and vulnerable groups is fundamental and no one is left behind in this effect. It is assumed that the crisis will affect the resource flow from developed countries to the developing countries that demanded in-country resource mobilization to mitigate the financial inflow crisis to the nation. KI 13 clearly stated that;

*COVID challenged not only our organization but is also a global challenge. The main thing is on the donor side projects are not facilitated and go as planned and time-*

*wise. Due to this, we review our projects again. On our staffs the majority of activities are done in part-time activity, also staffs affected by the disease due to this service are less in progress. The other thing is income is less in the medical center activity and other service delivery. We also have got as an opportunity for other service areas.*

Moreover, KI 5 stated that;

*The impact of COVID-19 in our organization through delivering service is high. It is not only for us but also has a global impact. Especially in projects, the implementation makes it difficult; due to this, some projects are revised again. Additionally, in the working environment, some of us are infected by COVID-19; this makes activities not done properly and on time. In Mary Joy Ethiopia, the medical center's income was decreased and services were compromised. Somehow it has an impact, especially not to go to the community home to a home visit, no meeting, and so on. We adopt and create strategies; we try our best to deliver the services.*

For other projects areas, COVID-19 considers an opportunity. Mary Joy Ethiopia has gained significant experience providing direct and indirect support to highly vulnerable children and their caregivers through an integrated approach that enhances locally available resources through a collaborative way of working together to support each child within his/her household. As KI 15 stated that;

*In a reverse way, there is also opportunity especially in Ethiopian to Ethiopian project office so many donations were collected in-kind and cash.*

As FGD 10 stated that;

*The other challenge is the financial support of sponsors is decreased in number due to economic crises and COVID 19 pandemic but, the organization tries its best to help its clients by providing different materials like face masks, sanitary material, and oil*

*besides the monthly payment fee and the organization is still able to survive the crises and become opportunity by the COVID 19 pandemic.*

#### **4.5 Service Delivery Challenges Constrained Achievement of Objectives**

The service delivery process is a special process describing a complete and integrated approach for performing a specific objective. It should be end to end and can be used as a reference for running projects with similar characteristics. It should be done in the best possible manner with the least waste of time and effort. Participants were asked to describe how the challenges constrain the organization from achieving its objectives and measures taken by the organization to solve the problem. Accordingly, respondents identified several factors affecting service delivery and constraining objectives such as lack of awareness on the role, absence of a standard of practice for volunteers and professionals, scarce resources, and capacity building.

KI 16 state that;

*In some ways, yes, it constrains the organization from achieving its objectives. Since lack of resources, cutting back of funds limit the capacity of the organization, then indirectly it impacted the achievement of the objective.*

#### **4.6. The interventions/strategies' to overcome the challenges**

A challenge is all about an obstacle to achieving a goal that must be overcome. When it comes to the office, a challenge is a difficulty that prevents you from attaining workplace or professional success. The workplace will provide difficulties to employees at all levels. Different management styles, personality types, and personal goals exist in every company, which can occasionally result in workplace friction or obstacles.

KI 21 state that;

*Organizations should focus on genuine strategies to achieve a goal and overcome challenges. The strategies should be centered on a leadership style that focuses on vision and mission, teamwork, and clear communication among employees and managers.*

As FGD 2 stated that;

*In order to achieve a better goal change strategies are needed. such us integrated programs to address multidimensional challenges of its target groups, a resource mobilization center and partners engagement, MJE need to mobilize and build partnership with government sectors, private sectors, community groups/structures, promote and mobilize volunteers from all walks of life, awareness and sensitization, Capacity building (internal and external), establishing multipurpose training center & meeting hall to sustain the programs.*

## **Summary**

The chapter presented major findings of the study regarding the quantitative analysis. The overall activities and services in MJE, description of the internal and external humanitarian organization service delivery challenges and barriers not to achieving organizational objectives. The presentation comprised the data gathered through interviews with other informants, and documents. After this, the discussion of the study findings concerning relevant literature will be followed in the next chapter.

## **CHAPTER FIVE**

### **5. DISCUSSION**

#### **5.1. Introduction**

In this chapter, results obtained using different techniques have been discussed. The discussions were made by triangulating the results and information obtained using primary data, secondary data, and review literature. For clear understanding the researcher has discussed, and henceforth fittingly summarized in three terms: Major Services and Role of humanitarian organizations, internal and external service delivery challenges, and service delivery challenges constrain the organization from achieving its objectives.

#### **5.2 Major Services and Role of humanitarian organizations**

According to the findings of the study, almost all of the participants confirmed that they are aware of major services and roles of humanitarian organizations, they stand to help those people who were in need, helping those people who the government cannot reach out to due to different reasons and empowering those who were vulnerable by working with different stakeholders. In this study, participants identified Livelihood Enhancement, Education, and Health. Children Empowerment, Child Protection, Adolescent Youth Sexual Reproductive Health education including HIV/AIDS, gender and development, environmental protection, and inclusiveness were the cross-cutting issues for humanitarian organizations.

This in line with research conducted by Grobman (2008) reveals that humanitarian organizations play an important and crucial role in the development of society in developing countries. They often hold an interesting role in a nation's health, economic or social activities, as well as assessing and addressing problems in both national and international

issues, such as human, political, and women's rights, economic development, democratization, inoculation, and immunization, health care, or the environment.

Another finding of this study shows that the roles and aims of humanitarian organizations focus on helping vulnerable groups of individuals. In line with this, research conducted by Mostashari (2005) on the introduction of NGOs management and its role in Iran indicates that the main focus of most humanitarian organizations is spanned around women and children's rights, health, and feeding the poor people in Iran.

### **5.3 Internal and External humanitarian organization service delivery challenges**

According to the findings of this study, limitation in human resources and budget constraints are the prominent features of the internal challenges pointed, due to budget scarcities in the organization's difficulty to run activities. In line with this, GTZ (2002) stated those local humanitarian organizations lack access to funds, physical assets, and competent human capital. Similarly, Ali Akibar (2011) revealed that limited resources and a large number of humanitarian organizations have created a kind of undesirable competition among them, so that they often interfere with each other. A member of the trustee explains: "the humanitarian organizations are competing more on obtaining and accessing resources, instead of competing to deliver services for the clients."

The current study found that organizational capacity building and staff career has also impacted the quality and scope of the service delivered, especially in areas of provision and intervention. This strongly fitted with the study by Dagne Negash (2017) regarding An Assessment of Challenges and Opportunities of Ethiopian Charities. The study states that writing saleable proposals that meet donors' priorities require well-informed and skilled manpower. However, most of the Ethiopian Charities lack skilled and qualified staff. As questioner respondents argue, Ethiopian charitable organizations/associations have

insufficient and unqualified staff. Moreover, respondents agreed that most of the existing staff lack technical capacity.

The study also found that the absence of a proper standard of practice and updated description for volunteerism and professionals is the major barrier to service delivery to achieve their full scope. According to the study, conducted by the national standard for a volunteer in Australia (2015), volunteer involvement is a critical part of Australian society. It contributes to civil society and active participation in building strong, inclusive, and resilient communities. It is at the heart of innovation and social change, as well as our solutions to community needs and challenges, and it brings together and supports community strengths and resources. There are important benefits to both organizations and volunteers when volunteers become involved in organizations. Volunteer involvement can contribute to, and extend the capacity of, organizations to meet aims and goals. Volunteers can provide the time, skills, expertise, and points of view that enable an organization to pursue programs and activities that benefit the community.

In the findings, lack of awareness and image about services and role in the organization is one of the external challenges, lack of awareness about services delivery among different individuals, professionals, private and public organizations as well as the government administration. A similar study conducted at (GTZ, 2002). The study shows that Lengthy and bureaucratic requirements for registration, demanding reporting requirements, and continued lack of transparency on the part of government executive bodies weakens government-humanitarian organization relations.

Likewise, Dagne Negash (2017) regarding An Assessment of Challenges and Opportunities of Ethiopian Charities states that, thus, the public image towards Ethiopian charities is simply based on the capacity owned by Cough challenges exist here, and there is

an influencing manner, Ethiopian Charities have not sufficiently publicized their activities and promoted their image. As the result, the public, in general, didn't rely on Ethiopian Charities as a community resource. Most of the respondents were explain that negative public image eroded their trust among the donor, beneficiaries, society, and the government. It is also discouraging even the end of the organization. In general, especially local humanitarian organizations should work more and build their images with the association of community and stakeholders awareness creation through innovative and cost-effective, and efficient ways.

Furthermore, the study also stated those humanitarian organizations approach donors by using different mechanisms such as social media, broadcast media, different blogs, newspapers, etc. But due to different internal and external challenges currently, getting a source of funds for humanitarian organizations is so difficult. Correspondingly, a study conducted by Karen (2010) and Zaidi S A (1999) revealed that local Humanitarian Organization's service delivery constraints are attributed to their heavy dependence on donor funds, power ties between donors and recipients, professionalization and reporting culture, humanitarian organization job bureaucracy, and aid chain dynamics. Moreover, as Dr. Gebre Yntiso (2012) stated, in developing countries like Ethiopia; charities organizations at the national level are criticized for being highly dependent on one form of funding source, in particular on foreign sources.

In addition, the emergence and widespread of COVID-19 disease around the world strongly impacted the global economy and service delivery apart from the health crisis. They reported that the impact of the COVID-19 crisis on societies, organizations, and vulnerable groups are fundamental, and no one is left behind in this effect. In line with this, Browne (2012, p. 32) stated that —Healthcare provision is focused on reducing costs and decreasing hospital stays.

#### **5.4 Service delivery challenges constrain the organization from achieving its objectives**

The current study found that the service delivery process is a special process describing a complete and integrated approach for performing a specific objective. It should be end to end and can be used as a reference for running projects with similar characteristics. It should be done in the best possible manner with the least waste of time and effort. According to the participants, identified a number of factors affecting service delivery and constrain objectives such as lack of awareness on the role, absence of a standard of practice for volunteers and professionals, scarce resources, and capacity building. Due to this lack, the organization constrains from achieving its objectives.

#### **Summery**

From the analysis of the data obtained from the mixed methods, the researcher has established the following findings and further discussed against previous research findings and literature review. Local humanitarian organizations especially in Ethiopia are playing an increasingly important role in the social and economic development and implementing various agendas. Their contribution is major in helping those people who the government cannot reach out to due to different reasons and empowering those who were vulnerable by working with different stakeholders. Despite their contributions, however, their existence and overall operation have been challenged by internal and external factors.

## **CHAPTER SIX**

### **6. Conclusion, Social Work Implication and Recommendations**

#### **6.1 Introduction**

This chapter deals with the conclusion, social work implication and recommendation. Under the recommendation, different opportunities that are important for humanitarian organizations are stated. The actions to be taken by humanitarian organizations are illustrated under each thematic area of the study and other core weakness areas. Roles that should be played by each stakeholder and the way forward have also been described.

#### **6.2 Conclusions**

The majority of humanitarian organizations' contribution focuses on the areas of women's economic empowerment, health, education, and child development. It is remarkable but faces many internal and external humanitarian organization service delivery challenges not to provide service effectively for the needy. Non-governmental organizations play a great role in providing basic social services. These include infrastructure buildings, provision of basic education, undertaking an agricultural extension, raising public awareness on different developmental issues such as gender equality, environment protection, and other activities that benefit the mass.

This study examined what the service delivery process looks like and what are the internal and external humanitarian organization service deliveries challenges the organization faces not delivering service effectively for its clients. According to the findings, Mary Joy Ethiopia staff members work hard to benefit its clients. The organization works with individuals, groups, unions, public and private sectors, and different stakeholders for the sake of its clients. Local humanitarian organizations are highly engaged in a different type of

success factor to uplift social development, but still, there are internal and external challenges they are facing nowadays, and this situation highly influences the impact they should bring to society and the country in general.

Among the challenges the organization faces is not delivering service effectively for its clients. These are due to limitations in human resource and budget constraints, lack of awareness and image about services and their role in the organization, weak public, and private sectors involvement, challenges currently to get the source of funds, donor funding is declining, and it is unpredictable and volatile. There is also a lot of competition for the available resources among and the emergence and widespread of COVID-19.

### **6.3 Social Work Implications**

The findings of this study indicated that Mary Joy Ethiopia staff members work hard to benefit its clients. The organization works with individuals, groups, unions, public and private sectors, and different stakeholders for the sake of its clients. Local humanitarian organizations are highly engaged in a different type of success factor to uplift social development, but still, there are internal and external challenges they are facing nowadays, and this situation highly influences the impact they should bring to society and the country in general. As a result, this study has proposed few social work implications in relation to Research, Practice and policy.

Regarding the implication of this study for future research, this study will provide some highlights on the gap service delivery challenges should be studied to generate comprehensive knowledge for future social work research. Findings to improve practice, policy and social service delivery activities.

Regarding implication for social works practice, the findings of this study identified different challenges, an understanding that could help them reflect upon their practice and service delivery processes. So, this study provides social work practitioners an understanding that could help them reflect upon their practice and service delivery processes. It also indicates the need for social work practitioners to have service provision standards and guidelines to use when implementing programs in the communities, so that they can have better contacts and communication.

Regarding implications for policy, social work practitioners understand that policy affects service delivery and they actively engage in policy practice. They know the history and current structures of social policies and services, role of policy in service delivery and the role of practice in policy development.

In general, the findings of this study can be used as potential source of information for those who are interested to conduct a study that is related to service delivery challenges in humanitarian organizations. So, these findings can be used by potential researchers, social work practitioners and organizations that work on services and settings.

#### **6.4. Recommendations**

Because of the multi-dimensional challenges faced, and the identified opportunities including the local humanitarian organization's plans and supported demands, strategies can be drawn for future action. To solve the service delivery challenges, the researcher hereby make the following recommendations:

- Now, thanks to the new policy, humanitarian organizations can start their income-generating activity, the organization must launch the activities and strengthen financial feasibility instead of being highly dependent on one or two sources of income.

- Diversifying sources of funding and mobilizing local resources is essential. There is also a need to strengthen partnerships with the public and private sectors as they started considering the public good as part of their business model. Encourage individuals, groups, or unions to help the organization.
- Develop and implement better policies and strategies to follow up the progress of volunteers and others. The need for a meaningful partnership and alliance with the government, which can even be a source for additional resources.
- For the staff, humanitarian organizations must work on creating awareness, capacity building, and training, and for stakeholders; humanitarian organizations must clearly state the importance of non-governmental organizational activities. Staffs improvement by giving training gives the employee the opportunity to increase their impact within the organization. And by clearly stating the activities and their implementation of humanitarian organizations for stakeholders (donors), humanitarian organizations can gain sustainable financial income.
- Mary Joy Ethiopia must pursue the following change strategies in order to attain a brighter future: Private-Public-Partnership, awareness creation and sensitization, mobilization of resources Internal and external capacity building IGA schemes should be strengthened and diversified, marketing, advertising, and branding are all important aspects of organizing, and also Integration of the programs.

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## Annexes

### Annex I

#### Background Information of Research Participants

**Table 1: Background Information of MJE Officials, MJE volunteers and Government Officials that participated in the Key-informant interview**

No.	Participants' Code	Sex	Year of experience	Responsibility
1	KI-1	F	26	MJE Officials
2	KI-2	F	19	MJE Officials
3	KI-3	F	17	MJE Officials
4	KI-4	F	5	MJE Officials
5	KI-5	F	15	MJE Officials
6	KI-6	M	15	MJE Officials
7	KI-7	M	13	MJE Officials
8	KI-8	M	8	MJE Officials
9	KI-9	M	7	MJE Officials

<b>10</b>	KI-10	M	5	MJE Officials
<b>11</b>	KI-11	F	24	MJE volunteers
<b>12</b>	KI-12	F	14	MJE volunteers
<b>13</b>	KI-13	F	15	MJE volunteers
<b>14</b>	KI-14	F	16	MJE volunteers
<b>15</b>	KI-15	F	5	MJE volunteers
<b>16</b>	KI-16	F	17	MJE volunteers
<b>17</b>	KI-17	F	22	MJE volunteers
<b>18</b>	KI-18	F	16	MJE volunteers
<b>19</b>	KI-19	M	8	MJE volunteers
<b>20</b>	KI-20	M	8	MJE volunteers
<b>21</b>	KI-21	F	6	Government Officials

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<b>22</b>	KI-22	F	8	Government Officials
<b>23</b>	KI-23	F	5	Government Officials
<b>24</b>	KI-24	F	6	Government Officials
<b>25</b>	KI-25	M	5	Government Officials
<b>26</b>	KI-26	M	5	Government Officials

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**Annex 2.**

**Questionnaire**

**Interview Consent page**

Date- \_\_\_\_\_

**RESEARCHER DETAILS:**

TSEGAAB DEMEKE YIMER

MSW 3rd year extension student in school of Social work

Addis Ababa University

**CONTACT:**

Tel: +251 910789997

E-mail address:tsegaabdemekeyimer@gmail.com

I am a student's of social work at Addis Ababa University. I invited you to take part in this study. Before you decide to participate in this study, it is important that you understand why the study is being done.

The purpose of this study is to assess the service delivery challenges of Mary Joy Ethiopia focusing on Kolfe Sub city Ethiopian to Ethiopian Movement project and in the health center.

I will ask you some questions and you will give your opinion. Your answers are only used for academic purposes.

The interview will take about 45-60 minutes. You may decline to answer any question or you may terminate the interview at any time if you feel uncomfortable. If you do not want to be in the study, you may choose not to participate. Participant data will be kept confidential. Your participation is voluntary and It is up to you to decide whether or not. Your participation in the study will not affect you directly or indirectly rather might have indirect benefit for you.

Consent: By signing this consent form, I confirm that I read and understood all the information's. I also understood that my participation is voluntary and that I am free to withdraw at any time, without giving a reason. I voluntarily agree to take part in this study.

Name of participant \_\_\_\_\_ Date \_\_\_\_\_ Signature \_\_\_\_\_

Name of researcher \_\_\_\_\_ Date \_\_\_\_\_ Signature \_\_\_\_\_

**Thank you!**

**Annex 3.**

**Interview Guide**

**Dear Sir/Madam,**

I am a student at Addis Ababa University pursuing Masters in Social Work/MSW. I have designed an interview to gather information to assess the service delivery challenges of Mary Joy Ethiopia, focusing on Kolfe Sub City Ethiopian to Ethiopian Movement and Health center Project, Addis Ababa, Ethiopia. The study to be carried out is for a Master's paper that acts as a partial fulfillment for the course of Social Work. Please note that any information you provide will be treated extremely confidential and at no instance will it be used for any other purpose other than for the Master's Degree fulfillment.

Your assistance will be highly appreciated. I look forward to receiving your prompt response.

Yours faithfully,

Tsegaab Demeke, Researcher

**Personal Information**

Date of Interview/FGD: \_\_\_\_\_

Place of Interview/FGD: \_\_\_\_\_

Sex: \_\_\_\_\_

Occupation: \_\_\_\_\_

**Annex 3 structured interview (humanitarian organizations Staff)**

1. What is the purpose of Mary Joy Ethiopia?

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2. With which organizations does it work to benefit the clients?

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3. What type of service does the organization provide for clients?

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4. How strong is the collaboration of the organization with other sectors?

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5. Do you agree that Mary Joy Ethiopia contribution brought positive changes in the lives of beneficiary communities?

A) Yes

B) No

5.1 If yes, please present factual data?

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5.2 If no, please state your reasons?

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6. What are the internal challenges Mary Joy Ethiopia faces not to delivering services to the clients?

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7. What are the challenges to get sources funds for humanitarian organizations?

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8. What are the external challenges Mary Joy Ethiopia faces not to delivering service to the clients?

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9. How do you explain the impact of COVID-19 in the organization delivering service activity?

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10. How do the service delivery challenges constrain the organization from achieving its objectives?

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11. Do those organizations who work with Mary Joy Ethiopia provide Services continuously throughout the year?

A) Yes

B) No

11.1f yes, please explain how

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11.2 If no, please explain why not

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12. What are the measures taken by the organization to solve service delivery process for clients? -----

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13. What intervention/strategies should the organization to follow and come up to make the service delivery more successful?

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14. Other issue you want to mention regards to service delivery?

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**Thank You!**