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**ORGANIZATIONAL CAPACITY ANALYSIS : THE CASE OF OROMIA
WATER WORKS DESIGN AND SUPERVISION ENTERPRISE**

By

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Feb, 2018

Addis Ababa, Ethiopia



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**A THESIS SUBMITTED TO THE SCHOOL OF GRADUATE STUDISE OF ADDIS
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THE DEGREE OF MASTER OF ARTS IN HUMAN RESOURCE AND
ORGANIZATIONAL DEVELOPMENT.**

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A Thesis submitted to the School of Graduate Studies of Addis Ababa University in Partial Fulfillment of the Requirements for the Degree of Master of Arts in Human Resource and Organizational Development.

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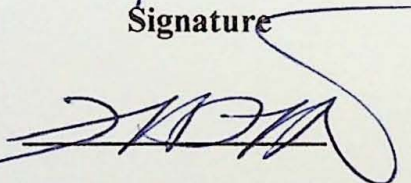
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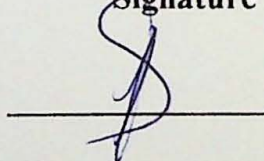
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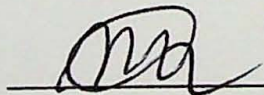
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Abbreviations & Acronyms

BPR -	Businesses Process Re-engineering.
BSC -	Bachelor of Science
ICT	Information Communication Technology
GIS	Geographical Information System
IOA	Institutional and Organizational Assessment
OWWDSE -	Oromia Water Works Design and Supervision Enterprise
SPSS -	Statistical Package for Social Science

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Abstract

The objective of the study was to assess the organizational capacity of Oromia Water Works Design and Supervision Enterprise. A mixed research design was applied to conduct the study. Both probability and non-probability sampling techniques were used to select respondents. systematic sampling was used to select respondents to survey and non-probability (purposive) sampling was used to select key informants. Data were gathered from both primary and secondary sources by employing survey and key informant interview and document review. SPSS was used for analyzing quantitative data and descriptive statistics such as frequencies percentages and mean are used describe the data, results were presented textually, in tables and using graph. Data generated from key informants and document reviews, described verbally. The findings indicated that Oromia Water Works Design and Supervision Enterprise had well designed organizational structure. However, functional units are not adequately decentralized; there was also a gap in designing organizational structure on scientific and its necessity for work. The leadership was also found to be competent & well qualified. There wasn't well organized performance measurement, monitoring system and tools to monitor its staff. Human resource evaluation was not conducted timely and working environment is not conducive for employees. Based on these major findings only about 22.54% is indicated the strength of sub factors under Organizational structure & Working Environment & The rest 65 sub factors which shared about 77.5% of the total value revealed that the over all organization Capacity of OWWDSE is not well organized & has a capacity gaps to deliver its mission of establishment. So ,it could be safely concluded that OWWDSE was moderately effective in discharging its organizational activities on some aspects of capacity assessment components. Regarding budget control and evaluation system; timely purchase of goods and services; collection of revenue generated on time; forecasting future monetary needs and requirement; having transparent and verified financial resources rules are areas of weaknesses of OWWDSE. Finally, Revising organizational structure for decentralization of functional units, reviewing internal and external factors, measuring performances and taking corrective actions timely, strengthen decision making practice, efficient use of human resources, making working environment attractive, due attention on organizing, storing and using different data and documents and focusing on it's important capacity assessment components limitations for farther success of the organization are among forwarded recommendations based on conclusions drawn.

Key words: Leadership Capacity, Organizational Capacity Assessment, Oromia Water Works Design and Supervision Enterprise

CHAPTER ONE:- INTRODUCTION

This chapter covers background of the study, statement of the problem, objectives of the study, significance of the study, delimitation, limitations of the study, and definitions of key terms and organization of the study.

1.1 Background of the Study

Public Enterprises are agencies that deliver public programs, goods, or services, but operate independently of government and often have their own sources of revenue in addition to direct public funding. They also may compete in private markets and may make profits. However, in most cases the government is the major shareholder, and these enterprises partly follow the acts and regulations that govern the core government (The Institute of International auditors, 2011). On the other hand, Freidmann 1954 cited in International Journal of Development and Sustainability (2015) defined public Enterprise as “an institution operating a service of an economic or social character on behalf of the government but has an independent legal entity, largely autonomous in its management, though responsible to the public through government and parliament and subject to some direction by the government, equipped on the other hand with independent and separate fund of its own and the legal and commercial attributes of a commercial enterprise”. This is a comprehensive, overarching definition, putting within public enterprise sector every conceivable feature of public enterprises.

In both economically advanced and developing countries, governments created public enterprises as revenue-generating ventures, to support an import-substitution development strategy, or to provide services or infrastructure that were considered to be essential to national, regional, or local development. In reality, however, many governments created public enterprises for reasons that were only tangential to development or that ineffectively contributed to it (Rondinelli, Can public Enterprises Contribute to Development ? A critical Assessment and Alternatives for Management Improvement, 2005). Hence, Public enterprises primarily created to realize economic and social objective as per initiation of government in different countries. Public sector in its diverse forms involved in all activities in all sector of economy including industry, agriculture, urban infrastructure and public utility services like health, education, water supply

and sanitation, transport and communication. However, the question is whether public enterprises have capacity to bring desirable change. Therefore, it is important to define the term capacity.

The term 'capacity' is usually understood to mean the ability of an organization to act effectively on a sustained basis in pursuit of its objectives (Polidano, n.d). Capacity, broadly defined as the ability of an organization to fulfill its goals, has been of particular focus of scholars interested in understanding the variables that impact organizational performance (Byran, 2011)

Franks (1999) cited in (Imaruddin, 2003) suggests the concept of capacity can be easily understood by comparing it with the concept of capability. Capability refers to the individual knowledge, skills and attitudes of a person, separately or as a group, and their competence to undertake the responsibilities assigned to them. On the other hand, capacity refers to the ability of the individual or group to actually carry out their responsibilities. Thus, capacity depends not only on the capabilities of people but also on the overall size of the task, the sources which are needed to perform the task and the framework within which capacities are discharged (Franks,1999 cited in (Imaruddin, 2003) (UNDP, 2008). UNDP (2008) defines capacity development as "the process through which individuals, organizations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time." The book further extends that to support this process effectively requires identifying what key capacities already exist and what additional capacities may be needed to reach these objectives. The Organizational Capacity Assessment is a tool designed to help non-profit organizations to assess their state of affairs in the different areas of their organization; identifying what is working well (their strengths) and opportunities for improvement (Organizational Capacity Assessment Report, 2012). This is the purpose of a capacity assessment. A capacity assessment is an analysis of desired capacities against existing capacities which generates an understanding of capacity assets and needs that informs the formulation of a capacity development response.

UNDP has developed a methodology for conducting capacity assessments that is systematic and rigorous, yet flexible and adaptable to different contexts and needs. It does not offer a blueprint, but serves as a point of departure for a capacity assessment. The UNDP Capacity Assessment Methodology consists of three components – the UNDP Capacity Assessment Framework, a

process and supporting tools. This practice note introduces the first two components. It discusses the dimensions of the UNDP Capacity Assessment Framework and provides process guidelines for managing an assessment, from mobilizing stakeholders to designing the assessment approach to conducting the assessment, and analyzing and interpreting its results. It also discusses how these results lead to the formulation of a capacity development response. Additional guidance on the process and supporting tools can be found in the UNDP Capacity Assessment Methodology User's Guide (Programme, 2012). Knowing internal capacity is basic to identify the gap of an organizations or individuals. Since government has created public enterprise to cover market failures assessing internal capacity of the organization might insight how theoretical aspects of education influence real world practice.

The public sector emerged as the driver of economic growth consequent to the industrial revolution in Europe. With the advent of globalization, the public sector faced new challenges in the developed economies. No longer the public sector had the privilege of operating in a seller's market and had to face competition both from domestic and international competitors. Further, in the second half of the 20th century in the developed economies, the political opinion started swinging towards the views that the intervention as well as investment by Government in commercial activities should be reduced to the extent possible. Today, both public sector & private sector have become an integral part of the economy. There may not be much difference in working of these sectors in advanced countries, but in developing countries, the performance of Public Sector has considerable scope for improvement.

Ethiopian government also has created different public enterprises mainly influenced by political environments to realize social economical and even political objectives. Currently as developmental state, the government invests on important sectors selectively. While privatizing other companies the government also creating new enterprises strategically to achieve economical and social objectives. The question is whether those enterprises have capacity to accomplish the mission for which they established. Hence the focus of this study is to assess the experience of Oromia Water Works Design & Supervision Enterprise, which is a professional consulting organization, which is specialized in undertaking the study and design medium -scale water resource study, irrigation, water supply and sanitation, land use planning and environment study, road and building projects. It also carries out contract administration and construction

supervision of the same projects on behalf of its clients and established since May 2006, with proclamation no.66/2006 of Oromia Regional National state and It operates in most of the regions of the country. It was which is entrusted with the responsibility to contribute to the effort being made by the public sector. Currently the organization has more than 424 supportive and technical staffs on which the enterprise relied for all its work.

1.2. Statement of the Problem

Public enterprises created in most countries to accelerate economic and social development. Yet increasing evidence indicates that most public enterprises either do not contribute strongly to development or perform their public service functions ineffectively or inefficiently (Rondinelli, Can Public Enterprises Contribute to Development? A critical assessment and alternatives for management improvement, 2005). For example in India, the public sector has been assigned to play important role of achieving national objective of economic growth with social justice, generating larger social gains and strengthening country's economy by removing regional disparities and promoting balanced development in different parts of the country (Vaidyanathan, 2011). Governments around the world established large numbers of public enterprises over past 50 years to accomplish development objectives, among the most important of which were to provide services and infrastructure that could not easily be extended by conventional departments and agencies of the state or by a weak or fledgling private sector. Many pursued their objectives independently of government development policy or failed to perform efficiently and effectively functions for which they were created (Rondinelli, Can public Enterprises Contribute to Development ? A critical Assessment and Alternatives for Management Improvement, 2005). The question is do public sectors have capacity to deliver expected output from them? Since, the importance of public enterprises is clear to achieve economic development and social welfare, in a given socio political environment, it is important to focus on their internal capacities.

Since capacity central point to identify to what extent individuals, organizations or institutions could accomplished desired objectives assessing capacity might implies the weakness and strengths of analyzed unit. Organizational capacity is considered a pre-requisite for this

performance and it is requirement to increase performance and improve results to enlarge their contribution to socio-economic development and poverty reduction (Deuren, 2013)

Government implements different development policies strategies to bring economic and social development that could contribute to transformation of the country. To achieve these objectives there are also market failures where private sectors are not willing to take risks to provide different economic and social infrastructures that could contribute to the well-being's of the user communities without which could not achieve both social and economic development. Ethiopian government started creating public enterprises in the process of ensuring providing those infrastructures both at regional and federal level. Hence, Oromia water works design and supervision enterprise is one of these public enterprises established to contribute on provision of infrastructures on areas of study and design of water supply, irrigations, road and building projects and its contract administration and construction supervision. The organization has mission and vision to ensure the purpose of its establishment which is providing consultancy service on areas of study & design and contract administration of different infrastructures. Therefore, it requires capacity to implement those strategies and assessing its capacity will implies both unseen and physical capacities in organization to set strategies to build recommend policies. Moreover, different studies were conducted on the issue and presented different findings. Specifically (Byran, 2011) conducted his study on exploring dimension of organizational capacity of local social service delivery organizations on both government and nonprofit organizations. He concluded that organizational theories address the importance of organizational environment as well as internal perspective of how they perform their work. However, the study only explains on non profit organizations' and the experience of profit making public enterprises not seen.

Another researcher (Dibbon, 2011) conducted his assessment on organizational learning capacity of schools and concluded that learning capacity of schools significantly affected by six organizational conditions (learning levers) that can leverage the learning capacity of a school. These are building a shared vision of learning and having visionary leaders (principals) with transformational leadership styles, adopting a systems perspective, maintaining a flexible organizational structure, creating a collaborative culture and providing resources for learning.

Four obstacles to organizational learning were also identified: holding on to the status quo, lack of resources and support, no time for reflecting on learning and, intellectual isolation.

(Asnake.G, 2014) who has conducted his study on assess the practice and challenges of organizational Capacity Development at Hope University College and identified gaps such as lack of human resource management experience, absence of training and development, disorganized management of resource, low participation of employees at managerial activities, absence of networking relationship with other private educational institutions, increasing of turnover and unorganized performance evaluation for capacity development.

Since all these studies are on educational organizations or other public and nonprofit organization the view of profit making public Enterprise not searched yet. Since public Enterprises are professional as well as practioners on different intervention area that is various from academic institutions which are more of theoretical; there might be possible to get other different experience. In addition the Enterprise inspired to achieve a vision "to be among preferred consulting firms in East Africa" which could not be possible without capacity.

In addition, to the knowledge of the researchers no study has been conducted yet within this specific topic on the Enterprise. Thus this study might contribute to fill this gap on the issue. Hence this study focused on assessing Oromia waterworks design and supervision enterprise which primarily rendering consulting service for both public and private institutions on areas of its excellence. Hence, without competent leadership, human resource and financial and material resources capacity it not possible to render expected service. Therefore, the researcher interested to assess the capacity of the organization on different components of capacities such as leadership, human resource and financial and none financial resources.

In line with this objectives the study was addressed the following research questions;

1. Whether appropriate organizational setup exist or not to guide overall tasks of the Organization?
2. What does the capacity of OWWDSE look like in terms of leadership?
3. What does the availability of resources look like to achieve desired objectives of the organization?

4. What dose working practices of Oromia Water Works Design and Supervision Enterprise looks likes?
5. What are the enabling conditions and pressing challenges of the organization?

1.3. Objectives of the study

1.3.1 General Objective

The general objective of the study was to assess organizational capacity of Oromia Water works Design and Supervision Enterprise in terms of major aspects of capacity assessment components.

1.3.2 Specific Objectives

The specific objectives of the study were:

1. To see whether Organizational setup of OWWDSE suitable to realize its vision and mission,
2. To assess the adequacy of leadership capacity of OWWDSE ,
3. To see availability of adequate resources of OWWDSE to accomplish its mission,
4. To assess working practice of OWWDSE,
5. To explore enabling conditions and pressing challenges of OWWDSE.

1.4 Significances of the Study

Though the study is academic and has no guarantee for implementation, its findings might help the enterprise as baseline information and an input to enhance its capacity by working on its weaknesses. The study might also contribute to the existing knowledge area and might help other researchers as references and even for further investigations. The study might also used as input for policy makers towards building and fillings of capacity deficiency of public enterprises on key issues. The study might also bases for further researches within similar topic.

1.5 Delimitation of the Study

The study only explored organizational capacity of Oromia Water Works Design and Supervision Enterprise and limited to capacity assessment components. Hence, the case of other

similar organizations and issues were not seen here. In terms of time the study only covered any experience of the organization from its establishments to current status. Hence the study covers resources, organizational setup and leadership capacity. Finally work practice and environment were considered.

1.6. Limitations of the Study

The study has limitation of using other past studies on similar profit making public enterprises related to the topic. However, to fill the gap studies on other organizations were discussed. In some cases respondents also filled the questionnaire carelessly that it might declines trust worthiness of the findings of the study. Hence, to overcome its drawback other data sources such as document review and key informant interviews were used. To increase trust worthiness of the findings other related studies discussed.

1.7. Operational Definition of Key Terms

Public Enterprises: an institution operating a service of an economic or social character on behalf of the government but has an independent legal entity, largely autonomous in its management, though responsible to the public through government and parliament and subject to some direction by the government. (Freidmann 1954 cited in International Journal of Development and Sustainability, 2015).

Organization: Organization is a group of peoples which established to achieve a desired organizational goals and objectives, to achieve these goals there must be competent management providing them all those factors to perform their job efficiently and effectively.

Capacity: Capacity is defined as the organizational and technical abilities, relationships and values that enable countries, organizations, groups, and individuals at any level of society to carry out functions and achieve their development objectives over time (UNDP, 2008).

Organizational Capacity: Organizational capacity is the ability of an organization to use its resources to perform (Mundia, 2009).

Organizational Capacity Assessment: is a tool designed to help non-profit organizations to assess their state of affairs in the different areas of their organization; identifying

what is working well (their strengths) and opportunities for improvement
(Organizational Capacity Assessment Report, 2012)

1.8. Organization of the Study

The paper is organized in to five chapters. The first chapter presents background, statement of the problem and objectives of the study. Significance, scope and limitation of the study, definition of key terms also indicated here. In the second chapter, review of related literatures was presented. The third chapter comes up with the method section consisted of research design, method of data collection and analyses. Data analysis, Presentation and interpretation are covered in the fourth chapter. Finally, the last chapter (chapter five) consists of summary, conclusion and recommendation section.

CHAPTER TWO :- REVIEW OF RELATED LITERATURE

2.1 The Concept of Organizational Capacity

Organizational capacity broadly classified into two as resources capacity and management capacity. Resources capacity may include infrastructure, technology, finances, and staffing. Moreover, an organization's resources include the personnel, facilities; vehicles, equipment, training materials and funding that are at its disposal (Lusthaus, 2002) But management mainly focuses to achieve objectives. According to (Lusthaus & Murphy, 1995) managerial issue are planning, goal setting, determining responsibilities and leading, allocating resources, motivating and supervising staff members, and maintaining relations with stakeholders and organizing aims at creating a structure that facilitates the achievement of goals. Organizational capacity also may have different dimensions and knowing this dimension is important to the work of the organizations both in terms of resources and organizational capabilities.

2.2. Dimensions of Organizational Capacity Assessment

Since the objective of the organization capacity assessment is to find out the organization's ability for effectiveness and efficiency of service delivery, special emphasis is put on that particular organizational capacity dimensions. Different scholars provides the organizational capacity dimensions those may affect organizational capacity (UNDP, 2008), (Morgan, 1998) , (Lusthaus, 2002). Although those scholars provide different organizational capability assessments dimensions, all most all scholars touched the most important capacity dimensions as shown bellow.

(Lusthaus.c, 1996) provides a comprehensive framework for assessing research organizational capacity. These are (i) identify key areas of organizational capacity refers to strategic leadership, program management, human resources, process management, other core resources, and inter-institutional linkages; (ii) determine organizational motivation refers to mission, history, culture, and incentives; (iii) realize the organization's environment refers to political, administrative, legal, technological, economic, social and cultural and stakeholders; and (iv) measure organizational performance refers to efficient use of resources, movement towards mission, and relevance.

According to (UNDP, 2008) there are seven dimensions of organizational capacity these are mission and strategy, culture, processes, human resources, financial resources, information resources and infrastructure as described here. Identify and setup mission and strategy capacity is refers to role, mandate, and definition of products/ services; clients/customers served; interactions within the broader system and 'stakeholders'; the measures of performance and success; and the presence of core strategic management capacities (Smith, 2016). Understand organization cultural capacity refers to organizational and management values, management style, and standards, organizational structures and designs and also refers to the values, behavioral patterns, and so on which are shared among and fostered by the individuals comprising the organization as well as the organization as a whole. Determine the organizational processes is also refers to internal and external to the entity supporting such functions as planning, client management, relationship with other entities, research/policy development, monitoring and evaluation, performance/ quality management, financial and human resources management, etc (UNDP, 2008) .

Identify the potential human resources capacity is the knowledge, skills, and motivation of individuals and human resource development, staff roles, work organization, diversity issues, supervisory practices, and salary and benefits (Smith, 2016). Previous research indicates human resources capacity is relatively more important than other capacity dimensions as it influences both financial and structural capacities (Hall et al., 2003). Measure financial resources capacity is refers to both operating and capital; information resources (how these resources are managed), and infrastructure capacity refers to property, buildings and movable assets, computer systems and telecommunications infrastructures.(UNDP, 2008).

While Morgan (1999) provides six dimensions these includes financial resource capacity is the ability of an organization to have a stable and diverse funding stream, human resource capacity refers to the skill of an organization to recruit and retain qualified skillful staff, hire new staff, and offer professional development, and to get adequate funding for client services (Powell & Micallef, 1997), knowledge capacity refers to the level of training in new practices, the communication strategies of management, the skillfulness of frontline staff to provide feedback to management, and the talent to adopt practices and techniques from other organizations (Lee, 2001), information technology capacity refers to the talent to collect data, having a data

management system, the use of data to make organizational decisions, and the ability to have access to data from other organizations (Powell & Micallef, 1997), stakeholder commitment capacity refers to the talent to effectively engage external from political representatives and system partners), and collaborative capacity refers to the capability to allot staff time to collaboration, share and receive information and resources from partner organizations, and the level of trust with partner organizations (Minoja, 2012).

Moreover recently (Mundia, 2009) provides seven particular dimensions. These dimensions are governance refers to board, mission/goal, constituency, leadership, legal status; management includes organizational structure, information management, administration procedures, personnel, planning, program development, program reporting; human resources refers to human resources development, staff roles, work organization, diversity issues, supervisory practices, salary and benefits; financial systems such as accounting, budgeting, financial/inventory controls, financial reporting; service delivery refers to sectoral expertise, constituency, impact assessment; external relations in terms of constituency relations, inter-NGO collaboration, public relations, local resources, media); and sustainability includes program/benefit sustainability, organizational sustainability, financial sustainability, resource base sustainability.

Institutional and Organizational Assessment Model (IOA Model) developed by the International Development Research Centre (IDRC) and Universal Management Group (Lusthas, 1999). Within the IOA model, 'organizational capacity' was defined as a function of eight interrelated areas that underlie an organization's performance, and includes: strategic leadership, organizational structure, human resources, financial management, infrastructure, program management, process management, and inter-organizational linkages. Each component of organizational capacity involved various sub-components that ranged in importance across organizations (Lusthaus, 2002).

2.2.1. Leadership Capacity

This organizational capacity area involved activities that assisted an organization stay on course in service of its mission through setting vision and goals, and in influencing and engaging stakeholders within and external to the organization to support and commit to change efforts

(Sintayehu, 2016). Leadership is the process through which leaders influence the attitudes, behaviors and values of others towards organizational goals (Vechio, 1995 cited in Adrien et al., 2002). The need for leadership qualities, according to these authors, is not restricted to executive senior managers, but extends to workers at all levels of the organization. Leadership exists at many places inside the organization, both formally and informally (UNDP, 2008). Formal leadership, exercised by those appointed or elected to positions of authority, entails activities such as setting direction, providing symbols of the mission, ensuring that tasks are done, supporting resource development, and modeling the importance of clients (Lusthaus, 2002). In organizations with effective leadership, each worker believes that he or she should and can contribute to the success of the organization, act as a partner, be largely self-directed, and assume responsibility for his or her actions and contributions (Tolbert & Hall, 2016).

Lusthaus, Adrien, Anderson, & Carden, (1999) provides sub-component elements of 'strategic leadership' included: (a) effective and empowered leadership, (b) participatory strategic planning processes, and (c) effective use of strategic intelligence systems (such as enrollment performance management systems) in identifying and leveraging organizational competencies to gain a competitive edge. Strategic leadership could be knowledge capacity that include in the six dimension of organizational capacity (Smith, 2016). According to (Haververg & Rieple, 2008), strategic leadership refers to all those activities that set the course for the organization and help it stay on course in service of its mission. Strategic leadership is associated with the organization's vision, as well as with the ideas and actions that make the organization unique (Tolbert & Hall, 2016). It is the process of setting clear organizational goals and directing the efforts of staff and other stakeholders toward fulfilling organizational objectives (Haververg & Rieple, 2008). Strategic leadership consists of three main dimensions: leadership, strategic planning and niche management (Hill et.al, 2015).

According to this framework, strategic planning refers to the pattern of calculated responses to the environment, including resource deployment, that enable an organization to achieve its goals (Hill et.al. 2015). It entails formulating and implementing activities that lead to long-term organizational success. It is essentially a decision-making process that involves a search for answers to simple but critical and fundamental questions: What is the organization

doing? How is it doing what it does? Where should it be going in the future? What should it be doing now to get there? (Tolbert & Hall, 2016)

2.2.2. Organizational Structure Capacity

This organizational capacity area consisted of two inter-related elements (Lusthaus, 2002): (a) governance structures related to an organization's legal and social responsibilities, and (b) operating structures that create the conditions for the successful deployment of people in realization of the organization's vision and goals (Lusthaus, Adrien, Anderson, & Carden, 1999). In relation to the latter, such conditions involved clarity of roles, responsibilities, accountabilities, and structures that support cross-functional collaboration and coordination (Sintayehu, 2016).

According to (Haververg & Rieple, 2008), organizational structure is defined as the ability of an organization to divide labor and assign roles and responsibilities to individuals and groups in the organization, as well as the process by which the organization attempts to coordinate its labor and groups. It is also concerned with the relative relationships between the divisions of labor such as who has authority over whom? how and why should an organization divide labor individually and by grouping people?, how should organizations coordinate their work to maximize the benefits of the divisions of labor? and what do people look for to indicate that problems are structural in nature rather than some other type of problem, such as one of leadership (Smith, 2016).

Haberberg and his colleague in 2008 elaborated that organizational structure is useful to think about two separate but connected aspects of organizational structure. The first is the governing structure that represents the ownership or legal guidance system of the organization. According to the scholars here the structure relates to the ultimate legal and social responsibility of the organization. The second is the operating structure how an organization transforms resources into goods and services for targeted purposes. When assessing organization structure, both of these aspects must be explored (Lusthaus, 2002).

2.2.3. Governing Structure

In one sense, the term governance is used to refer to the issues and problems involved in aligning the interests of those who manage an organization with the interests of those who are responsible for organizational results, the organization's owners, and "outsiders" who have a stake in the organization (Tolbert & Hall, 2016). The separation of governing or ownership responsibility from management raises questions that are of strategic importance to the success or performance of any modern organization (Mueller, 1995 cited in (Haververg & Rieple, 2008). The governing structure addresses the problems of linking or harmonizing the conflicting interests of all stakeholders (both internal and external, including the general public) with the organization's goals and mission (Carver, 1996 cited in (Haververg & Rieple, 2008).

2.2.4. Operating Structure

The operating structure of an organization is the system of working relationships arrived at to divide and coordinate the tasks of people and groups working toward a common purpose (Lusthaus, 2002). Most people visualize an organization's structure in terms of the familiar organizational chart (UNDP, 2008). However, structure is far more than just that. It involves the division of labor, including roles, responsibility and authority, as well as the coordination of labor into units and inter- and intra-unit groupings. One must assess structure to see if it is facilitating or hindering movement toward the mission and goals (Meyer, 1995 cited in (Haververg & Rieple, 2008) According to (Lusthaus, 2002), many variables influence organizational structure, including history, size, technology, organizational goals, strategy, governance, funding and other pressures from the external environment, the specific fields of research, and technology.

2.2.3. Human resources Capacity

Human resource organizational capacity is referred to the knowledge and skills of the work force within an organization, as well as the commitment and accountabilities of people as individuals and work teams to achieve performance that was aligned with the organization's strategic development directions ((Lusthaus, 2002), Adrien, Anderson, & Carden, 1999). Human resource

management systems involved planning (i.e., the right people in the right positions), developing people through and investment in training and development, assessing and rewarding individual and team performance, and maintaining effective relations to retain a loyal work force (Judge & Blocker, 2008).

Human resource capacity management involves the planning, implementation and monitoring of the organization's labor force (Poister & Streib, 1999). Certainly, the human resources of any organization are its most valuable assets. The human resources management function is charged with planning and controlling human resources to achieve organizational goals (Poister & Streib, 1999). The author argued that from an organizational perspective, control over human resources is critical to hold managers accountable for organizational performance. The following sections examine five aspects of human resources management: planning, staffing, developing, assessing and rewarding, and maintaining effective relations (Ulrich et al. 1995).

2.2.3.1. Human Resources Planning

Human resources planning involve forecasting the human resources needs of the organization, and planning the steps necessary to meet these needs (Ulrich et al. 1995). This planning is the first step in any effective human resources management function. Nevertheless, human resources planning should be closely linked to the organization's strategic objectives and mission (Devanna, Fombrum and Tichy, 1981, Lusthaus et al., 2002).

2.2.3.2. Staffing Human Resources

An important step in implementing a human resources plan is to recruit and train new employees to carry out the work of the organization (Sintayehu, 2016). Staffing an organization means searching for, selecting and orienting individuals who have the appropriate range of knowledge, skills, behavior and values to meet the organization's needs. Staffing also means responding to trends in the labor pools and helping people adjust to the environment within which the organization is operating (Cascio & Aguinis, 2009).

Staffing human resources capacity relates to the ability of an organization to identify the kinds of labor that it needs to perform well (Haververg & Rieple, 2008). This works through a variety of techniques involved in job and needs assessments, review of core competencies, organizational human resource competency analysis, and so forth. An organization must find new members to meet the present demand for human resource services and future needs (Poister & Streib, 1999), (Cascio & Aguinis, 2009), treib, 1999).

2.2.3.3. Developing Human Resources

Capacity in human system it is a continuous process. Building human resource skills, knowledge and attitudes is becoming an increasingly important part of the work of an organization. There is no end for capacity development it is everlasting process generates influence over the development of human knowledge, structure of the system and human resource (Morgan, 1999). In a period of rapid change, the staff needs to adapt to new environment that comes by the quick changes (Haververg & Rieple, 2008). In human resource development function of an organization all employees need to adapt any aspects of change that may occurs in their organization and can ready to learn. (Cascio & Aguinis, 2009).

Developing human resources in an organization means improving employee performance by increasing or improving their skills, knowledge and attitudes (Huselid, 1995), 1995). Developing human resources can take numerous forms, such as job training, training for the function inside the organization, or training for a career (Lusthaus, 2002). This can include career development, organizational development activities and .succession planning. Having the right skills full employees in place at the right time is an important aspect of the human resource development system.

2.2.3.4. Assessing and Rewarding Human Resources

Good organization system and approach to assess and collect information, and provide feedback to individuals or teams is an important aspect of the human resources management function (Lusthaus, 2002). To give rewards for the effective employees, assessing the contribution of each staff member is crucial need (Bartol & Locke, 2000). The assessment and reward system should help the organization retain good employees, motivate staff, smooth the

progress of organizational strategic objectives, and maintain individual learning (Aguinis, 2005).

The evaluation and incentive system is a key component in an organizational analysis and is associated with overall organizational performance (Huselid, 1995), (Hill et.al. 2015). Many issues must be addressed when looking at these components. With respect to assessing staff, an organizational approach is needed that links the needs of the organization and the demands of the job. There are both monetary and non-monetary rewards that interact as rewards in all organizations (Bartol & Locke, 2000).

2.2.3.5. Maintaining Effective Staff Relations

Maintaining effective staff relations aspect of the human resources function deals with all the programs and systems in place to ensure employees are protected and dealt with in accordance with appropriate legislation (Simmons, 1991). These includes all the activities the organization implements to address issues of health and safety, human rights, the quality of working conditions, and, in unionized settings, collective bargaining (Lusthaus, 2002).

Basically, it represents the concrete measures the organization has taken to inspire employee's feelings of ownership, self control, responsibility and self-respect (Hill et al. 2015).

2.2.4. Financial Resource Management Capacity

Financial management in organizational capacity area involved the planning, implementation, and monitoring of monetary resources that were dedicated to a change effort (Judge & Blocker, 2008), (Lusthaus, 2002). This system included the ability to predict financial needs through the use of proper resource planning systems to inform decision-making, accounting for return on financial investment associated with change initiatives, and monitoring performance progress through regular reporting systems (Lusthaus, Adrien, Anderson, & Carden, 1999).

Management of an organization's financial resources is a critical capacity. Therefore good management of budgeting, financial record keeping and reporting is essential to the overall functioning of the organization (Haververg & Rieple, 2008). It ensures that the board of

directors and the managers has the information they need to make decisions and allocate organizational resources. Financial management involves the planning, implementation and monitoring of the monetary resources of an organization (Hill et al. 2015).

An employee who has responsible for the organization's financial management need to plan and budget resources both operating and capital budgets, handle cash management, and manage accounting and financial reporting (Lusthaus, 2002). Top management such as the board members and senior managers should be involved in financial management and be clear about accountability. The organization also requires skilled employees at both the board and staff levels to carry out the financial analysis and work (Birkin and Woodward, 1997 cited in (Haververg & Rieple, 2008)

2.2.4.1. Financial Planning

Financial resources are needed to pay both the short- and long-term expenses incurred by an organization (Schick, 1993 cited in (Haververg & Rieple, 2008)). To ensure there is enough money available, the organization must predict its predictable operating expenses; determine the amount of funds required for capital expenditures, and predict when and how much cash is required over a period of time. Financial planning is the organization's ability to forecast its future monetary needs and requirements (Judge & Blocker, 2008). This involves a variety of forecasting tools. Specially, in the government sector, an organization needs to estimate its committed operating expenses, as well as any new activities it plans to engage in.

2.2.4.2. Financial Accountability

Keeping track of financial resources is one of the more structured aspects of organizational life and helps to ensure financial accountability. In most government and private organizations, there are procedures that govern the request and use of financial resources (Hill et al. 2015). Usually, organizational members cannot draw on the financial resources of an organization unless they follow established rules and obtain the various required approvals. The basis of financial accountability is the ability to account for the use of resources provided to an organization (Birkin and Woodward, 1997; Adrien et al., 2002).

Taking care of and accounting for the finances of the organization are prerequisites for external trust. This normally occurs within a highly structured, rule-based system that is transparent and verified through various monitoring procedures (Lusthaus, 2002). The structure of rules and transparency is operationalized by standard documents that need to be filled out and approved at various levels of an organization. It is by following these rules and approval procedures that accountability is developed.

2.2.4.3. Financial Monitoring

Financial monitoring involves the development and creation of timely reports so that managers can make timely financial decisions (Ookley, Pratt, & Clayton, 1998). Reporting of financial information has changed considerably in recent years. Twenty years ago, public sector managers and most not-for-profit organizations would expect to receive systematic information from their financial systems every three months (Finkler & Purtell, 2016). Organizational reviews typically recommended providing management with quarterly financial information.

The forecasting of financial needs provides a framework for management (Hill et al. 2015). However, managers also need to know whether they are meeting, exceeding or failing to meet their projections, so that they may make the necessary adjustments required. The financial managers of the organization are responsible for the preparation, timeliness, integrity and objectivity of its financial statements (Gosling & Edwards, 1998). At a minimum, this means there must be regular financial reports generated from the bookkeeping system. Thus, the monitoring of financial information plays an increasingly important role in the work of all public sector managers (Finkler & Purtell, 2016). It is also one of the areas most often inserted into loan agreements.

2.2.5. Internal Working Condition

A. Infrastructure

This organizational capacity area referred to the facilities and technologies (information and communication) that provided the conditions that support people and enable work to proceed

(Judge & Blocker, 2008), (Lusthaus, 2002), Adrien, Anderson, & Carden, 1999). This is sometimes mentioned as resources capacity in institutions capacity assessment dimension. Infrastructure refers to the basic conditions (facilities and technology) that allow an organization's work to precede for example, reasonable space in a building equipped with adequate lighting, clean water and a dependable supply of electricity, as well as viable transportation to and from work for employees (Lusthaus, 2002), (Tolbert & Hall, 2016).

B. Facilities

To assess organization's capacity, it is necessary to consider the coverage of facilities support to the potential functioning of an individual organization (UNDP, 2008). Because, facility management is vital importance to a thriving business as it ensures all employees; customers and members of the public are kept as safe and successful (Rondeau, Brown, & Lapides, 2006). Although single deficiencies in one or more elements of infrastructure may not interfere with day-to-day work, at some point, work will be affected (Lusthaus, 2002). Typically, the basis of many infrastructure problems is maintenance, which often suffers due to the lack of a recurrent budget for upkeep (Rondeau, Brown, & Lapides, 2006)

C. Technology

The technological resources of an organization encompass all of the equipment, machinery and systems (including the library, information systems hardware and software) that are essential for the organization to function properly (Lusthaus, 2002). Still, information technology capacity/instruments of technology are merely tools for enhancing services and products: ideas must still inspire the technology (Brynjolfsson and Hitt, 2000).

2.2.6. Program Management

This organizational capacity area involved that processes associated with the management of large initiatives, and the ability to translate associated strategies into action (Judge & Blocker, 2008). This capacity area was connected with an organization's quality assurance processes, which involved a cycle of careful planning, implementation, and evaluation (Lusthaus, Adrien, Anderson, & Carden, 1999). Program management ensures that proper weight is given to each

facet of the organization's mission. Strategy and program management interact to make possible the attainment of overall organizational goals (Hill et.al. 2015). It is useful for an organization to evaluate programs by assessing them in terms of their overall contribution to organizational performance. Good program management requires a cycle of careful planning, implementation and evaluation (Judge & Blocker, 2008). All programs go through this either formally or informally (Lusthaus, 2002).

2.2.7. Process Management

This organizational capacity area referred to the processes associated with aligning and integrating the cultures and practices of different segments of an organization through the application of common systems and operations (World Bank, 2005). These included: (a) processes for diagnosing and addressing problems, (b) approaches to planning and visioning, (c) practices associated with idea generation and exploration of options and alternatives in the decision-making process, (d) systems and practices associated with communication with stakeholders to build shared understanding, and (e) organizational monitoring and evaluation to assess performance and impact (Lusthaus et al. 2002).

Program implementation process requires organization and having staff that can put their skills to work (Ookley, Pratt, & Clayton, 1998). Program implementation process is the stage at which an organization integrates all its resources to concretely achieve its goals (Tolbert & Hall, 2016). Process management is the task of aligning and integrating the various practices and cultures of different segments of an organization through the introduction of common systems and operations that apply uniformly to all segments of the organization (Dumas, et.al. 2013). These common operations or processes include problem identification, problem-solving, planning, decision-making, communication, and monitoring and evaluation (Gosling & Edwards, 1998) Process management takes place at every level of an organization, from the board of directors . to the line worker (World Bank, 2005). The board and senior managers must know how to problem-solve, plan and make timely decisions. If they are deficient in these areas, organizational direction is often hampered. At the more operational level, program units, departments and other functional segments of the organization must plan and

set short- and medium-term goals, as well as solve problems, make decisions and generate strategies to carry out appropriate activities to achieve results (Lusthaus, 2002).

2.2.7.1 Problem-Solving

Problem-solving is probably the most universal or prevalent of all thinking activities. At the organizational level, problems constantly confront every unit or department. According to (Lusthaus, 2002), manager should raise some of the questions to solve the organization problems. These questions are how can we increase our revenues? Should a new product be introduced? Should more or fewer workers be employed? How can production costs be cut down without compromising quality? How can we best sell our products or services? Who should do what and when?

Disparities in problem-solving approaches, which determine how well opportunities are capitalized on, partly explain why some organizations are so successful at improving their performance, while others struggle (World Bank, 2005). All the other activities in process management decision-making, planning, and monitoring and evaluation are part of the problem-solving process (Tolbert & Hall, 2016).

The first step in a systematic approach to problem-solving is to identify or understand the problem and define it clearly. Sometimes, diagnosing a critical problem in time is the difference between survival and extinction. Often, what is perceived as “the problem” may only be a symptom of a much bigger and deep-seated problem. Therefore, successfully diagnosing the root problem and clearly defining it becomes the first prerequisite to removing bottlenecks and taking the organization in the right direction. Once the exact problem is identified and defined, the next step is to devise alternative ways of solving it. This takes us into the realm of decision-making.

2.2.7.2. Decision-Making

Decision-making is the process of selecting from among alternative courses of action generated during the problem-solving process. According to Elbanna, (2006) decision making is programmed (i.e. repetitive decision that can be handled by a routine approach); procedural

(i.e. a series of interrelated steps used to respond to a structured problem); rule-based (i.e. depends on an explicit statement that tells managers what they ought or ought not to do); and policy-based (i.e. provides a guide that establishes parameters for selecting among alternative courses of action).

Decision-making is often influenced or even constrained by limits to decision-makers' information processing capacity, as well as their background, position in the organization, interests, and experiences (Elbanna, 2006). In this context, group decisions, although time consuming, may have significant advantages over individual decisions, since they can lead to more diverse and complete information, and can increase the legitimacy and acceptance of the proposed course of action (Tolbert & Hall, 2016)

2.2.7.3. Communication

Communication is the process by which information is exchanged and shared understanding is achieved among members of an organization (Lusthaus, 2002). The top-down and bottom-up flow of information is a vital process that can facilitate or hinder the smooth functioning of an organization. It includes both the formal and informal flow of information. Internal communication can serve as the glue holding an organization together (Dumaset.al. 2005). Alternatively, it can break it apart, for both information and misinformation constantly flow in organizations.

Accurate information provided through a system of top-down flows and feedback is vital to keep employees aware about what needs to be done, and to keep managers informed about what was achieved (Boonstra and Vink, 2008). The organization must create mechanisms that help its members have access to both types of information. Coordinating committees, working groups, debriefing sessions, newsletters and meetings of all sorts are the vehicles through which effective communication is achieved within an organization (Lusthaus, 2002).

2.2.7.4. Organizational Monitoring and Evaluation

Organizational monitoring and evaluation complement program monitoring and evaluation. Organizational monitoring can help clarify program objectives, link activities and inputs to

those objectives, set performance targets, collect routine data, and feed results directly to those responsible (Gosling & Edwards, 1998). Monitoring is the ongoing, systematic processes of self-assessment. Organizational evaluation looks at why and how results were or were not achieved at the organizational level (Byran, 2011) (Ookley, Pratt, & Clayton, 1998). It links specific activities to overall results, includes broader outputs that are not readily quantifiable, explores unintended results, and provides overall lessons that can help adjust programs and policies to improve results.

2.2.8. Inter-organizational Linkages

This organizational capacity area involved how an organization functioned within the broader environment in which it was a part, including linkages with regulatory bodies such as governments, accrediting agencies, strategic partners, to name a few (Lusthaus, 2002). Having regular contact with other institutions, organizations and groups of strategic importance to the organization's work can result in a healthy exchange of approaches and resources including knowledge and expertise (Lee, 2001). Linkages help the organization keep up with advances in pertinent fields, and give access to wide-ranging sources of up-to-date information within each area of the organization's work (Haververg & Rieple, 2008).

Today, there are many types of organizational arrangements that can and need to be made to support the organization's performance. For example, new information technologies can help an organization learn about the most recent approaches to programming and managerial issues. They also bring new ways to communicate with potential allies and collaborators in key program and funding areas (Lusthaus, 2002). Two aspects of inter-organizational linkages are discussed in this section: new forms of relationships (such as networks, joint ventures, partnerships and coalitions), and electronic linkages (Lee, 2001).

2.2.8.1. Networks and Partnerships.

While electronic linkages are opening organizations to new ideas and ways of communicating, a similar revolution is occurring with respect to new organizational patterns that support joint work and collaboration (Baden-Fuller, 1995). Many organizations find that they are unable to move toward their mission without the help and support of like-minded organizations. Many

are forming new types of relationships (either formal or informal) with other organizations to support their desire to be more successful (Lee, 2001). Networks are an informal type of linkage that involves loosely coupled groups that are linked together to serve common interests (Dumaset.al. 2005). At the more formal end are the new partnerships. The most formal relationships are based on contractual agreements. All of these new linkages are breaking down the boundaries of organizations and are changing the way they operate (Dumaset.al. 2005).

2.2.8.2. Electronic Linkages

Electronic linkages are a worldwide assembly of systems, including communication networks, information equipment, information resources, and people of all skill levels and backgrounds. In other words, they represent a “network of networks” (Lusthaus, 2002). Organizational capacity and performance increases through the appropriate use of new electronic technologies (Dumaset.al. 2005). These new technologies have the potential to improve communication and keep people informed about the latest ideas in the field.

Organizational members can join discussion groups and other electronic mechanisms that link people of like minds and ideas (Dumas, etal. 2005). Electronic systems provide the opportunity to search the entire globe for new ideas and information, unlimited access to public services, cultural opportunities, commercial transactions, etc. (Baden- Fuller, 1995). Moreover, electrical linkage tools such as email, intranets, videoconferencing, electronic bulletin boards, messaging systems and calendars, all help to foster good communication and collaboration, and sometimes help break down language and cultural barriers (Nataatmadia and Dyson, 2005).

CHAPTER THREE :- RESEARCH DESIGN AND METHODOLOGY

3.1. Research Method

Mixed research method was used to generate rich data from multiple sources, which is both quantitative and qualitative type. The researcher interested to describe employees view on capacity of the organization based on the components of capacity assessment. (Creswell J. W., 2003), describes the importance of quantitative research focusing on survey as follows. A survey design provides a quantitative or numeric description of trends, attitudes, or opinions of a population by studying a sample of that population. From sample results, the researcher generalizes or makes claims about the population. (Creswell, 2009)

Therefore, to describe attitude of employees on the capacity of the organization and to generalize some variables for the study population descriptive survey design was used. According to (Babbie, 2011), " involves observations of a sample, or cross section, of a population or phenomenon that are made at one point in time". (Kothari, 2004), also stated that cross-sectional survey method gathers data from a relatively large number of cases at a particular time. In line with this logic, a cross-sectional study was used. Therefore, the study was followed descriptive type of research and survey research strategy was used. Primary data from survey questions have quantitative characteristics. Qualitative data were gathered through key informant interview and document review. Since the study is academic and only in limited period, it was a cross sectional type interims of time dimension. In addition, secondary data might also have both characteristics and was treated accordingly.

3.2. Sources of Data

Both qualitative and quantitative data was collected from both primary and secondary sources.

Primary Data Sources: Important sources of primary data for this study were; key informant interview and survey participants. Key informant interview helped to generate rich data from management of the organization such as planning and business development process owner, finance and process owner of procurement and property administration and key experts who are working in the organization. Moreover, to get information on technical capacity of the organization mangers and other technical staff from core processes of the organization were

interviewed as key informants. These key informants were selected by considering their exposure and experience as per the study objectives. In general, key informant interview which focuses on environmental scan grouped in to five themes; which are for planning and contract administration, legal advisor, IT & system administration, ethics supervision & promotion and finally human resource working processes. On these entire thematic areas interview were made with key informants.

Secondary Data Sources: Necessary documents were reviewed to get the required secondary data regarding strategic and annual planning's of the organization, different annual reports and evaluation documents, other official reports, Books, journals websites, and study documents were important sources of secondary data.

3.3. Sample and Sampling Techniques

In the process of accomplishing this study, the researcher used both non-probability and probability sampling to select study participants. The sampling units were employee of the enterprise and have are at least spent at least one year in the Organization. Therefore 333 employees fit selection criteria to participate on filling questionnaire.

3.3.1. Sample Size

The sampling unit was employee of the Enterprise and who are at least spent one year in the Organization. Therefore, representative sample of these employees was calculated based on formulae for sample size determination for finite population. According to (Kothari, 2004) it is given by the formula

$$n = \frac{z^2 \cdot p \cdot q \cdot N}{e^2 \cdot (N-1) + z^2 \cdot p \cdot q}$$

Where, n = the desired sample size

z = the value of the standard variate at a given confidence level (to be read from the table giving the areas under normal curve)

p = the proportion of target population estimated (50%)

$$q = 1-p$$

e = acceptable error (the precision)

N = population size

Therefore, representative sample of population was determined at 95% degree of confidence.

Hence at 93% degree of confidence,

$$Z=1.96 \quad p=0.5 \quad q=1-p \quad e=5\% (0.05); \text{ by substituting;}$$

$$n = \frac{(1.96)^2 (0.5) (0.5) (333)}{(0.05)^2 (333-1) + (1.96)^2 (0.5) (0.5)} = 178.6 \text{ which is approximately equal to } 178$$

Therefore, 178 employees were participated on survey.

3.3.2. Sampling Techniques

In the process of accomplishing this study, the researcher used both non-probability and probability sampling to select study participants. The study participants selected on purposive bases (non-probability sampling) from different officials of the organization because officials or experts who were working in the organization were and expected to have rich data than other persons. Representative employees from the organization selected based on systematic sampling for survey.

3.4. Instruments and Procedures of Data Collection

Here different instruments developed and used to gather data and procedures followed in this specific study were presented.

3.4.1. Instruments of Data Collection

Before collection of data, data gathering tools such as survey questionnaire, key informant interview guide and data abstraction format for the secondary data were prepared. Questionnaire: Structured questionnaire were adapted from relevant sources and prepared and distributed to selected respondents. It covers wide areas of information on demographic characteristics of the respondents such as age, sex, education, and other important variables that could reflect their real

thought on work practice, conditions leadership capacity, organizational structure and resources of OWWDSE.

Key informant interview guide line was prepared and used for interviewing different departments of OWWDSE. It is intended to generate rich data from different departments of OWWDSE such as planning and business development work process, finance administration, legal advisor human resource work process and others based on requirements.

3.4.2. Procedures of Data Collection

Based on sample taken questionnaire were distributed for respondents and key informants interview were conducted. In addition, reviews of the necessary documents were made to get supportive secondary data from OWWDSE office.

3.5. Method of Data Analysis

Quantitative data were analyzed using Statistical Package for Social Sciences (SPSS) version 20. Variables such as income, sex, age, length of year the employees have served in the Organization, education status, were analyzed using descriptive statistic mainly percentage and means. The data also summarized descriptively using graph, tables. Qualitative data gathered through key informants' interview and reviewed document were verbally described.

3.6. Ethical Considerations

Participants provided information about the purpose of the study and the data collection. The study participants informed that their attainment of confidentiality and the information they give will not used be for any other purpose than the study and their name or any identifiers which refers to them was not recorded on the questionnaire. Finally, any discrete data of study organization also not used to protect from competitors.

CHAPTER FOUR :- PRESENTATION, ANALYSISE & INTERPRTATION OF DATA.

This chapter deals with analysis of results and discussion of key findings of the study. It deals with the analysis and presentation of the socio-demographic profile of respondents and consists analysis and discussion of organizational setup, leadership capacity, resources and working practice of OWWDSE.

4.1. Demographic and Socio-economic Profile of Respondents

Quantitative data is collected and analyzed on demographic and social characteristics of survey respondents. Respondents are asked about their sex, age, educational background, income and work experience in the OWWDSE. Out of 178 questionnaires distributed to randomly selected survey participants 172 questionnaires were filled correctly and completely. The clear picture of the respondents' is depicted as follow.

Sex of Respondents: 86% (n=148) of the respondents were males. This indicates that majority of the respondents were males at the time of interview. This is may be the enterprise project areas are located in some remote area and difficult to recruits female employees.

Age composition of the respondents: 48.8% (n=84) of respondents were with the age category of 26-35. This indicates that more proportion of respondents were within the highly productive age category at the time of the interview.

Education Level of Respondents: 55.9 % (n=103) of respondents were with BA/BSC level of education. This indicates that more than half of the respondents were at least qualified of first degree at the time of interview.

Income of the Respondents: most of the respondents fall in monthly income category of greater than 9,500 birr with 54 % of the total followed by the range of 4,500-6000 birr which shares 23.8 %. From this most of the research participants have relatively good monthly income.

Specific working department of respondents: most of the respondents are experienced in specific area or departments in which they are working: relatively high numbers of respondents were involved on design works at time of data collection with 35.5% followed by study and supervision 24.4 % and 16.9% of the total respectively. Hence, it shows that most of the respondents were from core process of the organization. **See (table 4.1)**

Table 4.1: Demographic and Socio-economic Profile of Respondents

Variables	Frequency (n=172)	Percentage (%)
Employment Category		
Contract	86	50.0
permanent staff	78	45.3
Temporary	3	1.7
Freelancer	5	2.9
Sex of Respondent		
Male	148	86.0
Female	24	14.0
Age of respondent		
18-25	2	1.2
25-30	54	31.4
30-35	30	17.4
35-40	30	17.4
40-45	17	9.9
45-50	29	16.9
50+	10	5.8
Educational level		
Diploma	8	4.7
BA/BSC	103	59.9
MA/MSc	60	34.9
PhD	1	.6
Income category		
1500-3200	3	1.7
3200-4500	28	16.3
4500-6000	41	23.8
from 4500-600	7	4.1
above 9500	93	54.1
Specific departments (areas of their involvement)		
Study	42	24.4
Design	61	35.5
Supervision	29	16.9
Laboratory	2	1.2
Supportive staff	24	14.0
Management area	8	4.7
study & design	6	3.5

Source: Employees' Survey, 2017

4.2. Organizational Structure of OWWDSE

The structure of an organization importantly influences the flow of information and the context and nature of human interactions. It channels collaboration, specifies modes of coordination, allocates power and responsibility, and prescribes levels of formality and complexity (Bower, 1970).

Organizational structures serve to produce organizational outputs and achieve organizational goals, minimized or at least regulate the influence of individual variations on the organization, to ensure that individuals conform to requirements of organization and vice versa. Structure are settings in which power is exercised, in which decision are made, and in which organizations activities are carried out- structure is arena for organizational actions (Richard 1996 p.49).

Traditionally, organizational structure has been treated prescriptively, often with the implicit if not explicit notion that effectiveness is enhanced by organizing in some specific way.

Correspondingly, from different types of organizational structures, OWWDSE adopted a matrix organizational structure which intended to use its human capital efficiently and effectively among different processes demanding similar professionals in different times. The structure was implemented with BPR (Business Process Reengineering) reform of the Enterprise at the end of 2013 and currently functional. Fig 4.2 portrayed the organizational structure of OWWDSE. It was designed to combine different professional in single pool for using in study, design and supervision works on demand.

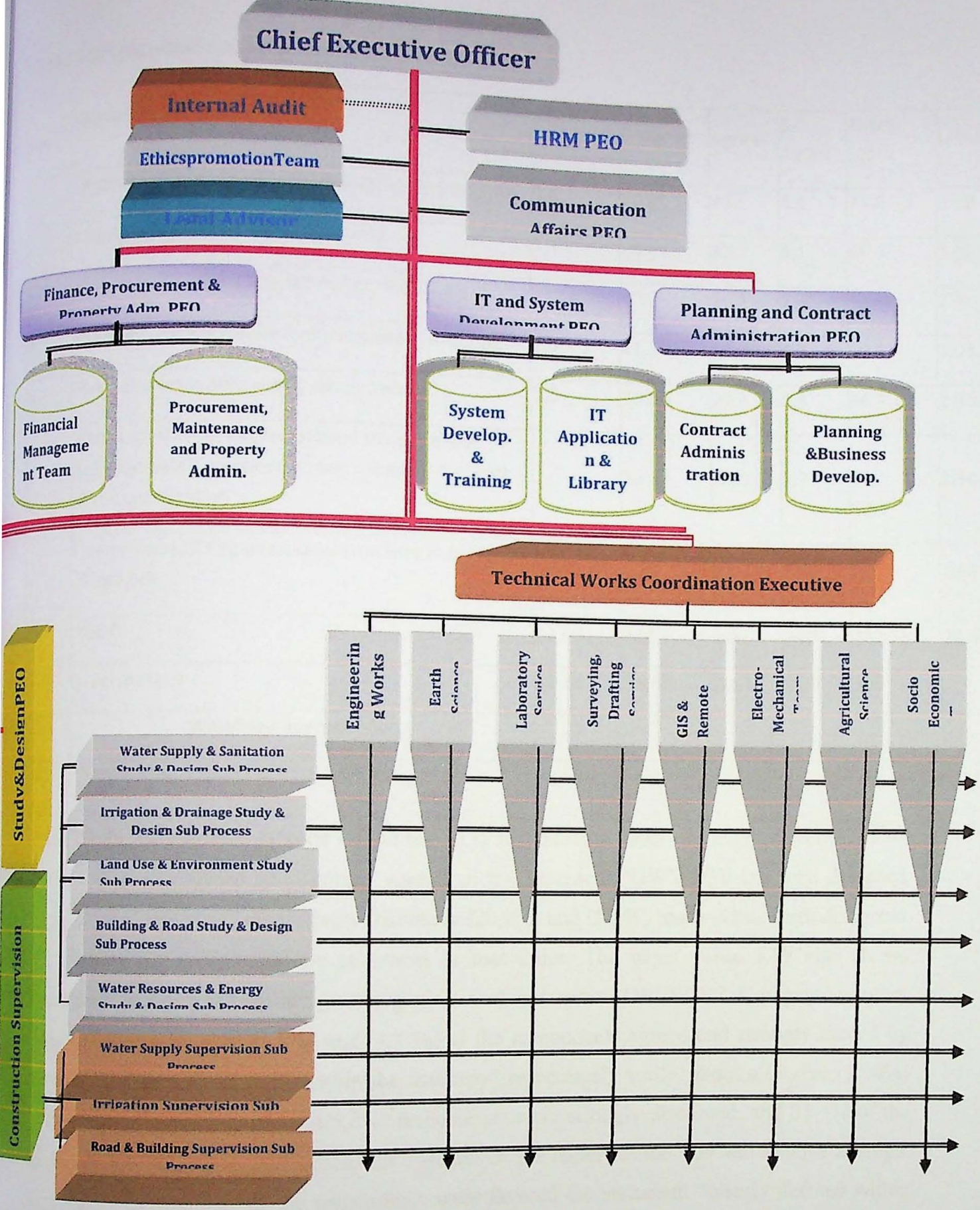


Figure 1: Organizational Structure of OWWDSE

Table 4.2: Organizational structure of OWWDSE

Sno	Organizational structure	S.Dis-Agree	Disagree	Agree	S. Agree	Total Score	Mean
1	Existence of Well Designed Organizational Structure	5.8	20.9	43	4.1	73.8	3.19
2	Clearly defined with line of authority	5.2	25.6	33.7	4.1	68.6	3.06
3	Regular update were carried out on the structure	11.18	40.8	20.1	2.4	74.48	2.6
4	Work process are clearly and adequately structured	9.5	21.3	33.7	4.7	69.2	3.03
5	Functional units adequately decentralized	7.6	30.8	22.7	5.8	66.9	2.88
6	All components of Organizational structure was designed based on scientific and necessity for work of the organization		19.2	34.9	1.7	68.6	2.94
7	Effectiveness of Organizational structure in context of its work	2.9	20.3	16.3	1.7	41.2	2.94
	Total	54.98	178.9	204.4	24.5	462.78	20.64
	In percentage	11.88	38.66	44.17	5.29	100	
	Weighted average Mean	3					

Source: Employees' Survey, 2017

Based on the respondents attitude Of the total 172 respondents, most of the respondents (43%) and (4.1 %) were agreed and strongly agreed on the statement “OWWDSE has well designed organizational structure” respectively. However (20.9%) and (5.8%) respondents were disagreed and strongly disagreed with the statement in that order. The mean value 3.19 also shows respondents in favor of well-designed organizational structure of OWWDSE. Compared to other variables relatively less (33.7%) and (4.1 %) of the respondents agreed and strongly agreed by the statement “clearly defined within the authority” respectively while, about a quarter (25.6%) of the respondents disagreed and (5.8%) respondents were strongly disagreed, and 31.4% of the respondents were responded” indifferent”. However, the mean values 3.06 were above average. This shows the majority of the respondents were favored the statement “clearly defined within line of authority”. From 172 total respondents (40.8%), (11.8%) and (24.9%) disagree, strongly

disagreed and indifferent on the statement "regular updates were carried out on the structure" while (20.1%) and (2.4%) agreed and strongly agreed respectively. The mean values 2.6 still above average that mean the result suggested that OWWDSE is more or less regularly updating the organizational structure.

In addition, 38.4% of the respondents were responded in favor of work process that is clearly and adequately structured in the organizational setup of OWWDSE while 30.8% were indifferent or neutral, and the rest 30.8% either disagreed or strongly disagreed. These shows relatively high numbers of respondents were happy with their enterprise organizational structure. On the other hand, 42% of the respondents were either disagreed or strongly disagreed and 36.6% were either agreed or strongly agreed on the statement "adequate decentralization of functional units" while 31.4 % were indifferent. Although relatively high respondents disagreed with the statement, the mean value 3.94 still shows the majority of the respondents were agreed on "adequate decentralization of functional units."

Of the total (25.2%) of the respondents were disagreed or strongly disagreed, (18%) agreed, and more than half 58.7% were indifferent on the effectiveness of organizational structure in context of its work. Of the overall response we can draw that the respondents were happy with organizational setup of OWWDSE.

Finally As indicated in the table 4.2 of the total respondents, about 50.54 % disagree of the respondents' score revealed that all the sub-factors were not indicated the effectiveness & appropriately emplacement of organizational structure. Contrary, about 49.46% of the respondents' score rated on each sub factors revealed that the organizational structure of OWWDSE is effective, properly designed & emplaced accordingly. Furthermore, the weighted average mean of the total scores of all respondents is failed on point "3" in this case " Good"

Therefore, from the analyzed data, it is concluded that the organization structural set up of OWWDSE is in average appropriate and effective.

4.3. Leadership Capacity of OWWDSE,

Employee's attitude towards leadership capacity of OWWDSE was rated using different leadership task related interview questions and the results presented here.

Table 4.3: Leadership Capacity of OWWDSE

No.	Leadership capacity of OWWDSE	Level of leadership competency different indicators in %					Total score	Mean
		Poor	Fair	Good	V. good	Excellent		
1	Whether the organization has competent and professional leadership	15.7	18	44.2	20.3	1.7	99.9	2.74
2	Establishing Annual Objectives	5.4	23.2	44.6	25	1.8	100	2.95
3	Device policies	18	16.3	47.7	18	0	100	2.66
4	Allocation of Resources	19.8	20.3	36	23.8	0	99.9	2.64
5	Reviewing internal and external factors	21.5	35.5	32.6	8.7	1.7	100	2.34
6	Measuring Performances and taking corrective Actions	25.3	34.1	30.6	8.8	1.2	100	2.26
7	Decision Making Practice	19.8	40.7	29.1	7.6	2.9	100.1	2.33
8	Planning based on forecasting and managing future	29.1	24.4	33.7	12.8	0	100	2.3
9	Managing conflicts and taking timely corrective actions	22.1	42.4	26.2	9.3	0	100	2.23
10	Product Diversification	23.3	33.7	29.1	14	0	100.1	2.34
11	New business to enter or abandon	37.8	33.1	23.3	5.8	0	100	1.97
12	Forming joint venture	25.6	40.7	22.7	9.3	1.7	100	2.21
13	How innovations and creativity was compiled and used	31.4	30.2	29.1	7.6	1.7	100	2.18
14	How the organization is managing creativity	29.1	32.6	33.7	2.9	1.7	100	2.16
	Total	323.9	425.2	462.6	173.9	14.4	1400	33.31
	%	23.14	30.37	33.04	12.42	1.03		
	Weighted average Mean							2

Of the total 172 respondents, (33.7%) were responded either fair, and (22 %) were replied either very good for the statement "the organizational competent in terms of professional leadership". While relatively high numbers (44.2%) of respondents were replied good, and the mean value 2.74 has confirmed that the organization has competent and professional leadership. For the statement "establishing annual objectives" 28.6% were replied either poor, and 26.8 % either

very good but (44.6%) replied good respondents were replied. Based on the mean value 2.95 it is possible to agree that the enterprise has establishing annual objectives. Of the total, (34.3%) responded poor, (65.7 %) replied good for the presence of advising policy. Based on the mean value 2.66 it is possible to agree that the enterprise has advising policy. On the allocation of resources statement (40.1%) replied fair, (59.8 %) replied good. And based on the mean value 2.64 it is possible to agree that the enterprise allocate resources to implement project initiatives. The above mean values replied by most respondents labeled that the leadership of OWWDSE is good in competency and profession. Of the leadership tasks establishing annual plan, device policy and allocating resources are relatively the areas of the enterprise strength.

Of the respondents (59.4%) replied fair, and (10%) excellent and 30.6% of respondents reported good for the statement that stated the organization has performances measuring and taking corrective actions. The mean values 2.26 indicated that the OWWDSE organization didn't have measuring performances taking corrective actions. For that the organization has decision making practice 59.7% were replied fair, and (39.6%) of respondents excellent were responded good. However, the mean values 2.33 confirmed that the OWWDSE organization do not have sufficient decision making practice.

For the statement that "the enterprise/organization has planning based on forecasting and managing future" (66.3%) replied fair, and (33.7%) of respondents responded good. The mean values 2.30 justify that the organization didn't have sufficient planning based on forecasting and managing future. Relatively high numbers of respondents (64.5%) were replied poor for the statement that indicated institute has managing conflicts and taking timely corrective actions whereas, (26.2%) of respondents and the mean value 2.23 shows that the OWWDSE/ organization didn't have skill on managing conflicts and taking timely corrective actions.

Relatively very high respondents (70.9%) replied fair, (28.6%) responded good for "the enterprise has new business to enter or abandon", however, the mean values 1.97 confirmed that the OWWDSE didn't have new business to enter or abandon. Key informant report also supported these findings. On the statement that the enterprise has forming joint venture, (66.3%) responded poor, (33.7%) of respondents were responded good. The mean value also 2.21 verified that the OWWDSE organization didn't form joint venture. Similarly (61.6%) replied

poor, (38.4%) responded good for the sentence describing institute has a means for how innovations and creativity is compiled and used. The mean value 2.18 also revealed that the organization didn't have a means for how innovations and creativity were compiled and used.

The mean values for the statement that stated "organization's managing creativity" was 2.16 and it enlighten that the OWWDSE didn't have how the organization is managing creativity. (61.7%) of participants also replied poor, and (38.3%) responded good.(table 4.3).

The above result implies that Of the total respondent's score value of each sub-factors, about 53.51% demonstrated that the level of leadership competency is poor. Similarly about 33.04% rated that the leadership capacity of the Enterprise is good.

The rest about 13.45% very good indicated that the level of organizational leadership competency is efficient and effective.

In summary, the above result with total weighted average mean value "2" implies that leaderships of OWWDSE are not on exercising their full capacity on transforming and strategically leading to achieve the vision and mission of the organization.

Without full engaging and exercising at least these few necessary tasks, it might be difficult to achieve results that will be praised both by employees, the community, as well as stockholders and collaborators of the organization. Therefore, OWWDSE shall due attention to lead strategically to for better achievements.

4.4 Resources (Human, Financial & Material) of OWWDSE

In this subsection resource capacity of the organization presented. Resources categories which are; human resource, financial and material resources capacity were described below. As consulting firm, capacity of the organization related to these resources has great contribution to play its role. Therefore, employees' attitude towards these resources of OWWDSE and details of data from other sources presented for each resources.

4.4.1 Human Resource Capacity of OWWDSE

Human resources are one of basic and very important resources of OWWDSE for the fact that it is dependent of human brain to deliver service expected from it. A high level professional determines the quality and quantity even its timely deliverance services to the clients. Actually, not only their availability, but how it uses and cares for them influence the work of the organization. Let see employees' attitude on each indicators of human resource assessment of OWWDSE. To analyze human resource capacity of OWWDSE fourteen question were asked and the results are almost unsatisfactory. This implies that OWWDSE is not appropriately managing and using its human resource. So working on its human resource capacity is not choice but mandatory for its long term and short term survival.

Table 4.4 Human Resource Capacity of OWWDSE

No.	Variables	Level of agreement					Total Score	Mean
		S. disagree	Disagree	Indifferent	Agree	S. Agree		
1	Human resource recruitment is based on merit	11.8	23.7	30.8	28.4	5.3	100	2.92
2	The process of recruitment and selecting human resource transparent and competitive	7	18	25.6	45.3	4.1	100	3.22
3	the organization is on giving required orientation to recruited staffs	10.5	22.1	22.7	40.7	4.1	100.1	3.06
4	Staffing is based on quality required for activities to be delivered	9.9	22.1	30.8	30.2	7	100	3.02
5	The organization has enough senior experts to deliver service expected from it	7.6	12.8	28.5	36.6	14.5	100	3.38
6	The organization has right people for the right job	7	16.3	35.5	38.4	2.9	100.1	3.14
7	The organization gives well defined job description for each employees	29.1	29.7	28.5	11	1.7	100	2.27
8	The organization has well organized performance measurement	27.3	39.5	23.8	9.3	0	99.9	2.15
9	The organization monitoring system and tools to monitor its staff	20	34.1	31.2	14.7	0	100	2.41
10	Human resource evaluation is conducted timely	24.1	40	24.7	9.4	1.8	100	2.25
11	Staff training is based on capacity needs and strategic and strategic objectives	25.9	31.2	25.9	15.3	1.8	100.1	2.36
12	Human resource benefit is based on organizational performance	15.3	29.4	20	33.5	1.8	100	2.77
13	Availability of strategies for retaining and maintaining senior and important professionals	23.3	33.1	21.5	18	4.1	100	2.47
14	Existence of conducive working environment	20	40	24.1	15.9	0	100	2.36
	Total	238.8	392	373.6	346.7	49.1	1400.	37.78
	%	17.05	27.99	26.68	24.76	3.51	100	
	Weighted Average Mean	3						

Of the total respondents (35.5%) expressed their disagreement, and (33.7%) were agreed, and 30.8% of respondents were indifferent for that the enterprise human resource recruitment is based on merit. And the mean value 2.92 supported that the OWWDSE human resource recruitment is based on merit. with the statement whether process of recruitment and selecting human resource is transparent and competitive basis 49.4 % of the respondents agreed and,

(25.6%) respondents were replied indifferent, while (25%) were disagreed with the statement. However, mean values 3.22 confirmed that the process of recruitment and selecting human resource were transparent and competitive. With the statement whether the OWWDSE organization is giving required orientation to recruited staffs, (44.8%) of the respondents agreed while 32.6 % disagreed with it, and 22.7% were indifferent. However, the mean values 3.06 confirmed that the OWWDSE is giving required orientation to recruited staffs.

Thirty seven point two percent of the respondents were agreed with the statement "staffing is based on quality required for activities to be delivered" 32% disagreed. However, the mean values 3.03 still confirmed that the enterprise staffing is based on quality required for activities to be delivered.

Of the total respondents (51.1%) were agreed with the statement whether the organization has enough senior experts to deliver service expected from it but (20.4%) disagreed and (28.5%) replied different with the statement. Nevertheless, the mean values 3.38 confirmed the enterprise has enough senior experts to deliver service expected from it. Similarly (41.3%) of the respondents agreed with the statement whether the enterprise has right people for the right job but (23.3%) disagreed, and large number of respondents (35.5%) replied differently. However, the mean values 3.14 also confirmed that the enterprise has right people for the right job. The majority of the respondents were replied to some of the variables disagree (**table 4.4**).

For instance (58.8 %) of the respondents disagreed with the statement the organization give well defined job description for each employee while (12.7%) agreed; (66.8%) of the respondents disagreed with the statement that the enterprise has well organized performance measurement while (9.3%) agreed; (54.1%) of the respondents disagreed with the statement the enterprise monitoring system and tools to monitor its staff while (14.7%) agreed; (64.1%) of the respondents disagreed with the statement human resource evaluation will conducted timely while (11.2%) agreed.

Similarly of the total (57.1%) of the respondents disagreed with the statement "staff training is based on capacity needs and strategic and strategic objectives " while (17.1%) agreed; (44.7%) of the respondents disagreed with the statement human resource benefit is based on

organizational performance while (35.3%) agreed; (56.4%) of the respondents strongly disagreed with the statement the enterprise/organization has retaining and maintaining strategies for his senior and important professionals, while (22.1%) agreed; the result was supported by the key informant. Although majorities of the respondents were replied disagree, relatively high numbers of respondents were replied indifferent. These support the mean values remains in average.

The above result implies that Of the total 172 respondents about 45.05% of total score value indicated the disagreements on the implementation status of different human resources tasks. Similarly, 26.68% of the total respondent's score value is indifferent and The rest about 28.26% of the total score value expressed the level of agreement with proper implementation of the listed human resources capacity elements.

Although the mean values approaching to average most variables such as the organization gives well defined job description for each employees, has well organized performance measurement, monitoring system and tools to monitor its staff, human resource evaluation timely, staff training based on need and strategic and strategic objectives, human resource benefit based on organizational performance were not good in OWWDSE. The assessment and reward system should help the organization retain good employees, motivate staff, smooth the progress of organizational strategic objectives, and maintain individual learning (Aguinis, 2005). The quantitative data analysis was also *triangulated* by the key informant interviews (qualitative) and finding confirmed that the above variables are the area of the top management future concern. The key informal interview also stressed that OWWDSE has weakness on using and retaining its important staffs. Sometimes criteria for benefit are number of years of service they have rather the competency of the professionals. However, competency of individuals determines the quality of service to be delivered and ability to render required service expected from it. Moreover, organizational monitoring can help clarify program objectives, link activities and inputs to those objectives, set performance targets, collect routine data ,and feed results directly to those responsible (Gosling & Edwards, 1998).

Moreover, the quantitative data analysis was also *triangulated* by the key informant interviews (qualitative) and finding confirmed that OWWDSE has weakness on using and retaining its important staffs. Large number (60.0%)of the respondents disagreed with the

statement the working environment is better (conducive) for employees while (15.9 %) agreed. Based on the key informant interviews *triangulation* working environment and professional competency shall give special attention in OWWDSE to transform its works.

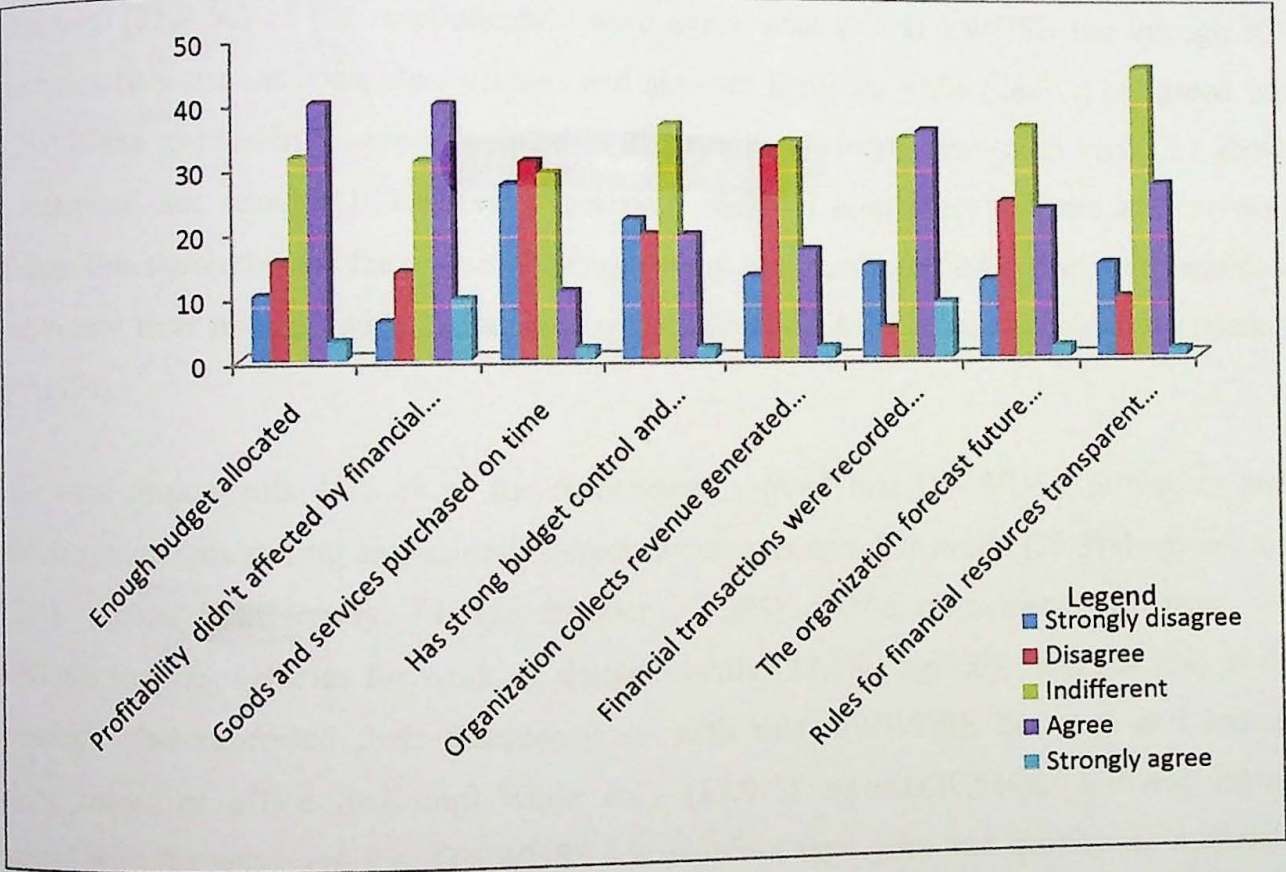
Though, different level of agreement was observed, the overall weighted average mean point (3) revealed that the human resource capacity of the enterprise is categorized under moderate or average performance capacity.

4.4.2 Financial Capacity of OWWDSE

Financial capacity influences performance of the organization in one way or another. In this subsection financial capacity of OWWDSE discussed based on respondents attitude of different indicators. Of the total respondents (42.9%) were agreed on the statement enough budget is allocation to run the overall works of the organization while (25.6%) disagree. Of the total (49.4%) of the respondents were agree with statement profitability of the organization did not affected by financial constraint while (18.7%) were disagreed; (45.2%) of the respondents' agree that financial transactions were recorded with relevant documentation while (19.7%) disagreed. Hence all these three variables inclined to agreement that could be considered as strength of the enterprise. However, still need financial planning. Because financial planning is the organization's ability to forecast its future monetary needs and requirements (Judge and Blocker, 2008).

On the other hand of the total (41.6%) of the respondents disagreed with the statement the organization has strong budget control and evaluation system while (21.4%) agreed; (58.4%) of the respondents disagreed with the statement the organization goods and services purchased on time while (12.5 %) agreed. Similarly large number (46.4%) of the respondents disagreed with the statement that the organization collects revenue generated on time while (19.1%) agreed. Also similar finding was obtained from the key informant. Of the total (37.5%) of the respondents strongly disagreed or disagreed with the statement that the organization forecasts future monetary needs and requirements while (25.6%) agreed; (24.7%) of the respondents expressed their disagreement with the statement that the organization rules for financial resources are transparent and verified while only (28.4%) agreed, hence its mean value was (2.9) and inclined to disagreement. See figure 2.

On the other hand majority of the respondents were notified their disagreement for the above variables such as the organization has strong budget control and evaluation system, goods and services purchased on time, collects revenue generated on time, forecasts future monetary needs and requirements, and financial resources are transparent and verified. At a minimum, this means there must be regular financial reports generated from the bookkeeping system. Thus, the monitoring of financial information plays an increasingly important role in the work of all public sector managers (Finkler S. C., 2016). Those five variables are very important variable in the project and financial section of the enterprises. Therefore to transform the enterprise An employee who has responsible for the organization's financial management need to plan and budget resources both operating and capital budgets, handle cash management, and manage accounting and financial reporting Lusthaus et al., (2002). Moreover, top management of the enterprise should give more attention than the other.



Source: Employees' Survey, December 2017

Figure 2: Financial capacity of OWWDSE

In summary the tabulated data indicated that of the total 172 respondents about 38.89% expressed negative responses disagree with the effective implementation of stated financial tasks. Equally 35.35% of the total respondent's score value indicated indifferent. The rest 30.70% were agreed & expressed the strength of organization financial capacity components

However, the weighted average mean point 3 demonstrated that the financial management components of the enterprise has capacity gaps & still requires improvements.

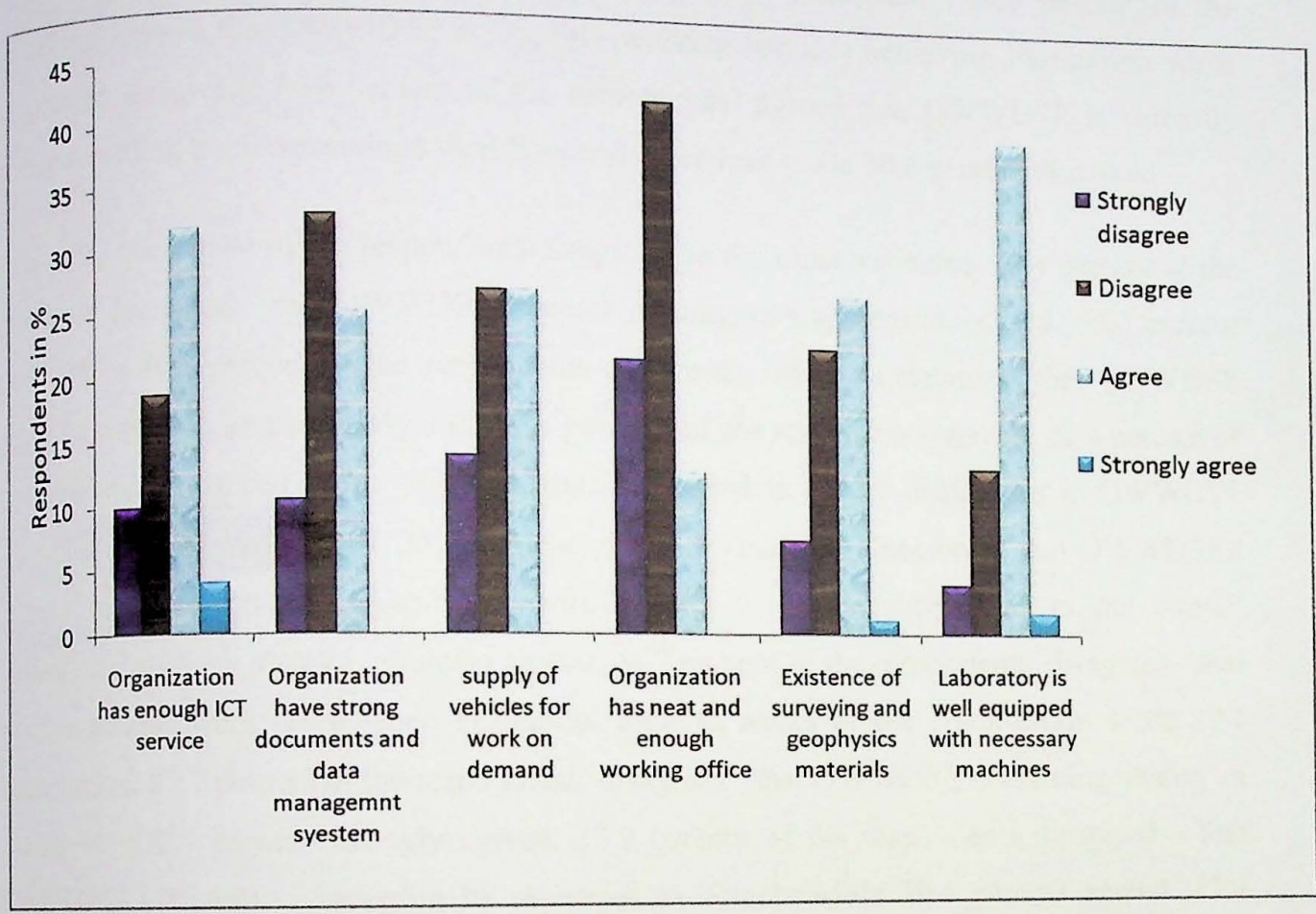
4.4.3 Material Capacity of OWWDSE

In this sub section material capacity of OWWDSE presented. The material capacity of OWWDSE discussed in relation to main objectives and activities of the Enterprise. Hence, the attitude of the respondents in relation to different variables analyzed here. Moreover, from secondary data reviewed from the office additional facts also presented in this subsection.

Of the total (35.9 %) of the respondents' were agree with that OWWDSE has enough ICT service materials such as computers printers and network facilities while (28.8%) disagreed, and (35.3%) of the respondents were responded in differently. However, the mean value 3.1 shows the enterprise has enough ICT service materials such as computers printers and network facilities. This shows there is the possible linkage. Many organizations find that they are unable to move toward their mission without the help and support of like-minded organizations (Baden-Fuller,1995).

Of the total respondents 43.5 % of the respondents agreed that OWWDSE is nice in staff organizing, materials storing and using different documents and data while (25.3%) agreed, and (31.5%) respond indifferently. Large number (41.2%) of the respondents disagreed that OWWDSE supplies vehicles for work on demand while (27.1%) agreed), and (64.2%) of the respondents also expressed their disagreement with that OWWDSE has neat and enough working rooms or office (building) while only (12.9%) agreed.(30.5%)of the respondents disagreed with the statement that OWWDSE has required surveying and geophysics materials, and (27.1%) of respondents replay their agreement. Because, facility management is vital importance to a thriving business as it ensures all employees; customers and members of the public are kept as safe and successful (Rondeau, Brown, & Lapides, 2006). Some (30.5%) of the

respondents disagreed that OWWDSE's laboratory is well equipped with necessary machines and equipments 27.1 % are agreed. However, majority of respondents for the above variables that may measure materials capacity were replied (31%-40%) indifferently for the given questions these may enlighten that the respondents do not have interest to respond some sensitive questions.



Source: Employees' Survey, December 2017

Figure 3: Material Resources of OWWDSE

4.5 Working Practice of OWWDSE

Work practice of OWWDSE discussed under this sub topic. On areas of its specialty what the organization looks like in terms of the respondents' attitude which are the member of its employees, seen based on different important variables. Hence the result of discussion presented as follows.

Out of 172 respondents' participated on survey, 69.2 percent expressed their agreement with the statement that OWWDSE has enough experience on its areas of specialty while 11.6 percent disagreed. 52.4 percent of the respondents' agreed that OWWDSE has adequate opportunities to review program indicators to measure progress against plans while 20.4 percent disagreed. 41.2 percent of the respondents' agreed that the work practice of OWWDSE fits with formal and informal existing rules and regulation while 29.4 percent disagreed. 39.8 percent of the respondents' agreed that OWWDSE is strongly working towards achieving its mission while 38.1 percent disagreed. 35.9 percent of the respondents' agreed that OWWDSE is currently working according to predetermined workflow and objectives while 30.6 percent disagreed.

On the other hand most of the respondents disagreed on the other variables. 42.4 percent of the respondents disagreed that OWWDSE monitor its programs appropriately, and 35.3 percent agreed. While 40.1 percent of the respondents disagreed with the statement that OWWDSE monitor its programs appropriately and 19.8 percent of the respondents agreed, 42.4 percent of the respondents disagreed with that timelines monitored to reduce difficulties in OWWDSE work while 35.3 percent agreed. 39.5 percent of the respondents disagreed that OWWDSE's programs reviewed on a regular basis with respect to their contribution to the overall organizational strategy while 25.1 percent agreed. 44.7 percent of the respondents disagreed that corrective actions were taken when difficulties arise in works of the organization while 27.1 percent agreed. 37.7 percent of the respondents disagreed that OWWDSE is assuring quality on its work while 32.4 percent strongly agreed. 33.9 percent of the respondents disagreed that OWWDSE is efficiently converting its resources to outputs while 29.8 percent agreed. 42.9 percent of the respondents disagreed that only few claims was raised from its stakeholders and customers on the product and services of the organization while 28.3 percent express their agreement.

Key informants also assured that there is no quality assurance system in the organization that the final output of the organization is in the hands of key experts. Different claims on the products of the organization from stakeholders and collaborators' might be due to lack of quality assurance system. Different annual reports and review meetings documents were reviewed and its displays portrays that redundant problems were raised in different time.

Table 4.5: Working practice of OWWDSE

No	Variables	Level of Agreement					Mean
		Strongly disagree	Disagree	Indifferent	Agree	Strongly agree	
1	The organization has enough experience on its areas of specialty.	1.7	9.9	18	52.9	16.3	3.73
2	There is adequate opportunities to review program indicators to measure progress against plans	6.4	14	26.2	44.8	7.6	3.34
3	The organization monitor its programs appropriately	2.4	40	22.4	33.5	1.8	2.92
4	Timelines monitored to reduce difficulties	6.4	33.7	39	19.8	0	2.73
5	Programs reviewed on a regular basis with respect to how they contribute to the overall organizational strategy	2.4	37.1	33.5	22.4	4.7	2.9
6	Corrective actions taken when difficulties arise	4.1	40.6	28.2	25.3	1.8	2.8
7	The organization is currently working according to predetermined workflow and objectives	4.7	25.9	33.5	35.9	0	3.01
8	The work practice of the organization fits with formal and informal existing rules and regulation	7.6	21.8	29.4	40	1.2	3.05
9	The organization is assuring quality on its work practice	7.1	30.6	30	30.6	1.8	2.89
10	The organization is efficiently converting its resources to outputs for achieving its objectives	7.1	26.8	36.3	28	1.8	2.9
11	There is only few claims was raised from its stakeholders and customers on the product and services of the organization	11.9	31	26.8	23.2	7.1	2.83
12	The organization is strongly working towards achieving its mission	14	32.7	22	33.3	6.5	3.03
	Weighted Average mean	3.01					

Data from key informant interview were *triangulated* and also supports the findings from survey. Hence, according to key informants from different departments, OWWDSE has enough work experience on areas of its specialty water supply projects, different mega irrigation projects and integrated land use planning. In addition OWWDSE has also reviewing program system. However, it has weakness on taking corrective action on the drawbacks observed. Moreover, the

reviewing programs also focus on short term objects and not on predetermined objectives and with vision and mission statements of the Organization.

Though different opinion was given for factors of working practices of the Enterprise, the average mean value of these sub factors (3) revealed that the enterprise's working practices is not well organized and systemized. Furthermore, Key informants also assured that there is no quality assurance system in the organization that the final output of the organization is in the hands of key experts. Unanimously direction was given on table on those meetings, still the existence of problem implies that the organization is not sensitive in taking corrective actions or transforming the organization from yesterday's status. in one way or another such neglect culture adversely affects the performance of the organization. Hence leadership commitment needed to change the situation.

4.6 Internal and External Conditions of OWWDSE

In this subsection internal conditions which are weaknesses and strength and external conditions which are threats and opportunity discussed based on respondents reaction on different variables that could affect the environment of the organization.

4.6.1 Internal Condition

Internal conditions are those internal to the organization; whether it is strengths or weaknesses it could be controlled internally to the organization. According to respondents' attitude, almost all variables stated in table 4.6 influence the organization positively or negatively. In addition, from document reviews; existence of some variables proofed that those labeled as strengths and weaknesses used categorization.

Table; 4.6. Internal conditions of OWWDSE

No.	Internal and external conditions	Respondent's Level of Agreement in %				Mean
		Highly	moderate	low	Not at all	
1	The Organization has stable leadership	17.8	32.5	30.1	19.6	2.52
2	The Organization has clearly defined mission and vision	24.5	24.5	19	31.9	2.58
3	The organization has well defined strategy to achieve its predetermined objectives	16.1	38.5	24.88	20.5	2.5
4	The organization has logically coherent and implementable long term and short term plan	10.6	43.5	26.1	19.9	2.55
5	The organization has well monitoring and evaluation system	3.7	54.7	34.2	7.5	2.45
6	There is enough ICT infrastructures and facilities	8.7	34.2	42.9	14.3	2.63
7	Office facilities is nice for employees to perform their tasks.	9.9	35.4	44.7	9.9	2.55
8	There is adequate work procedures to guide over all work	3.8	53.8	25	17.5	2.56
9	Financial and none financial resources are fulfilled to run the works of the organization	6.1	54.6	28.2	11	2.44
10	There is enough market for products and services of the organizations	10	53.1	28.1	8.8	2.36
11	Organizational values are defined and respected	10.4	36.2	38.7	14.7	2.58
12	Benefit packages for employees enough to motivate employees	9.2	39.3	38.7	12.9	2.55
13	service delivery capacity is at its good position	17.2	46.6	24.5	11.7	2.31
Mean of different response's on sub factors		3				

Source: Employees' Survey, 2017

Based on respondents attitude displayed in table 4.6, The Organization has clearly defined mission and vision, well defined strategy to achieve its predetermined objectives, logically coherent and implementable long term and short term plan. In addition there is adequate work procedures to guide over all work, availability of financial and none financial resources are fulfilled to run its works and also there is enough market for products and services of the organization on which more than half of the respondents rated high or moderate. More over service delivery capacity of the organization is also at its good position. On the other hand most of the respondents agreed that organizational values are not defined and respected, benefit packages for employees is not enough to motivate employees, office facilities is poor for employees to perform their tasks, there is not enough ICT infrastructures and facilities. Though data from key informant interviews confirms with findings of survey, on organizational value it

is defined but not respected yet. This helps us to identify weaknesses and relative strength of the organization. key informant interview also stressed that availability of ICT infrastructures in the office in paradox to survey result. Therefore, regarding internal condition Lack of well organized monitoring and evaluation system, poor office facility and fail to respect organizational values was identified as weaknesses and leadership stability, clearly defined mission and vision, Existence of well defined strategies to achieve objectives, availability of financial and non financial resources, its service delivery capacity & having defined organizational values were categorized as strength of the organization based on respondents attitude, documents review and key informant interviews.

4.6.2 External conditions

External conditions are those variables external to the study organization but either positively or negatively affects the works of the organization. Hence, according to the respondents' attitude, almost all variables affect the organization. Those variables affects positively the performances of the organization are considered as opportunity and others which affects negatively are taken as threats.

Table 4.7: External Conditions

No.	Internal and external conditions	External Conditions Respondents attitude in percent				Mean
		Highly	Moderately	Low	Not at all	
1	Effects of political stability of Ethiopia on the organization	29.2	34.8	20.5	15.5	2.22
2	whether Ethiopia's economic development has positive implication or not on the organization	42.2	25.5	14.9	17.4	2.07
3	Whether inflation affects supplies of goods and services for different tasks	32.3	29.8	14.3	23.6	2.29
4	Effects of working culture of the society	16.1	47.2	21.7	14.9	2.35
5	Social fabrics and helping culture of the society	10.7	45.9	28.3	15.1	2.48
6	Technological advancement might make easier the works of the organization	38.5	21.1	19.9	20.5	2.22
7	Innovations of different software's	25.2	24.5	30.8	19.5	2.45
8	Legal frame works affects the organization	22.0	28.3	33.3	16.4	2.44
9	Timely changing rule and regulations	18.8	34.4	35.7	11.0	2.39
10	Global warming which affects water supply affects or treats the works of the company	23.9	23.3	29.6	23.3	2.52
	Mean of different response's on sub factors	2.34				

Based on respondents attitude, documents review and key informant interviews Political instability, inflation, Poor working culture, timely changing rules and regulations, Global warming & competition from other firms are variables which affects negatively the performances of the Organization and categorized as threats. On the other hand Economic developments of Ethiopia, Technological advancement, Innovation of different software for eg. different Cad software's, GIS and Others, legal frame work (its establishment), Availability of market for services of the organization & social fabric are those variables affects the performances of the organization Positively.

In summary of the total analyzed Organizational Capacity factors Of the total 84 sub factors under study only about 22.54% is indicated the strength of sub factors under Organizational structure & Working Environment .

The rest 65 sub factors which shared about 77.5% of the total value revealed that the over all organization Capacity of OWWDSE is not well organized & has a capacity gaps to deliver its mission of establishment.

Moreover, about 49.2% of the cumulative percentage indicated that the influences of the first three variables, Organizational working practices, human resources & Leadership capacity are most significantly affects the organizational capacity

CHAPTER FIVE:- SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1. Summary

This section summarizes major findings of data analysis and interpretation of the study in line with each objectives of the study.

The main purpose of the study was assessing capacity of Oromia Water Works Design and Supervision Enterprise. In line with this objective the following research questions was raised.

1. whether appropriate organizational setup exist or not to guide overall tasks of the Organization?
2. What does the capacity of OWWDSE look like in terms of leadership?
3. What does the availability of resources look like to achieve desired objectives of the organization?
4. What dose working practices of Oromia Water Works Design and Supervision Enterprise looks likes?
5. What are enabling conditions and pressing challenges of the organization?

In the process of conducting this study mixed research approach was employed. Both quantitative and qualitative data were gathered. Questionnaire was designed to collect data from employees of the organization. In addition key informant interview guide line developed to gather data from key experts and process owners on specific issues.

Survey questionnaire was distributed for 178 respondents and 172 were collected. Secondary data in the office also reviewed to increase trust worthiness of the study. Finally the results of data analysis presented in chapter four. The data analysis led to the following major findings.

1. Appropriateness of Organizational Structure

OWWDSE has well designed organizational structure. The organizational structure of OWWDSE is clearly defined with line of authority and work processes are clearly and adequately structured. However Functional units are not adequately decentralized there are also

gaps in designing organizational structure on scientific and its necessity for work. Even its effectiveness on implementation has gap according to the respondents view.

2. Adequacy of Leadership Capacity

Most of the respondents labeled that the leadership of OWWDSE is good in competency and profession. Of the leadership tasks, establishing annual plan, device policy and allocating resources are relatively areas of the strength. However, on other important leadership tasks such as reviewing internal and external factors, measuring performances, taking corrective actions, product diversification, decision making practice, planning based on forecasting and managing future, managing conflicts and taking timely corrective actions, new business to enter or abandon, innovations and creativity compiling and using and on managing creativity the respondents rated as areas of weaknesses of the leadership. In addition, decision making practice of the leadership is rated poor according to respondents with mean value of 2.33.

3. Availability of sufficient Resources

a. Human Resources

According to the respondents'(49.4%) with mean value of 3.22, the process of recruitment and selecting human resource is transparent and competitive. The organization is also on giving required orientation to recruited staffs; staffing is also based on quality required for activities to be delivered. In addition, organization has enough senior experts to deliver service expected from it and right people are on the right job. On the other hand most of the respondents (35.5%) claim that human resource recruitment is not based on merit; most of the respondents claims that the organization is not on giving well defined job description for employees. Moreover, the organization has no well organized performance measurement and has weak monitoring system and tools to monitor its staff. In addition, human resource evaluation is not conducted timely. Staff training is not based on capacity needs and strategic objectives. Finally, the organization has no retaining and maintaining strategies for his senior and important professionals and its working Environment is also not conducive for employees.

b. Financial Recourses

42.9% of the respondents agreed that there is enough budget allocation to run the overall works of the organization while 25.6% not agreed; its profitability of the organization did not affected by financial constraint; financial transactions were recorded with relevant documentation. Hence, all these three variables inclined to agreement that could be considered as strength of the organization. On the other hand budget, control and evaluation system; timely purchase of goods and services; collection of revenue generated on time; forecasting future monetary needs and requirement; having transparent and verified financial resources rules are areas of weaknesses of OWWDSE that most of the respondents disagreed.

c. Material Resources

Under material capacity subsection ICT facilities and infrastructures relatively rated good while the rest organizing, storing and using different documents and data, supplies of vehicles for work on demand, lack of neat and enough working rooms or office (buildings). Required surveying and geophysics materials, laboratory is not well equipped with necessary machines and equipments. Therefore, it needs attention.

4. Working Practices

Under the work practices sub section, 69.2% of the respondents rated in favor of work experience of OWWDSE on areas of its specialty, adequate opportunities to review program indicators to measure progress against plans, fitness of work practice of OWWDSE with formal and informal existing rules and regulation. Working towards achieving its mission and OWWDSE is currently working according to predetermined workflow and objectives. On the other hand, appropriate monitor of its programs, monitoring timelines to reduce difficulties; review of programs on a regular basis with respect to their contribution to the overall organizational strategy, taking corrective actions when difficulties arise in works of the organization are rated areas of weakness of the Organization. In addition OWWDSE is not assuring quality on its work and weak on converting its resources to outputs efficiently. There are also many claims from its stakeholders and customers on the product and services.

5. Enabling Conditions and pressing challenges of the organization

Lack of well organized monitoring and evaluation system, fail to respect organizational values and regulations, poor office facilities are weakness and having clearly defined mission and vision, existence of well defined strategies to achieve objectives, availability of financial and nonfinancial resources, service delivery capacity, availability of defined organizational values and accessibility of ICT infrastructures and facilities are strength of the organization.

Regarding external environment, political instability of the country, inflation, poor working culture, timely changing of rules and regulations, competition from other firms are threats and availability of market for the services or products of OWWDSE, innovation of different software's, technological advancements are opportunities OWWDSE could manipulate

5.2. Conclusion

In this sub section conclusion drawn from data analyzed and discussion made were presented. Hence in line with each objective the following conclusions drawn.

- i. **Organizational setup of OWWDSE suitable but have gaps on decentralizing work units**

OWWDSE has matrix type of organizational structure which is well designed with clearly defined line of authority and work processes are adequately structured. However, functional units are not adequately decentralized. There is also gaps in designing organizational structure on scientific and its necessity for work. Even its effectiveness on implementation has gap according to the respondents view. This implies that revising its organizational structure according to necessity for work due attention for implementing it.

- ii. **Leadership capacity of OWWDSE is not adequate interims of leadership tasks though they have competency,**

The leaderships of OWWDSE are good in competency and profession. Of the leadership tasks, establishing annual plan, device policy and allocating resources are relatively areas of the strength. However, on other important leadership tasks such as reviewing internal and external factors, measuring performances taking corrective actions, product diversification, decision making Practice, planning based on forecasting and managing future, managing conflicts and taking timely corrective actions, new business to enter or abandon, how innovations and creativity was compiled and used, on managing creativity the respondents are areas of weaknesses of the leadership. In addition decision making practice of the leadership is poor by respondents. In real world exercising authority and delivering expected service from them matters. Hence, the leadership were not in position to fully contributing for the organization. Therefore, focusing on important leadership tasks are very important for the success of the organization.

iii. OWWDSE has different important resources such as Human, financial and Material resources however at different level

a. Human Resource

The finding of the study shows that process of recruitment and selecting human resource was transparent and competitive. Required orientations given to recruited staffs. Staffing is based on quality required for activities to be delivered. In addition, organization has enough senior experts to deliver service expected from it and right people are on the right job. Paradoxically, fail to recruit human resource based on merit is its weakness. OWWDSE is not on giving well defined job description for each employee. In addition, OWWDSE has no well organized performance measurement, monitoring system and tools to monitor its staff. Moreover, human resource evaluation is not conducted timely. Staff training is not based on capacity needs and strategic and strategic objectives. OWWDSE has no retaining and maintaining strategies for his senior and important professionals and working Environment is not conducive for employees. Therefore, the organization should focus how to maximize its employees productivity that creating conducive environment and solving other related issue might be better to compete in market.

b. Financial Resource

Regards of financial resources, there is enough budget allocation to run the overall works of the organization. Profitability of the organization did not affected by financial constraint and financial transactions were recorded with relevant documentation yet. On the other hand budget control and evaluation system; timely purchase of goods and services; timely collection of revenue generated; forecasting future monetary needs and requirement; having transparent and verified financial resources rules are areas of weaknesses of OWWDSE.

c. Material Resources

Under material capacity subsection, the organization has relatively good ICT facilities and infrastructures while the rest, organizing, storing and using different documents and data, supplies of vehicles for work on demand, lack of neat and enough working rooms or office are

poor. Laboratory is not well equipped with necessary machines and equipments. Lack of required surveying and geophysics materials are also needs attention.

- iv. **OWWDSE has enough work experience however weak on monitoring and taking corrective actions in line with over all objectives.**

OWWDSE has enough work experience on areas of its specialty. In addition it hasadequate opportunities to review program indicators to measure progress against plans, its work practice fits with formal and informal existing rules and regulation. It is also working towards achieving its mission and currently working according to predetermined workflow and objectives

On the other hand, appropriate monitor of its programs, monitoring timelines to reduce difficulties; review of programs on a regular basis with respect to their contribution to the overall organizational strategy, taking corrective actions when difficulties arise in works of the organization are areas of weakness of the organization. In addition, OWWDSE is not assuring quality on its work. Moreover, it is not efficiently converting its resources to outputs. There are also many claims from its stakeholders and customers on the product and services.

v. **Internal and external environments**

Lack of well organized monitoring and evaluation system, fail to respect organizational values and regulations, poor office facilities are weaknesses of the organization. The Organization has clearly defined mission, vision, organizational values, well defined strategies to achieve objectives, financial and nonfinancial resources and better service delivery capacity. The organization has also ICT infrastructures and facilities.

Regarding external environment, political instability of the country, inflation, poor working culture, timely changing of rules and regulations competition from other firms are threats and availability of market for the services or products of OWWDSE, innovation of different software's, technological advancements are opportunities OWWDSE could manipulate.

5.3 Recommendations

The following recommendation will contribute to maximize the efforts of the organization to use its existing capacity in addition to insight for filling capacity gaps where necessary.

1. OWWDSE is advised to revise its organizational structure to ensure adequate decentralization based on scientific necessity for work rather considering other variables. In addition, regular evaluation to update and follow up its implementation required for better achievements.
2. The leadership of OWWDSE is advised to take time on reviewing internal and external factors, measuring performances, taking corrective actions, product diversification. In addition, planning based on forecasting and managing future, managing conflicts and taking timely actions are required attention as per leadership role. Leading is all about decision making and it should get better attention as per requirements.
3. OWWDSE should give attention to using appropriately its human resources efficiently and effectively otherwise only having enough resource will not bring desired change. Moreover, it should focus on timely evaluation of human resource, train staff based on capacity needs and strategic objectives. Establish human resource retaining and maintaining strategies for his senior and important professionals should also be improved. Making working environment attractive is also an important variable that should get attention.
4. OWWDSE is advised to establish strong and transparent budget control and evaluation system. In addition attention should be given for timely purchase of goods and services; collection of revenue generated on time; forecasting future monetary needs and requirement; having transparent and verified financial rules for better management of financial resources.
5. As consultant firm OWWDSE it is not a choice but mandatory to give attention on organizing, storing and using different data and documents. In addition neat and enough working rooms or office (buildings) necessary to maximize employees output. Using existing material resources efficiently and fulfilling other required surveying and geophysics materials, laboratory equipments and machines would contribute for efficient service delivery.

6. OWWDSE should give attention to change its work practice in accordance with acceptable standards and having measurement tools or indicators might enhance the works of the organization. Establishing quality assurance system will enhance the quality of service delivered to its clients that claims and dissatisfaction on the organization product will potentially be reduced.
7. Finally, it is better if the organization scheduled its works based on the results of environmental scanning for both office and field works to reduce the effects of threat from external environments' such as political unrest.

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Annexes

I. Survey Questionnaire

Dear participant, this questionnaire is developed to conduct study entitled "Organizational Capacity Assessment: The Case of Oromia Water Works Design and Supervision Enterprise". The researcher is Heregawoin Tesgera and it is for academic purpose, to write a thesis, in partial fulfillment of Masters Degree in Masters of Human Resource Organizational Development in Education. However, it might serve as input for policy makers and implementers to change the situation. Filling the survey questionnaire is voluntary. Your response will provide valuable information on the topic. The information you provide is completely confidential. Your time in attending to fill the questionnaire is greatly appreciated.

Part I. Background Information of the Respondents

1. Gender Male ☐ Female ☐
2. Age a) 18-25 ☐ b) 25-30 ☐ c) 30-35 ☐ d) 35-40 ☐
e) 40-45 ☐ f) 45-50 ☐ g) > 50 ☐
3. Education level
A, Below Grade 10 ☐ b) 10+1-10+3 ☐ c) Diploma ☐
d) BA/BSC ☐ e) MA/MSC ☐ f) PHD ☐
4. Monthly Income of the respondents
a) Below 1500 birr b) from 1500-3200 birr c) From 3200 -4500
d) From 4500-6000 e) from 6000-9500 f) above 9500
5. How long did you work in OWWDSE?
a) 1- 3 years ☐ b) 3-5 years ☐ c) more than 5 years ☐
6. Your total work experience
a) 1- 5 years ☐ b) 5-8 years ☐ c) 8-12 years ☐ d) more than 12 years ☐
7. Terms of employment
a) Contract b) Permanent staff c) Temporary d) Freelancer
8. Your area of work
a) Study ☐ b) Design ☐ c) Supervision ☐
d) Laboratory ☐ e) Supportive staff ☐ f) Management area ☐

Part II

2.1 Organizational setup of OWWDSE

Organizational structure and Human resource Management	Rate the following statements with mark (✓) on areas of your choice 1= strongly disagree, 2= disagree, 3= Indifferent, 4= agree, 5 =Strongly agree				
	1	2	3	4	5
Organizational structure					
There is well-designed organizational structure					
The structure is clearly defined with lines of authority					
Regular update were carried out on the structure					
work processes are clearly and adequately structured					
Functional units adequately decentralized					
All components of organizational structure was designed based scientific and necessity for work of the organization.					
To what extent it is effective in context of the works of the organization?	Very low	Low	Moderately	High	Very High

2.2 Leadership Capacity of the OWWDSE

a) Strategic Planning

How do you rate The leadership capacity of OWWDSE in relation to major strategic planning variables?	Rate (mark ✓ or x on area of your choice.				
	Poor	Fair	Good	Very good	Excellent
The organization has Competent and professional leadership					
Establishing annual objectives					
Device policies					
Motivate employees					
Allocating required resources for implementing strategies					
Reviewing internal and external factors					
Measuring performances taking corrective actions					
Decision making practices					
Planning based on forecasting and managing the future					
Managing conflicts and taking timely corrective action					
Product diversification					
New business to enter or abandon					
Forming joint venture					
How innovations and creativity was compiled and used?					
Generally how the organization is managing creativity?					

10.1 List major strength of leadership of OWWDSE on overall work

.....

.....

10.2 List major weaknesses of leadership of OWWDSE

.....

.....

.....

3.1.0 Resources Capacity of OWWDSE

Organizational structure and Human resource Management	Rate the following statements with mark (✓) on areas of your choice 1= strongly disagree, 2= disagree, 3= Indifferent, 4= agree, 5 =Strongly agree				
	1	2	3	4	5
2.3.1 Human Resource					
Human resource recruitment is based on merit					
The process of recruiting and selecting human resources is transparent and competitive base					
Required orientation will be given to for recruited staff of the organization					
Staffing is based on quality and quantity required for activities to be delivered					
The organization has enough senior experts to deliver service expected from it					
The organization has the right people for the right job					
Well defined job description is given for each employees					
The organization has well organized performance measurement system					
The organization has monitoring system and tools to monitor its staff					
Human resource evaluation will conducted timely					
Staff training is based on capacity needs and strategic objectives					
Human resource benefits is based on organizational performance					
The organization has retaining& maintaining strategies for his senior and important professionals					
The working environment is better (conducive) for employees.					
2.3.2 Financial Resources					
Enough budget is allocated to run the overall works of the organization					
Profitability of the organization did not affected by financial constraint yet.					
Good and services required purchased on time					
There is strong budget control and evaluation system.					
The organization collects revenue generated on time					
All financial transaction were recorded with the relevant documentation					
Operating expenses of the organization is reasonable and not out bounds objectives set.					
The organization forecast future monitory needs and requirements					
Rulesfor financial resources, transparent and verified					

How do you rate the profitability of the organization?	Not profitable	Low	medium	High	Very Highly
2.3.3 None Financial Resources Capacity (Material Capacity of OWWDSE)	Rate the following statements with mark (✓) on areas of your choice 1= strongly disagree, 2= disagree, 3= Indifferent, 4= agree , 5 =Strongly agree				
	1	2	3	4	5
The organization a has enough ICT service materials such as computers printers and network facilities					
The organizations is taff in organizing, storing and using different documents and data					
The organization can supply required vehicles on for work demand.					
The organizations has neat and enough working rooms or office (building)					
Other required surveying and geophysics materials fulfilled					
Laboratory is well equipped with necessary machines					

2.4. Work Practices of OWWDSE

Work Practices

Rate the following statements with mark (✓) on areas of your choice

1= strongly disagree, 2= disagree, 3= Indifferent, 4= agree, 5=Strongly agree

	1	2	3	4	5
The organization has enough experience on its areas of specialty.					
There is adequate opportunities to review program indicators to measure progress against plans					
The organization monitor its programs appropriately					
Timelines monitored to reduce difficulties					
programs reviewed on a regular basis with respect to how they contribute to the overall organizational strategy					
Corrective actions taken when difficulties arise					
The organization is currently working according to predetermined workflow and objectives					
The work practice of the organization fits with formal and informal existing rules and regulation					
The organization is assuring quality on its work practice					
The Organization is efficiently converting its resources to outputs for achieving its objectives					
There is only few claims was raised from its stakeholders and customers on the product and services of the organization					
The organization is strongly working towards achieving its mission					

2.5 Internal and External Conditions

2.5.1 Internal Conditions

Internal Conditions	Rate the following statements with mark (✓) on areas of your choice 1= highly , 2= moderately, 3= low, 4= not at all ,			
	1	2	3	4
The organization has stable leadership				
The organization has clearly defined mission vision				
The organization has well defined strategy to achieve its predetermined objectives				
The organization has logically coherent and implementable long term and short term plan				
The organization has well monitoring and evaluation system				
There is enough ICT infrastructures and facilities				
Office facility is nice for employees to perform their tasks				
There is adequate work procedures to guide over all work				
Financial and none financial resources are fulfilled to run the works of the organization				
There is enough market for the products and services of the organizations				
Organizational values are defined and respected				
Benefit packages for employees enough to motivate employees				
Service delivery capacity is at its good position				

External Conditions

Rate the following statements with mark (✓) on areas of your choice

1= highly , 2= moderately, 3= low, 4= not at all ,

Political stability of the country affects the Organization

Economic development of Ethiopia has positive implication for the organization

The rise in general price level affects supplies of goods and services for different tasks

The working culture of the society affects

Nice social fabric or helping culture of Ethiopia

Technological advancement might make easier the works of the organization

Different software innovations might affect

Different legal frameworks affects

Timely changing of rules and regulations

Global warming which affects water supply affects or treats the works of the company

1	2	3	4

Key informant Interviews Guide Lines

I. key informant interview for planning and contract administration work process of the Organization

A) Administrative Environment

How is the organization affected by the administrative environment?

1. Has the organization identified other organizations to which it relates or might be expected to relate?
2. Has the organization been identified as influential or important to the sector by consumers, policymakers, suppliers, competitors and other organizations in its external environment?
3. Are the organization's objectives complementary to those of other organizations?
4. Do the norms and values of the organization support the work that it intends to carry out?
5. Is the organization affected by bureaucracy (red tape)?

B) Political Environment

1. How is the organization affected by the political environment?
2. Do government political and ideological trends support the organization's type of work?
3. Does the organization have a role to play in national or sector development?
4. Are there government policies and programs supporting the organization?
5. What is the government's level of involvement in the organization's internal affairs?
6. How tolerant is the government of risk and the ability to manage change?
7. How much is the organization affected by political corruption, violence or strikes?
8. How responsive is the government system to the organization's needs and issues?

C) Economic Environment

How is the organization affected by the economic environment?

1. Does economic policy support the organization's ability to acquire technologies and financial resources?
2. Is money available to do work?
3. Is the budget allocation adequate for the organization's work?
4. Is there a competitive market environment?
5. Are policies and programs threatened by the informal sector?
6. Is the economic growth rate supportive of development?

7. Is the public service investment program reflective of government priorities?
8. Is the tax policy regressive?
9. What effect is globalization having on the economy?
10. What effect is globalization having on the organization?

D) Ecological and Geographical Environment

1. Will the organization's services be affected by natural phenomena?
2. Are the natural environmental conditions conducive and supportive of the organization's work, or do they impose additional costs or technical challenges?
3. Does pollution affect the pace of the organization's work?
4. How will environmental and natural resources policy and legislation affect the organization's performance?

II Key informant Interview guide line for legal advisor of the organization

1. Has the organization clearly defined the role played by its legal framework?
2. Does the legal framework support the organization's autonomy?
3. Is the organization's legal framework clear?
4. Is the legal framework consistent with current practice?
5. Is the legal regulatory context conducive to work?
6. Is relevant legislation up to date?
7. Is the judicial system responsive?
8. Is the organization affected by:
 - Labor legislation?
 - A regulatory framework?
 - Environmental laws?
 - A public service commission?
 - Public sector reform?
 - Global and regional agreements and standards?

III Key Informant Interview for Ethics Promotion and Supervision Team of the Organization

INSTITUTIONAL ETHOS

Social and Cultural Environment

1. How is the organization affected by the social and cultural environment?

2. Does the organization support equity in the workplace?
3. Does the organization have access to a pool of capable human resources from which it can recruit staff?

IV Key informant interview guideline for IT and System Administration working process of the Organization

Technology Environment

1. Is the technology needed to carry out the organization's work supported by systems in the broader environment?
2. Is there adequate physical infrastructure (power, telecommunication, transport) to support the organization's work?
3. Is the technology needed by the organization to carry out its work supported by the overall level of national technological development?
4. What is the organization's networking capability?
5. How adequate are the organization's data processing facilities?
6. Does the organization have access to research?

Human Resource

1. Are there useful (formal and informal) conflict resolution systems?
2. Is the organization affected by bureaucracy (red tape)?
3. Is the organizational setup of OWWDSE is compatible and flexible according to the environment and demand for it.
4. Is there human resource pool or human resource stock to use timely and effectively according to demand?