MAKERERE UNIVERSITY

ORGANIZATIONAL LEARNING, NON-GOVERNMENTAL ORGANISATION (NGO) GOVERNANCE AND RESOURCE MOBILIZATION IN WEST NILE

BY

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PLAN A

OCTOBER, 2021

DECLARATION

I **Mr. Amuza Ismail Asen** declare that this dissertation is my original work and has not been published or submitted in for any award in any other university.

Signed ..... Date..26.10.2021...

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APPROVAL

This dissertation has been submitted with the approval of the following supervisors.

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DEDICATION

This dissertation is dedicated to my beloved wife Ceyo Lydia and great friends; Adiga Jamal Moses, Geriga Yassin Noah, Alamiga Mustafa, Acole Moses, Tabu Emmanuel Bon, Kenneth Kaunda and many others.

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Unto you all, may my God grant you the desires of your heart in accordance to His will.

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LIST OF ACRONYMS

AIDS:	Acquired immunodeficiency syndrome
CBOs:	Community Base Organizations
CDC:	Centers for Disease Control
CVI:	Contents Validity Index
HIV:	Human immunodeficiency virus
IDI:	Infectious Disease Institute
M&E:	Monitoring and Evaluation
NGO:	Non-Governmental organization
PEPFAR:	President Emergency Plan
UN:	United Nation
Ush:	Uganda Shillings

ABSTRACT

The study was conducted to examine the relationship between organisational learning, NGO governance and resource mobilisation for NGOs in West Nile region in Uganda. The study sought to determine to what exent the resource mobilisation is attributed to Organisational learning and NGO governance. The study used cross sectional survey design using a sample of 70 NGOs of 280 employee of those NGOs in West Nile region in Uganda from which a response rate of 81.4% was achieved. The data was collected using questionnaire and was analysed using SPSS version 20. Pearson correlation, med graph and regression analysis were used to determine the degree of relationship between organisational learning, NGO governance and resource mobilisation for NGOs in West Nile region in Uganda. Findings of the study revealed a significant positive relationship between organisational learning, NGO governance and resource mobilisation. This implies that an improvement in organisational learning, NGO governance lead to a change in reoruce mobilisation. Also the finding revealed that NGO governance mediate the relationship between organizational learning and resource mobilization and the study concluded that a mediation effect does exist since there was a positive and significant relationship.

The regression analysis results show that organisational learning and NGO governance predict 55.9% of the observed variance in resource mobilisation. This implies that there are other predictors of resource mobilisation besides organisational learning and NGO governance, thus, further research called for to find the other predictors of resource mobilisation. The study recommends that NGOs management should put more emphasis on their governance system inorder to win donor resources in West Nile region in Uganda. To improve the resource mobilisation there is need to improve on the legitimacy, take proper decision and follow procedures for grant from donors.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter contains background to the study, statement of the problem, purpose of the study, specific objectives of the study, research questions, scope of the study, significance of the study and conceptual framework.

1.2 Background to the Study

According to Rehema, (2014), resource mobilization is a process whereby resources both financial and non-financial are mobilized either externally or internally to support organization activities. She notes that resource mobilization is a valuable component for strengthening an NGO. Unfortunately, there is a lot of competition for donor resources and in many cases for an organization to secure resources it depends on how well it can compete with other organizations to raise funds; and on how good it is at exploring other ways to source for resources.

The question on how organizations learn got academic attention in the late 1950s (Huber 1991; West, Burnes 2000) and at least in 1965 Cangelosi and Dill brought the term *organizational learning* to the management vocabulary. Most researchers agree with defining organizational learning as a change in the organization's knowledge that occurs as a function of experience (e.g., Fiol & Lyles, 1985). Knowledge includes both declarative knowledge or facts and procedural knowledge or skills and routines.

As NGOs continue to grow in number and size, and begin to operate more professionally, there is an increasingly urgent need to address the question of how to financially sustain their valuable

efforts. The issue of achieving sustainable NGO financing has always been a challenge to NGO professionals, fundraisers, donors and policy analysts and it represent perhaps one of the greatest obstacles for the non-profit sector (Gyamfi, 2010). Many scholars have attributed resource mobilization success to organizational governance and having sound resource mobilization strategy. Whereas organizational learning is viewed to promote organizational performance, its influence on resource mobilization has not been extensively documented.

Non-governmental organizations (NGOs) have become an essential part of the development process, particularly in developing countries where dissatisfaction with government performance is high (Clifford, 2015). The United Nations (UN) defines NGOs as "a not-for-profit group, principally independent from government which is organized on a local, national or international level to address issues in support of public good (www.unrol.org).

The emergence and growth of the NGOs for example Infectious Diseases Institute (IDI) in West Nile in the recent times is largely attributed to the refugee influx in the region from neighboring countries of South Sudan and Democratic Republic of Congo since 2013. This influx has caused increased need for social welfare and social services to the extent that the government alone cannot adequately support. To this note, with funding from Centers for Disease Control and Prevention (CDC)/PEPFAR, IDI is implementing comprehensive HIV/AIDS services in the West Nile Districts of Uganda namely; Pakwach, Zombo, Arua, Nebbi, Maracha, Koboko, Yumbe, Moyo and Adjumani (Infectious Disease Institute College of Health Sciences Makerere University Call for proposals, 2018). The objective of the project is to scale up access to comprehensive HIV/AIDS care through capacity-building initiatives and community linkages. The IDI has been nurtured from birth by funds from foreign sources (CDC/PEPFAR), often to

the exclusion of funds from any other source. They are very dependent on such sources, and if the funds from such sources dry up, they are left vulnerable to closure. The CDC/PEPFAR funds have often been made available with a number of conditions. Some of these conditions have distracted the IDI from the main tasks (Richard Holloway, 2012).

The study looks at organizational learning, NGO governance and resource mobilization among NGOs in West Nile, Uganda.

1.3 Statement of the Problem

Non-governmental organizations (NGOs) have become an essential part of the development process, particularly in developing countries where dissatisfaction with government performance is high (Clifford, 2015). The enormous developmental functions undertaken by local NGOs demand an availability of funds and effective mobilization of financial resources. With the recognition of the vital role played by local NGOs at grassroots level in the task of providing basic social services including health, education and livelihoods; local NGOs require more stable and secure funding and yet local NGOs continue to lack a stable financial base (Sarr, 2006). Several efforts have been made to secure funding such as through writing numerous project proposals though with low success rate. As a result, many run out of funds after few years of establishment leaving the needy communities without the needed services. A capacity assessment report (2016) on selected NGOs in West Nile indicated poor learning culture and yet several scholars have argued that organizational learning is a key requirement for organizations that want to remain in a competitive environment and that learning improves performance in the long run (Gilaninia, Abdolhasan, Rankouh & Gildeh, 2013). If this situation continues then chances are very high that NGOs will not achieve their missions of supporting the needy.

This study therefore intends to establish whether the organizational learning and NGO governance influence resource mobilization efforts.

1.4 Purpose of the study

To establish how organizational learning and NGO governance affect the resource mobilization among NGOs in West Nile, Uganda.

1.5 Specific Objectives of the Study

i) To examine the relationship between Organisational learning and Resource Mobilization.

ii) To assess the relationship between Organisational learning and NGO governance.

iii) To examine the relationship between NGO governance and resource mobilization among NGOs in West Nile of Uganda.

iv) The influence of Organisational learning and NGO governance on to resource mobilisation.

v) To examine the mediating effect of NGO governance on the relationship between organizational learning and resource mobilization amongst NGOs in West Nile of Uganda.

1.6 Research Questions

i) To what extent does organizational learning affect resource Mobilization among NGOs in West Nile of Uganda?

ii) What is the relationship between Organizational learning and NGO governance among NGOs in West Nile of Uganda?

iii) How does NGO governance influence resource mobilization among NGOs in West Nile of Uganda?

iv) What is the influence of Organisational learning and NGO governance on to resource mobilisation.

v) What is the mediating effect of NGO governance on the relationship between organizational learning and resource mobilization amongst NGOs in West Nile of Uganda?

1.7 Scope of the study

Content scope

The scope of the study is limited to establish the relationship between organizational learning, NGO governance and resource mobilization amongst NGOs in West Nile Region of Uganda.

Geographical scope

The study was conducted amongst NGOs in West Nile Region of Uganda, because West Nile has a number of NGO's implementing various projects in the camps of Lobule, Rhino Camp, Palorinya, Imvepi, Bididibi and Adjumani with limited resources to meet the needs of the Persons of Concerns which triggered the visit by the High Commissioner for Refugee Mr. Filippo Grandi in West Nile in January 2018.

1.8 Significance of the study

This study will provide a ground toward recognition of different factors affecting resource mobilization amongst NGOs in West Nile of Uganda.

The study will enable the leaders, management and members of NGOs to be aware of issues that need greater attention so as to attract resource from donors through working on such challenges.

The study will be of great value to academicians and future researchers in literature review to enhance further research.

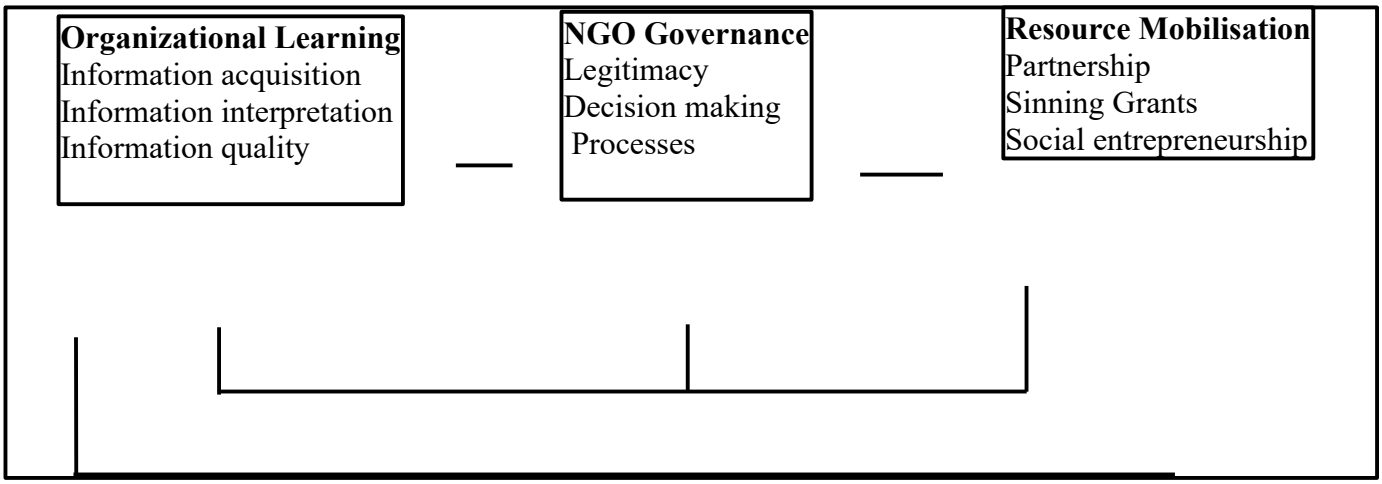
The study will enable policy makers of NGOs to recognize key areas that need well designed attention to win donors fund through proposal writing.

1.9 Conceptual Framework

The figure below shows the variables and their dimensions in the study. Organisation Learning forms the independent variable while resource mobilization is seen as the dependent variable.

Figure 1: **Conceptual Framework**

INDEPENDENT VARIABLE **MEDIATING VARIABLE** **DEPENDENT VARIABLE**



Source: *Adopted and modified from Tomislav Hernaus & Miha Škerlavaj, Vlado Dimovski, (2008), Koech, (2017),* Alipour, *et al.,* (2011) *and modified by the author.*

This conceptual framework studies the relationship between Organisational learning and Resource Mobilization. It explains the relationship between Information Acquisition, Interpretation and qaulity to Partnership, Grant proposal writing and social entrepreneurship. It also studies the relationship between Organizational Learning and NGO governance where it determines the relation between Information Acquisition, Interpretation and quality to Legitimacy, decision making and processes. The conceptual framework also examines how NGO governance influences resource mobilization among NGOs in West Nile, it examines how legitimacy, decision making and processes influences partnership, grant proposal writing and social entrepreneurship with the NGOs in West Nile of Uganda.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of literature drawn from scholars in relation to the study topic. The chapter consists of information related to organizational learning, NGO governance and resource mobilization process of NGOs in West Nile in Uganda.

2.2 Organizational Learning

Organizational Learning is defined as organization where people continually develop their capacity to achieve results they desire, whereby new patterns of thinking are nurtured, collective aspirations are freed and people learn to learn together (Senge, 1990). A more recent definition highlighted organizational learning, as a process or capacity within organization which enables it to acquire, access and revise organizational memory thus providing directions for organizational action (Lin, 2008) as cited in (Tomislav, Miha & Vlado, 2008).

While some studies have noted that organization learning always seek ways to capture learned concepts to function continuously (Alipour, Khairuddin & Karimi, 2011), another suggested that a vital component of building a learning organization is team learning (Norliya & Azizah, 2007). Additionally, Norashikin and Noormala, (2006) also suggested that organizational learning helps to improve organization's competitive advantage and responsiveness to change.

The concept of organization learning has been linked to innovation and performance in organizations (Power & Waddell, 2004; Watkins & Marsick, 1993; 1999). The capacity for change and continuous improvement to meet the challenges in the environment in which

organizations operate has been associated with the capability of these organizations to teach (Armstrong & Foley, 2003). Thus, organizations that learn will be able to keep abreast with developments and improvements in the business environment to operate successfully.

Researchers have measured organizational knowledge in a variety of ways. One approach measures organizational knowledge by measuring cognitions of organizational members (e.g., see Huff & Jenkins, 2002). Taking a behavioral approach, other researchers have focused on knowledge embedded in practices or routines and viewed changes in them as reflective of changes in knowledge (Gherardi, 2006; Levitt & March, 1988; Miner & Haunschild, 1995). Another behavioral approach uses changes in characteristics of performance, such as its accuracy or speed, as indicators that knowledge was acquired and organizational learning occurred (Argote & Epple, 1990; Dutton & Thomas, 1984).

2.3 NGO Governance

NGO Governance is concerned with processes, policies, procedures, systems and practices, both formal and informal, the manner in which they are applied and followed, the relationships that these processes create or determine, and the nature of these relationships (John Snow, 2011). Also NGO Governance involves a set of relationships between an organization's management, its Board and other stakeholders. Governance also provides the structure through which the objectives of the organization are set, and the means of attaining those objectives and monitoring performance are determined (John Snow, 2011).

According to Bagire and Namada, (2015), NGO governance is the framework of practices through which an organization can fulfill all tasks required to achieve its objectives. The

governance practices comprise into processes and procedures. A more complete system would include policy structure, decisions points, framework of resource allocation, accountability, communication, schedule for activities to be completed as well as auditing tools to implement corrective actions and creating an upward spiral of continuous improvement. Usha, *et al*., (2010) have posited that quality governance may include what they call soft practices like supervision, inspiration, spirituality leadership and counseling while hard practices include those with physical evidence like communication, structuring and managing facilities. In this study, we considered management decision making, structure, processes, communication and management style.

NGOs are held responsible for their decisions and actions; take internal responsibility for shaping their organizational mission and values, for assessing performance in relation to goals which enables the organization to maximize its potential in relation to internal and external factors is referred to as accountability Mavuto, (2013).

Also NGO governance refers to legitimacy meaning that there is need for validation among NGOs. NGOs operations should be in line with public interest. They should not engage in activities that are contrary to the public interest or that are perceived to affect the well-being of the public.

2.4 Resource mobilization process

Resource mobilization is a process whereby resources both financial and non-financial resources are mobilized either externally or internally to support organization activities (Mavoko, 2013).

Resource mobilization process is made up of 3 aspects as follows: - the resources, mechanism and the providers. Mechanism: These include submission of sinning grants, special events, small business and application for donation. Means/Resources: These include the following: cash, technical support, human resource, subsidized service and facilities, equipment, information and goods. Resource Providers: These may include; International NGOs, bilateral and multi-lateral agencies, cooperatives, government and businesses among others.

Resource mobilization is a valuable component for strengthening an NGO. Unfortunately, there is a lot of competition for donor resources and in many cases for an organization to secure resources it depends on how well it can compete with other organizations to raise funds; and on how good it is at exploring other ways to source for resources (Rehema, 2014).

According to Musundi, (2015), a resource is any physical or non-physical entity of limited availability that needs to be utilized to obtain a benefit. Organizations require resources in order to carry out their activities. NGOs have always relied on the generosity of donor organizations to support their projects activities through grants and donations. Currently, many NGOs are competing for the same resources whereas these resources are scarce. This has forced some NGOs to end their operations because they are unable to sustain their activities. Resources can be obtained in many ways; some resources are raised inform of cash for example through financial grants, donations from donors and membership fee. Non-financial resources are raised in form of volunteer work, leasing of equipment and facilities, skills and capacity building. The scarcity of resources available for NGOs calls for resource mobilization which is a process whereby resources both financial and non-financial are either mobilized internally or externally to support

organization activities (Baitti, 2014). Baitti notes that resource mobilization requires a lot of time and skills to seek resources from different sources (Baitti, 2014).

2.5 Organizational learning and resource mobilization among NGOs

According to Mavoko (2013), found out that many NGOs are not able to communicate effectively who they are, what they do, and their achievements. This inability to communicate means the visibility of the organization is poor and they are not able to effectively market their programs. This eventually affects their capacity to mobilize resources. Many at times organizations lose the opportunity to get resources as donors or stakeholders are not aware of the presence of the organization within the area, sector or country.

Quite a few studies have emerged in recent times that have scrutinized the relationship between organizational learning process and resource mobilization. Some have however focused more on the relationship between organizational learning and performance of the organizations.

Previous studies that underline the positive effects that organizational learning has on business performance differ on what they understand by performance. The prescriptive literature considers financial results as business performance (Lei, *et al.,* 1999). Therefore, since the study also looks at resource mobilization as the ability to mobilize resources including financial resources makes reviewing literature on performance relevant.

For example, outcomes of organizational learning behaviours may include changes in values and assumptions (Argyris & Schön, 1978), skills (Fiol & Lyles, 1985), core competencies

(Prahalad & Hamel, 1990), organizational innovativeness and competitiveness (Nason, 1994), corporate success, and employee satisfaction (Bontis, *et al.,* 2002).

Many authors consider organizational learning as the fundamental aspect of competitiveness and link it with knowledge acquisition and performance improvement. Although links between learning and business performance have often been assumed, there is a little empirical evidence to support this perspective, especially in terms of transitional economies.

Jones (2000) emphasizes the importance of organisational learning for organisational performance defining it as ‘a process through which managers try to increase organisational members’ capabilities in order to understand better and manage an organisation and its environment to accept decisions that increase organisational performance on a continuous basis'. Research conducted by Škerlavaj and Dimovski (2006) demonstrated the statistically significant positive and strong impact of organisational learning on organisational performance from the employee perspective. Companies which invest efforts into the systematic approach to organisational learning profit in terms of an augmented level of employee trust in the leadership, improved efficiency of work organisation, a more committed workforce, decreased costs of work per employee, increased employee satisfaction and increased employee flexibility. At the same time, Škerlavaj, *et al.,* (2007) established a statistically significant link between organizational learning culture on organizational performance, based on medium and large Slovenian companies.

2.6 Organisational learning and NGO governance

Increasingly, information is being seen as a key competitive resource in NGOs and this has influenced human resource selection and recruitment practices in many NGOs (Suveatwatanakul, 2016). Suveatwatanakul (2016) emphasises that the learning NGO has a capability to learn so as to create a sustainable competitive advantage. This learning capability is developed through the three stages of information acquisition, information sharing and information utilization. Learning through sharing is the operational core of information management. NGO progresses to manifest important characteristics of a learning NGO places great emphasis on learning through sharing (Hong & Kuo, 1999). How information sharing may be connected with organizational learning and competitive advantage is of fundamental significance to organizations. If a NGO can share its information and enhance its learning, it should become more effective and competitive (Skinnarland, Itera, Oslo, & Sharp, 2016).

Information sharing is fundamentally the act of making information available to others inside the organization (Ipe, 2003). Information sharing enables managers to keep the individual learning flowing throughout the company and integrate it for practical application (Ngah & Ibrahim, 2016). Information sharing is believed to be the most vital procedure of information administration (Bok & Kim, 2002). Information sharing is a proportional procedure of learning trade and analyses variables that clarify why people take part in this procedure Ngah & Ibrahim, 2016). Information sharing is the distribution of information or what has been learned and it is this concept which is at the heart of the learning NGO (Suveatwatanakul, 2016). Ngah and Ibrahim (2016) further argue that sharing information may not be easy especially if tacit information is perceived to be a source of power by some individuals within the organization.

Information sharing is the major means through which representatives can add to learning application, development, and at last the upper hand of the association (Jackson, Chuang, Harden, Jiang, & Joseph, 2006). At the core of information sharing lie two types of individuals. Information seekers; these are those individuals who are looking for information, and information sources; those who either have the information the seeker needs or who can point the seeker to another information source. Effective information sharing occurs when appropriate connections are built between these parties (Antonova & Gourova, 2006).

Information quality is an important aspect in information management as it will determine the quality of information that is produced and develop in an organization (Nor, Hazlifah & Norhayati, (2017)). The high quality of information produced can improved the process making process as well as it can become a competitive advantage for the organization. In order to improve the quality of information within the organization, the information audit should be implemented and develop. Information audit is a process to identify the existing information available within the organization, the location of the information exist, the user, the cost and effect of the information. The used of information audit will improve the quality of the information produced. However, there are some issue related to the information quality that should be settled in order to improve the quality of information produce in the organization.

2.7 NGO governance and resource mobilization amongst NGOs

NGOs in many countries do not have effective governance structures and where a board exists, they are rarely effective in providing strategic leadership in ensuring resources are mobilized.

Mavuto (2013) states that, boards are supposed to provide guidance and oversight to the operations of the NGO. However, many boards are not aware of their role in resource mobilization Mavuto (2013) as cited in (Rehema, 2014). The presence and extent of involvement of management and governance structures in NGOs influenced their ability to mobilize resources. Many times, NGOs did not have governance instruments such as constitutions, policies and guidelines and this tended to scare off potential donors.

According to Rehema, (2014), where there is no strategic plans that guide the organization to know what the objectives are and enable the organization identify the resources needed. Most strategic plans developed are for donor purposes only and do not reflect the actual needs to be addressed by the communities and this does not attract resources from donors.

The means through which organizations are held responsible for their decisions and actions, take internal responsibility for shaping their organizational mission and values, for assessing performance in relation to goals which enables the organization to maximize its potential in relation to internal and external factors is referred to as accountability (Blagescu and Young, 2005). The purpose of accountability is to preserve the charitable assets that benefit all the members and to attain the organizational goals, while complying with principles of good management, the law and ethics (Halachmi, 2007). It is also important that NGOs are open to feedback from stakeholders, whether positive or negative, and learning from it. Indeed, for NGOs to justify their existence and succeed in mobilizing future funding, they have to demonstrate their progress against the goals they have set. For example organizations have been accused of excessive or improper compensation for chief executives and board members, conflict

of interest in organizations transactions, non-remittance of taxes and unethical behavior. These accusations bring suspicions on the transparency of NGOs and stringent measures are imposed that make it even more difficult to get resources.

2.8 The mediation of NGO governance between Organisational learning and resource mobilisation

A mediation variable is the variable that causes mediation in the dependent and the independent variables. In other words, it explains the relationship between the dependent variable and the independent variable. The process of complete mediation is defined as the complete intervention caused by the mediator variable (Fairchild & Macknonn 2009).

The mediation variable affects the strength and/or direction of the relation between the predictor and an outcome (Baron & Kenny 1986; Fairchild & Macknonn 2009). The mediation variable predicts the outcome or dependent variable (Xiao, et al 2015). In other words, it can be said to explain why and how the independent and dependent variables relate. There are several ways that a third variable may be related to the independent and dependent variables. According to Donaldson (2001), there are five categories of effects, namely direct effect, mediation effect, moderation effect, mediated-moderation effect, and moderated-mediation effect. The first effect which is direct effect happens when the intermediate variable is not considered to affect an outcome or outcomes. In other words, the direct effect measures the extent to which the dependent variable changes when the independent variable changes by one unit. The second category which is indirect effect measures the extent to which the dependent variable changes when the independent variable is held fixed and the mediator variable changes by the amount

independent variable would have changed. In the case of moderation effect, mediated-moderation effect, and moderated-mediation effect, they are also considered to be the indirect effect.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methodology that was used in the study. The presentation includes the research design, study population, sample size and selection, sampling techniques and procedure, data collection methods, data collection instruments, pre-testing research instruments (validity and reliability) and data analysis.

3.2 Research Design

The study used a cross sectional design. It intended to capture the effects of different Organisational learning sub variables to resource mobilization. Quantitative approach was adopted in the study. This was because the quantitative approach allows the researcher to solicit information that can be quantified to solicit information that can be quantified (Mugenda & Mugenda, 1999). Combining numerical and textual information helped the researcher to enrich the interpretation of findings of the study.

3.3 Study Population

The study population included 85 NGOs (NGO Forum Arua, 2018) in the districts of Arua, Zombo, Pakwach, Adjumani, Moyo, Nebbi, Koboko and Yumbe.

3.4 Sampling Size

A sample size of 70 NGOs was selected for the study in West Nile of Uganda using Krejcie and Morgan (1970) table. The study used simple random sampling method to select NGOs which allowed for all the NGOs to have equal chances of being selected to constitute the sample size.

The respondents included finance managers, program managers, project officers, monitoring and evaluation (M&E) officers.

3.5 Validity and Reliability of Instruments

3.5.1 Validity

A validity test was carried out prior to the administration of the research instruments. This was done in order to find out whether the questions were capable of capturing the intended data. Experts in research reviewed the questions to see whether they were capable of capturing the intended response. A content validity index (CVI) was calculated in order to establish the validity of the research instrument. This was involved judging and scoring the relevant questions in the instruments in relation to the study variables and a consensus judgment given in each variable. The content validity index was arrived at using the formula; CVI = [Number of item declared valid/total number of items]. CVI above 0.70 will be considered to ensure the instrument is valid.

Field (2009) explains content validity as evidence that the content of a test corresponds to the content of the construct it was designed to measure. To ensure validity the questions were developed on a four-point Likert scale. The questionnaire was given to an expert in the practicing area of study to test for validity of the questions. The overall content validity index was above 0.8 which is acceptable as shown in the table below.

Table 3.1: Validity of the instrument

Variable	Dimensions	Content Validity index
Organisational Learning	Information acquisition	0.94
	Information interpretation	1
	Information quality	0.76
NGO governance	Legitimacy	0.75
	Decision making	0.81
	Processes	0.85
Resource Mobilisation	Partnership	0.72
	Grant proposal writing	1
	Social entrepreneurship	0.89
Overall CVI		**0.857**

Source: Primary data

3.5.2 Reliability

Reliability of the questionnaire instrument was assessed using Cronbach's coefficient alpha. The questionnaire was pre-tested to 26 respondents and the reliability results for all the variables was computed using SPSS. The reliability analysis results is as in the table below:-

Table 3.2: Showing Reliability of the Instrument

Variables	Cronbach's Alpha	No. of Items
Organisational Learning	0.752	15
NGO governance	0.823	17
Resource Mobilisation	0.769	10

Source: Primary data

According to Grayson (2004) & Nunnally (1978), a cut-off alpha coefficient of 0.7 is sufficient to prove that the instrument is reliable. Therefore, the reliability coefficients of the research instruments in the table above are higher than 0.7, implying that the instrument was reliable.

3.6 Operationalization of Variables and their measurement

Variable and Constructs	Measurement: A 5 point likert scale will be used on which the items are anchored ranging from Strongly Disagree (1), Disagree (2), Not Sure (3), Agree (4), to Strongly Agree (5)
Organizational Learning • Information acquisition • Information interpretation • Information quality	Organisational learning as a process or capacity within organization which enables it to acquire, access and revise organizational memory thus providing directions for organizational action as developed by Lin, 2008, Tomislav, Miha & Vlado, 2008, Alipour, Khairuddin, & Karimi, 2011. The constructs include information acquisition, information interpretation and information quality. The variable will be measured using a five point likert scale from 1 = Strongly disagree to 5 = Strongly agree.
NGO Governance • Legitimacy • Decision making • Processes	NGO governance is the framework of practices through which an organization can fulfill all tasks required to achieve its objectives. The governance practices comprise into processes and procedures as developed by Bagire and Namada (2015) The dimensions are legitimacy, decision making and processes. It will be measured suing a five point likert scale from 1 = Strongly disagree to 5 = Strongly agree.
Resource Mobilisation • Partnership • Grant proposal writing • Social entrepreneurship	A resource is any physical or non-physical entity of limited availability that needs to be utilized to obtain a benefit as developed by Musundi (2015) and Baitti, 2014. The dimensions are partnership, grant proposal writing and social entrepreneurship. Resource mobilisation will be measured using a five point likert scale from 1 = Strongly disagree to 5 = Strongly agree.

3.7 Data processing and presentation

Data was collected using questionnaires and was sorted, edited, coded and analysis using SPPS software. Descriptive, frequency, Pearson correlation coefficient and regression analysis statistics was used to examine the study variables. Statistical tools such as tables was used to describe and present the demographic characteristics of the sample.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF THE FINDINGS

4.1 Introduction

This chapter covers demographic characteristics of the respondents, presentation, analysis and interpretation of the findings. It focuses on the descriptive statistics of the variables, Pearson correlation and regression analysis of the study variables.

4.2 Response Rate

The researcher collected data from 57 out of 70 sample NGOs in West Nile region posing a response rate of 81.4% (57). Thirteen (13) NGOs did not respond as a result of information concealment. This response rate is a good representation of the whole population according to Field, 2006.

4.3 Demographic characteristics of the respondents

The demographic characteristics of 202 (two hundred and two) respondents included gender, marital status, age bracket, academic qualification and position of respondents and time taken in the position in NGO organization.

4.3.1 Gender of Respondents

Respondents of different sex serving with NGOs in West Nile were sought. Below in table 4.1 shows the gender of respondents who participated in the study.

Table 4.1: **Gender of Respondents**

		Frequency	Valid Percent
Valid	Male	125	61.9
	Female	77	38.1
	Total	**202**	**100.0**

Source: Primary data

The above table marked 4.1 illustrated the gender of respondents who participated in the study. It shows that the majority (61.9%) were male compared to (38.1%) female. This means that more male are employed by NGOs than female implying that there is gender inequality in NGOs employment.

4.3.2 Age Bracket of Respondents

The results in table 4.2 below show the distribution of respondents by age bracket.

Table 4.2: Characteristics of the Respondents by Age Bracket

		Frequency	Valid Percent
Valid	Below 25	1	.5
	26-35 years	63	31.2
	36-45 years	92	45.5
	46 - 55 years	29	14.4
	above 55 years	17	8.4
	Total	**202**	**100.0**

Source: Primary data

The table 4.2 depicts that majority of the employees of NGOs were between 36 – 45 years meaning they were mature and experienced to comprehend the questions.

4.3.3 Academic qualification of respondents

The results in table 4.3 below show the distribution of respondents by academic qualification.

Table 4.3: Academic qualification of respondents

		Frequency	Valid Percent
Valid	Ordinary Diploma	4	2.0
	Bachelor's Degree	59	29.2
	Postgraduate Diploma	76	37.6
	Master's Degree	63	31.2
	Total	**202**	**100.0**

Source: Primary data

The results in table 4.3 revealed that 2.0% of the respondents have studied up to diploma level and 76% finished postgraduate diploma. This education profile indicates that the respondents were educated enough to understand the items of the study and they could give relevant information.

4.3.4 Duration of service in NGOs

The respondents have served in NGO for the number of years as indicated in table below:

Table 4.4: Positions of Respondents

		Frequency	Valid Percent
Valid	less than one year	23	11.4
	1 - 5 years	105	52.0
	6 -10 years	53	26.2
	11 - 15 years	17	8.4
	16 and above	4	2.0
	Total	**202**	**100.0**

Source: Primary data

The table 4.4 depicts that 2.0% of the respondents have worked in the organization for 16 and above years and 52.0% have worked for between 1-5 years. This implies that majority of NGO employees have worked for between 1-5 years. This means that majority of the NGO employment contract run between 1-5 years.

4.3.5 Income bracket per month (in Ush)

Responses were sought from respondents regarding income bracket per month as shown in the table 4.5.

Table 4.5: Income bracket of respondents

		Frequency	Valid Percent
Valid	Below 200,000	1	.5
	701,000 and above	201	99.5
	Total	**202**	**100.0**

Source: Primary data

The results in table 4.5 above revealed that 0.5% of the respondents earn below 200,000 and 95.5% earn between 701,000 and above. This implies that majority of the NGO employees earn an average income that can cater for most of the basic needs.

4.4 NGO Type

Responses were drawn from the respondents on the NGO type.

Table 4.6: NGO type

		Frequency	Valid Percent
Valid	Local NGO	29	50.8
	International NGO	17	29.8
	CBOs	11	19.4
	Total	**57**	**100.0**

Source: Primary data

The results in the table 4.6 above indicates that 19.4% are CBOs and 50.8% are local NGOs. This implies that most of the services being rendered to the local community in addition to government are done by local NGOs in West Nile of Uganda.

4.5 Number of Years the NGO has been in Operation

Responses were drawn from the respondent in regards to the number of years the NGO has been in operation.

Table 4.7: Number of Years the NGO has been in Operation

		Frequency	Valid Percent
Valid	1-2 Years	6	10.5
	3 - 5 years	13	22.8
	6 - 8 years	14	24.6
	9 years and above	25	42.1
	Total	**57**	**100.0**

Source: Primary data

The results in the table 4.7 above shows that 10.5% of the NGO were in operation between 1-2 years and 42.1% in operation for 9 years and above. This implies that majority of the NGOs existed for 9 years and above meaning that they are mature and experienced in the implementation of activities.

4.6 Sources of funding

Responses were sought from the respondent relating to the sources of funding as the table below 4.8.

Table 4.8: **Sources of funding**

		Frequency	Valid Percent
Valid	Donation	31	54.3
	Contribution	11	19.2
	Fund Raising	15	26.5
	Total	**57**	**100.0**

Source: Primary data

The table 4.8 above shows that 19.2% of NGOs get funding through contribution, 26.5% through fund raising and 54.3% get their funding through donation. This implies that majority of NGOs get their funding through grant writing proposal.

4.7 Correlation analysis

Correlation analysis was run in order to establish the relationships between pairs of the study variables which determined the objectives of the study. The Pearson's correlation analysis was run to generate correlation coefficients to measure the magnitude of the relationship between the study variables. The analysis examined existence of a linear relationship, the direction and strength of this relationship.

Table 4.9: Correlation analysis

	1	2	3	4	5	6	7	8	9
Information acquisition (1)	1								
Information interpretation (2)	.546**	1							
Information quality (3)	.427**	.409**	1						
Organizational Learning (4)	**.819****	**.825****	**.756****	**1**					
Legitimacy (5)	.477**	.551**	.580**	.670**	1				
Decision making (6)	.434**	.466**	.389**	.538**	.465**	1			
Processes (7)	.457**	.455**	.411**	.551**	.476**	.615**	1		
NGO Governance (8)	**.555****	**.599****	**.565****	**.716****	**.802****	**.820****	**.848****	**1**	
Resource Mobilisation (9)	**.511****	**.527****	**.347****	**.579****	**.476****	**.520****	**.556****	**.627****	**1**

**. Correlation is significant at the 0.01 level (2-tailed).

4.7.1 Organisational Learning and Resource Mobilisation of NGOs in West Nile.

This objective of the study was to examine the organizational learning and resource mobilization of NGOs in West Nile region. As seen in table 4.9 above, there was a significant positive relationship between resource mobilisation (r = 0.579**, p<0.01). The result means that a high level of organizational learning is associated with also a high level of resource mobilisation of NGOs in West Nile region.

4.7.2 Organizational learning and NGO governance of NGOs in West Nile.

This objective of the study was to examine the relationship between organizational learning and NGO governance in West Nile region. From the findings in table 4.9 above, there existed a significant positive relationship between organizational learning and NGO governance in West Nile. ($r = .716^{**}$, p<.01). This means that a high level of organizational learning in the NGOs is associated with a high level of NGO governance.

4.7.3 NGO governance and resource mobilization of NGOs in West Nile.

This objective of the study was to examine the relationship between NGO governance and resource mobilization of NGOs in West Nile region. From the findings in table 4.6 above, there was a significant positive relationship between NGO governance and resource mobilization of NGOs in West Nile region ($r = .627^{**}$, p<.01). This means that a high level of NGO governance in the NGOs is associated with a high level of resource mobilisation.

4.8 Hierarchical Regression Analysis

A hierarchical regression analysis of resource mobilisation was carried in order to establish how the variation in organizational learning and NGO governance individually and in combination

affect the variation in the resource mobilization of NGOs in West Nile region. The results are presented in table 4.10 below and addresses objective iv.

Table 4.10: Beta Coefficients of Standardized, variance and model summary

	Model 1		**Model 2**		**Model 3**	
	Beta	**Sig.**	**Beta**	**Sig.**	**Beta**	**Sig.**
(Constant)	2.967	Err. .243	.926	Err. .331	.755	Err. .313
NGO type	.113	.417	.20	.841	.033	.725
Number of years the NGO has been in operation	.262	.248	-.80	.643	-.135	.392
Sources of funding	-.327	.143	.60	.719	.113	.468
Organisational Learning			.733	.00	.311	.069
NGO Governance					.510	.004
R	**0.218**		**0.725**		**0.773**	
R Square	**0.048**		**0.525**		**0.598**	
Adjusted R Square	**-0.006**		**0.489**		**0.559**	
R Square Change	**0.413**		**0.350**		**0.008**	
F Change	**0.884**		**14.372**		**15.171**	
Sig. (F Change)	**0.455**		**0.000**		**0.000**	

Dependent Variable: Resource Mobilisation

$$Y = 0.755 + 0.311\,X1 + 0.510\,X2 + 0.313$$

The beta values that were obtained were used to explain the regression equation above. The standardized beta coefficients give a measure of influence of each variable to the model and indicate how much the dependent variable varies with an independent variable when all other independent variables are held constant. The regression model established that taking all factors into account (organizational learning and NGO governance) at zero, the constant is 0.755.

A unit increase in organizational learning leads to a 0.311 increase in resource mobilisation. From the regression equation, the results reveal that organizational learning was none significantly determines resource mobilization. This indicates that an organizational learning had a negative influence on resource mobilization of NGOs in West Nile region. Also a unit increase in NGO governance leads to 0.510 increase in resource mobilisation. From the regression equation, the results reveal that NGO governance significantly influence resource mobilisation of NGOs in West Nile. This indicates that NGO governance had a significant influence on resource mobilization of NGOs in West Nile region.

The researcher carried out a hierarchical regression analysis to analyze the determinants of resource mobilization in NGOs of West Nile to address objective iv. The regression model summary in table 4.10 shows that the two predictor variables accounted for 55.9% of the total variation in resource mobilisation because the 'adjusted R square' value is 0.559. Therefore, further research should be conducted to investigate the other factors constituting 44.1% which influence resource mobilization of NGOs in West Nile region.

4.9 Mediation Analysis

The meditating effect of NGO governance on the relationship between organization learning and NGO governance was determined using med graph and the results is shown in table 4.11 below.

Table 4.11: Med Graph

Type of mediation		Significant	
Sobel z-value		2.153049	*p* = 0.031315
95% Symmetrical Confidence interval			
	Lower	**0.02023**	
	Higher	**0.43102**	
Unstandardized indirect effect			
	a*b	**0.22562**	
	se	**0.10479**	
Effective Size measures			
Standardised Coefficients			
Total:		**0.579**	
Direct:		**0.311**	
Indirect:		**0.365**	
Indirect to Total ratio		**0.63**	

In the table above, it reveals that NGO governance mediate the relationship between organizational learning and resource mobilization. Since the Sobel Z – value is large with a P – value greater than 0.001 (Sobel Z-value 2.153049, sig. P<0.001), the study concludes that a mediation effect does exist. Also the relationship between independent variable and dependent variable, independent variable and mediating variable and mediating variable and dependent variable are positive and significant therefore the meditation effect exist (Jose, 2013).

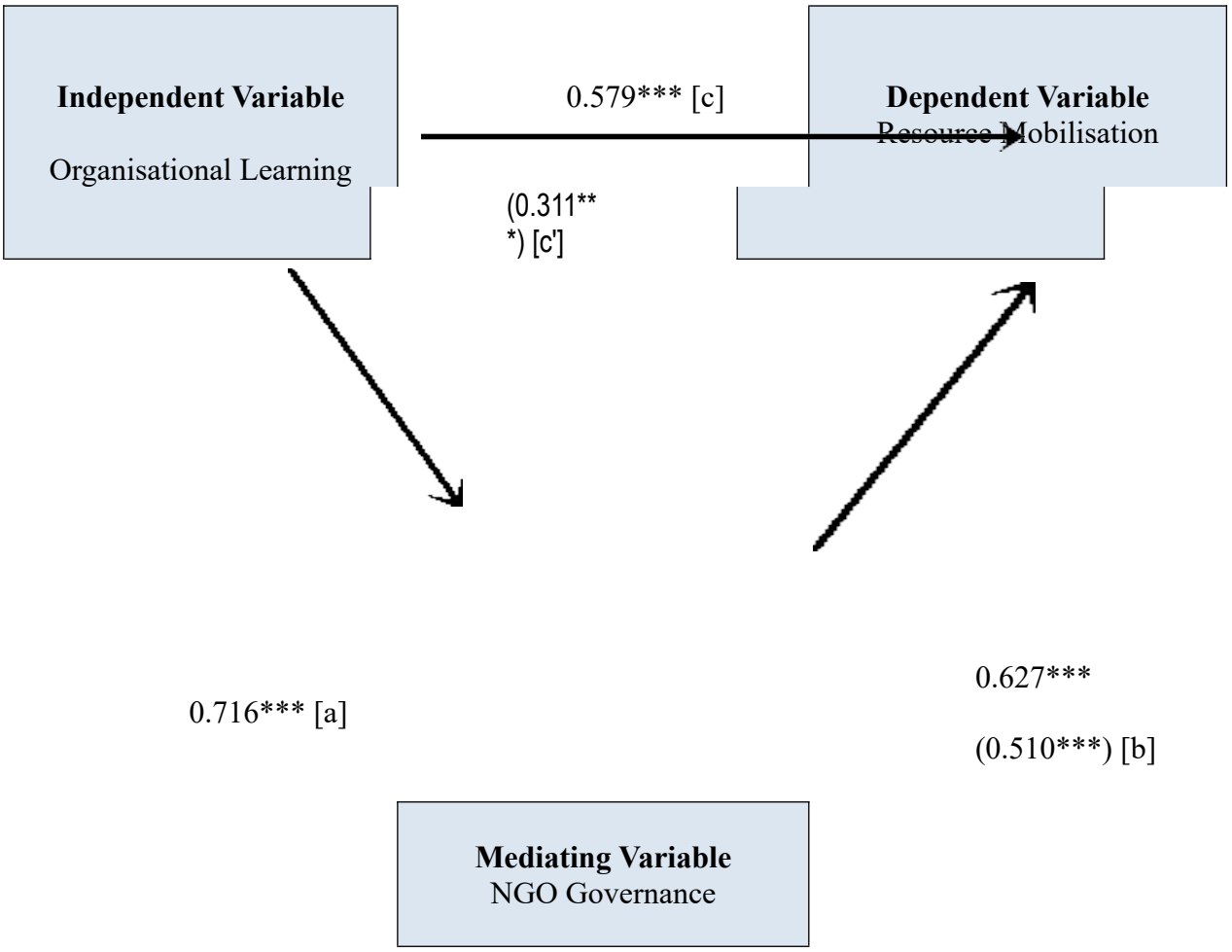


Figure 2*: Medgraph*

This result shows that the association between organizational learning (predictor variable) and resource mobilisation (criterion variable) has been decreased from (0.579*** to 0.311***) by inclusion of NGO governance (mediating variable) in the model thus leading to a partial type of mediation. The ratio index of (0.311/0.579*100 = 53.7%) implies that the direct effect of organizational learning on resource mobilisation is 31.1% (i.e. 0.311) and 36.5% (i.e. 0.365) is

the indirect effect by inclusion of NGO governance in the relationship between organizational learning and resource mobilisation for NGO in West Niles of Uganda.

CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides the discussion; conclusions and recommendations derived from the findings of the study in chapter four presented in order of objectives as well limitations and areas for further research.

5.2 Discussion of the Findings

This study aimed at finding out the organizational learning, NGO governance and resource mobilization; and the relationship between organizational learning, NGO governance and resource mobilisation of NGOs in West Nile in Uganda. The study also focused on the predictive power and strength of the organizational learning and NGO governance on resource mobilization as discussed below;

5.2.1 Organisational learning and resource mobilisation of NGOs

The results of correlation model established that information interpretation was the most influential component of the organizational learning and a better predictor of resource mobilization of NGOs in West Nile in Uganda. The findings of the study further established that processes was the main contributor to resource mobilization of NGOs in West Nile in Uganda as compared to legitimacy and decision making. This implies that information interpretation about the grant proposal writing, partnership with donors, social entrepreneurship and following procedures donors require can attract funding of NGOs in west Nile in Uganda. The study findings conceded with the earlier observations made by Tomislav Hernaus & Miha Škerlavaj,

Vlado Dimovski, (2008), Koech, (2017) that NGO governance of NGOs of West Nile in Uganda would significantly improve on the resource mobilisation.

5.2.2 Organisational learning and NGO governance of NGOs

The strength of association between the organizational learning and NGO governance were tested using Pearson's product moment correlation coefficient model. The degree of the association between organizational learning and NGO governance was found to be significant and positive. This implies that whenever there is a positive improvement on organizational learning through information acquisition, interpretation, and quality it impacts on NGOs governance positively through legitimacy, decision making and processes.

5.2.3 NGO governance and resource mobilization of NGOs

The results of the regression analysis indicated that NGO governance account for 51.0% in explaining improvement in resource mobilization of NGOs in West Nile in Uganda. Specifically, it created good partnership with other donor funding organizations, involve in developing grant proposal writing and social entrepreneurship which significantly improved on the resource mobilisation. The findings supported the earlier observations made by Tomislav Hernaus & Miha Škerlavaj, Vlado Dimovski, (2008), Koech, (2017).

The results show that the combined effect of organisational learning and NGO governance predict 55.9% of the variance in resource mobilisation of NGOs in West Nile in Uganda. This implies that there are other factors that influence the resource mobilisation other than organisational learning and NGO governance by 44.1%.

5.2.4 The mediation of NGO governance between Organizational learning and resource mobilization

The association between organizational learning and resource mobilization has been decreased from 0.579*** to 0.311*** by inclusion of mediating variable (NGO governance) thus leading to a partial type of mediation. The ratio index of 0.311/0.579*100 = 53.7% implies that the direct effect of organizational learning on resource mobilization is 31.1% and 36.5% is the indirect effect by inclusion of NGO governance in the relationship between organizational learning and resource mobilisation for NGO in West Niles of Uganda.

5.3 Conclusion

The 5 objectives were achieved through a questionnaire survey of 57 NGOs in West Nile in Uganda. Resource mobilization was measured using 17 statements on a six point Likert scale. Results indicate that NGO governance is a significant predictor of resource mobilisation unlike organizational learning that is insignificant predictor of resource mobilization.

As NGOs continue to grow in number and size, and begin to operate more professionally, there is an increasingly urgent need to address the question of how to financially sustain their valuable efforts. The issue of achieving sustainable NGO financing has always been a challenge to NGO professionals, fundraisers, donors and policy analysts and it represent perhaps one of the greatest obstacles for the non-profit sector. To mobilize resources depends on good organizational governance and having sound resource mobilization strategy. The emergence and growth of the NGOs in West Nile in the recent times was largely attributed to with funding from Centers for Disease Control and Prevention (CDC)/PEPFAR, IDI is implementing comprehensive HIV/AIDS services in the West Nile Districts of Uganda namely; Pakwach, Zombo, Arua, Nebbi,

Maracha, Koboko, Yumbe, Moyo and Adjumani which called for proposal for financing in 2018 as way of NGO good governance.

5.4 Recommendations

Overall, the findings have important suggestion for academics as well as management of NGOs in West Nile in Uganda. The recommendations are based on the findings of the study and discussions;

- The management of NGOs should put more emphasis on their governance systems since it has more predictive power (51.0%) on resource mobilization than organizational learning (31.1%). This can be achieved by NGOs when they are sincere with their donors, can make rightful decision and following all the processes as required by the donors.
- The NGO management should emphasis strict adherence to governance policies regarding resource mobilisation such as legitimacy, making good decision regarding winning donor funds, follow procedures that are required to get donor funds in order to fulfil her objectives. Decision system should be enhanced in the structure.
- The NGO management should enforce training of their staff about resource mobilization on how to fundraise and proposal writing to win finances from donors when advertised.

5.5 Limitations of the study

- The study was cross sectional in nature therefore, will not provide an in depth investigation of what happened in these NGOs over a period of time.
- Some respondents failed to complete the questionnaires may be due to fear because of the sensitivity of the subject matter; this will affect the response rate.

- The research was quantitative in nature meaning that some information was left out; qualitative research had been carried out by use of interview guide as data collection instrument.
- There was resource constrain which would not allow researcher to regularly follow up all the questionnaires that were issued out.

5.6 Areas for further study

The researcher suggests the following areas for further research: -

- There is need to find out the other predictors of resource mobilisation since NGO governance and organizational learning predict 59.4% of the variance in resource mobilization for NGOs in West Nile in Uganda.
- A comparative study needed to be carried out on organizational learning, NGO governance and resource mobilisation using a longitudinal research design.

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APPENDIX

QUESTIONNAIRE

Dear respondent, **Mr. Amuza Ismail Asen** is a Master of Business Administration (MBA) student of Makerere University Business School conducting an academic study on the topic Organizational Learning and Resource Mobilization for NGOs in West Nile. This is purely an academic research although it can be used to improve resource mobilization in NGO world. Therefore you are requested to participate in this study in order to enable its completion. Your responses will be used for only this study and with high level of confidentiality so be free to give correct information. Thank you for your valuable time and cooperation.

SECTION A: DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

1. Name of NGO you are working for
……..

2. Gender:	Male	Female

3. Age bracket:	Below 25	26- 35 years	36-45 years	46-55 years	above 55 years

4. Academic qualification:	Certificate	Ordinary Diploma	Bachelor's Degree	Postgraduate Diploma	Master's Degree	PhD

5. Duration of service in the NGO:	Less than 1 year	1 -5 years	6-10 years	11 – 15 years	16 and above years

6. Your income bracket per month (in Ush):	Below 200,000	201,000 – 400,000	401,000 – 700,000	701,000 or Above

7. Position you are in the	Finance Manager	Program Manager	Project Officer	Monitoring and Evaluation (M&E) officer

organization:				

8. NGO Type	Local	International	CBOs

9. Number of years the NGO has been in operation	1- 2 years	3-5 years	6 - 8 years	9 years and above

10. Sources of funding	Donation	Contribution	Fund raising

SECTION B: VARIABLES AND CONSTRUCTS

Please indicate by ticking in the appropriate box (tick the scale closest to your view) to what extent you agree/disagree to the following statements below about the organizational learning, NGO governance and resource mobilization in your organization.

1. Strongly disagree (SD)
2. Disagree (DA)
3. Neutral (N)
4. Agree (A)
5. Strongly Agree (SA)

OL	**ORGANISATIONAL LEARNING**	**SD**	**DA**	**N**	**A**	**SA**
Ia	**Information acquisition**	**1**	**2**	**3**	**4**	**5**
Ia1	Staff can interpret the information circulated in the organization I work for.					
Ia2	The organization I work for learn from customers, suppliers, and/or other business associates.					
Ia3	The organization I work for constantly benchmark with the competitors.					
Ia4	The organization I work for have processes to acquire relevant information from outside the organization.					
Ia5	The Organization I work for develop new knowledge from existing knowledge.					
Ii	**Information interpretation.**	1	2	3	4	5
Ii1	There is exchange of information from one individual to the other in the organization.					
Ii2	Employees generate new information through information sharing in our organisation					
Ii3	Information sharing is influenced by rewards awarded to employees in our organisation					
Ii4	Employee are provided the time to connect with one another in our organisation					

Ii5	There is an atmosphere of information sharing within our organization that is respected by all employees.					
Iq	**Information quality**					
Iq1	Information passed to employees is comprehensive in our organization	**1**	**2**	**3**	**4**	**5**
Iq2	Information from one individual to the other in our organization is accurate.					
Iq3	Information flow in our organization is consistently accessible by the employees.					
Iq4	Information within our organization department is correct and accurate.					
Iq5	Information passed to staff is easy to understand in our organisation					
NG	**NGO GOVERNANCE**	**SD**	**DA**	**N**	**A**	**SA**
Lm	**Legitimacy**	**1**	**2**	**3**	**4**	**5**
Lm1	Internal measures are in place to ensure that activities are in line with public expectations.					
Lm2	Internal measures are aimed towards public accountability.					
Lm3	My Organisation is fully accountable to the donors, the government, and the public.					
Lm4	Donors look for registration documents before funding your organization.					
Lm5	Donors look for existence of policy document before funding your organization.					
Lm6	Donors look for key personnel before funding your organization.					
Dm	**Decision making**	**1**	**2**	**3**	**4**	**5**
Dm1	Regular and timely decisions are made by the governing body and the management of the organization.					
Dm2	My organization follow decisions made by the management.					
Dm3	My organization have well set and active decision making body.					
Dm4	My organization have clear set of decision making system.					
Dm5	Strengths, Weaknesses, Opportunities and Threats is used in your organization as tool for decision making.					
Pcc	**Processes**	**1**	**2**	**3**	**4**	**5**
Pcc1	The organization I work for follow processes for the services offered to the community.					
Pcc2	The financial Manager and Technical Manager discuss budget process performance.					
Pcc3	Financial Manager of this organization are involved in setting performance processes indicators.					
Pcc4	Technical managers of our organisation are involved in setting performance processes indicators					

Pcc5	The organization I work for follow processes to measure expenditure in relation to output.					
Pcc6	Books of accounts for our organization are audited timely as a process to measure integrity.					
RM	**RESOURCE MOBILISATION**	**SD**	**DA**	**N**	**A**	**SA**
Pns	**Partnership**	**1**	**2**	**3**	**4**	**5**
Pns1	Leaders of our organization cultivate potential supporters for resources.					
Pns2	Leaders of my organization speak on behalf of the organization.					
Pns3	Leaders of my organization strategize with staff on fundraising.					
Pns4	Donors donate to the organization and good donor relationship is maintained.					
Pns5	The organization I work for recruit volunteers.					
Gpw	**Grant proposal Writing**	**1**	**2**	**3**	**4**	**5**
Gpw1	The organization I work for identify those foundations that operate in my area that support work on specific issue to be addressed.					
Gpw2	My organization write proposal for grants.					
Gpw3	My organization add additional fund to that of donor's fund.					
Gpw4	The organization I work for meet the priorities required by the donors.					
Gpw5	The organization I work for meet the guidelines always given by the foundations.					
Ses	**Social entrepreneurship**	**1**	**2**	**3**	**4**	**5**
Ses1	The organization I work for has unique capabilities and products that are distinct from others.					
Ses2	The organization I work for is able to scan for opportunities and tap them.					
Ses3	The organization I work for continues to bring in new ideas which improve on their way of doing business.					
Ses4	The organization I work for provides training on skills development for its employees.					
Ses5	The organization I work for motivates its employees for what they do better and efficiently.					
Ses6	The organization I work for identifies its strengths in its staff to come up with new Ideas.					
Scs7	The organization I work for identifies skills in its staff to come up with new ideas					

Thanks for Your Time