ST. MARY'S UNIVERSITY GRADUATE SCHOOL

INSTITUTE OF QUALITY AND PRODUCTIVITY MANAGEMENT

QUALITY MANAGEMENT AND SUSTAINABLE SERVICE OF INTERNATIONAL CIVIL SOCIETY ORGANIZATIONS IN ETHIOPIA

BY

SELAMAWIT MENKIR

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THESIS SUBMITTED TO ST.MARY'S UNIVERSITY, SHOOL OF GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF QUALITY AND PRODUCTIVITY MANAGEMENT

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DECLARATION

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

Name_____   Signature _____

St. Mary's University, Addis Ababa   **JUNE, 2018**

ENDORSEMENT

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

Advisor_____   Signature _____

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ABSTRACT

The purpose of this study was to explore the existing practices of Quality Management System (QMS) in international Civil Society Organizations (CSOs) in Ethiopia with the aim of assessing and evaluating the existing trend, practice, knowledge and skill in relation to the context of Ethiopia.

The significance of this study was answering questions related to the context of CSO sector in relation to quality management system in Ethiopia; the factors (internal and external) affecting CSOs to use or not to use QMS; and what can be done to enhance quality service.

The study employed mixed method research design and targeted international CSOs (foreign charities) for two reasons: one because they are the second largest CSO in the country next to resident charities; and second because they work in partnership with resident charities thus high possibility of applicability of the research output for resident charities. Primary and secondary data were used. In the primary data Thirty-six CSOs responded to the survey, four KIIs conducted with case CSOs; three interviews were conducted with donors and ChSA. SPSS, excel, fishbone diagram, SWOT and Civil Society Diamond were used for data analysis.

The finding of the study indicated that there is gap in practice of QMS in CSOs. The gap emanates from internal and external factors. The findings from case CSOs indicated that the use of QMS has multiple positive outcomes such as attracting more donors, be efficient and effective, increased service quality, attaining strategic goals and mission, and enhanced sustainability of service. Based on the identified gaps QMS scenario assessment tool was developed to be used by CSOS to assess the current practice and to take action based on the assessment.

The study contributes to the knowledge base both in the academia and in the practical- CSOs, donors and mandated government bodies.

Key words: QMS, CSO, Sustainability, Quality service provision.

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List of Acronyms

CCRDA: Consortium of Christian Relief and Development Association

ChSA: Charities and Societies Agency

CSO: Civil Society Organization

DAG: Development Assistance Group

DFID: Department for International Development

ECHO: European Commission for Humanitarian Organization

ECSF: Ethiopian Civil Society Forum

EFQM: The European Foundation for Quality Management

EPRDF: Ethiopian People's Revolutionary Democratic Front

EU: European Union

INGO: International non-governmental Organization

ISO: International Standard Organization

KII: Key Informant Interview

LNGO: Local non-governmental Organization

M and E: Monitoring and evaluation

NGO: Non-governmental Organization

QMS: Quality Management System

SWOT: Strength, Weakness, Opportunity, Threat

USAID: United States Agency for International Development

CHAPTER ONE: INTRODUCTION

1.1. Background of the Study

The importance and purpose of Civil Societies Organizations (CSOs) varies from time to time and from context to context. According to Clark (2000), the first civil societies emerged in Ethiopia during the 1930s. In Haileselasie and Derg regimes, the expansion of CSO was very slow, with very few international organizations and local associations. The trend changed in the EPRDF regime (Clark, 2000; Taye and Berhanu, 2008).

Following the development, the country passed its first code of law in order to organize the work of CSOs in 1960. The country's Internal Affairs Office was the one in charge for the regulation and detailed procedures. The 1995 issued 'Guidelines for NGO operations' updated those procedures, outlines major classifications, and defined programmatic areas. During this update, the Ministry of Justice was tasked with registering CSOs while Disaster Prevention and Preparedness Commission (DPPC) was in charge of controlling and monitoring the projects and programs implemented by CSO (Clark, 2000; Sisay, 2016). In 2009, the country passed a declaration to control the work of CSOs. The 2009 proclamation (Proclamation No. 621/2009) has two objectives: 1) realize citizens' constitutional rights to freedom of association; and 2) enhance and strengthen the role of charities in the overall development of Ethiopia (Taskforce on Enabling Environment of Civil Society in Ethiopia, 2011).

Writers like Mowjee (2009) described the characteristics of Ethiopian government as very strong player in humanitarian aid with a focus on holistic vulnerability-focused approach to recurring natural disasters, instead of simply responding to them. On the contrary, EEI (Enabling Environment Index) report (CIVICUS, 2013), declared that Ethiopia is one of the four worst countries for CSOs especially in the area of governance, legal framework and harshly strained relationships between civil society and the government. The four countries reported were Gambia, Zimbabwe, Democratic Republic of Congo and Ethiopia. According to the same report, Ethiopia ranked 102 out of 109 countries in enabling environment for civil society index.

According to The Development Assistance Group (2012), it is reported that CSOs play a pivotal role in the development of Ethiopia. Besides, assessment report cited by the development Assistance Group (2012) showed the impact of CSOs in Ethiopia: "in the period 1997 – 2001, CSOs in Ethiopia have served almost 17 million people (approximately 25% of the whole population at the time), with 10,000 jobs created during the same period" (CRDA/DPPC Information Package, 2004).

A number of reports and assessments generally indicate that CSOs in Ethiopia changed their focus and priority based on government priority to be supportive of the development of the country. Health, education, relief, water, renewable energy, and environmental protection are the areas which most CSOs in Ethiopia are engaged in (Sisay, 2015; USAID, 2016; DAG, 2012).

USAID (2016) clearly marked that the majority of Ethiopian CSOs do not have a diversified or stable funding base. Consistent implementation of quality projects and activities are considered key to achieve financial stability required to have broad base of funding and to serve the mission of CSOs. However, this still remains a challenge for CSOs in Ethiopia for multiple reasons. Among these reasons are: limited, systematic and reliable evidence of CSO impact on beneficiaries, very poor knowledge management, and lack of single point to retain knowledge (The Development Assistance Group, 2012; Sisay, 2016).

On the other hand, Mohamed (2012) cited by Sisay (2015) claimed that "accountability of the institutions of civil society can best be realized primarily through CSOs internal systems of control and accountability, than government's control." Besides, it points out that the primary cause of the problem is not the law; rather "it is the implementation and institutional capacity of the Charities and Societies Agency (ChSA) in carrying out its regulatory and monitoring role in accordance with the law".

In general, evidences show that services of CSOs lack funding, quality, strategic approach and is highly affected by the changing context of regulation. This study was therefore aimed at exploring the existing practices of CSOs in combating the above mentioned challenges. Also the study assessed the practice of Quality Management System (QMS) in CSOs in Ethiopia.

1.2. Statement of the Problem

Members of the Consortium of Christian Relief and Development Associations (CCRDA) reported that one of their biggest challenges in 2015 and 2016 was donor related one. Based on their reports, donors' interest is reducing from time to time, so does their commitment. There is donors' fatigue, long process of fund approval, increasingly tight requirements and most of all, limited funding which became increasingly competitive (CCRDA, 2017; CCRDA, 2016). This is also a global trend according to Technical Assistance for Civil Society Organizations (2012); CSOs compete for grants, contracts and beneficiaries.

According to USAID (2016), the internal governance and management of CSOs went in declining manner in 2015:

> *CSOs' organizational capacity declined in 2015. Establishing strong links with constituencies, particularly beneficiaries, is still a challenge for most CSOs. Organizations do not often include constituencies in the design, implementation, monitoring, or evaluation of their projects and other activities. The 70/30 Directive exacerbates this situation by classifying the costs associated with participatory approaches, such as needs assessments, baseline surveys, and monitoring and evaluation, as administrative costs, which by law may not amount to more than 30 percent of an organization's total budget.*

According to the same report, CSOs in Ethiopia do not have long-term strategic plans, due to lack of stable resource base and the nature of project funding. This is forcing most CSOs to be donor driven rather than mission driven.

CSOs are in a trend of change which is making them more globalized in service delivery and changed their operation in to more professionalized and commercialized nature; which calls up on quality of relationship at multiple levels. Though beneficiaries (the communities CSOs tend to serve) are the primary relationship that CSOs need to focus, the entire network of the stakeholders' relation affects the quality of CSOs work. This relationship needs link with the chain of the stakeholders, which also needs to correspond to the internal structure and governance of CSOs, i.e. How is the strategy design, the standard set relates with the capacity of staff at all levels? How is the capacity of staff in assessing local contexts and responding to the changing needs? How is

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participation of stakeholders and beneficiaries measured and verified? (Casey, 2016; BOND, 2006).

CSOs need a solution to emerge out of the reported problems of fund scarcity, fierce competition and weak internal system in order to be able to achieve their set mission and goal. The way to do this and to be on top of the increasingly complex demands is to have commitment to QMS and provide good service to its beneficiaries and to have good relation with its stakeholders and donors (Technical Assistance for Civil Society Organizations, 2012).

Considering the number of organizations registered by ChSA, the amount of fund raised and transferred to the country and the scale of the impact CSOs have in Ethiopia, there is lack of sufficient knowledge base about the management practice of CSOs, and how it will be of use to increase the impact of quality services provided by CSOs to their beneficiaries/ the community they serve.

Though there are some practices of assessment and measurement tools used by USAID, CIVICUS and others it is not enough compared with the budget managed by CSOs and the significance of their work to the livelihood of their impact groups and the contribution they make to the development of the country. Thus the importance of assessing and exploring the use and application of QMS by CSO was unconditional. Moreover, in order for any initiative of quality management system to be owned, it should be the individual CSO itself initiating it. To do so, the importance of detailed assessment and exploration of the practice and proposing context sensitive and realistic recommendation was of paramount importance for CSOs and for the resulting sustainable service, which is missing in the existing literature/knowledge base.

This is why there is an enormous need to study the practice of quality management systems in CSOs in Ethiopia. The study assessed the existing trend, practice, knowledge and skill on the use of quality management system in relation to the dynamic and unique context of CSOs in Ethiopia. The finding of the study would contribute to the knowledge base which will be applicable to CSOs, donors and mandated government bodies.

1.3. Research Questions

1. What is the context of CSO sector in relation to quality management system in Ethiopia?
2. What are the factors affecting the use of quality management system?
3. What can be done to enhance quality service?

1.4. Objective of the Study

1.4.1. General objective

The main objective of this research was to assess the practice and impact of the use of quality management system by CSOs and to illustrate the benefit for future use in relation with sustainable service.

1.4.2. Specific objectives:

The specific objective of the study is to:

1. Evaluate the current status and use of QMS by CSOs;
2. Assess the challenges and opportunities (cause and effect) of using QMS by CSOs;
3. Analyze the significance of QMS usage in successful operation of CSO activities;
4. Establish link between QMS approaches and key CSOs sustainable quality service provision;
5. Illustrate the benefits of the use of QMS by CSOs for enhanced sustainable service through the use of QMS scenario analysis tool.

1.5. Expected Output of the Study

The study aimed at coming up with QMS scenario assessment tool for CSOs which will help leaders to analyze their organization's QMS status and its impact on CSO service. The analysis tool will serve as self-assessment tool for CSOs to check their QMS status and thus to start use of QMS with identified QMS gap and status of the organization. Furthermore, this will save CSOs expenditure for assessment, which will have significant importance given the 70/30 regulation, which will be used to the implementation of QMS. Therefore, the availability of the tool will

encourage CSOs to analyze their QMS status and follow up implementation which in turn will increase the quality and sustainability of their service.

1.6. Significance of the Study

The findings of the study will contribute to the knowledge base of the use of QMS in CSOs context. Besides, the study will be inspire other researchers in academia and practitioners/operators to do further study on the area of quality management system and enhanced sustainable service by CSOs.

The study will also be useful for CSOs, donors and government bodies which are mandated to work with CSOs.

1.7. Scope of the Study

This study explored and described the quality management system practice of CSOs in Ethiopia. The study focused on international CSOs (foreign charities) applying the Pareto principle, i.e. "the vital few and the trivial many" as Juran puts it. (Bergman and Klefsjo, 1994). It is reported that out of the 3,079 CSO registered by ChSA in 2015 the foreign CSOs are the second largest ones (369), following the Ethiopian resident charities which are 2,070 (USAID, 2016). Again according to the same source, the foreign charities (CSOs) took the largest share of the donor transferred fund which was 1.1 billion USD in 2014-15. Thus, the study focused on them believing that the findings and the recommendations will benefit the wider CSOs - including Ethiopian CSOs which are very much dependent on the foreign charities (international CSOs) for funding and technical capacity building.

The study emphasized on CSOs internal and external situation and assesses the factors affecting the practice of quality management system in CSOs. The internal one emphasized on the strategic level of organizational structure by comparing how the strategy practically linked to the day to day practice. The external one emphasized on the general level assessment of the external environment (donor, statutory, socio-political and economic situations) affecting CSOs, strategic planning and operational realities.

1.8. Definition of Key Terms

CSOs: CIVICUS has defined civil society as being "the arena, outside of the family, the state, and the market, which is created by individual and collective actions, organizations and institutions to advance shared interests." (CIVICUS 2013)

UNDP (2010) defined CSOs as:

> *Civil society is an arena of voluntary collective actions around shared interests, purposes and values distinct from families, state and profit seeking institutions. The term civil society includes the full range of formal and informal organizations that are outside the state and the market – including social movements, volunteer involving organizations, mass-based membership organizations, faith-based groups, NGOs, and community-based organizations, as well as communities and citizens acting individually and collectively.*

According to CSO Task force (2011), ChSA defined charities as: "an institution which is established exclusively for charitable purposes and gives benefit to the public". A distinctive feature of charitable activities is the fact that they are intended to benefit the public.

The focus of this study - international CSOs are defined by ChSA as "Foreign Charities shall mean those Charities that are formed under the laws of foreign countries or which consist of members who are foreign nationals or are controlled by foreign nationals or receive funds from foreign sources" (CSO Task force, 2011).

1.9. Organization of the report

The report of the study consists of five chapters. The first chapter is an introductory part consisting of the background of the study, statement of the problem, research questions, objective of the study- general and specific, definition of terms, expected output of the study, significance of the study, and delimitation/scope of the study.

The second chapter presents the findings from the literature review related to the subject under investigation, discusses existing basic concepts and frameworks and synthesizes the findings under

various related headings. It finally presents an analytical framework which guided the development of tools for data collection and to analyze the data against the set research questions and objectives.

The third chapter discusses the research methodology and procedures, including the design chosen to answer the research questions and objectives. The chapter also presents the study population and sampling techniques and procedures as well as data collection instruments including development process and aspects of the data analysis.

The fourth chapter presents the results and discussion of the study. The finding is followed by analysis and discussion of the results, and the summary against the research questions and objectives.

The fifth chapter draws conclusions on the basis of findings from the data analysis and discussion. Recommendation and the tool developed and recommended for CSO future use are presented in the final section of this chapter.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.1. CSO: definition, role and expectation, challenges and the way forward

The changing definition and role of CSO is reflected in literatures emphasizing the role of non-governmental organizations (NGO). According to World Economic Forum (2013) The NGO with its varied structures and organizational formation is changing the definition and role of CSO. The same source presented the number of registered international NGO (INGO) in various times; it was 6,000, 50,000 and 65,000 in 1990, 2006 and 2013 respectively. The number seemed a bit high in some Asian countries like China and India. China had 460,000 NGOs in 2013; while India had 3.3 million NGOs registered in 2009. Alongside with the development of the number, the role and expectation of NGOs has shifted a lot- making NGOs to partner with different sectors (World Economic Forum 2013).

According to World Economic Forum (2013) the role of CSOs is defined by many based on the type of activities they most do; these include:

- ➢ Watchdog: holding institutions to account, promoting transparency and accountability
- ➢ Advocate: raising awareness of societal issues and challenges and advocating for change
- ➢ Service provider: delivering services to meet societal needs such as education, health, food and security; implementing disaster management, preparedness and emergency response
- ➢ Expert: bringing unique knowledge and experience to shape policy and strategy, and identifying and building solutions
- ➢ Capacity builder: providing education, training and other capacity building activities
- ➢ Incubator: developing solutions that may require a long gestation or payback period
- ➢ Representative: giving power to the voice of the marginalized or under-represented
- ➢ Citizenship champion: encouraging citizen engagement and supporting the rights of citizens
- ➢ Solidarity supporter: promoting fundamental and universal values
- ➢ Definer of standards: creating norms that shape market and state activity

As the result, the role is becoming wide and dynamic with the change in socio-economic, political and power change and relations around the globe. CSO sector dominated by NGO is engaging in a variety of wide roles such as facilitators, conveners and innovators as well as service providers and advocates (World Economic Forum, 2013).

World Economic Forum (2013) acknowledged that the unique nature of CSO is that their nature and relationship with other sectors in leveraging their capabilities and solutions are making the other sectors work well.

The role of CSOs is even more expected in the Sustainable Development Goals (SDGs) because of the scope and depth of SDGs, as CSOs role in the community as service delivery and accountability assuring bodies. Four key areas will be of paramount need for the engagement of CSOs in the SDG implementation. These areas are giving a voice to the poorest and most marginalized citizens, serving as agents of accountability, acting as a service delivery provider and monitoring progress through data collection and reporting (African Civil Society Circle, 2016).

Salamon and Helmut (1999) indicated that CSO is a dynamic sector globally which was growing more importantly in terms of mobilizing significant resource and employing huge number of staff in addition to the work it is doing as fulfilling the needs of citizens. In twenty-two countries the sector was managing 1.1 trillion USD excluding the fund managed by religious congregations. The sector was also employing 19 million full-time paid workers by that time. In average it was 4.6% of the gross domestic product on those twenty-two countries of Asia, Latin and North America, Europe and Australia.

Thus Salamon and Helmut (1999) suggested that because of its importance, there should be a monitoring of what is enabling for the sector or identify what factors are affecting it globally not to be sustained.

Hiwot (2016) specifically defined the main role of NGOs as implementer as provider of service, catalyst as facilitator of improved behavior, inspiration of change and promoter of transformation; and partner as in working with different interest groups- government, private sector and donors.

Casey (2016) portrayed that the modern CSOs are becoming more secular, more universal than the old days orientation of religious dominant charity or political movement or grass root level advocacy and voluntary actions. The heterogeneity of CSOs sector is not only by type and scope

but also by scale - from a multibillion dollar professional institution to small CSO whose function totally relies on volunteers. Though there is no single repository, globally the various assessments and researches being done by many are documenting the change and the growth in the importance and functionality of CSOs.

Authors and professional in the sector agreed that there is no sufficient research on CSOs. The reasons mentioned for this lack of sufficient researched information on CSOs include lack of valid data, and there is a trend of not questioning the work of CSOs. This emanates from the confusion of the ideal of CSOs with its current reality (Heinrich, 2004).

There is reported decline of fund size. Changing source and modes of funding and the traditional source is more and more shrinking; changing donor criteria and stringent requirement to show impact. On the other hand new source of funding from the private sector is emerging which requires CSOs technologically advanced way of working. These pose strategic questions for CSO such as - Where will our funding come from? How can we better demonstrate accountability and impact? How do we stay relevant in and capitalize on a hyper connected and youth-oriented world? How do we collectively engage to make an impact in global governance processes? How do we adapt to shifting roles among stakeholders so as to maximize the value that civil society actors bring to solving societal challenges? (World Economic Forum, 2013).

According to Smillie and Evenson (2003), donors demand high quality management but do not support that in action. One of the examples for that is provision of no overhead cost while the exception for good management is very high. Also there is times when donors transfer fund very late which lead to inappropriate financial management. In most of the times donors pull their fund when they are unhappy with the management - if there is mismanagement or incompetence.

> *Many of the problems of 1996 persisted at the end of 2000. Donor-sponsored capacity building still focused on operational rather than conceptual goals, and remained uncoordinated. Donors continued to manage their relationships with local NGOs in ways that encouraged very little real development, coordination, or ownership. With regard to the systemic problems of funding priorities, timelines, and long-term sustainability, the donor community remained unable or unwilling to change (Smillie and Evenson, 2003).*

According to World Economic Forum (2013), CSOs are in the era they should manage the dynamism in many sectors and with many stakeholders: from knocking doors for voice and fund to understanding the landscape of society and other challenging issues and strategic concerns. Thus they advised CSO leaders to ask the following questions to identify their strategic context and concerns:

- *How is your role or mission changing in light of the trends?*
- *How is your relationship with other stakeholders changing, and what is driving this shift?*
- *What trends would you add to the list that are particularly important for your work?*
- *What new players, models of relationship or activity are you seeing that could affect you?*
- *How is your organizational or community base changing in terms of structure, preferences or behavior?*
- *What do you feel might be fundamentally disruptive to your ability to achieve your outcomes?*
- *If you could wrap all these thoughts into a central "strategic concern", what would that be?*

Smillie and Evenson (2003) blamed donors who do want program evaluations, without incorporating the right stakeholders. The fact is that most evaluation reports still remain confidential limiting chance for learning. They also raised the issue of donor lack of interest in the area of overhead cost, capacity building in the area of organizational development, linkage and sustained programming. The facts raised by Smillie and Evenson (2003) are mostly true in CSOs world of Ethiopia even recently.

Dynamism in the geopolitical and business world is faster than ever, CSO as the "third" sector is being challenged by that and it will continue to be highly affected. Thus it requires fit for purpose CSO in the years to come. These dynamic challenges called for dynamic solutions which include use of technology, finding of new sources, increase partnership and way of working together and find for new method of measuring and demonstrating impact (World Economic Forum, 2013).

2.2. CSOs in Ethiopia

Idir and Iqub are long lived traditional informal community based organizations in Ethiopia. However, CSO in the form of registered entity is not an old experience in Ethiopia. The first modern CSO emerged in Ethiopia in 1930's and continued with others like Red Cross in the beginning of 1950's (The International Center of Non-for-Profit Law, 2009).

Hiwot (2016) cited Clark (2000) in describing CSOs in Ethiopia, as player of a crucial role around crisis and poverty alleviation and engage in activities such as agriculture, conflict management and displacement, HIV/AIDS, integrated rural development, heath, education, income generation, information services, refugees, street children, women issues, peace, governance, food security, self-help and youth.

It was reported that Ethiopia, with 92.3 million projected number of population in 2018, is looking for assistance targeting 7.88 million people for food, and 8.49 million people for non-food items from its humanitarian partners. The assistance is estimated to worth 1.658 billion USD. This required assistance is only in the area of reducing and managing disaster and emergency that does not include development (like education, health, livelihood, etc.), (Joint government and humanitarian Partners' Document, 2018).

According to USAID (2014) the number of registered CSOs in Ethiopia has reached 3,007, including 338 foreign charities, 366 Ethiopian societies, 130 Ethiopian resident societies, 1,939 Ethiopian resident charities, 118 Ethiopian charities, fifty-four consortiums (networks), and sixty-two adoption foreign charities. As of December 2014, there were 3,174 CSOs registered in Ethiopia. Of this number, 65 percent were Ethiopian residents' charities; 13 percent were foreign charities, including adoption agencies; 12 percent were Ethiopian societies; 4 percent were Ethiopian charities; 4 percent were Ethiopian residents' societies; and 2 percent were network organizations. Only 167 CSOs were newly registered during the year, compared to 298 in 2013. A study conducted by the joint European Union's Civil Society Fund (EU-CSF II) in 2014 showed that of the total number of CSOs registered by the ChSA, only 870 were operational. The rest did not have projects to implement, mainly because of a lack of funds" (USAID, 2015).

According to USAID (2016), there were, 3,079 CSOs registered with the ChSA since the adoption of the Charities and Societies Proclamation (CSP) in 2009. This figure includes 369 foreign

charities, 332 Ethiopian societies, 94 residents' societies, 2,070 Ethiopian residents' charities, 106 Ethiopian charities, 52 consortiums (networks), and 56 foreign adoption agencies. Only 100 CSOs registered in 2015, a decline of 79 from the previous year. Of the total number of registered CSOs, no more than 30 percent are operational.

According to the report of National Bank of Ethiopia 2016/2017, the contribution of CSO fund income is significant, in 2014/15 it was 1,104.5 million USD; in 2015/16 it was 2,039.2 million USD; and in 2016/2017 it was 1,117.2 million USD (National Bank of Ethiopia, 2017). DAG members contributed 3.1 billion USD in grants and concessional finance from July 2013-June 2014 for Ethiopia (DAG, 2014).

UNDP (2014) reported that the proclamation of the new CSOs law guiding the registration and operation of charities and societies was put in place "to aid and facilitate the role of Charities and Societies in the overall development of Ethiopian people" and "… to ensure the realization of citizens' right to association enshrined in the constitution".

UNDP (2014) argued that enabling environment for civic engagement is not only about CSO law. The report indicated the wider legal framework of Ethiopia as described in the constitution as indicated herein under:

> *The Constitution: The constitution extensively provides for the essential conditions that promote civic engagement (direct as well as indirect). Some of these include: the realization of human and democratic rights (art 10), rights of thought, opinion and expression (art 29), and conduct and accountability of Government (art 12). Article 31 of the constitution also states that "every person has the right to freedom of association for any cause or purpose…"*
>
> *Article 89: (6) states that "Government shall at all times promote the participation of the People in the formulation of national development policies and programmes; it shall also have the duty to support the initiatives of the People in their development endeavors". Under Article 12, the constitutional also states that "The conduct of affairs of government shall be transparent", "Any public official or an elected representative is accountable for any failure in official duties", and "In case of loss of confidence, the people may recall an elected representative" Article 43 (2) also states that "Nationals have the right to participate in national*

development and, in particular, to be consulted with respect to policies and projects affecting their community".

Article 8 (3) of the constitution also states that the sovereignty of the people, shall be expressed through their representatives elected in accordance with this Constitution and through their direct democratic participation".

According to CSO Task force (2011), ChSA defined charities as: "an institution which is established exclusively for charitable purposes and gives benefit to the public". A distinctive feature of charitable activities is the fact that they are intended to benefit the public. The focus of this study - international CSOs, are defined by ChSA as "Foreign Charities' shall mean those Charities that are formed under the laws of foreign countries or which consist of members who are foreign nationals or are controlled by foreign nationals or receive funds from foreign sources" (CSO Task force, 2011).

Kassahun (2015) argued the years before 2009 was a non-harmonized management of CSOs by government. The existence of stand-alone law about CSOs and a mandated office to ensure the implementation of the law should be considered as opportunity as it could encourage partnership among interested parties and stakeholders. On the challenge side, Kassahun argued that the classification of CSOs based on income source forced them to change from their original mission and area of engagement. Particularly foreign charities and Ethiopian Residents' charities which are the majority CSOs in Ethiopia, shift away from any activity that has to do with democratic and human right; disability, children's and women's rights; conflict resolution, justice and law enforcement.

According to USAID (2013), in 2012, 64% of CSOs registered as resident charities earn about 90% of their income from foreign sources. The number of CSOs registered as charities and societies in 2012 increased by 390, reaching 2,709. The report indicated that the 70/30 directive issued in 2011 affected the capacity of CSOs; referring the report from ChSA, which indicated that 10% (253) CSOs were not operational in the year due to financial constraints and other reasons. The 70/30 guideline also caused huge migration of qualified staffs from projects, accounting department and IT.

According to USAID (2014) organizational capacity did not change significantly in 2013. The 70/30 directive continues to challenge CSOs. "Administrative costs include a wide range of

expenses, such as fixed assets, audits, publication costs, office rent, vehicles, Internet fees, membership fees, monitoring and evaluation, preparation of plans and reports, and staff training. Moreover, the list of expenses classified as administrative costs makes it difficult for CSOs to spend resources on important tasks such as needs assessments, baseline surveys, monitoring and evaluation, research and publications, and organizational capacity development".

As reported by Hiwot (2016) citing TECS, 2013, the 70/30 guideline has imposed tremendous challenges to the operation of CSOs. These challenges are reported mainly in the area of monitoring and evaluation, consultancies, transportation, research and training. Though there were two revisions done in May 2012 and February 2015 to re-categorize some of the cost items such as Trainings of Trainings for experts whose salary is under operational cost to be considered as operational not administrative, the fact that the two times revisions in such short period and the continued challenge reported by CSOs need further consideration as it affects operational efficiency, effectiveness and sustainability of service.

According to USAID (2016), "the financial situation of CSOs operating in Ethiopia grew worse in 2015. Research conducted by the EU-funded Civil Society Fund II (EU-CSF II) in 2015 suggests that most Ethiopian CSOs do not have adequate funds to carry out their activities".

> *Constituency building is still a deficit for the majority of Ethiopian CSOs. Although their project and organizational documents identify stakeholders, including beneficiaries, most organizations do not engage in building local constituencies for their initiatives. Consequently, almost all CSOs are completely dependent on foreign aid and do not receive support from local sources.*

> *Very few CSOs have strategic planning documents. The main reason is that all costs incurred in preparing strategic plans, needs assessments, baseline surveys, and similar documents are considered administrative costs under the 70/30 rule and would limit the funding available to meet other administrative needs. Moreover, most CSOs do not have the technical capacity to develop strategic plans, and they usually lack the funds to hire external consultants.*

> *CSOs are legally required to have certain internal management structures. For example, a CSO must have at least a general assembly of members, which serves*

as the highest body of the organization; a board of directors, in charge of supervising operations; and a secretariat, responsible for day-to-day activities. However, the way in which the general assembly and board of directors are constituted is often problematic. In many CSOs they do not operate transparently, and boards are often not committed to supporting their organization's values and activities (USAID, 2015).

UNDP (2014) admitted that there is an extreme distrust between Ethiopian government and CSOs which is also reflected in the charities and societies proclamation; the report indicated that such case is not very unique to Ethiopia. The distrust originated from weakness of CSOs sector in the area of accountability and transparency to the community they serve; having weak system of regulation and system development, being fund driven (not mission driven), lack of commitment to organizational goals and reportedly poor networking and collaboration culture.

CSOs in Ethiopia have ratified code of conduct to have a common standard and to regulate themselves. The code of conduct has the below mentioned objectives:

1. Promoting adherence by Charities and Societies working in Ethiopia to generally accepted ethical standards and operational norms;
2. Protecting the credibility and integrity of Charities and Societies operating in Ethiopia;
3. Improving the quality of services provided by charities and societies through the adoption of high standards of conduct and to devise efficient decision-making processes;
4. Enhancing communication and collaboration between charities and the various stakeholders;
5. Improving the performance of charities by encouraging the exchange of experiences and learning from proven best practices;
6. Maintain and enhance ethical standards, ensuring public confidence in the integrity of signatory organizations and strengthening the quality and effectiveness of their programs;
7. Strengthening signatories' internal governance structures and therefore makes them more democrats, transparent and accountable to their stakeholders (CCRDA, 2015).

The code of conduct has guiding principles which include: accountability, transparency, participation, equality of men and women, respect for human rights, environmental consciousness, independence, non-discrimination and equality, integrity, legal compliance, and networking and partnership (CCRDA, 2015).

The code has also governance part which emphasizes on organizational management, program development and management, financial management, human resources management, internal and external complaints and response mechanisms, resource mobilization and utilization, and prevention of conflict of interest (CCRDA, 2015).

International CSOs/INGOs relation with local CSOs/NGOs is characterized by access to support, capacity building for the local NGO; exposure for international experience; trusted intermediary that understands donor requirements; sharing of knowledge and engagement. Some of the INGOs mange and implement their own programs while some are grant making- channel funds from donors to national CSOs/LNGO; and some play both roles (ECSF, 2016).

2.3. QMS: Definition and Development

Mishra and Sandilya (2009) recognized that quality management is essential for attaining quality of product as required. To do that, one should have clear setting of quality objectives, have a system formulated and capable to achieve the objective set by the organization, having quality manuals with details of how the system can be practiced, training and education of personnel, record well to understand deviation, take corrective action whenever needed, audit of all stage of production to understand the quality system gaps and strengths, and clear understanding of quality system in relation to its financial impact.

Mishra and Sandilya (2009) presented the various meanings of quality:

1. Fitness for purpose: A component is said to possess desired quality, if it works well in equipment/environment for which it is meant. Quality therefore is purpose dependent.

2. Conformance to requirements: As stated quality is the ability of product/service to perform satisfactorily in its application for which it is intended or made. This means that quality of a product means conformance to requirements which may differ from user to user.

3. Characteristics: Different products may differ in appearance, performance, reliability, taste, odor maintainability etc. and therefore quality depends on characteristics of the product.

4. Degree of the preference: Quality is the degree to which a specified products is preferred over competing products of equivalence grade based on comparative taste by customers normally called customer preference. Quality is also a measure of degree of excellence of the product and fulfillment of the promises made to the customers.

One of the useful quality tool introduced by Deming and used by many until today, including ISO quality management standard is Deming's Cycle called PDCA (plane -do- check-act) cycle/wheel and can be applied to all process (fig. 1). The planning is the establishment of objective and process instrumental to deliver the desired result based on identified customer's requirement and organizational policy. Implementing the process is the do part. Monitoring and measuring the defined process is expected to be done in the check part. Then in the act part required actions will be taken to ensure continues improvement (Mishra and Sandilya, 2009).
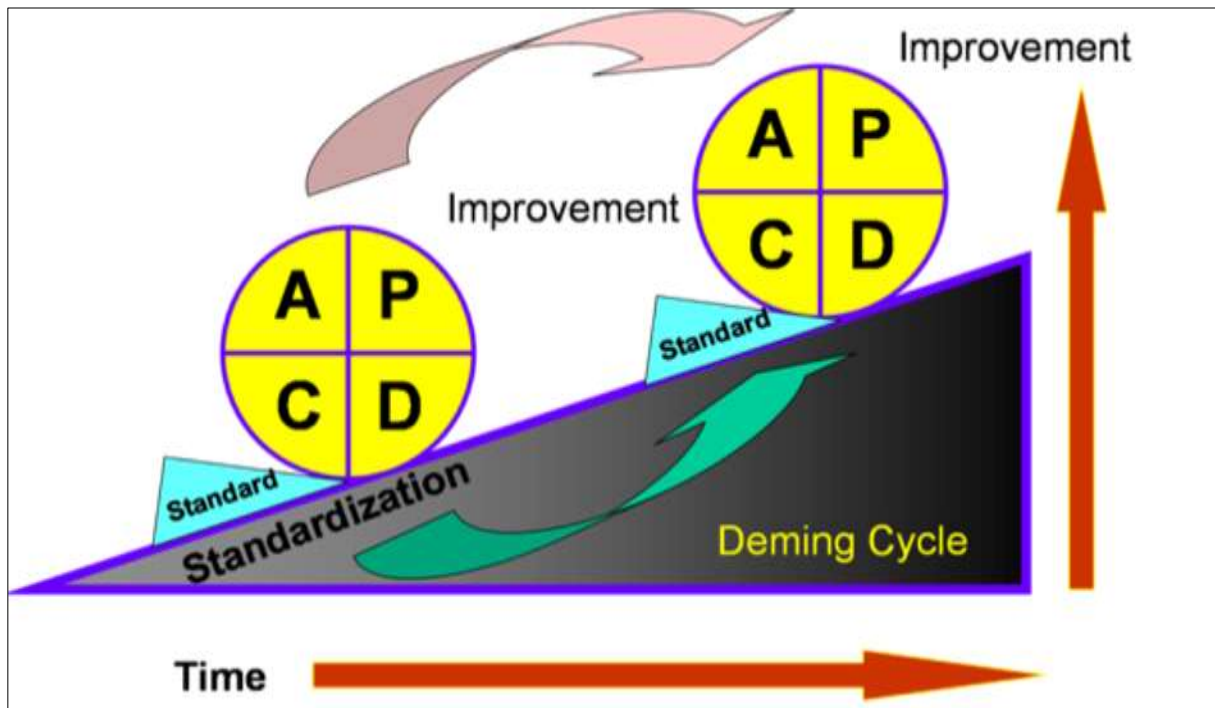
Figure 1 PDCA Cycle (Source: Al-Ibrahim, 2014)

For Crosby, one of the quality gurus, quality is conformance to requirements not goodness; thus establish system to prevent defects not to do appraisal. He had suggested that performance standards should aim zero defect not close enough and having measurement to indicate price of non-conformance to requirements not quality directories (Mishra and Sandilya, 2009).

Ishikawa, a leading quality guru in the area of identifying quality problems, is the creator of quality circles and the concept of Fishbone diagram, which is widely used to analyze cause-effect relation. He is also known for suggesting the use of the basic tools for quality management- process flow chart; tally chart; histograms; pareto analysis; cause-effect analysis; scatter diagrams; control charts and quality circles (Mishra and Sandilya, 2009).

To do cause- effect relation the visual tool created by Kaoru Ishikawa called Ishikawa diagram or fishbone diagram is a well-known tool to identify the problem by brainstorming in group discussions then identify the main causes and the sub-causes to establish relationship using the visual diagram. It helps to put the effect (the problem being analyzed) at the end of the "fish backbone"; then the main causes are listed in each of the "fish ribs" sometimes broken down by money, method, human power, and machine. Then as many bones as possible will be added as sub-causes (Management Extra, 2005) (fig. 2).
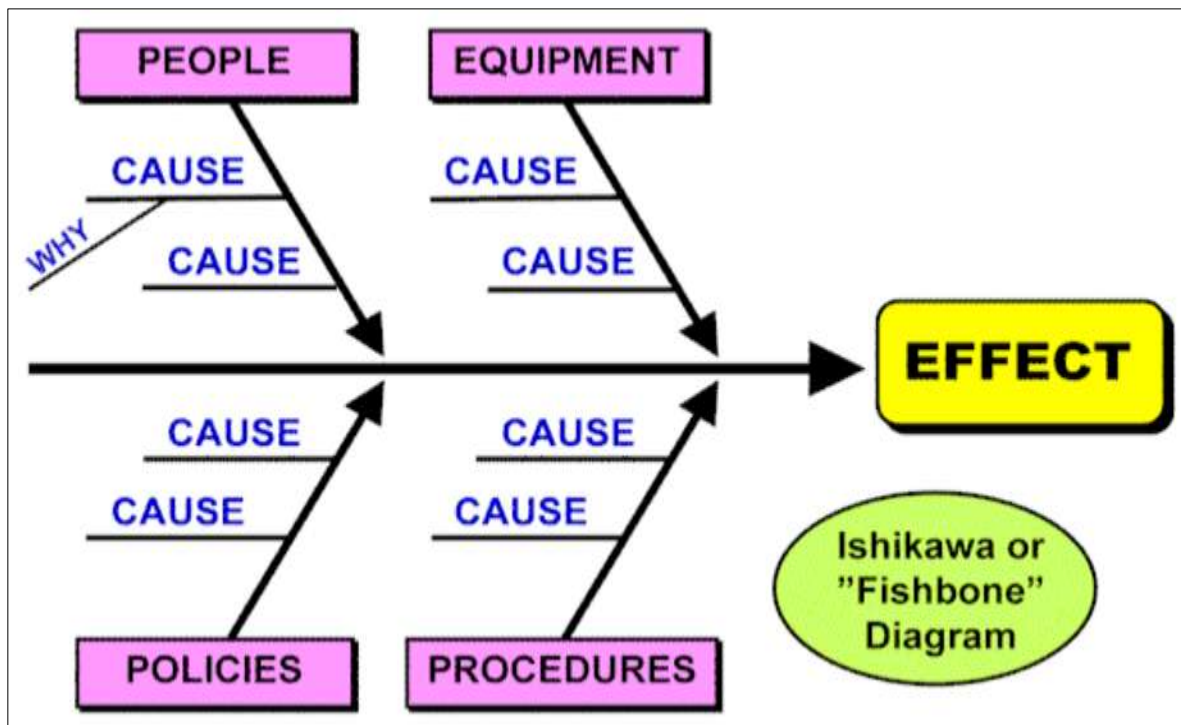
Figure 2 Fishbone Diagram (Source: Al-Ibrahim, 2014)

According to Mishra and Sandilya (2009), the main objectives of Total Quality Management (TQM) are customer's satisfaction; improvement of quality at every level; participative and integrative approach to work; change in organizational culture; cost reduction/maximization of profit; and integration of various systems of the organization.

According to ISO (2008), quality management system adoption should be the strategic direction of the organization, which will be influenced by its organizational environment, changes in that environment, and the risks associated with that environment; its varying needs; its particular objectives; the products it provides; the processes it employs; its size and organizational structure.

Maloba (2014) referring to quality gurus confirmed that TQM covers a wider scope of quality like process quality than focusing only on service or products. "The main focus of TQM as suggested by Ishikawa (1972), Crosby (1979), Deming (1982) and Juran (1988) is to improve overall quality including process quality and service quality (Litton, 2001)".

Quality management relates with organizational performance, customer satisfaction and organizational profitability. Employee with organizational knowledge and skills, satisfaction, ownership and morale is identified instrumental in delivering service quality which leads to performance, profitability and customers' satisfaction (Maloba, 2014). TQM is efficient in organizational performance because TQM serves as a link between organizational corporate /business strategy and its operational performance (Al-Ibrahim, 2014).

Al-Ibrahim (2014) strongly argued about the paramount role of senior management for finding solutions to quality and productivity management related problems, training of employees to the effect of contentious improvement, to perform their jobs at high level, encourage employees in their strengthens rather than focusing on their short comings, encourage employees to be innovative, encourage interaction between employees, provide security through training, structured supervision and treating employees with respect, deployment of team, avoid unnecessary calls to increase productivity, focus not on work output but on method and process, create job description for all jobs with suitable tools and materials to perform the job, encourage self-development and education.

According to Al-Ibrahim (2014), Zeithamal et al (1990) designed a Service Quality Framework tool entitled SERVQUAL in 1985. The tool is helpful to measure the quality of service solely from

the customer viewpoint. "This model is based on a scale of measurement which considers ten different aspects of service quality, these being: access, communication, competence, courtesy, credibility, reliability, responsiveness, security, tangibles, and understanding the customer".

Hoyle (2007) argued that the importance of principles is vital for the field of quality management which emerged from the real life experience in workplace, not academia. Organizations though created with mission and goals to attain, they will be able to do that if they satisfy the need of their stakeholders which included customers, staffs, shareholders, suppliers and larger society. A committed and confident workforce is the result of quality and quality results (Management Extra, 2005). Ireland (1991) supported this idea in the eight elements identified for planning quality for projects- highly skilled personnel, energy, time, environment (the project's work location and surrounding area which can be described by the weather, climate, temperature, and other natural and man-made elements that influence the project's progress), materials (the consumable substances that comprise a project and may be installed as components or as changed items to form a part, component, or assembly of a large element), method (the processes or procedures for accomplishing work to achieve the desired results), machine (any tool, implement, instrument, or vehicle which is used to perform the project's tasks) and measurement (the practice of establishing standards for gauging elements of the project to determine whether they meet the requirements; also, the maintenance of the calibration standards for the measuring devices).

According to Darnall (1996), quality management has customized definition in project management than in manufacturing. For instance, customer should be defined in a more focused based unlike the broad definition in manufacturing; and a closer understanding of customers' requirements. Time, measurement, roles and responsibilities are other areas indicated as needing customized definition.

According to Bugnion (2002), fourteen leading European companies established a membership not for profit organization to ensure excellence is sustainable in Europe; this organization is called EFQM. Since its establishment in 1988, the membership expanded to 750 by 1999. The excellence model of EFQM was introduced in 1992 as framework of assessing application for The European Quality Award. The framework is dynamic and it had major revision in 1999 which introduced a new model of evaluating performance which is called RADAR (Results, Approach, Deployment, Assessment and Review). The underlying principles of EFQM are eight- these are: results orientation, customer focus, leadership and constancy of purpose, management by processes and

facts, people development and involvement, continuous learning, innovation and improvement, partnership development, and public responsibility. The EFQM focuses on process, and acknowledges sustainable excellences can be achieved by using many approaches; thus it allows use of various methods and tools within its framework and model and organizations to choose their path to attain their goal of sustainable excellence.

According to Bugnion (2002), many of ECHO partners have received ISO 9000 family certification which has eight principles: customer focus, leadership, involvement of people, process approach, system approach to management, continual improvement, factual approach to decision making, and mutually beneficial supplier relationships.

Al- Ibrahim (2014) provided comparison (table 1) between the fundamental excellence concepts of ISO 9000-2000 and the EFQM.

Table 1. Comparison of ISO and EFQM QMS Principles (Source: Al-Ibrahim, 2014)

The Eight Principles of ISO 9000-2000	The Fundamental Concepts of the EFQM
Customer Focus	Customer Focus
Leadership	Partnership Development
Involvement of People	People Development and Involvement
Process Approach	Management by Processes and Facts
Systems Approach to Management	Continuous Learning and Innovation
Factual Approach to Decision Making	Leadership and Constancy of Purpose
Mutually Beneficial Supplier Relationships	Public Responsibility
Result Orientation	

Balanced Scorecard (BSC) which gives an open forum to management system both for product quality and management quality improvements was first introduced by Drs. Robert S. Kaplan and David P. Norton in 1992. BSC has six major themes: perspectives, objectives, measures, targets, cause and effect linkages, and strategic initiatives (Bugnion, 2002).

According to Bugnion (2002), Investors in People is a UK quality standard, which was introduced in 1990. It is s a cyclical approach which gives framework for organizations to improve their business performance through communication of business objective to its employees and to

develop them to meeting the objective. Commitment, planning, action and evaluation are the four key principles of Investors in People. This standard emphasizes that the key issue for organizations is human resource management. This approach can be adapted to CSOs sector without much change.

"AccountAbility is an international, not-for-profit, professional institute dedicated to the promotion of social, ethical and overall organizational accountability, a precondition for achieving sustainable development" (Bugnion, 2002). The organization has membership from a wide range of organizations big, small and individuals. Some of the members include Association of Chartered Certified Accountants (UK), Business for Social Responsibility (USA), Co-operative Bank (UK), Copenhagen Business School (Denmark), Instituto Ethos (Brazil), KPMG, LearN (South Africa), New Economics Foundation (UK), Novo Nordisk (Denmark) and PricewaterhouseCoopers. Accountability developed a practical tool called AA1000 series; it is a management field for professionals in the field. It has a framework- standard, guidelines and professional development.

2.4. QMS in CSOs

According to Policy Digest (2013), worldwide CSOs are trying to improve their work and take full accountability of their development work and its results. International Framework for CSO Development Effectiveness is the common statement from global civil society on the effectiveness of its work in development. The framework incorporates the 16 principles of Istanbul- which define and guide global effective development practice by CSOs. The framework has eight principles: respect and promote social justice, embody gender and equity while promoting women and girls' rights, focus on people's empowerment, democratic ownership and participation, promote environmental sustainability, practice transparency and accountability, pursue equitable partnerships and solidarity, create and share knowledge and commit to mutual learning, and commit to realizing positive sustainable change.

Maloba (2014) indicated that it became very distinctive that customer service is a key component for both product and service sector. Improved service delivery will be attained through quality improvement which will lead to customer satisfaction and cost management. Maloba (2014) acknowledged that "TQM can be usefully deployed in the Non-Governmental Organizations".

To indicate levels of TQM implementation stages Maloba (2014) cited Dale et al (1994) who identified six levels of TQM implementation stages. According to them, these levels are uncommitted, drifters, tool pushers, improvers', award winners and world class. The stages are described as stages of TQM journey, which will help organizations understand their current stages and search for the limitations in implementation and then address them through their plan of continuous improvement.

According to Maloba (2014) the six stages are described as below:

1. Uncommitted: This stage represents organizations that have not started a formal procedure of quality improvement. Organizations in this stage view quality improvement as an added cost and thus have no investment in quality improvement programs such as training of employees. The management of these organizations is characterized by an emphasis on return of sales and net asset employed.

2. Drifters: These are organizations that have engaged in a process of quality improvement for up to three years and have followed the available advice and wisdom of TQM. The management of the organizations in this stage tends to review the performance of the firm based on the implementation of TQM and expect immediate gains from it.

3. Tool pushers: Organizations in this category look at quality improvement programs but in most cases fail to use such tools appropriately. They adopt quality management tools such as quality cycles, quality improvement groups. These organizations often blame the failure of TQM on the tools adopted.

4. Improvers: Organizations in this category have engaged in a process of quality improvement for between five and eight years and during this time made important advances (Dale et al, (b) 1994). They understand that total quality involves long term cultural change and have recognized the importance of cultural change and the importance of quality improvement.

5. Award Winners: These organizations are termed award winners because they have attained a point in their TQM maturity where the kind of culture, values and trust capabilities relationship and employee involvement has become total in nature and encompasses the whole organization (Dale et al (b) 1994).

6. World class: According to Dale et al, ((b) 1994) these organizations are characterized by the total quality improvement and business strategies to the delight of customers. The organizations that have attained this stage are always in search of opportunities to improve their services to satisfy customers. It was further explained that the focus of TQM here is on enhancing competitiveness by influencing the perception of customers to the company through the continuous innovation of the service offering.

TQM implementation calls for principled approach according to Maloba (2014). The key principles include- top management commitment and leadership, cultural change, customer focus, total employee involvement, training, team work and continues improvement.

UNDP (2010) declared that assessing CSOs is crucial to enable enhancement of quality performance and to generate evidence of delivered results in the work of CSOs. Internal governance, legitimacy and CSOs accountability can be improved based on identification of challenges and weakness through assessment. Furthermore the assessment process itself can make CSO stronger and help improve its condition. Al-Ibrahim (2014) asserted that ISO 9000:2000 is one of the useful tools for assessing the QMS of an organization.

It was reportedly indicated that assessment findings help change in various contexts. Based on Johns Hopkins Comparative Nonprofit sector project's result Japan modified legislation for non-profit sector which gave CSOs legal status in Japan. Likewise, Jordan initiated a capacity building scheme for CSOs to increase their effectiveness of leaders and employees, which was based on the assessment finding of Civil Society Index of CIVICUS. There are further practical examples from European Union, Mauritania, and Mongolia (UNDP, 2010).

UNDP (2010) indicated that there are two types of assessments: one which aims to assess the sector as a whole; and one which aims to assess individual CSO. Variety of assessment methods could be used in each cases to generate the evidence they aim to get. The usefulness of an assessment tool could be measured based on its adaptability to various needs and contexts.

2.5. QMS for Assessing and Managing CSO's external environment

ICNL (2013) elaborated those researchers in CSO area have been searching measuring and assessing the different aspects of CSO since 1970. Some focus on CSOs operation and others focus on the socio economic, political and legal environment CSOs are operating. For instance the comparative Nonprofit sector Project of Johns Hopkins University Center for Civil Society Studies, the Civil Society Index (CSI) of the CIVICUS, ARVIN Assessment Framework of the World Bank, World Index of the Charities Aid Foundation Freedom in the World and Nations in Transit report of Freedom House, Corruptions Perceptions Index of Transparency International, Global Integrity report of Global Integrity, Sustainable Governance Indicators and Transformation Index of Bertelsmann Sitftung Foundation, Democracy Index of the Economist Intelligence Unit, and Indices of Social Measurement.

ICNL (2013) examined tools (table 2) which focus on CSO enabling environment- the situations CSOs operationalize. These include CSOSI, EEI, PFI, GPMF Indicator #2, CPDE Report, and Balkan Matrix.

Table 2. Key Dimensions and Indicators of Assessment Tools

Civil Society Organizations Sustainability Index (CSOSI)	(1) Legal Environment
	(2) Organizational Capacity
	(3) Financial Viability
	(4) Advocacy
	(5) Service Provision
	(6) Infrastructure
	(7) Public Image
Dimensions are assessed according to 35 indicators (4-6 for each dimension).	
Enabling Environment Index (EEI)	(1) Socio-Economic Environment (25% of overall score)
	(2) Socio-Cultural Environment (25% of overall score)
	(3) Governance Environment (50% of overall score)
The 3 dimensions are disaggregated into 17 sub-dimensions, which are assessed using 53 indicators.	
PFI	(1) Civil Society Regulation
	(2) Domestic Tax Regulation

	(3) Cross-border flows Regulation
The 3 dimensions are accessed by 9 indicators.	
GPMF Indicator #2	(1) The legal and regulatory framework for CSOs
	(2) Support from providers of development co-operation
	(3) Platforms for multi-stakeholder dialogue
CPDE Report	(1) Universally accepted human rights and freedoms affecting CSOs
	(2) Policy Influencing
	(3) Donor-CSO Relationships
Balkan Matrix	(1) Basic Legal Guarantees of Freedom
	(2) Framework for CSO's Financial Viability and Sustainability
	(3) Government-CSO Relationship
The 3 Areas are divided by sub-areas and defined by key principles, standards/benchmarks, and indicators.	

The common assessment areas for all the eight assessments is legal environment, though they examine the legal environment in which CSOs do their work, all of them have indicators to assess the legal environment (ICNL, 2013).

USAID's Civil Society Organizations Sustainability Index (CSOSI) has its main goal of enabling interested parties to track developments and identify trends in the civil society organization (CSO) sector over time, as well as to make cross-country and regional comparisons. Its geographical coverage expanded to sixty-three countries from various regions. It defined CSOs under each year's assessment as sustainability enhances; sustainability evolving and sustainability impeded by taking the average weight of its seven dimensions ICNL (2013).

According to SIDA (2007) and Heinrich (2004) the CIVICUS civil society diamond emanates from the Civil Society Index (CSI) tool which has four key components: structure: What is the internal make-up of civil society? The structure of civil society denotes the structural characteristics of the civil society arena and its actors. Environment: What is the political, socio-economic, cultural and legal environment in which civil society exists? Disabling or enabling factors for civil society, located in the external environment in which civil society exists and functions. Values: Does civil society practice and promote positive social values? The value held and advocated in the civil society arena, describing the attitudinal characteristics of civil society

actors. Impact: What is the impact of civil society on governance & development? What is the impact of activities pursued by civil society actors on society at large?

2.6.   QMS for Assessing and Managing CSO's internal structure and processes

In September 2006 the NGO quality assurance mechanism (QuAM) was launched by NGOs working in Uganda as a self- regulating instrument and to promote use of generally acceptable ethical and operational norms. The assurance has three levels of certification- provisional certificate, certificate and advanced certificate. NGOs with provisional certification (which will be new NGOs) are expected to apply for certification after a year. The assurance mechanism has 59 standards with 32 minimum standards (18 standards are for start-up NGOs), NGOs applying for the certifications are all required to fulfill all the minimum standards. There are also 27 standards for further improvement. Advanced certificate will be given for NGOs which meet all the 32 minimum standards and the 27 standards for improvement. Standards are classified in to three categories: 1. The NGO as an organization; 2. NGO programs/activities; 3. further improving our performance. The first category: the NGO as an organization (Governance) has based its principle that quality starts from home- the way NGOs managed internally, its principles, people and other resources. The second category: NGO programs/activities: has its principles based on quality has to be reflected in all NGOs do as an organization and enhanced partnership for successful service. (Uganda National NGO Forum, n.d).

Walsh and Lenihan (2005) argued that the tools developed to strengthen the business sector and make them more profitable can be used by NGOs to make their system to be effective, accountable and sustainable. Though there are difference in interest between for profit and for not-profit in most of the cases the organizational structures are similar and thus the tools working for business sector can be applied to NGOs which needs the tools even more because of the complex context they are working on and the complexity of development work, of course the tools need to be adopted to the specific situation of the context and the capacity of the NGO.

Walsh and Lenihan (2005), further argued that the use of quality management system (QMS) will give NGOs an appropriate structure to become more effective. The NGOs can benefit by using the tested tools in QMS to their context instead of investing on new tools yet to be tested. "The QMS provides the structure often lacking in NGOs".

The tendency toward weak organizational structure is linked to a weak management culture in NGOs. This is of course a generalization, and there are NGOs that have seen the potential in strengthening their organizations and have done so to great effect. This is also a raw nerve with NGOs: NGO employees perceive this as a personal attack. To a certain extent it is – part of the problem with NGO culture is the individuals who gravitate to development work; part of it is the nature of NGOs and the system they operate in.

NGO staff do tend to be extremely hard working and often work in difficult (or even life threatening) conditions and generally for less than they could be earning in a for-profit organization. However this may be part of the problem, the "Do Now, Think Later mentality" (Van Rooy, 2001. p.37), that dilutes the effectiveness of the work.

Development is difficult and expensive work. It requires careful planning over long time-frames and on a huge scale to bring about planned change in the highly complex systems of human interaction (Smillie, 1995). The difficulty for NGOs in this respect is that they are mostly value based organizations with open-ended aims like helping the poor, saving the children or protecting human rights. While these are worthy and noble aims, they are difficult to translate into meaningful, achievable and clear organizational goals and policy objectives (Edwards and Fowler, 2002). NGO staff tends to be hard working and dedicated, and they also possess a strong social 'glue' of trust and networks (Morris, 2000). What is frequently lacking is a structure through which to channel these abilities to become an effective force (Walsh and Lenihan, 2005).

Smillie and Evenson (2003) argued that the mostly agreed definitions and role of CSOs as the independent connector to the market and state and the voice to the community participation, accountability, legitimacy and governmental competence were not always true as empirical evidence from Bosnia showed. However, still donors prefer to channel to such organizations as they will get result for specific short term project goals, which are against the formation of long term sustainable civil society and its service.

According to Policy Digest (2013), though development effectiveness does not have an agreed definition, CSOs understood it as promotions of sustainable change through the use of varied and complementary instruments, policies and actors to eliminate both the causes and the symptoms of poverty, inequality and marginalization.

Johansson (2007) summarized sustainable development as "a development that meets the needs of the present generation, without compromising the ability of future generations to meet their own needs". "Organizational sustainability is a long- term survival of the organization in order to enable the achievement of its aim".

Bermann-Harms and Murad (2004), argued that CSOs will be effective when they become more transparent and accountable as these reinforces their values. Moreover, CSOs will be more effective when they work in collaboration with other actors and demonstrate sustained organizational commitment. Collaboration can help to achieve sustained outcomes. Learning is another mechanism suggested as assuring development effectiveness.

As the literatures indicated though there are multiple types of assessment tools to assess the internal and external situation of CSOs, most are looking into indicators like legal frame work, and program implementation, only few look in to financial accountability. This shows the need to assess CSOs QMS, and start using and practicing QMS in order to address all the concerns in the literature part so that CSOs will have improved service and organizational sustainability.

2.7. Analytical Framework

Analytical framework of the study is developed (indicated below) based on theoretical and imperial experiences reviewed in the literature review. The analytical framework is used in the analysis of the study to see the practice of QMS from various perspectives of internal and external to CSOs.

Sustainable Service of CSO

Quality Management System in CSO

Left Box	Center Arrows	Right Box
Impact on Quality of Service	People	Impact on Quality of Service
Impact on QMS — Impact on CSO Strategy and Operation	Technology	Impact on QMS — Impact on CSO Strategy and Operation
Environment	Values	Structure
Opportunities — Threats	Material	Strengths — Weakness
External Situations	Process/method	Internal Situations
	Use & practice of QMS	
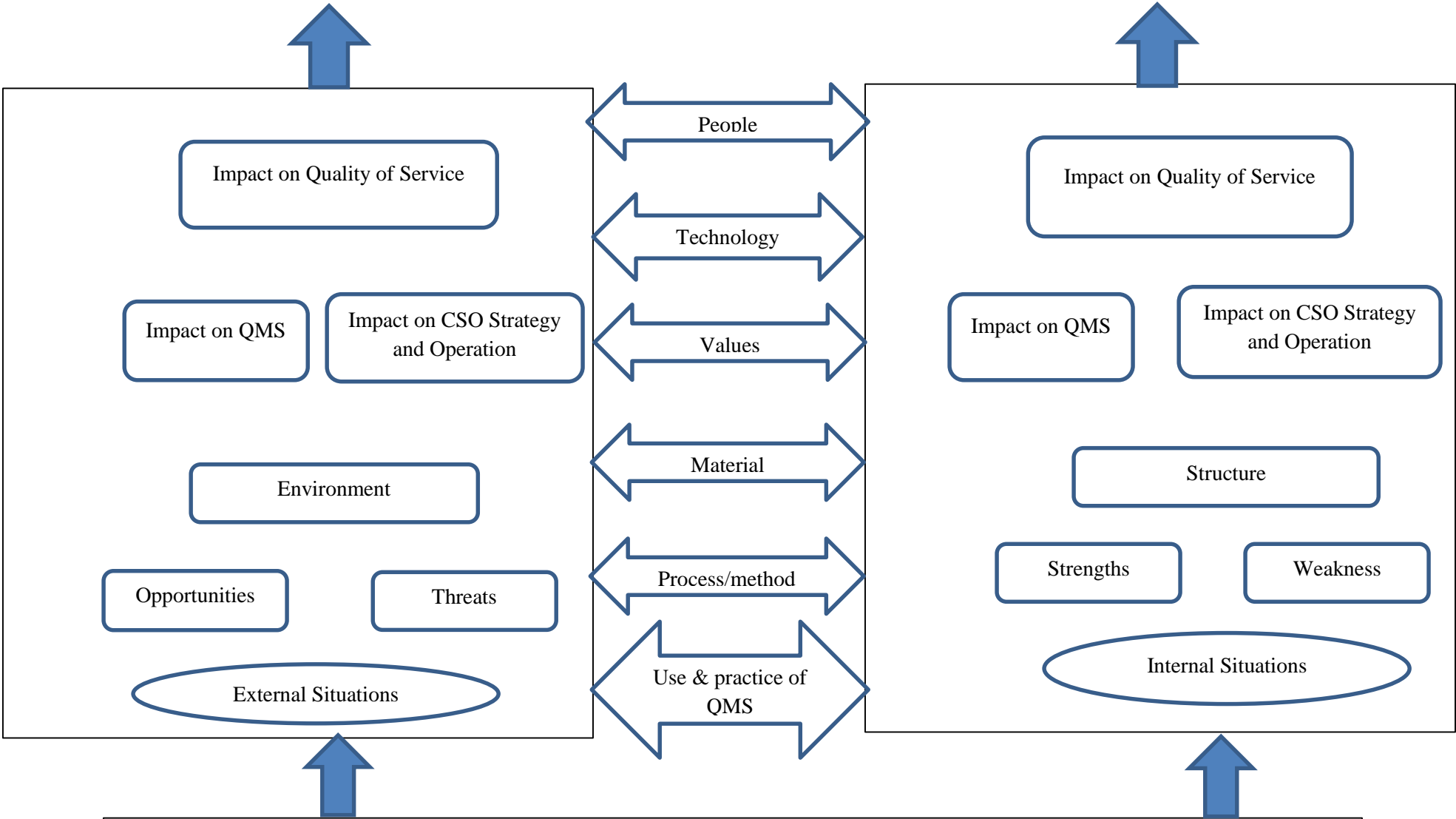
CHAPTER THREE: METHODS OF THE STUDY

3.1. Research Design and Methodology

3.1.1. Research Design

The research design was an exploratory descriptive type. It employed a mixed method design-quantitative and qualitative. The study used two types of targeting- case study and survey. The survey was applied to the large number of CSOs targeted from the study population- international CSOs to assess the general situation of CSOs context in practicing QMS and providing sustainable service.

The case study focused on small number of CSOs as indicated in the below part. Detailed analysis was done using number of data collection and analysis tools as described below.

3.1.2. Sampling and Sampling Techniques

Two types of sampling were done. The first one was probability sampling (via survey) for targeted CSOs. The second one was non-probability sampling (via case study) on two identified CSOs.

Sample size for survey: the study was planned to use stratified sampling technique as Kothari (2004) acknowledged that using stratified sampling is using mixed sampling- purposive and random sampling methods together. The total sample size of the study was 15% (of the target population- 369) with 95% confidence level and 12% confidence interval. The criteria/variable considered to determine the strata/group was CSOs annual income. CSOs annual income affects the capacity of CSOs to invest in systems and process establishment and/or improvement, or in strategic management, this is true specially because of the 70/30 regulation of ChSA (CSOs are obliged to use 70% of the funding they earn on direct program and 30% on administrative- which includes a wide range of activities from leadership, support staff salary to monitoring and evaluation activities). The other significance of CSOs income level is its impact to the reach/impact of CSOs service. Thus it was planned to stratify CSOs based on their annual income as high, medium and low income. And each stratum to be sampled proportionally based on their size in the

target population. This was changed to purposive sampling due to lack of information from ChSA as mandated government office to register and control CSOs; umbrella organizations and unwillingness of the National Bank of Ethiopia, the only place where this information is available, based on internal policy of not providing customers' information to anybody unless it comes with court order.

Sample size for case study: two CSOs were identified as case study organizations to conduct detailed assessment and analysis of CSOs in using QMS. Pareto principle was applied to identify this target group. Two CSOs based on their annual income, top high income were identified: CSO one with 109 million USD incomes for 2018 fiscal year and CSO two with 97 million USD for 2018 fiscal year. The assumption taken here was the impact, the use and practice of QMS of these organizations go beyond them- because of their scope and scale.

3.2. Tools of Data Collection

3.2.1. Primary data collection

Primary data was collected for both types of samples. Survey questionnaire (self/email administered) was used for the first type of sample CSOs. The aim of the survey was to answer questions related to objectives one and two of the study: to assess the general practice of QMS in CSOs and to investigate the challenges and opportunities associated with it. Total of thirty-six CSOs responded to the survey, low response rate of the survey was limitation to the study.

Survey questionnaire were planned to be administered with donor community in the form of interview in order to establish the pattern of cause-effect relationship within the development chain (stakeholders and donors), up to three key donors were targeted for interview. DFID, EU and USAID were contacted for the interview, it was possible to get response from DFID and EU with the survey questions amended for donors.

For the same reason of establishing the cause-effect pattern, ChSA as mandated office of the government which is registering, monitoring and controlling CSO, was interviewed with the survey questionnaire which was amended for ChSA.

Primary data was collected from the second type sample organizations- the two case study CSOs. Key informant interview (KII) was conducted with senior management team members who have very good knowledge of the overall organizational structure, practice and history. This method was employed to generate data which answers questions related to all of the objectives of the study. Four KIIs were conducted- two with CSO one, and two with CSO two. The KII included questions related to structure, environment, values and impact which is analyzed using CIVICUS CSO diamond analysis. The KII interview was also designed to answer questions related to strength, weakness, opportunity and threat of CSOs which is analyzed using SWOT analysis tool. Questions which answered objective two- causes and effects for using or not using QMS were part of the KII interview; these responses are analyzed using the standard Fishbone cause and effect diagram/Ishikawa diagram.

3.2.2. Secondary data collection

Secondary data were collected from multiple sources. These include:

1. From the general literature, in order to understand the context at national, regional and international level and to give framework for the study.
2. From the ChSA and umbrella organizations like CCRDA, ESSF, etc. and case study CSOs in order to do in-depth search of evidences which could support the primary sources.
3. Strategic documents, operational directions, goals and assessments by the case CSOs were reviewed in detailed manner to form the change pattern of development and practice of QMS and to compare evidences from these sources with the primary data collected.

3.3. Data Analysis

Data obtained from the survey was analyzed using excel and SPSS version 25. Data obtained from the case study CSOs using the above mentioned sources were analyzed in an integrated manner to answer the research questions raised. The tools below were employed to analyze the data collected through KII.

- CIVICUS Civil Society diamond analysis: this tool was very useful as it was tested by CIVICUS with many organizations all over the world.

- Strength, Weakness, Opportunity and Threat (SWOT) analysis: this method was employed to see the context from the perspective of CSOs. This was helpful to establish the general context of CSOs and to answer questions related to inspiration or hindrance to use QMS.

- Fishbone cause and effect diagram/Ishikawa diagram: the data collected from KII was analyzed using fishbone/Ishikawa diagram. It helped to establish the cause and effects relationships which helped to see the trend of the use of QMS in CSOs.

The data were analyzed independently, and then relation, correlation and comparison was developed, to show the full picture of CSOs in practicing QMS and in using it to deliver suitable service for the community they are serving. The analysis was instrumental to illustrate the benefits of the use of QMS by CSOs for enhanced sustainable service and to the development of the QMS scenario analysis tool suggested in the recommendation part.

3.3.1. Reliability and Validity

According to Adams et al. (2007), reliability is a measure for the consistency of collected data through time and among respondents, while validity refers to whether the items measure what they are supposed to measure. The questionnaire was tested using Cronbach's alpha reliability measurement scales. According to Field (2009), using Cronbach alpha, coefficient alpha provides a good estimate of reliability. Alpha values of 0.7 or higher are considered to be adequately reliable. Values between 0.5 and 0.7 are acceptable while values of below 0.5 are considered to be less reliable.

Accordingly, the reliability of the questionnaire used for the study has been tested by SPSS version 25. The result shows that the questionnaire's reliability is 0.889 Cronbach's Alpha and hence, it is adequately reliable.

Reliability

Scale: ALL VARIABLES

Table 3. Case Processing Summary

		N	%
Cases	Valid	36	100.0
	Excluded	0	.0
	Total	36	100.0

a. List wise deletion based on all
variables in the procedure.

Table 4. Reliability Statistics

Cronbach's Alpha	N of Items
0.889	30

Validity check was done through expert's reflection on the content of the data collection tool and its ability to capture and arrive at the desired output. Pilot survey was conducted with six well-experienced experts in the sector.

CHAPTER FOUR: RESULTS AND DISCUSSION

4.1. Quantitative Data Results

This section presents the results from the primary data collection. It includes both descriptive results, as collected and analyzed from the quantitative components of the self- administered survey and qualitative data from the qualitative information embedded in the survey. There were a total of 36 respondents for the questionnaire which had questions to be responded predetermined responses with multiple responses allowed and questions with Likert scale.

4.1.1. Characteristics of Respondents

Characteristics of respondents include level of education, position in the organization and year of service in CSOs they are representing. Out of the thirty-six respondents' thirty-three holds MA/MSc level educational qualification, one is a bachelor degree holder and two have Ph.D. Thirteen of the respondents were members of top management, eleven of them were members of middle management; and two were employees without management responsibility. Year of service of respondents vary significantly- ranging from twenty- five years to one year of service, (fig 3) which gave an opportunity to receive response from the wide range of respondents- diversified and representative.
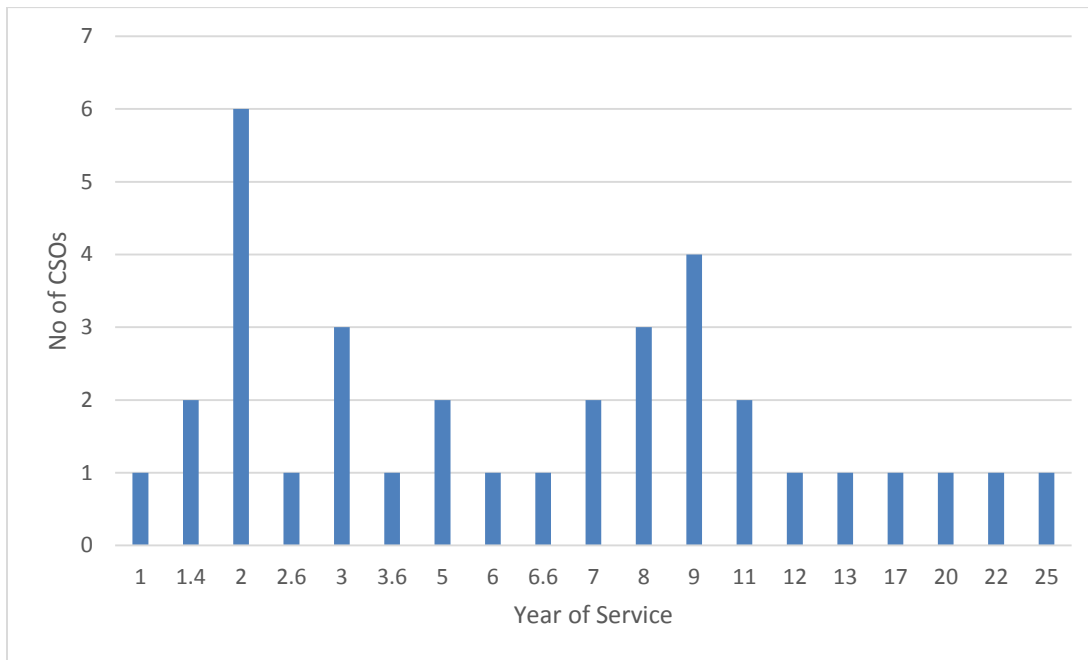
Figure 3. Respondents Year of Service

4.1.2. Profile of Sample Organizations

Profile of Sample organizations include name of CSO, primary sector, year in which CSO became operational in Ethiopia, number of projects being implemented by CSOs, operational regions of CSOs, number of donors (2-3 years ago), number of current donors, annual budget of CSOs (2015-2017), annual approved/expected budget of 2018, valid registration, and number of membership networks or umbrella organizations.

The primary sector of CSOs varies most CSOs work on multiple sectors (fig 4), thus identified as their primary sectors.
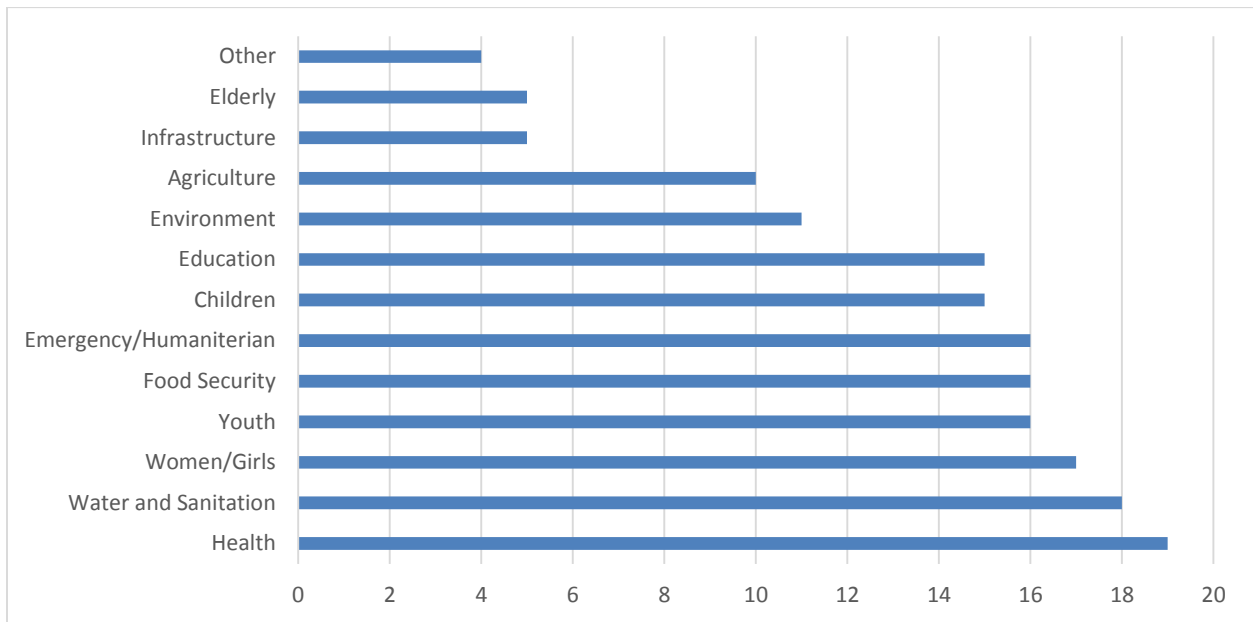
Figure 4. Primary Sectors of Sample CSOs

There is also variation in year of establishment which ranges from 1947 to 2011. Most CSOs became operational in Ethiopia from 1970 to end of 1990's. The other component of the organizational profile is number of projects. Number of projects variation goes from two projects to 103 projects, with the exception of One CSO reported 487 projects.

Sample CSOs work in all the regional states and the two city administrations. Distribution of operational regions (fig 5) is intensive in Oromia, Amhara, SNNP, Tigray and Gambella with declining intensity to other regions.
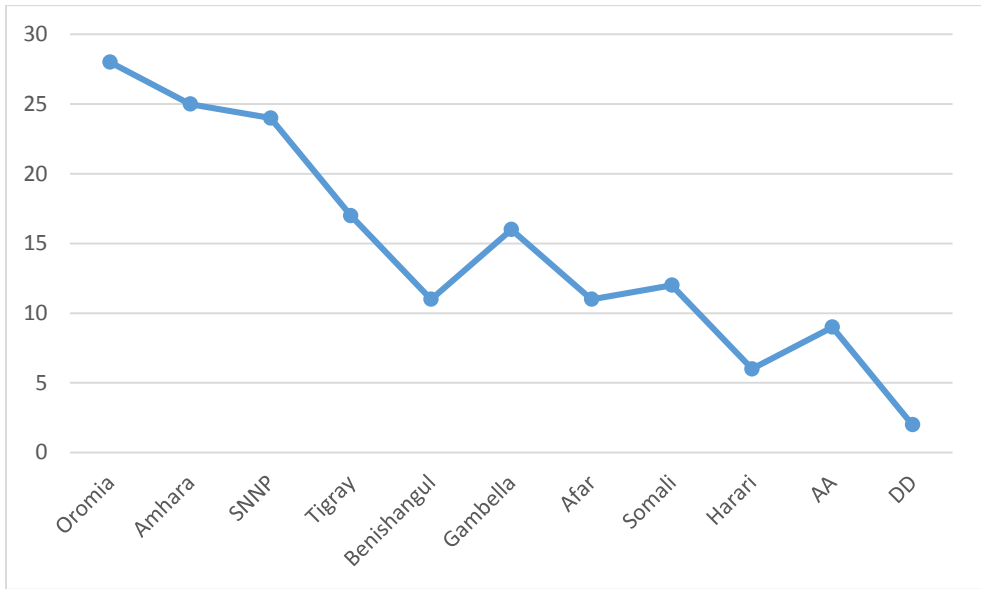
Figure 5. Operational Regions of Sample CSOs

CSOs response shows that (fig 6) there is a trend of number of donor decline from three-five years ago. Nine respondents did not answer the number of donor three-five years ago; while 18 respondents did answer for number of current donors.
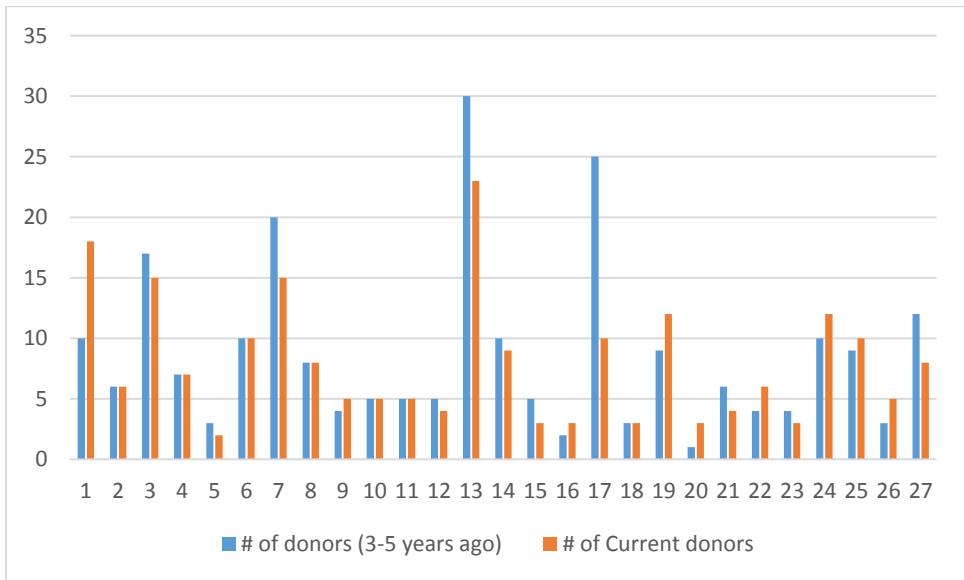
Figure 6. Comparison of number of donors 3-5 years and current

The income of the sample CSOs vary significantly both in the historical request (2015-2017) and in the approved or expected budget of 2018. The non-response rate here is eleven for 2018 budget and thirteen for the 2015-2017 budgets where most respondents gave the figure of 2017 budget. As per the response the variation of the 2018 budget goes from 109 million USD to 400,363 USD.

CSOs were requested about the validation of their registration. Response (fig 7) shows 44% of CSOs have valid registration until 2019, 19% until 2018, and 6% until 2020. The non-response rate is 31%, this might happen due to lack of information in the time of filling the survey, according to the Charities and Societies proclamation CSOs are requested to renew their registration every three year, many assessment tools indicated in chapter two conveyed that legal environment including registration is one of the criteria to see whether or not the context in which CSOs operating is enabling or confining. KII respondents expressed that every three years renewal is confining for CSOs constraining them to focus on registration every three years instead of focusing on productive engagement of attaining their mission. They suggested that if registration can at least be every five years and report and plan submission continue to be annual.
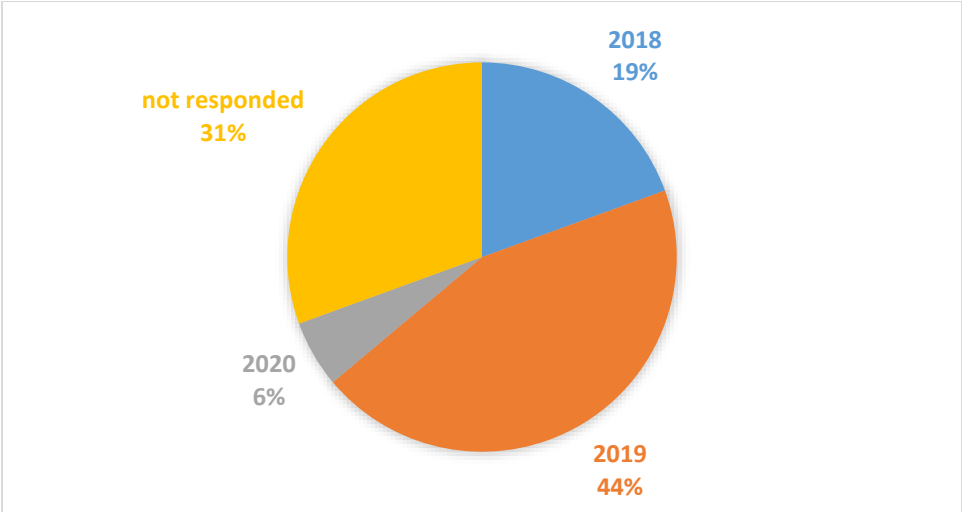
Figure 7. Sample CSOs registration status

Out of the thirty-six sample CSOs twenty-three responded that they belong to membership networks or umbrella organizations. One CSO responded that it is a member of six membership networks/organizations. There is one CSO that indicated five; and three CSOs indicated belongingness in four; the rest indicated membership between one and two networks.

4.1.3. Understanding of QMS in CSOs

The survey was divided into four categories- understanding/awareness of QMS, Relationship of QMS with various actions/activities and relations; practice and use of QMS; and way forward- QMS in CSOs. This section, presents the finding and discussion on the understanding of QMS by sample CSOs. There were 'yes' and 'no' questions, questions asking responsibility of QMS in CSOs, multiple response questions to see parameters associated with QMS in CSOs; the final group of question for this category was Likert scale.

Thirty-two respondents out of thirty-six responded that QMS is defined in their organization. Only twenty-eight of them responded that the definition is clear enough. There are four respondents who did not respond on the clarity of the definition, while same number responded that the definition is not clear enough (fig 8 and fig 9).
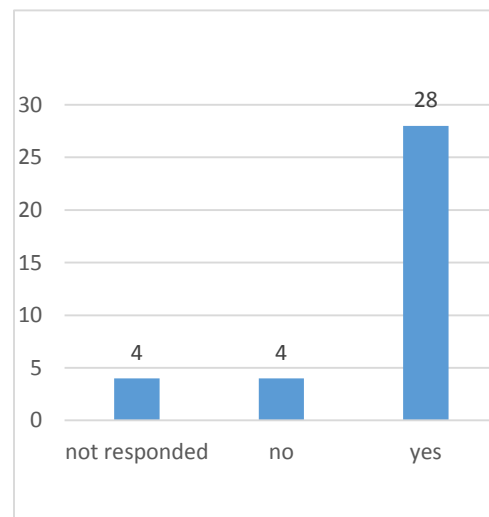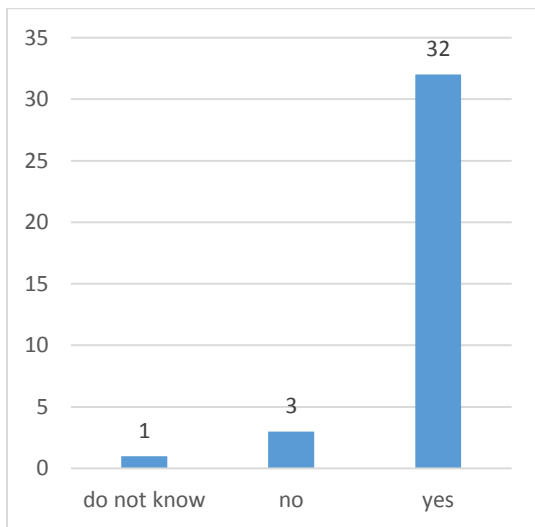
Figure 8. Response of QMS defined in CSOs   *Figure 9. Responses of Clear definition of QMS*

Responses to the question asking 'which position is responsible for QMS?' has diversified responses. The significant majority (nineteen) responded that it is responsibility of all staff, followed by eleven respondents confirming it is the responsibility of top management. The remaining respondents conveyed that it is mixed responsibility of top management, middle management, head of organization and all staff; one response indicated that it is not clear in CSOs which position is responsible.

In the multiple response question, CSOs were requested to identify parameters that are associated with QMS in their respective CSOs. The parameters provided were the eight principles of QMS mixed with project focused quality panning, implementation and monitoring parameters. The parameters provided were indicators, community focus, donor focus, leadership, M and E, engagement of people, process approach, improvement, project design, evidence-based decision making, relationship management, human resources, finance and procurement; and program implementation. The response indicated a pattern that most of the parameters associated with QMS of CSOs are indicator, program implementation, M and E and project design, with the exception of evidence-based decision making, which made in to the second rank as a parameter mostly associated with QMS in CSOs. The rest of QMS principles included in the parameters were associated with QMS in fewer CSOs, process approach is one of the QMS principle indicated as list associated with QMS, as Fig 10 conveys.
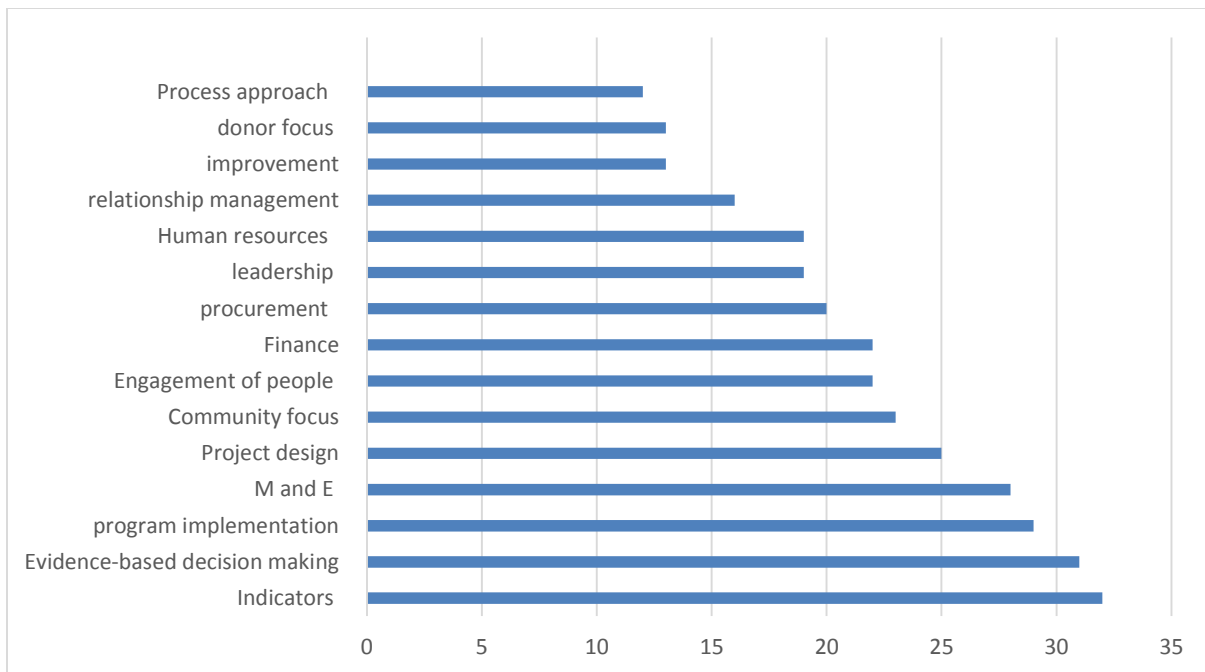
Figure 10. Parameters Associated with QMS in CSOs

The nine questions asked under the Likert scale questions were to be ranked with a scale of one to five. The questions are listed in Table 5 below along with the range, mean and standard deviation calculation of the responses given to the questions.

The minimum mean value being 3.72, as table 5 indicates, the understanding of QMS by CSOs is in a promising stage. The value of standard deviations shows that there is consistency of response among the respondents, especially the standard deviation value of project design, which is .487, shows that the response for this question was very consistent among the respondents.

Table 5. Summary of Responses for Understanding of QMS by CSOs

Variables	N	Range	Mean	Std. Deviation
Top management understands Quality Management	36	3	4.44	.735
Middle Management understands Quality Management	36	4	4.28	.849
Non-managerial staff understands Quality Management	36	3	3.72	.849
Vision, mission and strategic objectives of your organization reflect Quality	36	4	4.39	.838
Organizational charts and relations reflect Quality	36	3	3.92	.874
Manuals- finance/HR/Procurement reflect Quality	36	3	4.00	.756
Program principles/policies reflect Quality	36	3	4.39	.766
Project design (plan for implementation, monitoring and evaluation) reflects Quality	36	1	4.36	.487
There is knowledge management and learning	36	3	3.92	.770

The mean values of program principles/policies reflect quality (4.39) and project design (plan for implementation, monitoring and evaluation) reflects quality (4.36) show similarity of response for parameters associated with QMS of CSO, as indicated in Fig. 10, where indicators, program implementation, project design and M and E were reported as highly associated with QMS.

4.1.4. Relationship of QMS with Various CSO Activities

This section presents the finding and result on the relationship of QMS with various activities and relations of the sample CSOs. The findings for this category emanate from the responses of seven questions, presented in Table 6. The Table shows the lowest mean is 4.11, while the highest is 4.5.

The standard deviation is high (.979) for the variable (quality management system in your organization has relation with funding) which is the lowest mean- which indicates that not only there is low score in this variable but there is a pattern of inconsistency in the response. This is consistent with the response under multiple response questions of QMS parameters associated with CSOs, where donor focus was considered by only thirteen respondents as is associated with QMS. Interesting finding here is that the responses mean value (4.6) and standardization (.593) on relation of QMS with donor satisfaction has meant the same thing as QMS relation with funding.

Table 6. Summary of CSOs Response for Relationship of QMS with Various Activities

Variables	N	Range	Mean	Std. Deviation
Quality management system in your organization has relation with funding	36	4	4.11	.979
Quality management system in your organization has relation with quality of service provision	36	2	4.50	.561
Quality management system in your organization has relation with partnership/relationship/stakeholder management	36	2	4.50	.561
Quality management system in your organization has relation with donor satisfaction	36	2	4.36	.593
Quality management system in your organization has relation with fulfilling government requirements (legislative and statutory)	36	3	4.33	.717
Quality management system in your organization has relation with community satisfaction	36	2	4.47	.609
Quality management system in your organization has relation with sustainability of service	36	3	4.33	.632

Frequency of responses for two (QMS' relation with quality of service provision and with partnership/relationship/stakeholder management) variables came with equal number of responses. Both the mean and the standard deviation values for the rest of the variables in this category assert that the respondents related the variables under the category with QMS.

4.1.5. Practice and Use of QMS in CSOs

This section presents the results on the practice and use of QMS in sample CSOs. The findings of this category originate from the responses of seven questions under the Likert scale which are presented on Table 7 below. Strength and challenge parameters were provided under the multiple response part which for strengths included clear mission, clear goal, clear objective, clear process, high quality staff, good people management policies, practice of good people management, clearly identified impact and its measurement/tracking, availability and access of technology, good values, adequate flexible income, and leadership (capacity and will). For challenge parameters provided were leadership (with limited capacity and will), lack of good people management policies, limited availability and access of technology, lack of clear goal, lack of high quality staff, lack of guiding good values, lack of clear mission, absence of good people management practice, unclear impact and its measurement/tracking, absence of clear process, lack of adequate flexible income, and lack of clear objective.

Table 7. Summary of CSOs Response for Practice and Use of QMS

Variables	N	Range	Mean	Std. Deviation
Strategic document incorporated clear direction for implementing quality	36	4	4.08	.937
All units/departments have clear operational plan to implement quality in their day to day work	36	4	3.89	1.063
There is regular monitoring and reporting in all units and departments	36	3	4.08	.692
There is accountability mechanism established to confirm implementation of quality management	36	3	3.94	.860
Organizational structure has impact in practicing quality management system	36	2	4.17	.655
Government requirements have impact in practicing quality management system	36	3	4.19	.951
Donor has impact in practicing quality management systems	36	2	4.33	.756

The two variables came out with the least mean value are all units/departments have clear operational plan to implement quality in their day to day work (mean value of 3.89 and standard deviation of 1.063) and there is accountability mechanism established to confirm implementation

of quality management (mean value of 3.94 and standard deviation of .860) indicates that the practice is weak and less exercised.

The mean and the standard deviation difference between 'strategic document incorporated clear direction for implementing quality' (mean 4.08 and standard deviation of .937) and 'all units/departments have clear operational plan to implement quality in their day to day work' (mean value of 3.89 and standard deviation of 1.063) witnesses that despite the existence of strategic document with clear direction for quality implementation, the practice is weak - the strategy doesn't influence practice starting from having plan to put the strategy in to practice.

The two key stakeholders for CSOs sector - government and donor impact have high mean value (.951 and .756 respectively), as indicated in Table 7, implies the impact of both in practicing QMS.

On the other hand, for parameters provided under multiple responses section of strength identification, frequency of response indicated that having clear mission, objective and goal are the top three strengths identified, which is reflected in the response of the Likert scale variable: strategic document incorporated clear direction to implement quality. QMS related principles like leadership, process, good people management, policy and practice, identification of impact and its measurement mechanism are less practiced as Fig 11 shows. The result indicated that availability and access of technology and adequate flexible income are strengths only for few CSOs.
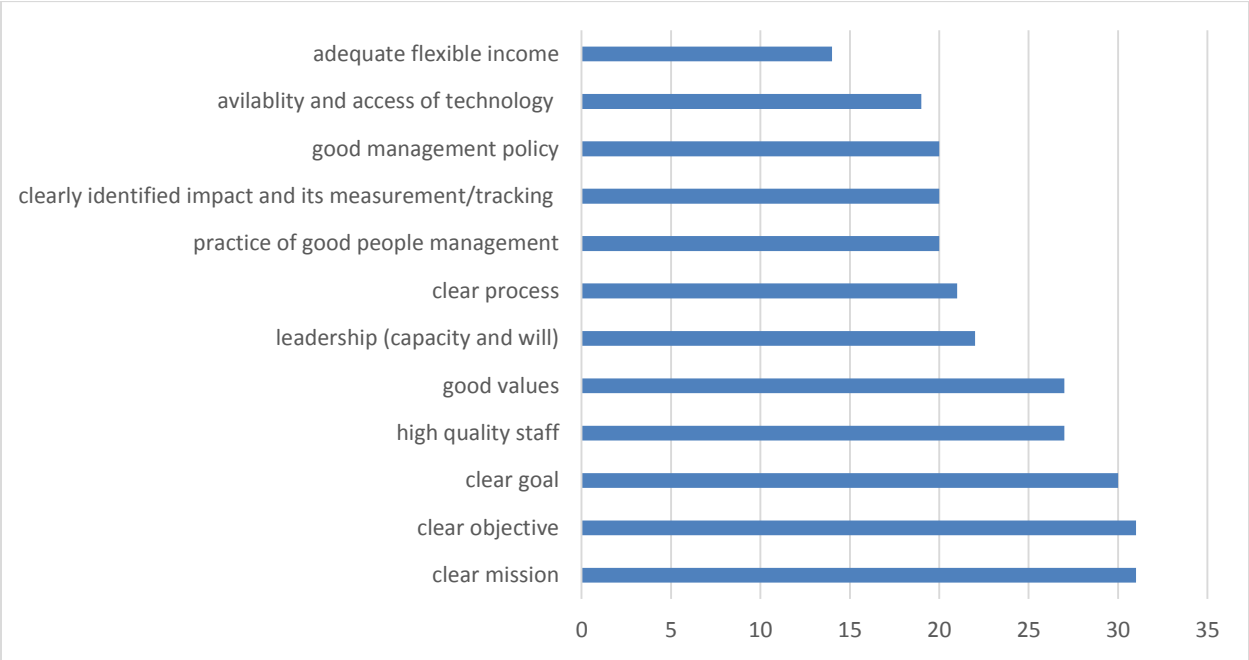
Figure 11. Parameters CSOs Considered as Strengths to Practice QMS
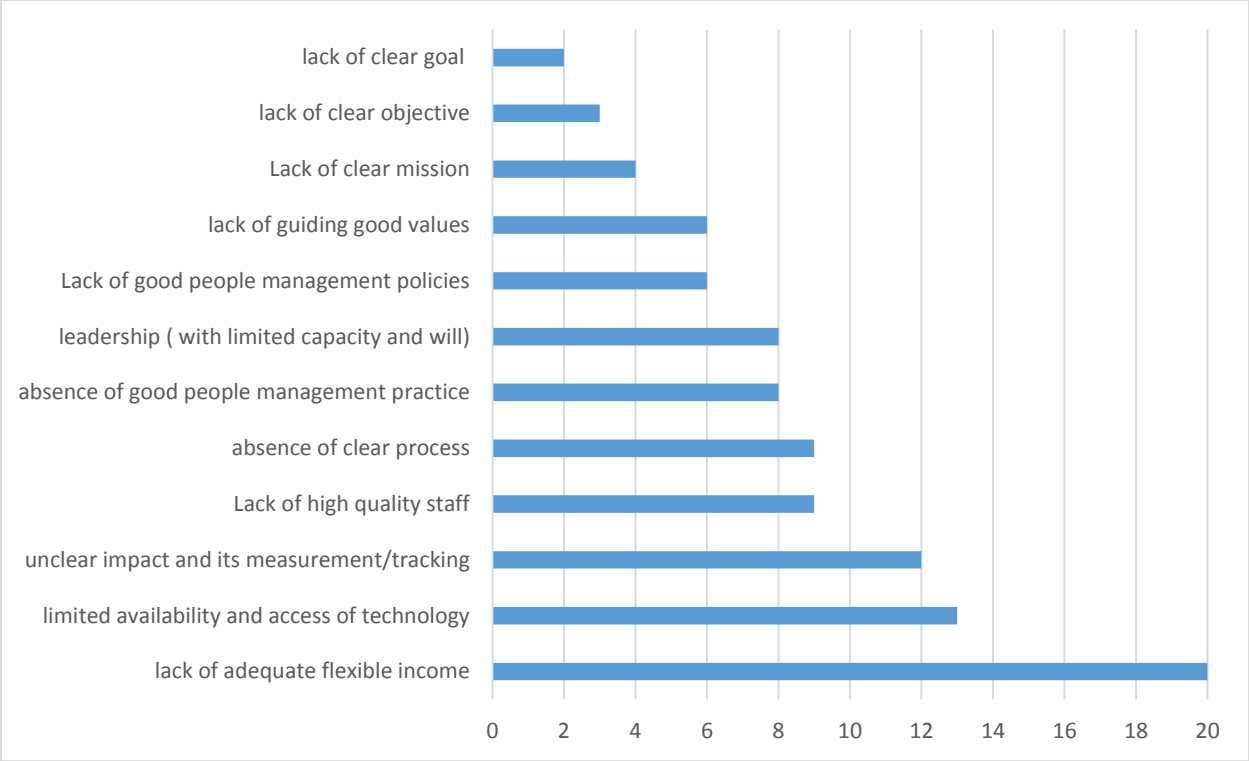
Figure 12. Parameters CSOs identified as Challenges in Practicing QMS

Mirroring the response of identifying strengths, the frequency of response (fig 12) recognized three top challenges which are lack of adequate flexible income, limited availability and access of technology, unclear impact and its measurement/tracking. These are followed by lack of high quality staffs, absence of clear process and absence of good people management practice and leadership.

The practice and use of QMS as indicated in the aforementioned paragraphs need attention especially in the QMS principle parameters such as leadership, planning for quality and establishment of accountability mechanism.

4.1.6. Way forward - QMS in CSOs

This section presents the results on the ways forward of use and practice of QMS and opportunities identified by sample CSOs as enablers of future QMS use and practice. The findings of this category are derived from the responses of seven questions under the Likert scale: change in accountability will improve service quality; diversified income will increase the use and practice of QMS; result based approach will increase service quality and sustainability; leadership capacity and commitment will increase quality; staff motivation and commitment will increase impact; robust knowledge management will increase impact and sustainability; and Charities and Societies Agency will help the improvement of QMS. The parameters provided under the multiple response section for opportunity were: leadership, external socio economic change, government approach, technology, change in legal and statutory requirement, organizational management style and approach, donor increased interest on impact, quality and accountability, capacity to attract and retain high caliber staff, accountability and transparency to community.

Table 8. Summary of CSOs Response on Way forward in QMS in CSOs

Variables	N	Range	Mean	Std. Deviation
Change in accountability will improve service quality	36	4	4.22	0.929
Diversified income will increase the use and practice of QMS	36	3	4.00	1.014
Result based approach will increase service quality & sustainability	36	2	4.64	0.543
Leadership capacity and commitment will increase quality	36	1	4.67	0.478
Staff motivation and commitment will increase impact	36	2	4.56	0.558
Robust knowledge management will increase impact and sustainability	36	4	4.53	0.774
Charities and societies agency will help the improvement of QMS	36	3	3.53	0.941

The top four highest values in this category are scored for leadership capacity and commitment, result based approach, staff motivation and commitment and robust knowledge management (to ensure continuous improvement) are all related to QMS principles. The standard deviation shows low variability in the responses. These results convey the call for QMS need in CSOs. The lowest mean value (3.53) is scored for role of ChSA in improving QMS practice in CSOs which shows that the respondents did not believe that ChSA will help QMS practice.
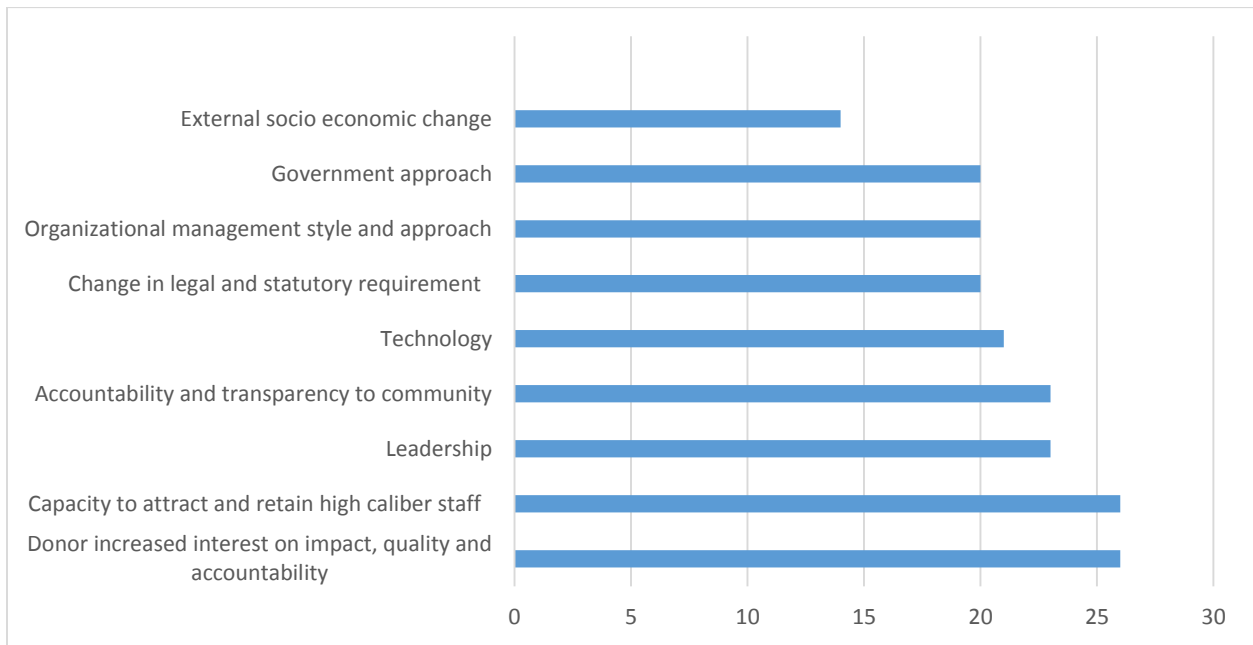
Figure 13. Opportunities Identified by CSO as Enablers for use and practice of QMS

In identifying opportunities to help improved use and practice of QMS in CSOs (fig 13), the top four were opportunities donor increased interest on impact, quality and accountability, capacity to attract and retain high caliber staff, leadership and accountability and transparency to community. Another aspect, looking at the result, indicates that the response identified internal and external opportunities; the internal ones are leadership, capacity to attract and retain high caliber staff, increased accountability and transparency. The external ones are donor increased interest on impact, quality and accountability, government approach and change in legal and statutory requirements.

Correlation of some of the variables was checked through a paired T-Test. The test result shows pattern that the variables that are scored with high score in the Likert scale in one of the categories, such as understanding, has inconsistency with the related variable in practice and use category. The same is true for variables under relationship category which asks questions if the listed variables have relation with QMS; the related variable in the practice and use category shows unpaired result. Two correlations were tested from variables which are internal for CSOs and two for variables related to donor and government - external.

The first pair of correlation (fig. 14) demonstrates the understanding of QMS by top management with the existence of accountability mechanism to ensure implementation of quality. The first variable has a mean value of 4.4 with standard deviation of 0.735; while the second variable has mean value of 3.94 with standard deviation of 0.860. The correlation result vividly indicated that there is low correlation (R=0.200) between understanding and practice.

The second pair of correlation was tested for the variable of manuals reflects quality with existence of operational plan to implement quality in all units. The first variable has a mean value of 4.00 with standard deviation of 0.756, while the other variable has a mean value of 3.89 with a high standard deviation of 1.063. The correlation result revealed that the understanding of QMS recognized by the manuals in CSOs did not put into plan (R=0.182); which means they are not being practiced. The existence of the operational plan has not only low mean value but also very high variance of all the variables.

Third correlation was done for relation of QMS with funding and relation of QMS with donor satisfaction. The mean value of relation of QMS with funding is 4.11 with standard deviation of 0.979; while relation of QMS with donor satisfaction has mean value of 4.36 with standard deviation of 0.593. The fact that there is such difference (R=0.088) in the two very similar variables asked under one category implies limited understanding about the relation of QMS with the variables.

The fourth correlation was done for relation of QMS with fulfilling government requirement and impact of government requirement in practicing QMS. The mean value and the standard deviation for relation of QMS with government requirements is 4.33 and 0.717 respectively, while the second requirement has mean value of 4.19 with standard deviation of 0.951. Like the above correlation this one also revealed (R= 0.328) lack of clarity on understanding and gap between understanding and relation with practice.
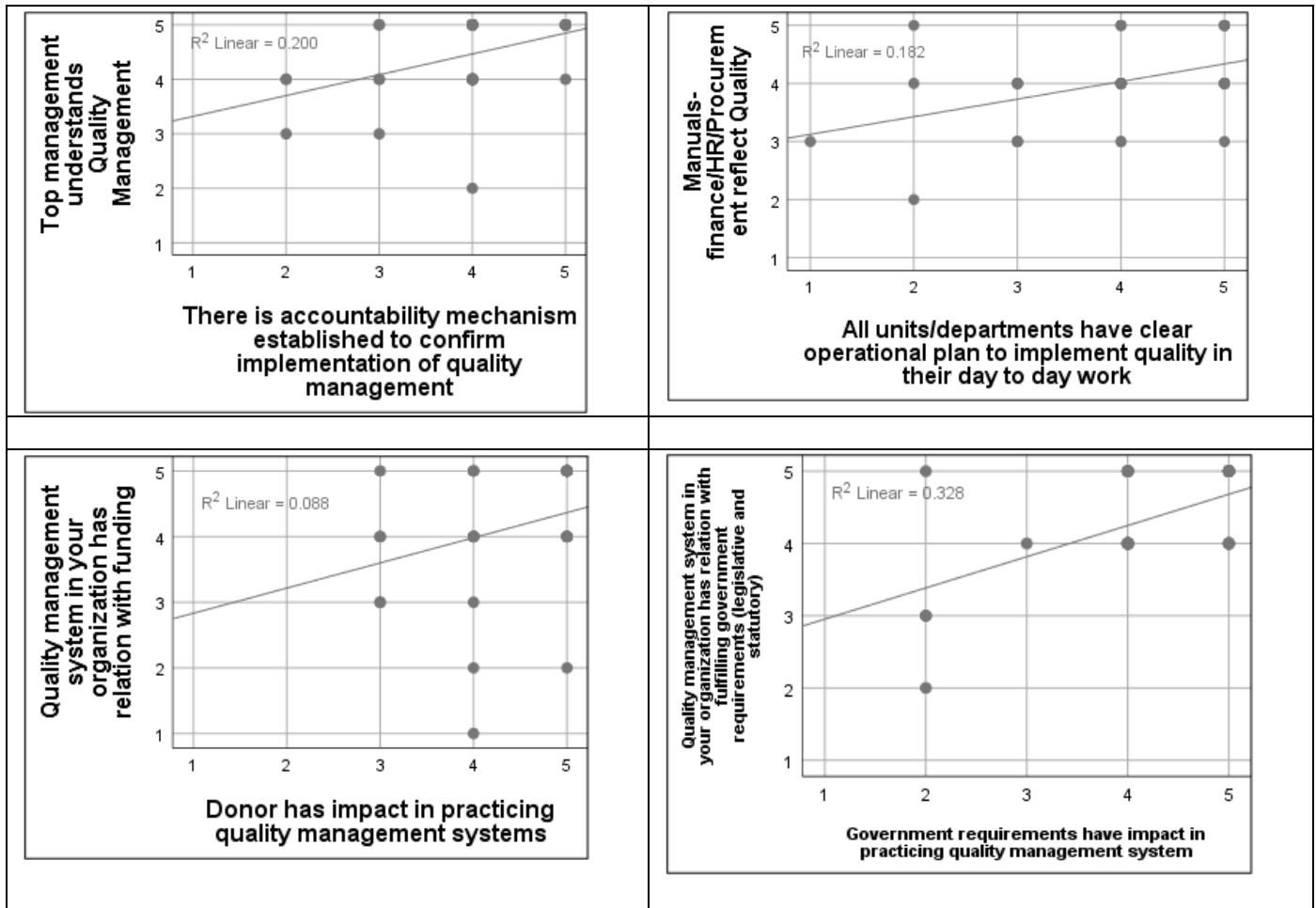
Figure 14. Correlation between interrelated variables

4.2. Qualitative Data Findings/Results

4.2.1. Case Study CSOs KII Finding and Analysis

Demographic details of CSO One

CSO one was operational since 1971. It works in thematic area of health, education, water and sanitation, women and girls, children, youth, elderly, environment, agriculture, infrastructure, food security, emergency/humanitarian assistance, and livelihood/job/income creation. Case one is currently operational in all regions except Harari and Afar and in Dire Dawa city administration. It has an approved budget of around 109 million USD for 2018 fiscal year operation with about 1, 300 employees.

Understanding the QMS initiatives of CSOs

Both KII respondents in CSO one agreed that quality is vital in the program and operation of CSOs because it is strategic management, human management, resource, environment, asset and fund management. It is learning and accountability. Quality needs planning, implementation and monitoring and improvement thus a need for QMS. Accordingly CSO one has established structures to implement and control on the QMS aspect. Some of these functions include monitoring, evaluation, accountability and learning, leadership advisory regional team, senior leadership team, advisory council, program effectiveness, learning and strategy and matrix management. CSO one has a principle of risk based thinking; as a result, there is regular identification and tracking of risk register. Among the various QMS initiatives, Kaizen was mentioned as the last one employed by CSOs.

Civil Society Diamond, SWOT and Fishbone Diagram

The KII discussants were requested to identify and describe their existing situation and status on the four dimensions considered for analysis of civil Society Diamond. The dimensions are structure, environment, values and impact. The discussants were requested to describe and rank against the four dimensions.

1. Structure: What is the internal make-up of CSOs?
2. Environment: What is the political, socio-economic, cultural, and legal environment in which CSOs exist?
3. Values: Does CSOs practice and promote positive social values?
4. Impact: What is the impact of CSO on governance and development?

These dimensions indicate the context in which CSOs exist and operationalize which has huge impact for use and practice of QMS. For instance the fact that the environment score is very low indicates that CSOs struggle to function as they wish in the context they are operational. Fig. 26 signifies that the organization needs to work more on making its environment suitable and/or to develop copying mechanism not to be affected by the environment. The result of the civil society diamond indicates the holistic understanding of the dimensions which are internal and external with clear ranking of the dimensions. Thus the scores for structure, value and impact there indicated that there is a room for improvement. The use and application of QMS principles, risk based thinking with a thorough identification of risks and planning of mitigation measures, and regular use of PDCA (plan, do check, act) cycle would enable CSOs to deliver sustainable quality service.

Figure 15. Civil Society Diamond for CSO One

In the KII, discussants were requested to identify the strengths, weakness, opportunity and threat of CSOs that they consider as enablers or bottlenecks for QMS initiative, use and practice. The responses were analyzed in SWOT analysis (table 9). The SWOT analysis is helpful to understand how CSOs themselves see their surrounding from internal and external perspective by identifying strength and weakness and opportunities and threats.

Table 9. SWOT for CSO One

Strength	Weakness
- Strong multi-disciplinary advisory council - Vast operation with multiple integrated projects - Autonomy of staff, increased creativity - Adequate resource to do quality work - Exceed the requirement of 70/30 (mostly 80/20) - High standard technology/IT - Clear communication protocol in place - Multiple structure to monitor and control quality (volunteer and within the structure) - Periodic survey to check the staff concern and satisfaction with the leadership (it is called "our voice") - Strong support from the East Africa regional office because of the size - System based business process - High regard for beneficiary - High quality staff and multi-disciplinary team - Ready to change organization	- Transition from sponsorship (which is sustainable) to grant - Work life balance challenge- due to the scope of the work - Employee capacity building is affected by the learning philosophy of the organization (70% work based learning, 20% coaching and 10% formal training) - Inadequate visibility - High level of regional involvement making processes time taking - Remote operational area- difficult to get experienced and high quality staff in the field offices. - Limited pay and benefit package as the result of size of the organization and program focus philosophy. - Too much reporting requirement.
Opportunity	**Threat**
- Good reputation - Strong members (offices in developed countries) to mobilize resource - Kaizen trained staff (to make improvement more doable) - Wide range of volunteer professionals- provide training, support, coaching.	- Perception of the organization as Christian organization in the community. - Donors granting mechanism- short term and not sustainable. - Government bureaucracy and lack of understanding CSOs sector.

Fishbone diagram is one of the tools used in root cause analysis specially to see the cause effect relations of factors affecting a specific challenge; in the case of this study the challenge is use and practice of QMS. Fishbone diagram has developed for both case CSOs to have a detailed understanding of the cause and effect relation of various factors to better understand internal and external factors and explore situations which are hindering and inspiring QMS practice in CSOs. The fishbone diagram disclosed that five main factors (as indicated by the big rib-bone) are the reasons challenging most the use and practice of QMS in CSOs. These are measurement, people, technology, environment and process/method. For one of the CSOs, material was identified as one of the six main factors (fig 16 and fig 17).
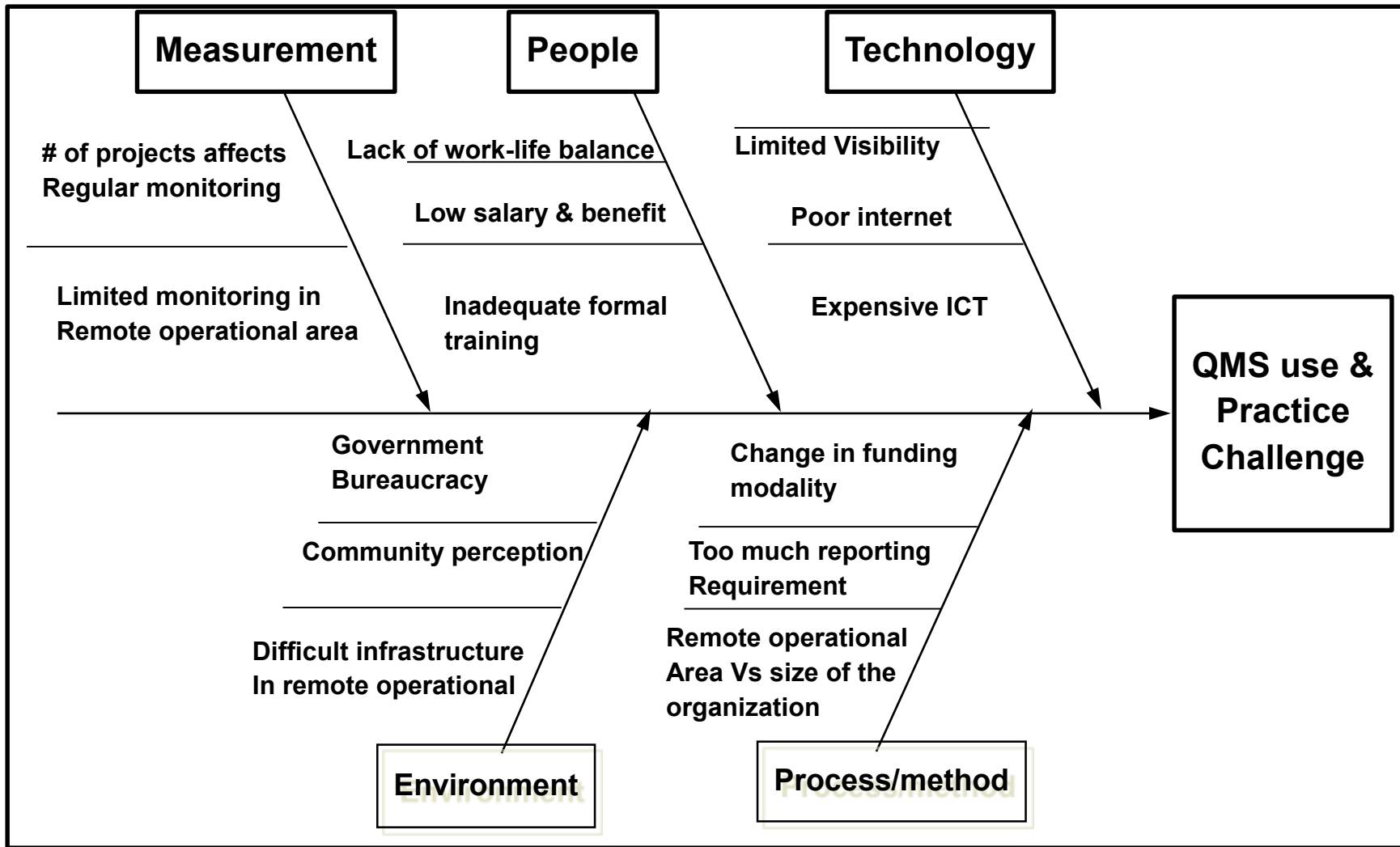
Figure 16. Fishbone Diagram for CSO One

Demographic details of CSO Two

CSO two was operational in Ethiopia since 1947. It works in thematic area of health, education, water and sanitation, women and girls, children, agriculture, infrastructure, food security, emergency/humanitarian assistance, and livelihood/job/income creation. With its more than one hundred projects, CSO two is operational in all regions and two city administrations of Addis Ababa and Dire Dawa. It has an approved budget of 97 million USD for 2018 fiscal year operation with about 1,500 employees.

Understanding the QMS initiatives of CSOs

Both KII respondents in CSO two emphasized that CSO two has clear goal for quality in its strategic document, and is priority of country office and global priority. Capacity to translate the strategy to daily operation, the continuation and linkage needs called for QMS. CSO two started QMS four years ago and applied a range of actions to attain the set goal for quality. Some of the initiatives include creating dedicated structure, allocate budget, identify processes and areas change management, continuous improvement and develop tools to be used in doing so. Quality framework, quality benchmark and KPI are some of the tools used as minimum standards of doing business in the different processes of the organization and KPI is used to measure performance.

Civil Society Diamond, SWOT and Fishbone Diagram

Like the first CSO, questions related to the dimensions of Civil Society Diamond were asked and discussans describe and rank their organizations current context and situations against the four dimensions. The analysis as indicated in Fig 28, environment is the area CSOs need to work very strongly to enable itself to do better both in its programming and QMS. Structure is the strong side of the organization. There are room for improvement in the area of impact and values.
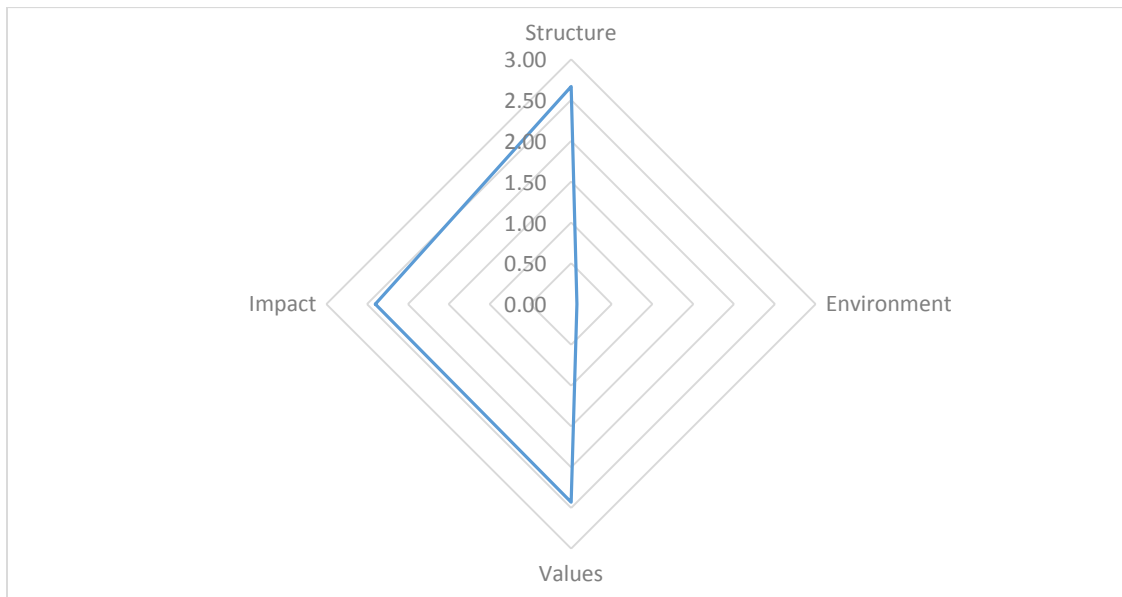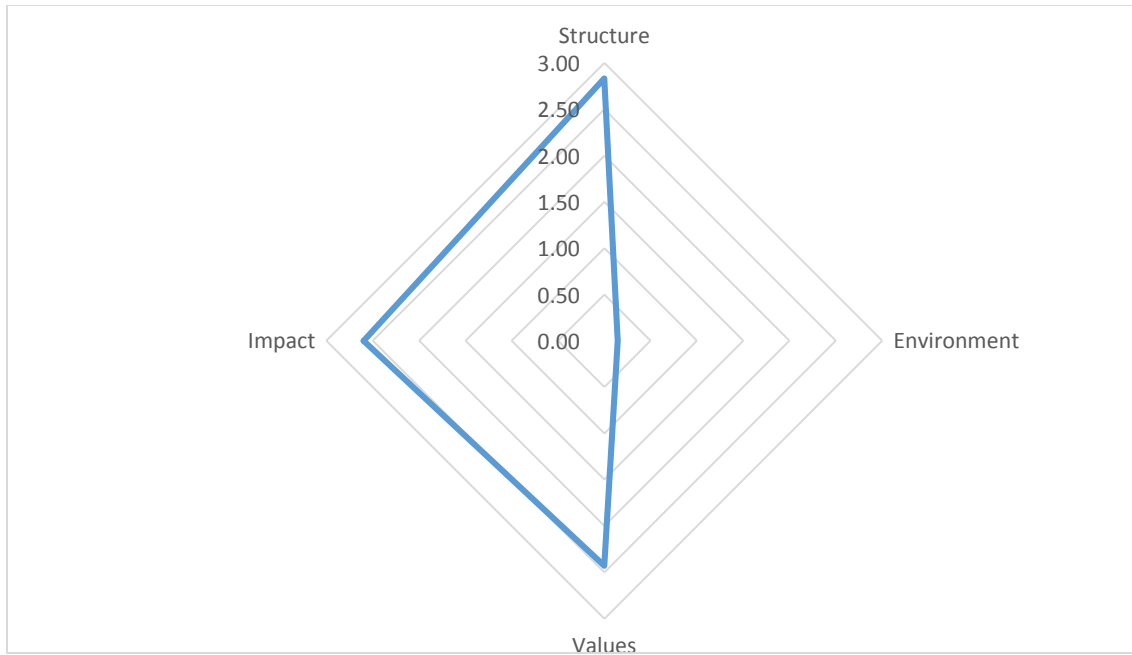
Figure 17. Civil Society Diamond for CSO Two

In the KII, discussants were requested to identify on the strengths, weakness, opportunity and threat of CSOs that they consider are enablers or bottlenecks for QMS initiative, use and practice. The responses were presented in the SWOT (table 12).

Table 10. SWOT for CSO Two

Strength	Weakness
- Allocated budget for quality - Global guidance with openness to contextualization - Highly skilled staff to measure quality - Quality is strategic priority at global and country office level. - Flagship projects (due to high quality performance). - Experience of measuring operational organizational excellence. - Good relation with donors and government (especially sector ministries). - Good resource base - Ongoing change and continuous improvement - Size of the organization.	- Ongoing challenge of measuring quality of program because of the nature of various projects. - Tall structure which is admin cost expensive. - Staff turnover - Size of the organization - Lack of accountability - Remoteness of the implementation areas - Decentralization of process conflict with senior staff in head office (Addis Ababa).
Opportunity	**Threat**
- Strong well established brand. - Defined business process. - Available tools and processes for quality-implementation, monitoring, etc. - Strong resource mobilization capacity - Technical experience - Acceptance by the community and donors - Strong members to mobilize resource - Size of the organization.	- 70/30 regulation. - Donor policy change into bilateral relation - Remoteness of the implementation area, monitoring difficult because of 70/30 as monitoring is considered under administrative cost.
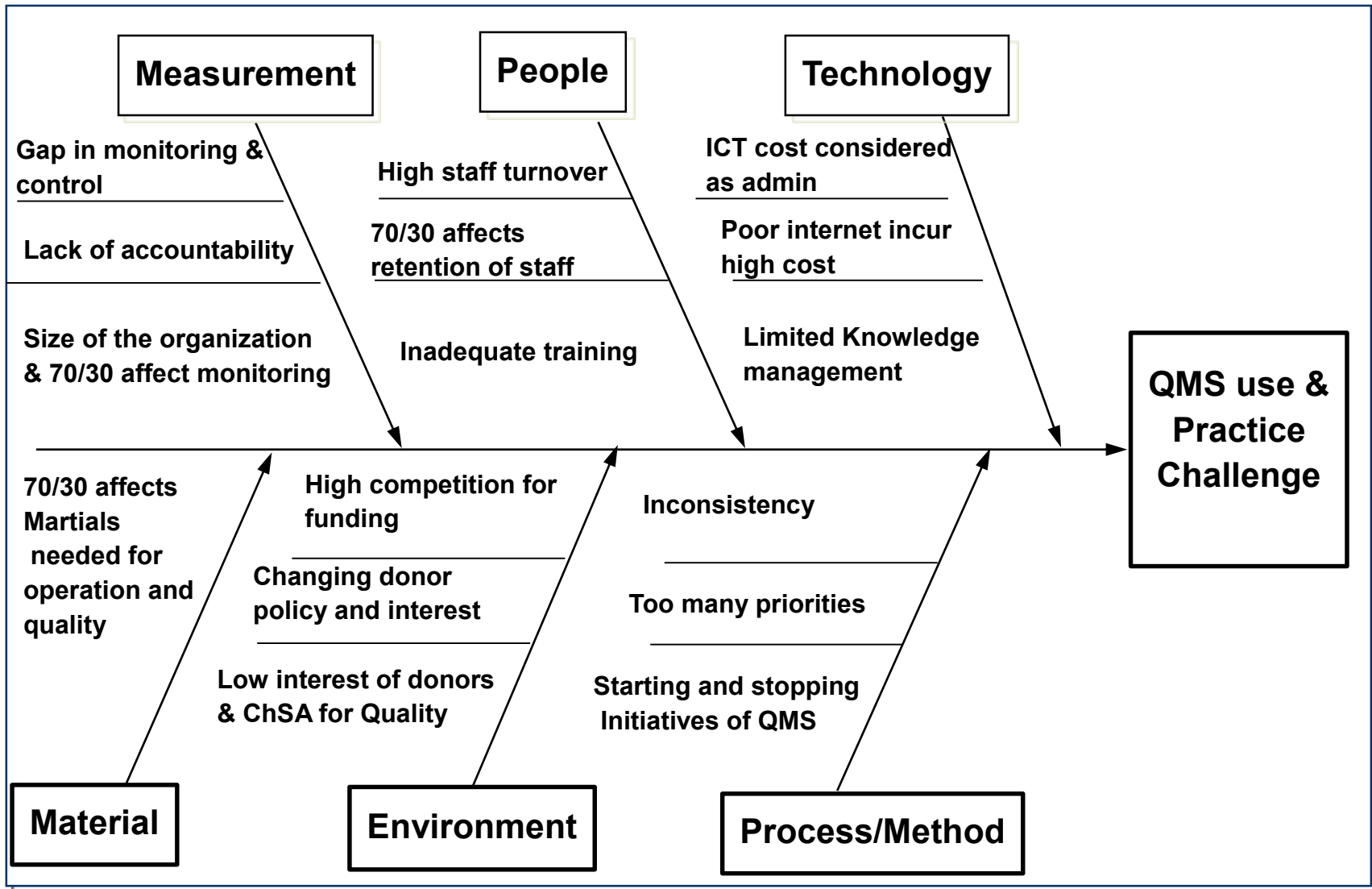
Figure 18. Fishbone Diagram for CSO Two

Both case CSOs show big interest, investment and effort to try various QMS approaches to improve operation and program quality and to have enhanced organizational excellence. Table 11, indicates common approaches both case CSOs used such as ICT technology and structures created to ensure implementation and control of QMS initiatives which can be considered as the roads they both took in order to achieve the desired improved operational and program quality and organizational excellence.

Table 11. Summary of Common Approaches by Case CSOs Helpful for QMS Implementation

CSO one	CSO two
Multiple structures for quality monitoring and control. - Leadership Advisory Regional Team - Senior Leadership Team - Advisory council - Monitoring, Evaluation, Accountability and Learning - Program Effectiveness, Learning and Strategy - Matrix management	Multiple structures for quality monitoring and control. - National Management Team - Extended Senior Management Team - Senior Management Team - Monitoring, Evaluation, Accountability and Learning - Program Management Office - Matrix management
Risk based thinking and quarterly assessment.	Risk based thinking and quarterly assessment.
QMS approaches and tools - Kaizen	QMS approaches and tools - Accelerated Delivery and Improvement (ADI) - customized change management and continuous improvement approach.
Quality measurement tools - KPI (Key Performance Indicators) - Survey – "our voice" - Quality benchmark	Quality measurement tools - KPI (Key performance Indicator) - Quality Framework with essential standards - Quality benchmark
ICT- use in most of the support functions (finance, HR, procurement)	ICT- use in most of the support functions (finance, HR, procurement)
Strong resource mobilization	Strong resource mobilization
Learning and sharing platforms	Learning and sharing platforms

4.2.2. Results of Stakeholders' interview (Charities and Societies Agency and Donors)

To indicate the characteristics of the respondents from the donor organizations, both of them are middle level managers with four and twenty years' experiences. In terms of educational qualification, one has MA/MSc. and the other has BA/BSc.

As to the donor organizations, their main goals are development cooperation and contributing for ending extreme poverty. The sectors they funded include agriculture, food security, livelihood job and income creation, health, education, water and sanitation, women/girls and emergency/humanitarian assistance. The donors supported more than forty-five projects throughout the country, and they funded over forty international CSOs and the government of Ethiopia through their bilateral agreements. Parameters of QMS related to the two donors are described as indicators, leadership, engagement of people, M and E, project design, evidence-based decision making, relationship management and program implementations.

Both discussants indicated that top management and middle management in their respective organizations understand QMS. Moreover, vision, mission, organizational charts and manuals reflected quality. Both strongly indicated that program quality is key aspect for their organizations. Regarding relationship of QMS with various activities indicated in the questions, both agreed that all have strong relation with QMS. Again both discussants agreed that the practice of QMS in their organization being affected by home country government and agreed to the other variables, except one of the discussant mentioned that structure has no impact in practicing QMS, which is against general management principles, thus against QMS standards. As indicated in chapter two, all the theoretical and empirical findings prove the use and impact of structure in practicing QMS and on becoming more effective and efficient.

Concerning QMS in CSOs, one of the discussants strongly agreed to accountability change, income diversification, result-based approach, leadership capacity and staff motivation and commitment, robust knowledge management will impact the practice of QMS. The other discussant strongly agreed that result-based approach, leadership capacity, staff motivation and commitment and robust knowledge management will impact the practice of QMS, but argued that

accountability and income diversification have less to do with QMS. Both discussants were indifferent on the role of ChSA in QMS improvement of CSOs.

The discussants identified strengths that they see in CSOs that can help the practice and use of QMS. These are high quality staff and availability and access to technology, clear goal, good people management policy, good people management practice, clearly identified impact and its measurement/tracking, and leadership capacity and will. Challenges were also identified as bottle necks for practicing QMS. These include unclear impact and its measurement/tracking, absence of clear process, lack of adequate flexible income, leadership with limited capacity and will, and absence of good management practice.

Opportunities that will improve the use and practice of CSOs are identified by the two discussants. These are external socio-economic change, approach of government of Ethiopia, organizational management style and approach, donor increased interest on impact, quality and accountability, accountability and transparency to community, leadership, and capacity to attract and retain high caliber staff.

The respondent from ChSA was monitoring and support expert - a mid-level management. The respondent served in ChSA for 2.5 years with educational qualification of BSc degree. The discussant declared that ChSA support CSOs by controlling them through field visit, desk interview and reward in the form of acknowledgement for best performing organizations. It is experts who does the monitoring and control of CSOs quality work. According to the discussant, the focus of ChSA is project quality, management quality is secondary. In relation to this, the SWOT of CSO one indicates that there is lack of understanding of CSOs sector by the government, which resulted in difficult and bureaucratic relation; the fishbone diagram of CSO two indicated also there is lack of understanding and interest of QMS from ChSA side. Quality for ChSA, according to the discussant, is defined clearly for CSOs in the form of 70/30 regulation.

This interview revealed how ChSA and its employees viewed CSOs (charities as called in the proclamation). As UNDP (2014) acknowledged, there is an extreme distrust between Ethiopian government and CSOs which is also reflected in the charities and societies proclamation.

Though required by ChSA, the discussant reported that not all CSOs have clear mission and goal. ChSA works hard to ensure that CSOs, regardless of donor interest, do not work in areas which are prohibited and are not useful for the community- right and democracy.

The respondent admitted that 70/30 is difficult for NGOs but they are fitting; and the 70/30 has positive impact to communities, thus CSOs do not need flexible income. If CSOs deliver quality service they will have long term donor, which is the real indicator of QMS for CSOs, as it includes all other indicators.

The discussant indicated that CSOs top management and middle management understands QMS, however the focus of experts from ChSA is not that; thus do not know about program principles, manual, charts, mission and vision the focus is on projects.

As the way forward, the discussant strongly agreed with the variables under the way forward category which are change in accountability will improve service quality, diversified income will increase the use and practice of QMS, result based approach will increase service quality & sustainability, leadership capacity and commitment will increase quality, staff motivation and commitment will increase impact, robust knowledge management will increase impact and sustainability. With the only exception of one variable which is ChSA will help the improvement of QMS - the justification is that ChSA is already helping QMS by putting in place the 70/30 regulation.

The only challenge the discussant sees in CSOs in practicing QMS is that lack of good people management policies. Finally, the discussant indicated opportunities that will enable CSOs in practicing QMS; these are leadership, accountability and transparency to community and government approach (by strengthening the control of 70/30).

4.3. Analysis and Discussion on Results

The findings and results of the survey, the interviews, and the KII with case CSOs, revealed the internal and external situations of CSOs and showed the factors that are inspiring and hindering the use and practice of QMS.

The context of CSO sector in relation to QMS, as indicated by the findings of all data sources, can be described as in a challenge from the external point of view - considering both major external stakeholders, government and donors and from internal. As it was explicitly indicated in the SWOT analysis, civil society diamond and the fishbone diagram, the external factor (highly dependent on government and donor in the case of CSOs) has a number of challenges and threats from not understanding the context to lack of interest in allocating budget to overhead which includes QMS initiative. Smillie and Evenson (2003) agreed to the point as they described, donors demand high quality management but do not support that in action. One of the examples for that is provision of no overhead cost while the expectation for good management is very high.

The context of QMS use and practice by CSOs is highly impacted by government (especially ChSA as mandated office to register and control the work of CSOs). The interview result with the ChSA representative which declared that the agency's primary focus is project implementation and adherence to the 70/30 rule not the overall organizational quality proved the complains which was raised by case CSOs in saying there is no understanding of the sector and less interest in QMS. Kassahun (2015) argued that the classification of CSOs based on income source forced them to change from their original mission and area of engagement, particularly foreign charities and Ethiopian Residents' charities which are the majority CSOs in Ethiopia. According to USAID (2014), the 70/30 directive continues to challenge CSOs. "Expenses classified as administrative costs makes it difficult for CSOs to spend resources on important tasks such as needs assessments, baseline surveys, monitoring and evaluation, research and publications, and organizational capacity development".

The results from the interview of ChSA, indicated that CSOs and ChSA are not understanding the context alike; ChSA claimed 70/30 enabled quality management and service to community while CSOs are claiming that they are hampered by this regulation even to do the routine work of project implementation.

The understanding, interest and approach of donor and government for QMS are hindering the use and practice of in CSOs context. The focus on project rather than organization, as indicated in the SWOT and fishbone diagram, has impacted CSOs way of thinking to be more of project and departmentalized approach rather than process approach. In the identification of parameters related to QMS in CSOs most responses indicated that the focus of CSOs is towards project and

departments rather than QMS principles like process approach. This finding is alike with the argument of Smillie and Evenson (2003) that donors prefer to channel fund to CSOs focusing on project implementation as they will get result for specific short term project goals, which are against the formation of long term sustainable civil society and its service. The external factors and the issues related to budget allocation and categorization affects the material, technology and people needs of CSOs which are inputs and catalysts for the use and practice of QMS in CSOs.

Looking into the internal situation of CSOs, the internal structure and management principles are highly impacted by the external factors discussed above. On the other hand, the results from fishbone and SWOT analysis show that CSOs process/method has gap and limitation as one factor that can contribute not to be effective and efficient in using and practicing QMS. Lack of continued effort and commitment from leadership as indicated in the fishbone, SWOT and in the response from the survey is one of the major internal factors that affects structure and the effectiveness of the structure of CSOs for QMS practice. The use of QMS will help CSOs tackle all the internal and external factors described. Walsh and Lenihan (2005) agreed to this in their statement "The QMS provides the structure often lacking in NGOs". The use of quality management system (QMS) will give CSOs an appropriate structure to become more effective. CSOs can benefit by using the tested tools in QMS to their context, which will not only make them effective but also will save the scarce fund that they have for such initiatives.

UNDP (2014) argued that the distrust between CSOs and government of Ethiopia originated from weakness of CSOs sector in the area of accountability and transparency to the community they serve, weak system of regulation and system development, being fund driven (not mission driven), lack of commitment to organizational goals and reportedly poor networking and collaboration culture. Thus, this calls for CSOs actions towards becoming more accountable, transparent and work in the area of collaboration and systems establishment in their organizations. The application and use of the code of conduct signed by members of CCRDA will solve these issues.

In order to resolve the internal and external issues hindering the use and practice of QMS and thus affecting CSOs strategy and operation, CSOs need to convert the weakness and threats indicated in the SWOT in to opportunity and strengths. The fishbone diagram (Fig 26 and 27) indicated factors affecting the practice of QMS such as high cost of technology, shifting donor interest and policy, government requirement specially 70/30 requirement, geographical remoteness of project

areas with poor infrastructure, fierce competition for funding, lack of donor and ChSA interest in the area of QMS, gap in retention of staff, limited use of knowledge management, inefficient process, and having too many priorities. To change the hindering factors in to inspirations, lists of identified strengths and opportunities in the SWOT, CSOs need to use the more of QMS tools and apply the principle of QMS: customer focus, leadership, involvement of people, process approach, systematic approach to management, continual improvement, and factual approach to decision-making and mutually beneficial supplier relationships.

The two case CSOs identified inspiring factors for the use and practice of QMS. These include having willingness, process, structure and support from their members and head offices on investment of technology, provision of necessary techniques, materials for implementing QMS and budget to employee staff who work on QMS. CSOs relate these as factors which enabled them to be the high income CSOs in the country. Investment in QMS pays off, according to KII discussants of the two case CSOs. They claimed use and practice of QMS have high impact on quality of service, as one of the case CSOs highlighted its success of implementing high quality projects which are considered as flagship projects by donors and government sector ministries with high impact to the community. These were reported as factors helping the case CSO to have trust and good relation with community, donor and government, which enabled the CSO to attract more donors to scale up the flagship projects which leads to sustainability of service by the CSO.

There are number of things that can be done to change the realities described above, i.e. in the internal and external situations of CSOs where hindering and inspiring factors are affecting use and practice of QMS and strategy and operation of CSOs.

The first in the to do list is assessment and analysis of internal and external situations using QMS tools used in this study (SWOT, fishbone diagram) and other tools used in CSOs sector such as civil society diamond and others such as Civil Society Organizations Sustainability Index (CSOSI); Enabling Environment Index (EEI) and the Balkan matrix, which are described in chapter two.

The second thing to do is changing the identified gaps and threats into opportunity for QMS use and practice. Design a processed approach to the identified internal and external factors to make them of use for the QMS practice.

Thirdly, start using QMS to improve the practice of QMS and to see its impact in delivering quality and sustainable services. The results of the understanding indicated in the Likert scale can only be translated in to practice, which as per the result is not so strong, only by using QMS as a solution to it. Again the results repeatedly came out as the huge challenge and bottleneck for use and practice of QMS - lack of budget and the 70/30 regulation can be coped with and resolved by the use of QMS as management system. If CSOs control the effect of their identified challenges in process/method, people, technology and material by applying QMS principles and using QMS tools, the chance of translating them into opportunity is very high. Using the values which are identified as high score in the civil society diamonds of both case CSOs would also help the process.

This will help CSOs to benefit from the missed opportunity that they do not use, i.e. using the opportunity that Ethiopia remains as high interest for donors. CSOs could tap from the flexible resource of the newly emerging private donors which are willing to pay for costs related to factors enable use of QMS, such as technology, people development, material, and system strengthening. The QMS scenario assessment tool developed after the study findings (table 12) will help CSOs to attain the goal of having QMS for achieving the delivery of quality service and its sustainability by CSOs (internationals and locals).

Table 12. QMS Scenario Assessment Tool

	QMS Standard		Assessment Criteria	Score (1 red/ 2 amber/yellow 3 green)	Description of Current Practice	Means of Verification	Actions Required to Meet/ Maintain/Improve the Criteria
1	Customer Focus	1.1	Customers of the organization are defined.				
		1.2	There is mechanism to check the satisfaction of the customers.				
		1.3	There is established mechanism to improve based on learning/findings of the customer satisfaction check.				
2	Partnership Development	2.1	Partners are identified on regular bases.				
		2.2	There is a working partnership assessment and development principle/policy/guidance.				
3	People Development and Involvement	3.1	There is document in the organization which indicates mechanism of people/employee development and involvement.				
		3.2	The Human resource manual has clear guidance on employee growth and improvement.				
		3.3	There is a check and balance mechanism to ensure implementation of the principles/directions of people development and involvement mentioned in the documents (3.1 & 3.2).				
4	Management by Processes and Facts	4.1	Decisions and actions of the management are based on evidences and facts.				
		4.2	There are structural flow of information and evidence.				

QMS Standard			Assessment Criteria	Score (1 red/ 2 amber/yellow 3 green)	Description of Current Practice	Means of Verification	Actions Required to Meet/ Maintain/Improve the Criteria
5	Continuous Learning and Innovation	5.1	There is organizational policy/direction towards continuous learning and innovations.				
		5.1	There is budget and capacity development on continuous learning and innovation.				
6	Leadership and Consistency of Purpose	6.1	The leadership team has clarity on how to translate strategic goals of the organization in to operational reality.				
		6.2	There is periodic discussions and assessment done by leadership checking the organizations day to day work with its strategic goals and mission.				
7	Public Responsibility	7.1	The organization has clearly defined public responsibility.				
		7.2	There is tracking of how the responsibility is being discharged.				
		7.3	There is transparency and accountability on public responsibility.				
8	Result Orientation	8.1	There is result based management principle and practice.				
9	Mutually Beneficial Supplier Relationships	9.1	Relationship with suppliers of service is defined and practiced to the benefit of the organization.				
		9.2	There is clear process of handling business with suppliers.				

	QMS Standard		Assessment Criteria	Score (1 red/ 2 amber/yellow 3 green)	Description of Current Practice	Means of Verification	Actions Required to Meet/ Maintain/Improve the Criteria
10	Government Relation	10.1	The organization meets government regulatory and statutory requirements.				
		10.2	Leadership team has key performance indicators/goals on maintain good relationship with government.				
11	Framework for CSO's Financial Viability and Sustainability	11.1	There is key performance indicator to ensure financial viability.				
		11.2	There is knowledge management and visibility plan in place to ensure financial viability.				
12	Donor Relation	12.1	There is key performance indicator to ensure strong relation with donor.				
		12.2	The organization meets donor requirements.				
		12.3	There is knowledge management and visibility plan in place with budget to attract donors.				
13	Assessment of External Environment	13.1	The organization does periodic assessment of the external environment.				
		13.2	The assessment result is used in planning and modifying approaches.				
14	Internal Assessment	14.1	There is a mechanism to assess the internal voice from employees.				
		14.2	Employees are encouraged and safe to express their views.				
		14.3	The assessment results are used for improvement.				

QMS Standard			Assessment Criteria	Score (1 red/ 2 amber/yellow 3 green)	Description of Current Practice	Means of Verification	Actions Required to Meet/ Maintain/Improve the Criteria
15	Information Communication Technology (ICT)	**15.1**	There is adequate ICT infrastructure in the organization.				
		15.2	There is allocation of budget to improve access and availability of ICT.				
16	Public Image	**16.1**	There is established feedback mechanism to understand the perception of the community toward the organization.				
		16.2	There is strategy and plan for public engagement.				
		16.3	The leadership team has key performance indicator on public engagement.				
17	Organizational Process and Capacity	**17.1**	The organizations internal processes enable staff to be efficient.				
		17.2	There is use of ICT to facilitate internal working process and capacity.				
18	Value	**18.1**	There are good values enabled the organization to be efficient and effective.				
		18.2	There is monitoring on the implementation of values, learning and improvement mechanism.				

4.4. Summary

As the results and analysis indicate, the use and practice of QMS is affected by internal and external factors. The results indicated the external factors mainly to be donor and government legislative rule, especially the 70/30 regulation. As the analysis indicated in the fishbone diagram, the SWOT and the survey response the impact of these two key stakeholders in using and practicing QMS is immense. Their focus on the project level rather than the organizational big picture and consideration of QMS related costs as overhead are the major external reasons hindering the practice of QMS. These affect having enabling factors for practice of QMS such as technology, materials and people.

The internal factors related to lack of translating QMS understanding, indicated by the study results, in to practice included lack of having effective structure in place, low level of leadership commitment for QMS, limited use of process approach and use of other QMS principles like evidence-based decision making, systems based management and continual improvement affects enabling factors for QMS application and practice; such as values, process/method, and people.

Based on the above findings the QMS assessment scenario tool was developed to motivate and help CSOs to do regular assessment of their QMS practice status, plan for practical solutions to address the gaps identified.

The results and analysis of case study CSOs indicated starting the practice of QMS helps to address most of the internal and external factors that affect the practice of QMS and strategy and operation of CSOs. The evidence of the flagship project indicated in the case of CSO two indicates how the use of QMS will enable CSOs to deliver quality service and use it to tackle the challenges mentioned as proof point to convince donors to invest more and scale the quality service which enables CSOs to have trust and good communication with community and the government which are the key tools for enhanced sustainable service.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATION

1.7   Conclusion

The study was conducted in order to assess the practice and impact of the use of quality management system by CSOs and to illustrate the benefit for future use in relation with sustainable service. Survey questionnaire, KII and interview were conducted to generate the data. The results generated from these tools were analyzed using multiple analysis approaches- SPSS, excel, civil society diamond, SWOT and fishbone diagram.

As per the analysis of the results the practice of QMS in most CSOs is limited due to the internal and external reasons. These reasons include donor and government limited interest on QMS and focus on project level implementation and quality. Limited translation of understood QMS related principles and tools in to practice, less focus/association of QMS principles with organizational performance, efficiency and effectiveness.

These factors affect the practice of QMS in CSOs. Especially the fact that the key stakeholders of the sector are focusing on project level quality impacts budgeting and practicing QMS beyond individual projects. Very limited leadership commitment and process approaches are also the internal factors that affect the use and practice of QMS in CSOs.

As indicated with the two case CSOs, the use and practice of QMS will help CSOs resolve the issues they identified as internal and external factors and having planning and investment on enabling factors such as people, technology, values, material, and process/method will help both for enhanced use and practice of QMS and realization of strategic direction and operational excellence through quality service delivery.

1.8   Recommendations

All the results, even the positive ones call for action. It is time to use and practice QMS in CSOs, adapting to their context of operation and capacity. CSOs need to explore QMS, to pick from the well-tested tools and approaches the one that fit their context or mix various approaches and tools, without a cost.

Based on the identified gaps in practicing QMS, the first step for CSOs is to assess their internal and external situations and identify factors enabling or hindering QMS use and affecting provision of quality service. QMS tools used in this study and others such as the EFQM and ISO can be used for the assessment and analysis. The PDCA cycle will be very useful for planned follow up of identified issues and to monitor and document the implementation and learning from it for continuous improvement.

The study recommends regular use of the QMS scenario assessment tool (table 12) as regularly as possible; ideally every six months to assess the situations as per the standards and the assessment criteria provided and follow up on action points regularly for further learning and improvement. The assessment tool includes principles of QMS and factors affecting the practice and use of QMS in CSOs. The actions from the assessments can be categorized as priority areas for action (if the result is red or score one) and areas for improvement (if the result is yellow or score two) and the ones for continuous improvement (if the result is green or score three).

Besides, the study recommends the undertaking of further studies in the areas of QMS and its application in CSOs.

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ANNEXES

Annex 1: Survey Questions for Foreign Charities

Thesis title: Quality Management and Sustainable Civil Society Service

Dear Sir/Madam:

This is a questionnaire designed for a research that is being conducted as a partial fulfillment of MSc degree in Quality and Productivity Management at St. Mary University, Addis Ababa, Ethiopia.

This survey is anonymous and your responses will be kept highly confidential and used only for the intended purpose.

Your response will be used to assess the practice, use and impact of quality management system (QMS) by Civil Society Organizations (CSOs) focusing on international CSOs/foreign charities.

I thank you very much, in advance, for participating in this survey and providing your thoughtful response. If you have any additional comments please use separate sheet and include it with your reply. You can also reply to my personal email address tutubehailu@gmail.com if you use softcopy.

This Questionnaire will have two major parts: Part A- Background (about the person responding to the questionnaire and CSOs) and Part B- (Questions on the practice and use of QMS of CSOs).

Part A- Background

Background of the person responding to the questionnaire

1. Educational level: BSc./BA [ ]   MSc/MA [ ]   PhD [ ]

2. Position in your organization: Top Management [ ]   Middle Management [ ]
   Staff without Management responsibilities [ ]

3. Service Years in this organization: _____

Background of CSOs (please note that all questions refer to the organization that you are currently working for. Also please note that CSO refers to your specific organization).

Full name of CSO_____

1. Please circle the primary sectors/thematic areas of your organization? Note: Multiple responses are possible)
   a. Health **b.** Education **c.** Water and Sanitation **d**. Women/girls **e**. Children **f**. Youth **g.** Elderly **h.** Environment **i**. Agriculture **j**. Infrastructure **k**. Food security **l.** Emergency/Humanitarian assistance **m**. livelihood/job/income creation

Others Specify _____

2. Your organization is operational in Ethiopia since _____

3. Number of Projects _____

4. Name operational Regions of the your organization in Ethiopia _____

5. Number of donors (3-5 years ago) _____

6. Number of current donors _____

7. Annual budget of your organization (2015, 2016, 2017, respectively)
   _____

8. Annual approved/expected budget of 2018 _____

9. Your Organization has valid registration from _____to _____

10. Your Organization is a member of how many networks/forums/umbrella organization _____ (please list name of each membership category).

Part B- Questions on the understanding, practice and use of QMS in CSOs

General Questions- I

1. Is Quality management defined in your organization? Yes ☐ No ☐ Don't know ☐
2. Is definition of Quality Management in your organization clear? Yes ☐ No ☐
3. Who is responsible for quality management in your organization?
Top management ☐ middle management ☐ the head of the organization ☐

All staff ☐ not clear ☐

4. Which one of these are related to Quality management in your organization?
   Note: Multiple responses are possible.
Indicators ☐ Community focus ☐ donor focus ☐ leadership ☐ M and E ☐

Engagement of people ☐ Process approach ☐ improvement ☐ Project design ☐

Evidence-based decision making ☐ relationship management ☐ Human resources ☐

Finance ☐ procurement ☐ program implementation ☐

Serial #	Questions	1= strongly disagree	2= Disagree	3= neither agree nor disagree	4= Agree	5= Strongly agree
Understanding/Awareness of QMS in your organization						
1	Top management understands Quality Management.					
2	Middle Management understands Quality Management.					
3	Non-managerial staff understands Quality Management.					
4	Vision, mission and strategic objectives of your organization reflect Quality.					
5	Organizational charts and relations reflect Quality.					
6	Manuals- finance/HR/Procurement reflect Quality.					
7	Program principles/policies reflect Quality.					
8	Project design (plan for implementation, monitoring and evaluation) reflects Quality.					
9	There is knowledge management and learning.					
Relationship of QMS with various actions/activities and relations of your organization						
1	Quality management system in your organization has relation with funding.					
2	Quality management system in your organization has relation with quality of service provision.					
3	Quality management system in your organization has relation with partnership/relationship/stakeholder management.					
4	Quality management system in your organization has relation with donor satisfaction.					
5	Quality management system in your organization has relation with fulfilling government requirements (legislative and statutory).					
6	Quality management system in your organization has relation with community satisfaction.					
7	Quality management system in your organization has relation with sustainability of service.					
Practice and use of QMS in your organization						
1	Strategic document incorporated clear direction for implementing quality.					
2	All units/departments have clear operational plan to implement quality in their day to day work.					
3	There is regular monitoring and reporting in all units and departments.					
4	There is accountability mechanism established to confirm implementation of quality management.					
5	Organizational structure has impact on practicing quality management system.					
6	Government requirements have impact on practicing quality management system.					
7	Donor has impact on practicing quality management systems.					
Way forward-QMS in your organization						

Serial #	Questions	1= strongly disagree	2= Disagree	3= neither agree nor disagree	4= Agree	5= Strongly agree
1	Change in accountability will improve service quality.					
2	Diversified income will increase the use and practice of QMS.					
3	Result-based approach will increase service quality & sustainability.					
4	Leadership capacity and commitment will increase quality.					
5	Staff motivation and commitment will increase impact.					
6	Robust knowledge management will increase impact and sustainability.					
7	Charities and societies agency will help the improvement of QMS.					

General Questions- II

1. What strengths do you see in your organization towards quality management?
   Note: Multiple responses are possible.

   a. Clear mission
   b. clear goal
   c. clear objective

   d. clear process
   e. high quality staff
   f. good people management policies

   g. practice of good people management
   h. clearly identified impact and its measurement/tracking
   i. availability and access of technology

   j. good values
   k. adequate flexible income
   l. leadership (capacity and will)

2. What are the challenges affecting the road for quality management in your organization?
   Note: Multiple responses are possible.

   a. leadership (with limited capacity and will)
   b. Lack of good people management policies
   c. limited availability and access of technology

   d. lack of clear goal
   e. Lack of high quality staff
   f. lack of guiding good values

   g. Lack of clear mission
   h. absence of good people management practice
   i. unclear impact and its measurement/tracking

   j. absence of clear process
   k. lack of adequate flexible income
   l. lack of clear objective

3. What opportunities will help your organization to improve its quality management system? Note: Multiple responses are possible.

   a. Leadership
   b. External socio economic change
   c. Government approach

   d. Technology
   e. change in legal and statutory requirement
   f. Organizational management style and approach

   g. donor increased interest on impact, quality and accountability
   h. Capacity to attract and retain high caliber staff
   i. Accountablity and transparency to community

4. Is there anything you would like to add/highlight more?

Annex 2: KII Guide Questions for Case CSOs

Thesis title: Quality Management and Sustainable Civil Society Service

Dear Sir/Madam:

This is a Key Informant Interview (KII) designed for a research that is being conducted as a partial fulfillment of MSc degree in Quality and Productivity Management at St. Mary University, Addis Ababa, Ethiopia.

The response of the KII will be kept highly confidential and will be used only for the intended purpose.

Your feedback will be used to assess the practice, use and impact of quality management system (QMS) by Civil Society Organizations (CSOs) focusing on international CSOs/foreign charities.

I thank you very much, in advance, for participating in this KII and providing your thoughtful feedback.

Key Informant Interview (KII) Guiding Questions.

1. What do you understand with QMS?

2. How is Quality Management practiced/implemented in your organization?

3. Who is responsible for quality management in your organization?

4. What are the strengths (strengths could be in material, process, people or environment) you see in your organization towards quality management?

5. What are the limitations (limitations could be in material, process, people or environment) you see in your organization towards quality management?

6. What would be key success factors to have quality management in your organization?

7. What opportunities will help your organization to improve its quality management system?

8. What are the challenges affecting the road for quality management in your organization?

9. What will be your suggestions to improve quality management system in your organization-considering both internal and external factors?

10. How do you link quality management system of your organization with its service delivery, sustainability, relationship with donors, government and community you serve?

The below mentioned will be probing points:

> SWOT (strengths, weakness, opportunity and threat) of CSOs in relation to QMS.

    Question # 4, 5

> Cause- effect relation in CSOs affecting QMS (material, process, people, environment, machine)

    Question # 4, 5, 6, 7, 8

> CIVICUS:
1. Structure: What is the internal make-up of CSOs? 3, 8
2. Environment: What is the political, socio-economic, cultural and legal environment in which CSOs exists? 6, 8
3. Values: Does CSOs practice and promote positive social values? 6, 8
4. Impact: What is the impact of CSO on governance and development? 6, 8

    Question # 3, 6, 8

> Current Status and use of QMS (history, description, practice)

    Question # 2

> Significance of QMS to CSOs current strategic and operational realities and needs

    Question # 3, 6

> Link of QMS and sustainable CSO service provision

    Question # 2, 10

Annex 3: Survey Questions Customized for Donors

Thesis title: Quality Management and Sustainable Civil Society Service

Dear Sir/Madam:

This is a questionnaire designed for a research that is being conducted as a partial fulfillment of MSc degree in Quality and Productivity Management at St. Mary University, Addis Ababa, Ethiopia.

This survey is anonymous and your responses will be kept highly confidential and used only for the intended purpose.

Your response will be used to assess the practice, use and impact of quality management system (QMS) by Civil Society Organizations (CSOs) focusing on international CSOs/INGOs/foreign charities.

I thank you very much, in advance, for participating in this survey and providing your thoughtful response. If you have any additional comments please use separate sheet and include it with your reply. You can also reply to my personal email address tutubehailu@gmail.com if you use softcopy.

This Questionnaire will have two major parts: Part A- Background (about the person responding to the questionnaire and the organization) and Part B- (Questions on the practice and use of QMS of CSOs).

Part A- Background

Background of the person responding to the questionnaire

1. Educational level: BSc./BA ☐   MSc/MA ☐   PhD ☐

2. Position in your organization: Top Management ☐   Middle Management ☐
   Staff without Management responsibilities ☐

3. Service Years in this organization: _____

Background of your organization.

Full name _____

4. What are the primary goals of your organization_____
5. What are the priority sectors/thematic areas for your organization? Note: Multiple responses are possible)

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a. Health   **b.** Education   **c.** Water and Sanitation   **d**. Women/girls   **e**. Children   **f**. Youth   **g.** Elderly   **h.** Environment   **i**. Agriculture   **j**. Infrastructure   **k**. Food security   **l.** Emergency/Humanitarian assistance   **m**. livelihood/job/income creation

Others Specify _____

6. Your organization is operational in Ethiopia since _____

7. Number of Projects your organization or unit is supporting in Ethiopia _____

8. Number of Foreign Charities you organization is supporting/funding   _____

Part B- Questions on the understanding, practice and use of Quality Management System (QMS)

General Questions- I

1. Is Quality management defined in your organization? Yes ☐ No ☐ Don't know ☐
2. Is definition of Quality Management in your organization clear? Yes ☐ No ☐
3. Who is responsible for quality management in your organization?

Top management ☐   middle management ☐   the head of the organization ☐

All staff ☐   not clear ☐

4. Which one of these are related to Quality management in your organization?
    Note: Multiple responses are possible.

Indicators ☐ Community focus ☐ donor focus ☐ leadership ☐ M and E ☐

Engagement of people ☐ Process approach ☐ improvement ☐ Project design ☐

Evidence-based decision making ☐ relationship management ☐ Human resources ☐

Finance ☐ procurement ☐ program implementation ☐

Serial #	Questions	1= strongly disagree	2= Disagree	3= neither agree nor disagree	4= Agree	5= Strongly agree
Understanding/Awareness of QMS in your organization						
1	Top management understands Quality Management.					
2	Middle Management understands Quality Management.					
3	Non-managerial staff understands Quality Management.					
4	Vision, mission and strategic objectives of your organization reflect Quality.					
5	Organizational charts and relations reflect Quality.					
6	Manuals- finance/HR/Procurement reflect Quality.					
7	Program principles and policies reflect Quality.					
8	Project design requirements (plan for implementation, monitoring and evaluation) reflect Quality.					
9	There is knowledge management and learning.					
Relationship of QMS with various actions/activities and relations of your organization						
1	Quality management system in your organization has relation with funding criteria.					
2	Quality management system in your organization has relation with quality of service provision.					
3	Quality management system in your organization has relation with partnership/relationship/stakeholder management.					
4	Quality management system in your organization has relation with your source of income/funder satisfaction.					
5	Quality management system in your organization has relation with fulfilling requirements (legislative/statutory/technical).					
6	Quality management system in your organization has relation with community (end service user) satisfaction or change.					
7	Quality management system in your organization has relation with sustainability of service.					
Practice and use of QMS in your organization						
1	Strategic document incorporated clear direction for implementing quality.					
2	All units/departments have clear operational plan to implement quality in their day to day work.					
3	There is regular monitoring and reporting in all units and departments.					
4	There is accountability mechanism established to confirm implementation of quality management.					
5	Organizational structure has impact on practicing quality management system.					
6	Government (of home country) requirements have impact on practicing quality management system.					
7	Donor (source of your income- it could be government offices, public fund) has impact on practicing quality management systems.					
QMS in INGO/Foreign Charities						
1	Change in accountability practice will improve service quality for INGO/Foreign Charities.					

Serial #	Questions	1= strongly disagree	2= Disagree	3= neither agree nor disagree	4= Agree	5= Strongly agree
2	Diversified income will increase the use and practice of QMS in INGO/Foreign Charities.					
3	Result-based approach by INGO/Foreign Charities will increase service quality & sustainability.					
4	Leadership capacity and commitment of INGO/Foreign Charities will increase quality.					
5	INGO/Foreign Charities staff motivation and commitment will increase impact.					
6	Strong knowledge management by INGO/Foreign Charities will increase impact and sustainability.					
7	Charities and societies agency will help the improvement of QMS.					

General Questions- II

1. What strengths do you see in INGO/Foreign Charities towards quality management?
   Note: Multiple responses are possible.

   a. Clear mission
   b. clear goal
   c. clear objective

   d. clear process
   e. high quality staff
   f. good people management policies

   g. practice of good people management
   h. clearly identified impact and its measurement/tracking
   i. availability and access of technology

   j. good values
   k. adequate flexible income
   l. leadership (capacity and will)

2. What are the challenges affecting the road for quality management by INGO/Foreign Charities? Note: Multiple responses are possible.

   a. leadership (with limited capacity and will)
   b. Lack of good people management policies
   c. limited availability and access of technology

   d. lack of clear goal
   e. Lack of high quality staff
   f. lack of guiding good values

   g. Lack of clear mission
   h. absence of good people management practice
   i. unclear impact and its measurement/tracking

   j. absence of clear process
   k. lack of adequate flexible income
   l. lack of clear objective

3. What opportunities will help INGO/Foreign Charities to improve their quality management system? Note: Multiple responses are possible.

   a. Leadership
   b. External socio economic change
   c. Government (Ethiopian) approach

   d. Technology
   e. change in legal and statutory requirement
   f. Organizational management style and approach

   g. donor increased interest on impact, quality and accountability
   h. Capacity to attract and retain high caliber staff
   i. Accountablity and transparency to community

4. Is there anything you would like to add/highlight more?

Annex 4: Survey Questions Customized for ChSA

Thesis title: Quality Management and Sustainable Civil Society Service

Dear Sir/Madam:

This is a questionnaire designed for a research that is being conducted as a partial fulfillment of MSc degree in Quality and Productivity Management at St. Mary University, Addis Ababa, Ethiopia.

This survey is anonymous and your responses will be kept highly confidential and used only for the intended purpose.

Your response will be used to assess the practice, use and impact of quality management system (QMS) by Civil Society Organizations (CSOs) focusing on international CSOs/Foreign Charities/INGOs.

I thank you very much, in advance, for participating in this survey and providing your thoughtful response. If you have any additional comments please use separate sheet and include it with your reply. You can also reply to my personal email address tutubehailu@gmail.com if you use softcopy.

This Questionnaire will have two major parts: Part A- Background (about the person responding to the questionnaire and the organization) and Part B- (Questions on the practice and use of QMS of CSOs).

Part A- Background

Background of the person responding to the questionnaire

1. Educational level: BSc./BA ☐ MSc/MA ☐ PhD ☐

2. Your position in ChSA: Top Management ☐ Middle Management ☐
Staff without Management responsibilities ☐

3. Service Years in ChSA: _____

Background of your organization.

4. What are the primary goals of your organization_____

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5. Number of Charities registered by ChSA a) Foreign Charities_____ b) Ethiopian resident Charities _____ c) Ethiopian Charities _____

6. Number of projects managed by Foreign Charities/INGOs in 2017 _____

Part B- Questions on the understanding, practice and use of Quality Management System (QMS)

General Questions- I

1. Is Quality management defined by ChSA for Charities? Yes ☐ No☐ Don't know ☐

2. Is definition of Quality Management clear? Yes ☐ No☐

3. Who in ChSA is responsible to support and control quality management in Foreign Charities/INGOs?

Experts ☐ Directors ☐ all ChSA staff ☐ not clear ☐

4. Which one of these do you consider relate to Quality management of Foreign Charities/INGOs?
Note: Multiple responses are possible.

Indicators ☐ Community focus ☐ donor focus ☐ leadership ☐ M and E ☐

Engagement of people ☐ Process approach ☐ improvement ☐ Project design ☐

Evidence-based decision making ☐ relationship management ☐ Human resources ☐

Finance ☐ procurement ☐ program implementation ☐

Serial #	Questions	1= strongly disagree	2= Disagree	3= neither agree nor disagree	4= Agree	5= Strongly agree
Understanding/Awareness of QMS in Foreign Charities/INGOs						
1	Top management understands Quality Management.					
2	Middle Management understands Quality Management.					
3	Non-managerial staff understands Quality Management.					
4	Vision, mission and strategic objectives of your organization reflect Quality.					
5	Organizational charts and relations reflect Quality.					
6	Manuals- finance/HR/Procurement reflect Quality.					
7	Program principles and policies reflect Quality.					
8	Project design requirements (plan for implementation, monitoring and evaluation) reflect Quality.					
9	There is knowledge management and learning.					
Relationship of QMS with various actions/activities and relations of Foreign Charities/INGOs						
1	Quality management system in Foreign Charities/INGOs has relation with funding.					
2	Quality management system in Foreign Charities/INGOs has relation with quality of service provision.					
3	Quality management system in Foreign Charities/INGOs has relation with partnership/relationship/stakeholder management.					
4	Quality management system in Foreign Charities/INGOs has relation with your source of income/funder satisfaction.					
5	Quality management system in Foreign Charities/INGOs has relation with fulfilling requirements (legislative/statutory/technical).					
6	Quality management system in Foreign Charities/INGOs has relation with community (end service user) satisfaction or change.					
7	Quality management system in Foreign Charities/INGOs has relation with sustainability of service.					
Practice and use of QMS in Foreign Charities/INGOs						
1	Strategic document incorporated clear direction for implementing quality.					
2	All units/departments have clear operational plan to implement quality in their day to day work.					
3	There is regular monitoring and reporting in all units and departments.					
4	There is accountability mechanism established to confirm implementation of quality management.					
5	Organizational structure has impact on practicing quality management system.					
6	Government requirements have impact on practicing quality management system.					
7	Donor has impact on practicing quality management systems.					
Way forward- QMS in Foreign Charities/INGOs						
1	Change in accountability practice will improve service quality for Foreign Charities/INGOs.					
2	Diversified income will increase the use and practice of QMS in Foreign Charities/INGOs.					

Serial #	Questions	1= strongly disagree	2= Disagree	3= neither agree nor disagree	4= Agree	5= Strongly agree
3	Result-based approach by Foreign Charities/INGOs will increase service quality & sustainability.					
4	Leadership capacity and commitment of Foreign Charities/INGOs will increase quality.					
5	Foreign Charities/INGOs Charities staff motivation and commitment will increase impact.					
6	Strong knowledge management by Foreign Charities/INGOs will increase impact and sustainability.					
7	ChSA will help the improvement of Quality Management System.					

General Questions- II

1. What strengths do you see in Foreign Charities/INGOs towards quality management?
Note: Multiple responses are possible.

a. Clear mission	b. clear goal	c. clear objective
d. clear process	e. high quality staff	f. good people management policies
g. practice of good people management	h. clearly identified impact and its measurement/tracking	i. availability and access of technology
j. good values	k. adequate flexible income	l. leadership (capacity and will)

2. What are the challenges affecting the road for quality management by Foreign Charities/INGOs? Note: Multiple responses are possible.

a. leadership (with limited capacity and will)	b. Lack of good people management policies	c. limited availability and access of technology
d. lack of clear goal	e. Lack of high quality staff	f. lack of guiding good values
g. Lack of clear mission	h. absence of good people management practice	i. unclear impact and its measurement/tracking
j. absence of clear process	k. lack of adequate flexible income	l. lack of clear objective

3. What opportunities will help Foreign Charities/INGOs to improve their quality management system? Note: Multiple responses are possible.

a. Leadership	b. External socio economic change	c. Government approach
d. Technology	e. change in legal and statutory requirement	f. Organizational management style and approach
g. donor increased interest on impact, quality and accountability	h. Capacity to attract and retain high caliber staff	i. Accountablity and transparency to community

4. Is there anything you would like to add/highlight more?