HUMAN CAPACITY BUILDING AND COMPETITIVE ADVANTAGE IN SELECTED NGOS IN EASTERN UGANDA

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Kampala International University
Kampala, Uganda.

In partial fulfillment of the requirements for the Degree Masters of Arts in Human Resource

By
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October 2012
DECLARATION A

I AMODING CAROLINE do hereby declare that this dissertation is my personal work and it has not been prior submitted to any university for the award of a degree or any other related award.

SIGNATURE: ...........................................

AMODING CAROLINE

Date: 14th December 2012
DECLARATION B

I, confirm that the work reported in this thesis was carried out by the candidate under my supervision.

NAME AND SIGNATURE OF SUPERVISOR

DATE

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APPROVAL SHEET

This thesis entitled, "Human Capacity Building and competitive advantage in Selected NGOs in Selected Districts in Eastern Uganda" is prepared and submitted by AMODING CAROLINE in partial fulfillment of the requirements for the Degree of Master of Arts in Human Resource has been examined and approved by the panel on oral examination with a grade of passed.

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Date of Comprehensive Examination: ____________________

Grade: ____________________
DEDICATION

This thesis is dedicated to my beloved son Phronesis Jordan Keith and Christopher David Young whose support and prayers have enabled me reach heights.
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First and foremost, I thank God and the Holy Spirit, for Wisdom, Grace, Teaching, Guidance and Help to succeed through this academic accomplishment. For with God, I can not do anything.

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List of acronyms

CCEM  Center of Community Empowerment
KAS   Knowledge Skills and Abilities
NGOs  Non Governmental Organizations
SWOT  Strengths Weaknesses Opportunities and Threats
MDG   Millennium Development Goals
NABDP National Area based Development Program
IO    Intergovernmental Organization
UN    United Nations
UNDP  United Nations Development Programme
PLCC  Pearsons Linear Correlation Coefficiency
SPSS  Statistical Packages for Social Sciences
CVI   Content Validity Index
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This study stressed the effect of human capacity building in selected NGOs in selected districts in eastern Uganda on four specific objectives, namely; (1) to determine the demographic profile of respondents in terms of age, gender, marital status and educational level among employees; (2) to determine the level of human capacity building (knowledge, skills and abilities); (3) to determine the level of competitive advantage (information and technology driven strategy, innovation, market leadership and differential strategy); (4) to establish whether there was a significant relationship between human capacity building and competitive advantage in selected NGOs. The research employed a descriptive correlation survey design; used the SAQ to collect data from a hundred respondents, the sample size determined by the Sloven formula. Data analysis was done using SPSS frequencies and percentages, means and PLCC. The findings showed that the majority of the staff in NGOs in the age bracket of 26-35 years, there is no gender balance, the majority of the respondents were married, 45% had a degree and the majority of the respondents had worked for 2-3 years. The degree of human capacity building was found high and the level of competitive advantage also high. It was there after revealed that there is a significant relationship between human capacity building and level of competitive advantage in selected NGOs. The researcher recommended improvement such as increase the degree of motivation to preparation and work in terms of total rewards such as field allowance, lunch allowance, housing allowance to mention but a few, Behavioral modification for reinforcement, sensitivity training so as to understand how people behave and express themselves. Basing on theory Z of motivation by William Ouchi (1981), which guided the study, it was proved that human capacity building has a significant effect on competitive advantage.
CHAPTER ONE

PROBLEM AND ITS SCOPE

Background of the problem

Human Capacity Building is referred to as capacity development is a conceptual approach to development that focuses on understanding the obstacles that inhibit people, governments, international organizations and non-governmental organizations from realizing their developmental goals while enhancing the abilities that will allow them to achieve measurable and sustainable results.

The term capacity building emerged in the lexicon of international development during the 1990s. Today, “capacity building” is included in the programs of most international organizations that work in development, the World Bank, The United Nations (UN) and non-governmental organizations (NGOs) like Oxfam International. Wide usage of the term has resulted in controversy over its true meaning. Capacity building often refers to strengthening the skills, competencies and abilities of people and communities in developing societies so they can overcome the causes of their exclusion and suffering. Organizational capacity building is used by NGOs to guide their internal development and activities.

The United Nations Development Programme (UNDP) was one of the forerunners in developing an understanding of capacity building or development. Since the early 70’s the UNDP offered guidance for its staff and governments on what was considered “institution building” in 1991, the term evolved to be “capacity building.”

The World Customs Organization, an Intergovernmental Organization (IO) that develops standards for governing the movement of people and commodities, defines capacity building as “activities which strengthen the knowledge, abilities, skills and behavior of individuals and improve institutional structures and processes such that the organization can efficiently meet its mission and goals in a sustainable way.”
however, important to put into consideration the principles that govern community capacity building.

In 1999, the UNDP supported capacity building of the state government in Bosnia Herzegovina. The program focused on strengthening the State's government by fostering new organizational, leadership and management skills in government figures, improved the government’s technical abilities to communicate with the international community and civil society within the country.

Since 2000, developing organizations like the National-Area-based-Development-Program (NABDP) have approached the development of local governments in Afghanistan, through a capacity building approach. NABDP holds training sessions across Afghanistan in areas where there exist foundations for local governments. The NABDP holds workshops trying community leaders on how to best address the local needs of the society. Providing weak local government institutions with the capacity to address pertinent problems reinforces the weak governments and brings them closer to being institutionalized. The goal of capacity builders in Afghanistan is to build up local governments and provide those burgeoning institutions with training that will allow them to address and advocate for what the community needs most. Leaders are trained in “governance, conflict resolution, gender equity, project planning, implementation, management, procurement financial, and disaster management and mitigation.”

The term Competitive Advantage is a concept developed in the mid 1980 by Michael Porter. Porter’s theory is an outgrowth of the Law of Comparative Advantage, formulated by David Ricardo at the end of the 18th Century. The Japanese challenge shook the confidence of the western business elite, but detailed comparisons of the two management styles and examinations of successful businesses convinced westerners that they could overcome the challenge. The 1980s and early 1990s saw a plethora of theories explaining exactly how this could be done.

The 1980s also saw the widespread acceptance of positioning theory. Although the theory originated with Jack Trout in 1969, it didn’t gain wide acceptance until Al
Raiand Jack Trout wrote their classic book “Positioning: The Battle for Your Mind” (1979). The basic premise is that a strategy should not be judged by internal company factors but by the way customers see it relative to the competition. Crafting and implementing a strategy involves creating a position in the mind of the collective consumer. Several techniques were applied to positioning theory, some newly invented but most borrowed from other disciplines. Perceptual mapping for example, creates visual displays of the relationships between positions. Multidimensional scaling, discriminant analysis, factors analysis, and conjoint analysis are mathematical techniques used to determine the most relevant characteristics (called dimensions or factors) upon which positions should be based. Preference regression can be used to determine vectors of ideal positions and cluster analysis can identify clusters of positions.

Others felt that internal company resources were the key. In 1992, Jay Barney, for example, saw strategy as assembling the optimum mix of resources, including human, technology, and suppliers, and then configure them in unique and sustainable ways. Michael and Champy felt that these resources needed to be restructured. This process, that they labeled reengineering, involved organizing a firm’s assets around whole processes rather than tasks. In this way a team of people saw a project through, from inception to completion. This avoided functional silos where isolated departments seldom talked to each other. It also eliminated waste due to functional overlap and interdepartmental communications.

The most influential strategist of the decade was Michael Porter. He introduced many new concepts including; five forces analysis, generic strategies, the value chain, strategic groups, and clusters. In five forces analysis, he identifies the forces that shape a firm’s strategic environment. It is like a SWOT analysis with structure and purpose. It shows how a firm can use these forces to obtain a sustainable competitive advantage. Porter modifies Chandler’s dictum about structure following strategy by introducing a second level of structure: Organizational structure follows strategy, which in turn
follows industry structure. Porter’s generic strategies detail the interaction between cost minimization strategies, product differentiation strategies, and market focus strategies.

Although he did not introduce these terms, he showed the importance of choosing one of them rather than trying to position your company between them. He also challenged managers to see their industry in terms of a value chain. A firm will be successful only to the extent that it contributes to the industry’s value chain. This forced management to look at its operations from the customer’s point of view. Every operation should be examined in terms of what value it adds in the eyes of the final customer.

In 1993, John Kay took the idea of the value chain to a financial level claiming “Adding value is the central purpose of business activity”, where adding value is defined as the difference between the market value of outputs and the cost of inputs including capital, all divided by the firm’s net output. Borrowing from Gary Hamel and Michael Porter, Kay claims that the role of strategic management is to identify your core competencies, and then assemble a collection of assets that will increase value added and provide a competitive advantage. He claims that there are three types of capabilities that can do this; innovation, reputation, and organizational structure.

**Statement of the problem**

Organizations with well wished to survive in today’s competitive world put in to consideration the mechanisms of addressing the issue of human capacity building, given associated consequences that influenced the workforce competitive advantage. Unfortunately, among selected NGOs in Eastern Uganda, sit seemed the concept of Human Capacity Building had been taken for granted despite the innumerable benefits attached to it as high productivity in terms of output, quality of work, human relations, high employee morale, effective decision making, team spirit, job satisfaction, increased sense of responsibility. Despite emphasis on competitive advantage, the organizations still faced inadequate knowledge, skills and abilities to meet competitive advantage in the market space. These were the reasons that triggered the researcher to investigate and direct management on human capacity building and competitive advantage.
Purpose of the study

1. Determine the relationship between human capacity building and competitive advantage
2. Test the hypothesis of "there is no significant relationship between human capacity building and competitive advantage"
3. Bridge the gaps of previous studies and validate the existing information based on the theory to which this study is based

Objectives of the study

General objective

The study was to investigate the relationship between human capacity building and competitive advantage among selected non-government organization employees in selected districts in eastern Uganda.

Specific objectives

Further the study was destined to;

1. Determine the demographic profile of the respondents in terms of age, gender, marital status, and educational level among employees in selected Non-governmental organizations in selected districts in Eastern Uganda.
2. Determine the level of human capacity building (knowledge, skills and abilities) among selected non-governmental organizations in selected districts in eastern Uganda.
3. Determine the level of competitive advantage (information and technology driven strategy, innovation, market leadership and differentiation strategy) among selected Non-governmental organizations in selected districts in eastern Uganda.
4. Establish whether there was a significant relationship between human capacity building and competitive advantage in selected non-governmental organizations in selected districts in eastern Uganda.

Research questions

1. What was the demographic profile of the respondents in terms of age, gender, position, income level and level of education among selected Non-governmental organizations in selected districts in eastern Uganda?

2. What was the level of human capacity building in relation to knowledge, skills and abilities among selected Non-governmental organizations in selected districts in eastern Uganda?

3. What is the level of competitive advantage among selected Non-governmental organizations in selected districts in eastern Uganda?

4. Was there a significant relationship between human capacity building and competitive advantage among selected Non-governmental organizations in selected districts in eastern Uganda?

Hypothesis

There was no significant relationship between human capacity building and competitive advantage among selected NGOs in selected districts in eastern Uganda.

Scope of the study

Geographical scope

The study was carried out in non-governmental organizations in eastern Uganda. This was because there were various NGOs and the researcher considered two (Health-Need Uganda and Teso Initiative for Peace)

Theoretical scope

The study was specifically based on motivation theory of William Ouchi (1981), Theory Z which focused on increasing employee loyalty to the company by providing a
job for life with a strong focus on the well-being of the employee, both on and off the job. According to this theory, management tends to promote stable employment, high productivity, and high employee morale and satisfaction. It also stresses the need for the workers to become generalists, rather than specialists, and to increase their knowledge of the company and its processes through job rotations and constant training.

Content scope

The study was focused on how human capacity building (knowledge, skills and abilities) affected competitive advantage and had determined the level of profile, level of human capacity, significant relationship of human capacity building and competitive advantage among non-governmental organizations employees in selected district in eastern Uganda.

Time scope

The study was conducted within the period of 4 months (May to September) 2012. In June 2012, the researcher collected data for a period of three weeks and thereafter took on data analysis for the final research report which was submitted to the College of Higher Degrees and Research for approval.

Significance of the study

To NGOs

Selected NGOs benefited in a sense that the study exposed to management and employees the need for human capacity building, right approaches to human capacity building in order to motivate employees to work effectively and efficiently toward competitive advantage.

Institutions

The study was used as a reference document and continuing guideline for professional managers in policy formulation and study purposes on capacity building in terms of
knowledge, skills and abilities and competitive advantage for the fulfillment of academic requirements.

**Researchers**

Future researchers used the findings of this research as they carry out research on topics related to human capacity building and competitive advantage after its contribution to the methodological and literature review reference.

**Operational definitions of key terms**

**Human Capacity Building**

This was defined as the process of enhancing an organization’s abilities to perform specific activities.

**Capacity building**

This was also known as capacity development which was a conceptual approach to development that focused on understanding the obstacles that inhibited people, governments, international organizations and non-governmental organizations from realizing their developmental goals while enhancing the abilities that allowed them to achieve measurable and sustainable results.

**Knowledge**

Refers to familiarity with someone or something which can include facts, information, description or skills acquired through experience or education. It can refer to the theoretical or practical understanding of a subject. It can be implicit (as with practical skill or expertise or explicit (as with the theoretical understanding of the subject); and it can be more or less formal or systematic.

**Skill**

This is an ability and capacity acquired through deliberate, systematic and sustained effort to smoothly adaptively carryout complex activities or job functions.
involving ideas (cognitive skills), things (technical skills) and or people (interpersonal skills).

**Competitive advantage**

This was defined as the ability gained through attributes and resources to perform at a higher level than others in the same industry or market. Competitive advantage is the ability to stay ahead of present or potential competition, therefore superior performance reached through competitive advantage will ensure market leadership.

**Non-governmental organizations**

These are legally constituted organization created by natural or legal persons that operates independently from any government. The term originated from the United Nations (UN) and is normally used to refer to organizations that do not form part of the government and are not conventional for profit businesses. It maintains its nongovernmental status by excluding government representatives from membership in the organization.
CHAPTER TWO

REVIEW OF RELATED LITERATURE

Concepts, Opinions, Ideas from Authors/Experts

Organizational capacity building

This another form of capacity building that is focused on developing capacity within organizations like NGOs. It refers to the process of enhancing an organization’s abilities to perform specific activities. An Organizational capacity building approach is used by NGOs to develop internally so they can better fulfill their defined mission. Allan Kaplan, a leading NGO scholar argues that to be effective facilitators of capacity building in developing areas, NGOs must participate in organizational capacity building first.

The term capacity building has evolved from past terms such as institutional building and organizational development. In the 1950s and 1960’s these terms referred to community development that focused on enhancing the technological and self-help capacities of individuals in rural areas. In the 1970s, following a series of reports on international development an emphasis was put on building capacity for technical skills in rural areas, and also in the administrative sectors of developing countries. In the 1980s the concept of institutional development expanded even more. Institutional development was viewed as a long-term process of building up a developing country’s government, public and private sector institutions, and NGOs.

Though precursors to "Capacity Building” existed before the 1990s, they were not powerful forces in International development like “capacity building” became during the 1990s. The emergence of capacity building as a leading developmental concept in the 1990s occurred due to a confluence of factors:
Changes in International Development approaches

Development is the process by which vulnerabilities are reduced and capacities increased no one develops anyone else relief programs are never neutral in their developmental impact.

Capacity building in developing societies

In the UNDP’s 2008–2013 “strategic plan for development” capacity building is the “organization’s core contribution to development.” The UNDP promotes a capacity building approach to development in the 166 countries it is active in. The UNDP focuses on building capacity on an institutional level and offers a five step process for systematic capacity building. The steps are:

Engage stakeholders on capacity development

An effective capacity building process must encourage participation by all those involved. If stakeholders are involved and share ownership in the process of development they will feel more responsible for the outcome and sustainability of the development. Engaging stakeholders who are directly affected by the situation allows for more effective decision-making, it also makes development work more transparent. UNDP and its partners use advocacy and policy advisory to better engage stakeholders.

Assess capacity needs and assets

Assessing preexisting capacities through engagement with stakeholders allows capacity builders to see what areas require additional training, what areas should be prioritized, in what ways capacity building can be incorporated into local and institutional development strategies. The UNDP argues that capacity building that is not rooted in a comprehensive study and assessment of the preexisting conditions will be restricted to training alone, which will not facilitate sustained results.
Formulate a capacity development response

The UNDP says that once an assessment has been completed a capacity building response must be created based on four core issues:

**Institutional arrangements.**

Assessments often find that institutions are inefficient because of bad or weak policies, procedures, resource management, organization, leadership, frameworks, and communication. The UNDP and its networks work to fix problems associated with institutional arrangements by developing human resource frameworks “cover policies and procedures for recruitment, deployment and transfer, incentives systems, skills development, performance evaluation systems, and ethics and values.”

**Leadership.**

The UNDP believes that leadership by either an individual or an organization can catalyze the achievement of development objectives. Strong leadership allows for easier adaption to changes, strong leaders can also influence people. The UNDP uses coaching and mentoring programmers to help encourage the development of leadership skills such as, priority setting, communication and strategic planning.

**Knowledge.**

The UNDP believes knowledge is the foundation of capacity. They believe greater investments should be made in establishing strong education systems and opportunities for continued learning and the development of professional skills. They support the engagement in post-secondary education reforms, continued learning and domestic knowledge services.
Accountability.

The implementation of accountability measures facilitates better performance and efficiency. A lack of accountability measures in institutions allows for the proliferation of corruption. The UNDP promotes the strengthening of accountability frameworks that monitor and evaluate institutions. They also promote independent organizations that oversee, monitor and evaluate institutions. They promote the development of capacities such as literacy and language skills in civil societies that will allow for increased engagement in monitoring institutions.

Implement a capacity development

Implementing a capacity building program should involve the inclusion of multiple systems; national, local, institutional. It should involve continual reassessment and expect change depending on changing situations. It should include evaluative indicators to measure the effective of initiated programs.

Evaluate capacity development

Evaluation of capacity building promotes accountability. Measurements should be based on changes in an institutions performance. Evaluations should be based on changes in performance based around the four main issues: institutional arrangements, leadership, knowledge, and accountability. The UNDP integrates this capacity building system into its work on reaching the Millennium Development Goals (MDGs). The UNDP focuses on building capacity at the institutional level because it believes that “institutions are at the heart of human development, and that when they are able to perform better, sustain that performance over time, and manage ‘shocks’ to the system, they can contribute more meaningfully to the achievement of national human development goals.”

Capacity Building in NGOs

Capacity building in NGOs often involves building up skills and abilities, such as decision making, policy-formulation, appraisal, and learning. It is not uncommon for donors in
the global north to fund capacity building for NGOs themselves. For organizations, capacity building may relate to almost any aspect of its work: improved governance, leadership, mission and strategy, administration (including human resources, financial management, and legal matters), program development and implementation, fundraising and income generation, diversity, partnerships and collaboration, evaluation, advocacy and policy change, marketing, positioning, planning.

Capacity building in NGOs is a way to strengthen an organization so that it can perform the specific mission it has set out to do and thus survive as an organization. It is also an ongoing process that incites organizations to continually reflect on their work, organization, and leadership and ensure that they are fulfilling the mission and goals they originally set out to do.

Alan Kaplan, an international development practitioner, asserts that capacity development of organizations involves the build-up of an organization’s tangible and intangible assets. He argues that for an NGO to work efficiently and effectively in developing country they must first focus on developing their organization. Kaplan argues that capacity building in organizations should first focus on intangible qualities such as: Conceptual framework: An organization’s understanding of the world, “This is a coherent frame of reference, a set of concepts which allows the organization to make sense of the world around it, to locate itself within that world, and to make decisions in relation to it.”

**Organizational attitude**

This focuses on the way an organization views itself. Kaplan asserts that an organization must view itself not as a victim of the slights of the world, rather as an active player that has the ability to effect change and progress. Vision and Strategy: This refers to the organization’s understanding of its vision and mission and what it is looking to accomplish and the program it wishes to follow in order to do so; Organizational structure: A clear method of operating wherein communication flow is not hindered, each actor understands their role and responsibility; Though he asserts
that intangible qualities are of utmost importance—Kaplan says that tangible qualities such as skills, training and material resources are also imperative; Another aspect of organizational capacity building is an organization’s capacity to reassess, reexamine and change according to what is most needed and what will be the most effective.

**Evaluating capacity building**

David Watson (2007) developed specific criteria for effective evaluation and monitoring of capacity building. Watson complained that the traditional method of monitoring NGOs that is based primarily on a linear results-based framework is not enough for capacity building. He argues that evaluating capacity building NGOs should be based on a combination of monitoring the results of their activities and also a more open flexible way of monitoring that also takes into consideration, self-improvement and cooperation. Watson observed 18 case studies of capacity building evaluations and concluded that certain specific themes were visible:

- Monitoring an organization’s clarity of mission—this involves evaluating an organization’s goals and how well those goals are understood throughout the organization; monitoring an organization’s leadership—this involves evaluating how empowered the organization’s leadership is—how well the leadership encourages experimentation, self-reflection, changes in team structures and approaches; monitoring an organization’s learning—this involves evaluating how often an organization participates in effective self-reflection, and self-assessment. It also involves how well an organization “learns from experience” and if the organization promotes the idea of learning from experience; monitoring an organization’s emphasis on on-the-job-development—this involves evaluating how well an organization encourages continued learning, specifically through hands on approaches; monitoring an organization’s monitoring processes—this involves evaluating how well an organization participates in self-monitoring. It looks at whether or not an organization encourages growth through learning from mistakes.
General Policy and Guidelines for Training

The selection of employees for human capacity building is made without regard to political preference, race, color, religion, national origin, gender, marital status, age, disability, or sexual preference, and with proper regard for their privacy and constitutional rights as provided by merit system principles set forth in 5 U.S.C. 2301(b)(2) (1996).

A full range of options may be used to meet mission-related organizational and employee development needs, such as classroom capacity building, on-the-job capacity building, technology-based capacity building, distance learning, self-development activities, coaching, mentoring, career development counseling, details, rotational assignments, cross human capacity building, and developmental activities at retreats and conferences.

Government and non-government human capacity building facilities may be used. (Prior regulatory constraints regarding use of non-government capacity building facilities and time restrictions such as 1 year in 10 have been eliminated.

However, an agency head may provide training, payment, or reimbursement for the cost of any human capacity building, if necessary, to assist in the recruitment or retention of employees in occupations in which the Government has or anticipates a shortage of qualified personnel, especially in occupations involving critical skills. In exercising such authority, an agency must be consistent with merit system principles.

The prohibition of training to obtain an academic degree is not to be construed as limiting the authority of agencies to approve and pay for human capacity building expenses to develop knowledge, skills, and abilities directly related to improved individual performance. If, in the accomplishment of such capacity building, an employee receives an academic degree, the degree is an incidental byproduct of the capacity building.
Employees selected for training through non-government capacity building facilities that exceed 120 hours within a single program shall agree in writing before the capacity building that they will continue in the service of the agency after the end of the capacity building for a period equal to at least three times the length of the training period unless they are involuntarily separated from the service of the agency. The same authority, guidelines, and approval process apply to temporary employees.

An agency may not use its funds, appropriated or otherwise available, to pay premium pay to an employee engaged in human capacity building by, in, or through Government or non-government facilities. Exceptions may apply.

Persons on Intergovernmental Personnel Act mobility assignments may be assigned to Human Capacity Building if that capacity building is in the interest of the Government.

Agencies may provide training for State or local government employees under certain conditions. Exceptions may apply consult with the Employee Development Section.

In the Student Career Experience Program students are hired to work in their academic field. They are eligible for a noncompetitive conversion to a permanent Federal position upon completion of their academic course work. Agencies may pay for all or part of the training expenses of students hired under this program.

**Capacity Building and Opportunity Management**

Opportunity Management is may be defined as “a process to identify business and community development opportunities that could be implemented to sustain or improve the local economy”. When driving capacity building initiatives, opportunity management may help to target resources. The opportunity management process will firstly help identify the opportunity for improvement- a challenge that will be addressed by the capacity building initiative. Likewise, criteria will be developed and applied to propose capacity building initiatives evaluate the effectiveness of the alternatives, and select an option for the driving phase. During the driving phase of the capacity building initiative, leads are assigned, accountability is established, action plans are developed, and
project management may be utilized. Once the driving stage has reached fruition, constant monitoring of the capacity building initiative is required to make a decision to: Advance, Rework or kill the initiative.

If it determined in the monitoring phase that the initiative is not meeting the objectives outlined in the criteria of the evaluating and prioritizing stage, then the initiative will either need to be reworked- often requiring additional resources, or killed- meaning the end of the initiative. Following opportunity management guidelines, it is often effective to end or rework an initiative before excessive resources are wasted on a strategy that has proven not to work.

Peter Drucker (1969), coined the phrase Age of Discontinuity to describe the way change forces disruptions into the continuity of our lives. In an age of continuity attempts to predict the future by extrapolating from the past can be somewhat accurate. But according to Drucker, we are now in an age of discontinuity and extrapolating from the past is hopelessly ineffective. We cannot assume that trends that exist today will continue into the future. He identifies four sources of discontinuity: new technologies, globalization, cultural pluralism, and knowledge capital.

Gary Hamel (2000), discussed strategic decay, the notion that the value of all strategies, no matter how brilliant, decays over time.

Abell (1978), described strategic windows and stressed the importance of the timing (both entrance and exit) of any given strategy. This has led some strategic planners to build planned obsolescence into their strategies.

Charles Handy (1989), identified two types of change Strategic drift is a gradual change that occurs so subtly that it is not noticed until it is too late. By contrast, transformational change is sudden and radical. It is typically caused by discontinuities (or exogenous shocks) in the business environment. The point where a new trend is initiated is called a strategic inflection point by Andy Grove. Inflection points can be subtle or radical.
Noel Tichy (1983), wrote that because we are all beings of habit we tend to repeat what we are comfortable with. He wrote that this is a trap that constrains our creativity, prevents us from exploring new ideas, and hampers our dealing with the full complexity of new issues. He developed a systematic method of dealing with change that involved looking at any new issue from three angles: technical and production, political and resource allocation, and corporate culture.

A number of strategists use scenario planning techniques to deal with change. The way Peter Schwartz put it in 1991 is that strategic outcomes cannot be known in advance so the sources of competitive advantage cannot be predetermined. The fast changing business environment is too uncertain for us to find sustainable value in formulas of excellence or competitive advantage. Instead, scenario planning is a technique in which multiple outcomes can be developed, their implications assessed, and their likeliness of occurrence evaluated. According to Pierre Wack, scenario planning is about insight, complexity, and subtlety, not about formal analysis and numbers.

In 1988, Henry Mintzberg looked at the changing world around him and decided it was time to reexamine how strategic management was done. He examined the strategic process and concluded it was much more fluid and unpredictable than people had thought. Because of this, he could not point to one process that could be called strategic planning. Instead Mintzberg concludes that there are five types of strategies: Strategy as plan and direction, guide, course of action intention rather than actual; Strategy as ploy a maneuver intended to outwit a competitor; Strategy as pattern a consistent pattern of past behavior realized rather than intended; Strategy as position locating of brands, products, or companies within the conceptual; framework of consumers or other stakeholders strategy determined primarily by factors outside the firm; Strategy as perspective strategy determined primarily by a master strategist.

In 1999, Constantinos Markides also wanted to reexamine the nature of strategic planning itself. He describes strategy formation and implementation as an on-going,
never-ending, integrated process requiring continuous reassessment and reformation. Strategic management is planned and emergent, dynamic, and interactive. J. Moncrieff (1999) also stresses strategy dynamics. He recognized that strategy is partially deliberate and partially unplanned. The unplanned element comes from two sources: emergent strategies (result from the emergence of opportunities and threats in the environment) and Strategies in action (ad hoc actions by many people from all parts of the organization).

**Information and technology driven strategy**

Peter Drucker had theorized the rise of the “knowledge worker” back in the 1950s. He described how fewer workers would be doing physical labor, and more would be applying their minds. John Naisbitt (1984), theorized that the future would be driven largely by information: companies that managed information well could obtain an advantage, however the profitability of what he calls the “information float” (information that the company had and others desired) would all but disappear as inexpensive computers made information more accessible.

In 1990, Peter Senge, who had collaborated with Arie de Geus at Dutch Shell, borrowed de Geus’ notion of the learning organization, expanded it, and popularized it. The underlying theory is that a company’s ability to gather, analyze, and use information is a necessary requirement for business success in the information age. To do this, Senge claimed that an organization would need to be structured such that: People can continuously expand their capacity to learn and be productive, new patterns of thinking are nurtured, collective aspirations are encouraged, and people are encouraged to see the “whole picture” together.

Senge identified five disciplines of a learning organization. They are: personal responsibility, self-reliance, and mastery we accept that we are the masters of our own destiny. We make decisions and live with the consequences of them. When a problem needs to be fixed, or an opportunity exploited, we take the initiative to learn the required skills to get it done; mental models, we need to explore our personal mental
models to understand the subtle effect they have on our behavior; shared vision the vision of where we want to be in the future is discussed and communicated to all. It provides guidance and energy for the journey ahead; team learning; we learn together in teams. This involves a shift from “a spirit of advocacy to a spirit of enquiry”; systems thinking, we look at the whole rather than the parts. This is what Senge calls the “Fifth discipline”. It is the glue that integrates the other four into a coherent strategy. For an alternative approach to the “learning organization”, see Garratt, B. (1987).

Geoffrey Moore (1991) and R. Frank and P. Cook also detected a shift in the nature of competition. In industries with high technology content, technical standards become established and this gives the dominant firm a near monopoly. The same is true of networked industries in which interoperability requires compatibility between users. An example is word processor documents. Once a product has gained market dominance, other products, even far superior products, cannot compete. Moore showed how firms could attain this enviable position by using E.M. Rogers five stage adoption process and focusing on one group of customers at a time, using each group as a base for marketing to the next group. The most difficult step is making the transition between visionaries and pragmatists. If successful a firm can create a bandwagon effect in which the momentum builds and its product becomes a de facto standard.

**Knowledge Adaptive Strategy**

Most current approaches to business “strategy” focus on the mechanics of management for example, Drucker’s operational “strategies” and as such are not true business strategy. In a post-industrial world these operationally focused business strategies hinge on conventional sources of advantage have essentially been eliminated: scale used to be very important. But now, with access to capital and a global marketplace, scale is achievable by multiple organizations simultaneously. In many cases, it can literally be rented. Process improvement or “best practices” were once a favored source of advantage, but they were at best temporary, as they could be copied and adapted by competitors. Owning the customer had always been thought of
as an important form of competitive advantage. Now, however, customer loyalty is far less important and difficult to maintain as new brands and products emerge all the time.

**Differentiation strategy**

In such a world, differentiation, as elucidated by Michael Porter, Botten and McManus is the only way to maintain economic or market superiority (i.e., comparative advantage) over competitors. A company must own the thing that differentiates it from competitors. Without IP ownership and protection, any product, process or scale advantage can be compromised or entirely lost. Competitors can copy them without fear of economic or legal consequences, thereby eliminating the advantage.

This principle is based on the idea of evolution: differentiation, selection, amplification and repetition. It is a form of strategy to deal with complex adaptive systems which individuals, businesses, the economy are all based on. The principle is based on the survival of the “fittest”. The fittest strategy employed after trial and error and combination is then employed to run the company in its current market. Failed strategic plans are either discarded or used for another aspect of a business. The tradeoff between risk and return is taken into account when deciding which strategy to take. Cynefin model and the adaptive cycles of businesses are both good ways to develop KAS, reference Panarchy and Cynefin. Analyze the fitness landscapes for a product, idea, or service to better develop a more adaptive strategy.

**Strategic decision making processes**

Will Mulcaster argues that while much research and creative thought has been devoted to generating alternative strategies, too little work has been done on what influences the quality of strategic decision making and the effectiveness with which strategies are implemented. For instance, in retrospect it can be seen that the financial crisis of 2008–9 could have been avoided if the banks had paid more attention to the risks associated with their investments, but how should banks change the way they make decisions to
improve the quality of their decisions in the future? Mulcaster’s Managing Forces framework addresses this issue by identifying 11 forces that should be incorporated into the processes of decision making and strategic implementation. The 11 forces are: Time; Opposing forces; Politics; Perception; Holistic effects; Adding value; Incentives; Learning capabilities; Opportunity cost; Risk; Style which can be remembered by using the mnemonic 'TOPPHAILORS'.

**Theoretical Perspective**

In this study, the researcher will adapt theory Z of motivation by William Ouchi (1981), which focuses on increasing employee loyalty to the company by providing a job for life with a strong focus on the well-being of the employee, both on and off the job.

Ouchi wrote a book called *Theory Z: How American Business Can Meet the Japanese Challenge* (1981). In this book, Ouchi shows how American corporations can meet the Japanese challenges with a highly effective management style that promises to transform business in the 1980’s. The secret to Japanese success, according to Ouchi, is not technology, but a special way of managing people. “This is a managing style that focuses on a strong company philosophy, a distinct corporate culture, long-range staff development, and consensus decision-making” (Ouchi, 1981). Ouchi shows that the results show lower turn-over, increased job commitment, and dramatically higher productivity.

According to Ouchi, Theory Z management tends to promote stable employment, high productivity, and high employee morale and satisfaction. Ouchi shows how American corporations can meet the Japanese challenges with a highly effective management style that promises to transform business in the 1980’s. The secret to Japanese success, according to Ouchi, is not technology, but a special way of managing people. “This is a managing style that focuses on a strong company philosophy, a distinct corporate culture, long-range staff development, and consensus decision-making” (Ouchi, 1981). Ouchi shows that the results show lower turn-over, increased job commitment, and dramatically higher productivity.
Ouchi’s Theory Z makes certain assumptions about workers. Some of the assumptions about workers under this theory include the idea that workers tend to want to build happy and intimate working relationships with those that they work for and with, as well as the people that work for them. Also, Theory Z workers have a high need to be supported by the company, and highly value a working environment in which such things as family, cultures and traditions, and social institutions are regarded as equally important as the work itself.

This theory urges that management must have a high degree of confidence in its workers in order for this type of participative management to work. It assumes that workers will be participating in the decisions of the company to a great degree. Ouchi explains that the employees must be very knowledgeable about the various issues of the company, as well as possessing the competence to make those decisions. He also points out; however, that management sometimes has a tendency to underestimate the ability of the workers to effectively contribute to the decision making process (Bittel, 1989). But for this reason, Theory Z stresses the need for the workers to become generalists, rather than specialists, and to increase their knowledge of the company and its processes through job rotations and constant training.

William Ouchi’s Theory Z has proved to be useful in the management field. Many companies have successfully integrated similar economic and human principles in a management style. Most managers however do not see themselves as using this type of management style until given the opportunity to see how their employees actually feel about the management style that is being used. Then will an effort be made to look further into a different, possibly more successful style of managing.

Related studies

Porter (1985), discusses the formation of “coalitions” that allow the sharing of activities in order to support a firm’s Competitive Advantage. However, Porter’s “value chain” approach focuses on activities within a single firm. A new model is needed which adapts his approach in order to understand the value-added processes comprised of
dyadic and network interfirm activities which foster each firm’s Sustainable Competitive Advantage.

Clayton Christensen (1997), took the position that great companies can fail precisely because they do everything right since the capabilities of the organization also defines its disabilities. Christensen’s thesis is that outstanding companies lose their market leadership when confronted with disruptive technology. He called the approach to discovering the emerging markets for disruptive technologies agnostic marketing, that is, marketing under the implicit assumption that no one not the company, not the customers can know how or in what quantities a disruptive product can or will be used before they have experience using it.

The Centre for Community Empowerment (CCEM) is an NGO working in Vietnam that aims to “train the trainers” working in the development sector of Vietnam. The organization believes that the sustainability of a project depends on the level of involvement of stakeholders and so they work to train stakeholders in the skills needed to be active in development projects and encourage the activity of other stakeholders. The organization operates by providing weeklong training courses in for local individuals in issues such as: project management, report writing, communication, fund-raising, resource mobilization, analysis, and planning. The organization does not create physical projects, rather develops the capacity of stakeholders to initiate, plan and analyze and develop projects on their own.

Mercy Ships a Christian, healthcare NGO, provides another example of an NGO participating in localized “capacity building.” While CCEM devotes its energy to training individuals to be better project managers and participants- Mercy Ships participates in a form of capacity building that focuses on the pre-existing capacities of certain individuals and builds on those. For example, Mercy Ships focuses on training doctors and nurses about new procedures and technologies. They also focus on building leadership skills through training workshops for teachers, priests and other community leaders. Leaders are then trained in other areas such as, proper care and construction
of hygienic water wells. The first example depicts capacity building as tool to deliver individuals the skills they need to work effectively in civil society. In the case of Mercy Ships, the capacity building is delivering the capacity for individuals to be stakeholders and participants in certain defined activities, such as health care.

In 1989, Richard Lester and the researchers at the MIT Industrial Performance Center identified seven best practices and concluded that firms must accelerate the shift away from the mass production of low cost standardized products. The seven areas of best practice were; simultaneous continuous improvement in cost, quality, service, and product innovation, breaking down organizational barriers between departments, eliminating layers of management creating flatter organizational hierarchies, closer relationships with customers and suppliers, intelligent use of new technology, global focus, improving human resource skills, the search for "best practices" is also called benchmarking. This involves determining where you need to improve, finding an organization that is exceptional in this area, then studying the company and applying its best practices in your firm.
CHAPTER THREE

METHODOLOGY

Research Design

The researcher used a descriptive correlational research design with an intention of describing the existing research variables and relate the study variables.

Research Population

The research focused on manpower in selected NGOs in selected districts in Uganda Eastern which were; Health-Need Uganda and Teso Initiative for Peace categorized under all levels of management and employees which comprised of a total population of 133 employees.

Sample size

From the total population of 133 from selected NGOs in selected districts in Eastern Uganda, the sample size will be 100 respondents, using the Sloven’s formula, which states as follows:

\[
n = \frac{N}{1 + Ne^2}
\]

Where: \( n \) = sample size, \( N \) = population size, \( e \) = significance level \((e = 0.05)\).

\[
n = \frac{133}{1 + 133(0.05)^2}
\]

\[
= 99.8
\]

\[
=100 \text{ respondents}
\]
TABLE 1:
POPULATION AND SAMPLE SIZE

<table>
<thead>
<tr>
<th>SN</th>
<th>Name of Organization</th>
<th>Target Population</th>
<th>Sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Health-Need Uganda</td>
<td>80</td>
<td>60</td>
</tr>
<tr>
<td>2</td>
<td>Teso Initiative for Peace</td>
<td>53</td>
<td>40</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>133</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Primary data, 2012

Sampling Procedure

A stratified sampling procedure was used whereby the target population of a given organization out of the total population by the total sample size. Thereafter a convenient sampling procedure was used.

Research Instruments

Questionnaire

The researcher used self-administered questionnaires, explaining and clarifying to the respondents in areas where clarification was needed. The questionnaire was developed considering three sections whereby section one focused on the profile of respondents, section two focused on human capacity building and section three focused on competitive advantage.

Validity and Reliability of the Instruments

An expert judgment method was used to ensure the reliability of the instrument. Experts in the study area were contacted and necessary adjustments were made accordingly. A pre-test was also conducted to further test and make the questionnaire
more reliable. Then the content validity index (CVI) of 0.916 was obtained using the formula:

\[
\text{CVI} = \frac{\text{The number of questionnaires declared valid}}{\text{Total number of questions}}
\]

A CVI of 0.916 was obtained declaring the research instrument valid since it was greater than 0.07. Reliability of the instrument was tested using Cronbach’s coefficient alpha which also declared the instrument reliable at 0.740.

**Data Gathering Procedure**

**Before gathering data**

The following was done before data gathering:

1. The completion of research proposal and submission for approval to the College Higher Degrees and Research of Kampala International University.
2. An introduction letter were obtained from the School of Post Graduate Studies and Research of Kampala International University, sought permission from the human resource department who gave the researcher access to study sites and also access to all organizations that provided the required data.
3. Select research assistants who assisted in the data collection; brief and orient.

**During gathering data**

Due to the nature work and busy schedule in organizations, the researcher through the office of administrators scheduled appointments to allow her use of their resource centers. The researcher availed herself to give necessary explanation on some questions where need was. The researcher made use of primary data that was got from questionnaires and interview guide provided by the researcher.
After gathering data

On obtaining the required data, the researcher edited, categorize and enter it into STATA or SPSS for analysis. Also, EXCEL was used in data analysis.

Data Analysis

For a clear and easy understanding, categorization and tabulation was resorted to. Responses under the same category were brought together and analyzed using Statistical Package for Social Sciences (SPSS), and then findings were put into tables, to facilitate the researcher to make generalizations.

The frequency and percentage distribution was used to determine the demographic characteristics of the respondents. The mean and standard deviations were applied that determined the level of human capacity building (knowledge, skills and abilities) among selected nongovernmental organizations in selected districts in Eastern Uganda and determined the level of competitive advantage among selected Non-governmental organizations in selected districts in Eastern Uganda.

Means were used to present, analyze and interpret the levels of human capacity building and competitive advantage.

For establishing the whether there is a significant relationship between human capacity building and competitive advantage in selected non-governmental organizations in selected districts in Eastern Uganda, correlation and regression analysis were applied. And determined whether there was a significant difference between human capacity building and competitive advantage among selected Non-governmental organizations in selected districts in Eastern Uganda, t – test was applied.

The mean ranges were as follows:
TABLE 2:

Interpretation of mean range

<table>
<thead>
<tr>
<th>Mean</th>
<th>Response</th>
<th>Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.26 - 4.00</td>
<td>Strongly agree</td>
<td>Very high</td>
</tr>
<tr>
<td>2.51 - 3.25</td>
<td>Agree</td>
<td>High</td>
</tr>
<tr>
<td>1.76 - 2.50</td>
<td>Disagree</td>
<td>Low</td>
</tr>
<tr>
<td>1.00 - 1.75</td>
<td>Strongly disagree</td>
<td>Very low</td>
</tr>
</tbody>
</table>

Ethical Considerations

Throughout the research study, the researcher avoided everything that would have cause discredit to her by complying with various ethical principles such as:

- The principle of voluntary participation that states that people should not be coerced into participating in research and therefore the researcher will adhere to participants by motivating them to participate in the study willingly and enthusiastically.
- Informed consent, where the research participants were fully informed about the procedures and risks involved in the research.
- Confidentiality was also made a priority where the researcher made sure information obtained from respondents was highly made secret and this was guaranteed by not allowing them to show their identity especially on the filled questionnaire.
- Findings were presented in a generalized manner.

Limitations of the study

1. Attrition: The questionnaires were not returned in time. This affected the researcher while doing data processing. This was overcome by the researcher
interviewing every respondent at a time and the respondent had no way to retain the questionnaire.

2. **Instrumentation**: Some respondents handed in incomplete questionnaires. This required either editing the questionnaires or giving other questionnaires that filled the gap. This was overcome by the researcher asking a specific question concerning the area the respondent had left blank and then fill it without the respondents notice and or explain the area of interview to the respondent for more clarity if necessary.

3. **Testing**: Inconsistences in some questionnaires, as a result of some respondents were not consistent.

4. **Intervening or confounding or extraneous variables**: Dishonestly and insincerity in revealing relevant and correct information on the study. The researcher created confidence to the respondent that the questionnaires would not be given to management after them releasing information and their names were and positions were withheld.
CHAPTER FOUR
DATA PRESENTATION, ANALYSIS AND INTERPRETATION

Profile of the respondents

In this study, the researcher described the respondents profile in terms of age, gender, marital status, education level and duration.

Table 2:

<table>
<thead>
<tr>
<th>Category of respondents</th>
<th>Frequency</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td></td>
<td></td>
</tr>
<tr>
<td>18-25</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>26-35</td>
<td>47</td>
<td>47</td>
</tr>
<tr>
<td>36-45</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td>46-55</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>56 and above</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
</tr>
<tr>
<td>Gender</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>37</td>
<td>37</td>
</tr>
<tr>
<td>Male</td>
<td>63</td>
<td>63</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
</tr>
<tr>
<td>Marital status</td>
<td></td>
<td></td>
</tr>
<tr>
<td>single</td>
<td>41</td>
<td>41</td>
</tr>
<tr>
<td>married</td>
<td>59</td>
<td>59</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
</tr>
<tr>
<td>Education</td>
<td></td>
<td></td>
</tr>
<tr>
<td>diploma</td>
<td>43</td>
<td>43</td>
</tr>
<tr>
<td>degree</td>
<td>45</td>
<td>45</td>
</tr>
<tr>
<td>masters</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
</tr>
<tr>
<td>Duration</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 - 2 years</td>
<td>17</td>
<td>17</td>
</tr>
<tr>
<td>2 - 3 years</td>
<td>38</td>
<td>38</td>
</tr>
<tr>
<td>3 - 4 year</td>
<td>18</td>
<td>18</td>
</tr>
<tr>
<td>4 - 5 years</td>
<td>19</td>
<td>19</td>
</tr>
<tr>
<td>others</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Primary data, 2012
The result in table above shows that 15% of the respondents were in the age bracket of 18 – 25 years, 47% were in the bracket of 26 – 35 years, 30% were in the bracket of 36 – 45 years, 6% were in the bracket of 46 – 55 years and 2% were in the bracket of 56 and above years. The study indicates that a majority of the staff in Health-Need Uganda and Teso Initiative for Peace are in the age bracket of 26 – 35 years.

In regards to gender of the respondents, 63% were male and 37% were female. This indicates that there is no gender balance in these NGOs.

In line with marital status, 41% of the respondents were single and 59% were married. This indicates that the majority of the respondents were married.

As far as the level of education is concerned, 43% had diploma, 45% had a degree and 12% had master’s degree.

As far as the duration of work is concerned, 17% had worked for 1 – 2 years, 38% for 2 – 3 years, 18% for 3 – 4 years, 19% for 4 – 5 years and 8% for more than 5 years. This indicates that the majority of the respondents had worked for 2-3 years.
The level of human capacity building

The second objective was set to determine the level of human capacity building, the responses were analyzed and summarized using means as shown in the table below:

**Table3:**

**Level of Human Capacity Building**

<table>
<thead>
<tr>
<th>Human Capacity Building</th>
<th>Mean</th>
<th>Interpretation</th>
<th>Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Knowledge</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enhance individuals to generate information they can understand</td>
<td>3.37</td>
<td>Very high</td>
<td>3</td>
</tr>
<tr>
<td>Information communication such as email, telephones, letters are used</td>
<td>3.54</td>
<td>Very high</td>
<td>1</td>
</tr>
<tr>
<td>Collaboration between employee and management to shared knowledge</td>
<td>3.26</td>
<td>Very high</td>
<td>4</td>
</tr>
<tr>
<td>Behavioral modification for reinforcement</td>
<td>2.63</td>
<td>High</td>
<td>9</td>
</tr>
<tr>
<td><strong>Skills</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continuous monitoring and evaluation of employee performance</td>
<td>3.39</td>
<td>Very high</td>
<td>2</td>
</tr>
<tr>
<td>Set up and organizing workshops, conferences and communities of Practice</td>
<td>3.22</td>
<td>High</td>
<td>5</td>
</tr>
<tr>
<td>Systematic analysis, diagnosis and performance deficiencies conducted</td>
<td>3.13</td>
<td>High</td>
<td>7</td>
</tr>
<tr>
<td><strong>Ability</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>High degree of motivation to preparation and work</td>
<td>3.17</td>
<td>High</td>
<td>6</td>
</tr>
<tr>
<td>Sensitivity training so as to understand how people behave and express themselves</td>
<td>2.77</td>
<td>High</td>
<td>8</td>
</tr>
<tr>
<td>Create options for internal commitment to their choice to development</td>
<td>3.37</td>
<td>Very high</td>
<td>3</td>
</tr>
<tr>
<td><strong>Average mean</strong></td>
<td>3.185</td>
<td>High</td>
<td></td>
</tr>
</tbody>
</table>

**Source:** Primary data, 2012
Table 3 above reveals the overall mean of human capacity building as 3.185, which is interpreted as high. The elements for human capacity building were: Enhance individuals to generate information they can understand, create options for internal commitment to their choice to development, continuous monitoring and evaluation of employee performance, high degree of motivation to preparation and work, behavioral modification for reinforcement, sensitivity training so as to understand how people behave and express themselves, systematic analysis diagnosis and performance deficiencies are conducted, information communication such as emails, telephones, letters are used, collaboration between employee and management to shared knowledge, set up and organizing workshops, conferences and communities of practice and scored (mean = 3.185). This indicates that the overall level of human capacity building is high characterized by the collaboration between employee and management to shared knowledge, continuous monitoring and evaluation of employee performance and enhancement of individuals to generate information they can understand. This has improved the quality of the human resources giving these NGOs a competitive advantage.
Level of Competitive Advantage

Objective three was set to determine the level of competitive advantage. The responses were analyzed and summarized using means as shown in the table below:

Table 4:
Level of Competitive Advantage

<table>
<thead>
<tr>
<th>Competitive Advantage</th>
<th>Mean</th>
<th>Interpretation</th>
<th>Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Information and technology driven strategy</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Availability of information technology has made information accessible</td>
<td>3.79</td>
<td>Very high</td>
<td>1</td>
</tr>
<tr>
<td>High technology content, technology standards are established</td>
<td>2.89</td>
<td>High</td>
<td>8</td>
</tr>
<tr>
<td>Access to information has allowed management to take a much more comprehensive view on strategic management</td>
<td>3.01</td>
<td>High</td>
<td>7</td>
</tr>
<tr>
<td><strong>Innovation</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Formulation of coalitions allows sharing of activities toward organizations effectiveness</td>
<td>3.02</td>
<td>High</td>
<td>6</td>
</tr>
<tr>
<td><strong>Market leadership</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outside pressure has determined the stakeholders strategy</td>
<td>3.12</td>
<td>High</td>
<td>5</td>
</tr>
<tr>
<td>Strategic decision making on opportunities and risks is taken</td>
<td>3.44</td>
<td>Very high</td>
<td>4</td>
</tr>
<tr>
<td>Tradeoff between risk and return is measured on strategy selection</td>
<td>2.79</td>
<td>High</td>
<td>9</td>
</tr>
<tr>
<td><strong>Differentiation strategy</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Focus is on long term, looking at the issues affecting the organizations effectiveness</td>
<td>3.77</td>
<td>Very high</td>
<td>2</td>
</tr>
<tr>
<td>Strategic planning has set the direction of the organization</td>
<td>3.46</td>
<td>Very high</td>
<td>3</td>
</tr>
<tr>
<td>Possess a unique advantage in relation to effectiveness and sustainability</td>
<td>2.79</td>
<td>High</td>
<td>9</td>
</tr>
<tr>
<td><strong>Average mean</strong></td>
<td>3.21</td>
<td>High</td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary data, 2012
Table 4 above reveals that the overall mean of competitive advantage is 3.21 interpreted as high. The elements were: focus is on long term looking at the issues affecting the organizations effectiveness, availability of information technology has made information accessible, tradeoff between risk and return is measured on strategy selection, strategic decision making on opportunities and risks is taken, high technology content, technology standards are established, access to information has allowed management to take a much more comprehensive view on strategic management, outside pressure has determined the stakeholders strategy, strategic planning has set the direction of the organization, formulation of coalitions allows sharing of activities toward organizations effectiveness, possess a unique advantage in relation to effectiveness and sustainability as(mean = 3.21). This indicates that the level of competitive advantage is high characterized by availability of information technology which has made information accessible, focus on long term looking at the issues affecting the organizations effectiveness and strategic planning which has set the direction of the organization.

**Relationship between human capacity building and competitive advantage**

The fourth objective of the study was to determine if there is a significant relationship between human capacity building and competitive advantage for which it was hypothesized that “there is no significant relationship between human capacity building and competitive advantage”.

To test this null hypothesis, the average mean for human capacity building and the average mean for competitive advantage were computed; co-related using Pearson’s linear of correlation coefficient (PLCC) at a significant level of 0.05. The results of this test are indicated in the table below:
Table 5:

Relationship between human capacity building and competitive advantage

<table>
<thead>
<tr>
<th>Variables correlated</th>
<th>R Value</th>
<th>Sig value</th>
<th>Interpretation</th>
<th>Decision Ho</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Capacity Building vs Competitive Advantage</td>
<td>0.559</td>
<td>0.000</td>
<td>Significant relationship</td>
<td>Rejected</td>
</tr>
</tbody>
</table>

Source: Primary data, 2012

Table 5 above reveals that there is a significant positive relationship between human capacity building and competitive advantage (r-value = 0.559, sig value = 0.000). The two variables were further regressed and the following results were obtained:

Table 6:

Regression model for human capacity building and competitive advantage in selected NGOs in selected districts

<table>
<thead>
<tr>
<th>Variable regressed</th>
<th>Adjusted r-squared</th>
<th>F</th>
<th>Sig</th>
<th>Interpretation</th>
<th>Decision Ho</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competitive Advantage Vs Human capacity building</td>
<td>0.3049</td>
<td>43.98</td>
<td>0.000</td>
<td>Significant effect</td>
<td>Rejected</td>
</tr>
<tr>
<td>Constant</td>
<td>1.163192</td>
<td>3.75</td>
<td>0.000</td>
<td>Significant effect</td>
<td>Rejected</td>
</tr>
<tr>
<td>Human capacity building (knowledge, skills and abilities)</td>
<td>0.6420445</td>
<td>6.63</td>
<td>0.000</td>
<td>Significant effect</td>
<td>Rejected</td>
</tr>
</tbody>
</table>

Source: Primary data, 2012
The linear regression results above indicate that human capacity building on regression model contributes over 43% towards competitive advantage in selected NGOs in selected districts indicated by a high adjusted r-squared of 0.3049. This implies that human capacity building should be emphasized because it has been found to be instrumental in competitive advantage.
CHAPTER FIVE
SUMMARY OF THE FINDINGS, CONCLUSIONS, RECOMMENDATIONS

SUMMARY OF THE FINDINGS

Profile of respondents

The study shows that 15% of the respondents were in the age bracket of 18 – 25 years, 47% were in the bracket of 26 – 35 years, 30% were in the bracket of 36 – 45 years, 6% were in the bracket of 46 – 55 years and 2% were in the bracket of 56 and above years. The study indicates that a majority of the staff in Health-Need Uganda and Teso Initiative for Peace are in the age bracket of 26 – 35 years.

In regards to gender of the respondents, 63% were male and 37% were female. This indicates that there is no gender balance in these NGOs.

In line with marital status, 41% of the respondents were single and 59% were married. This indicates that the majority of the respondents were married.

As far as the level of education is concerned, 43% had diploma, 45% had a degree and 12% had master’s degree.

As far as the duration of work is concerned, 17% had worked for 1 – 2 years, 38% for 2 – 3 years, 18% for 3 – 4 years, 19% for 4 – 5 years and 8% for more than 5 years. This indicates that the majority of the respondents had worked for 2-3 years.

The Level of Human Capacity Building

The study revealed that the overall mean of human capacity building in terms of knowledge, skills and abilities as 3.185, which is interpreted as high. The elements for human capacity building were: enhance individuals to generate information they can understand, create options for internal commitment to their choice to development, continuous monitoring and evaluation of employee performance, high degree of motivation to preparation and work, behavioral modification for reinforcement, sensitivity training so as to understand how people behave and express themselves, systematic analysis diagnosis and performance deficiencies are conducted, information
communication such as emails, telephones, letters are used, collaboration between employee and management to shared knowledge, set up and organizing workshops, conferences and communities of practice and scored as follows; (mean = 3.185).

The Level of Competitive Advantage

The study reveals that the overall mean of competitive advantage in terms of information and technology driven strategy, innovation, market leadership and differentiation strategy is 3.21 interpreted as high. The elements were: focus is on long term looking at the issues affecting the organizations effectiveness, availability of information technology has made information accessible, tradeoff between risk and return is measured on strategy selection, strategic decision making on opportunities and risks is taken, high technology content, technology standards are established, access to information has allowed management to take a much more comprehensive view on strategic management, outside pressure has determined the stakeholders strategy, strategic planning has set the direction of the organization, formulation of coalitions allows sharing of activities toward organizations effectiveness, possess a unique advantage in relation to effectiveness and sustainability as(mean = 3.21).

The Relationship Between Human Capacity Building and Competitive Advantage

The study reveals that there is a significant positive relationship between human capacity building and competitive advantage (r-value = 0.559, sig value = 0.000). There was no significant relationship between human capacity building and competitive advantage in the selected NGOs in selected districts in eastern Uganda.

Hypothesis

Basing on the study, the nul hypothesis “there is no significant relationship between human capacity building and competitive advantage” was rejected. It was revealed that there was a significant positive relationship between human capacity building and competitive advantage in selected NGOs in selected districts.
CONCLUSION

To sum it all, the level of human capacity building in selected NGOs in selected in Eastern Uganda is high characterized by systematic analysis diagnosis and performance deficiencies are conducted, information communication such as emails, telephones, letters are used, collaboration between employee and management to shared knowledge, set up and organizing workshops, conferences and communities. This has positively affected the level of competitive advantage in these NGOs through access to information has allowed management to take a much more comprehensive view on strategic management, outside pressure has determined the stakeholders strategy, strategic planning has set the direction of the organization, formulation of coalitions allows sharing of activities toward organizations effectiveness, possess a unique advantage in relation to effectiveness and sustainability. This coincided with theory Z of motivation by William Ouchi (1981), which focuses on increasing employee loyalty to the company by providing a job for life with a strong focus on the well-being of the employee, both on and off the job.

RECOMMENDATIONS

Although the study revealed that the level of human capacity building was high, some elements of were rated least and therefore based on those elements, the following recommendations were made:

1. There is need to increase the degree of motivation to preparation and work in terms of total rewards such as field allowance, lunch allowance, housing allowance, to mention but a few.
2. There is need for behavioral modification for reinforcement.
3. There is need for sensitivity training so as to understand how people behave and express themselves.
FURTHER RESEARCH

In due respect to the efforts of the researcher in this particular area, the researcher could not exhaust entirely. Therefore, the researcher recommends that future researcher’s should focus on the following: employee training and competitive advantage in NGOs in selected districts in eastern Uganda.

Furthermore, study should be done in cross-culture and competitive advantage in selected NGOs in selected districts in eastern Uganda.
References


Antigua shariq, Zamila; nahukul K.C (March 2011).“Enhancing Local governance institutions in Logar and Urozgan Provinces, Afghanistan”.Capacity.org.

Beyond CRM: The Critical Path to Successful Demand Chain Management www.crmadvocate.com/required/scribe1.pdf Retail out of Stocks


Business forecasting, Demand planning, Inventory planning, Sales and operations planning, Sales forecasting software and services

Cecere, L., Hofman, D., Martin, R., Preslan L., The Handbook for Becoming Demand Driven, AMR Research, Juli 2005; 4


Gartner Research Magic Quadrant for Enterprise Application Servers 2Q08


QUANTOS SaRL - Demand Chain Management Solutions Take Hold With Selling Organizings, According To New Aberdeen Report Abstract WU dissertation no. 4036


APPENDIX i

SECTION 1: QUESTIONNAIRE ON RESPONDENT’S PROFILE

(Tick appropriately)

Age

<table>
<thead>
<tr>
<th>Age Range</th>
</tr>
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<tbody>
<tr>
<td>18 – 25</td>
</tr>
<tr>
<td>26 – 35</td>
</tr>
<tr>
<td>36 – 45</td>
</tr>
<tr>
<td>46 – 55</td>
</tr>
<tr>
<td>56 and above</td>
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</table>

Gender

<table>
<thead>
<tr>
<th>Gender</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
</tr>
<tr>
<td>Male</td>
</tr>
</tbody>
</table>

Marital status

<table>
<thead>
<tr>
<th>Status</th>
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</thead>
<tbody>
<tr>
<td>Single</td>
</tr>
<tr>
<td>Married</td>
</tr>
</tbody>
</table>

Level of education

<table>
<thead>
<tr>
<th>Education Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diploma</td>
</tr>
<tr>
<td>Degree</td>
</tr>
<tr>
<td>Master</td>
</tr>
<tr>
<td>Other</td>
</tr>
</tbody>
</table>
Duration in present position

<table>
<thead>
<tr>
<th>Duration</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1 – 2 years</td>
<td></td>
</tr>
<tr>
<td>2 – 3 years</td>
<td></td>
</tr>
<tr>
<td>4 – 5 years</td>
<td></td>
</tr>
<tr>
<td>Others</td>
<td></td>
</tr>
</tbody>
</table>

SECTION 2:

QUESTIONNAIRE TO DETERMINE LEVEL OF HUMAN CAPACITY BUILDING

Direction: please respond to each item using the scoring guide below. Kindly write your best choice on the space before every item. Be honest about the options as there are no right or wrong answers.

<table>
<thead>
<tr>
<th>Rating</th>
<th>Response Mode</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Very high</td>
<td>Adopted with no doubt</td>
</tr>
<tr>
<td>3</td>
<td>High</td>
<td>Adopted with some doubt</td>
</tr>
<tr>
<td>2</td>
<td>Low</td>
<td>Poorly adopted</td>
</tr>
<tr>
<td>1</td>
<td>Very low</td>
<td>Very poorly adopted</td>
</tr>
</tbody>
</table>

B: HUMAN CAPACITY BUILDING

1. Generate and enhance individuals to generate information they can understand
2. Create options for internal commitment to their choices to development.
4. High degree of motivation to preparation and work.
5. Behavioral modification for reinforcement.
6. Sensitivity training so as to understand how people behave and express themselves (T-Group).

7. Systematic analysis diagnosis and performance deficiencies is conducted.

8. Information communication such as email, telephones, letters are used.

9. Collaboration between employee and management to shared knowledge.

10. Set up and organizing workshops, conferences and communities of practice.

**C: Competitive Advantage**

1. Focus is on long term, looking at issues affecting the organizations effectiveness.

2. Availability of information technology has made information accessible.

3. Tradeoff between risk and return is measured on strategy selection.

4. Strategic decision making on opportunities and risks is taken.

5. High technology content, technological standards are established.

6. Access to information systems has allowed management to take a much more comprehensive view on strategic management than before.

7. Outside pressure have determined the stakeholders strategy.

8. Strategic planning has set the direction of the organization.

9. Formulation of coalitions allows sharing of activities toward organizations effectiveness.

10. Possess a unique advantage in relation to effectiveness and sustainability.
## APPENDIX ii

### Content validity index

#### Level of Human Capacity Building

<table>
<thead>
<tr>
<th>Human Capacity Building</th>
<th>No. of judges</th>
<th>No. of judges who declared the item valid</th>
<th>Content validity index</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Knowledge</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enhance individuals to generate information they can understand</td>
<td>3</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Information communication such as email, telephones, letters are used</td>
<td>3</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Collaboration between employee and management to shared knowledge</td>
<td>3</td>
<td>2</td>
<td>0.67</td>
</tr>
<tr>
<td>Behavioral modification for reinforcement</td>
<td>3</td>
<td>2</td>
<td>0.67</td>
</tr>
<tr>
<td><strong>Skills</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continuous monitoring and evaluation of employee performance</td>
<td>3</td>
<td>2</td>
<td>0.67</td>
</tr>
<tr>
<td>Set up and organizing workshops, conferences and communities of Practice</td>
<td>3</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Systematic analysis, diagnosis and performance deficiencies conducted</td>
<td>3</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td><strong>Ability</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>High degree of motivation to preparation and work</td>
<td>3</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Sensitivity training so as to understand how people behave and express themselves</td>
<td>3</td>
<td>3</td>
<td>0.67</td>
</tr>
<tr>
<td>Create options for internal commitment to their choice to development</td>
<td>3</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td><strong>Competitive Advantage</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Information and technology driven strategy</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Availability of information technology has made information accessible</td>
<td>3</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>High technology content, technology standards are established</td>
<td>3</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Access to information has allowed management to take a much more comprehensive view on strategic management</td>
<td>3</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td><strong>Innovation</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Formulation of coalitions allows sharing of activities toward organizations effectiveness</td>
<td>3</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td><strong>Market leadership</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outside pressure has determined the stakeholders strategy</td>
<td>3</td>
<td>3</td>
<td>1</td>
</tr>
</tbody>
</table>
Strategic decision making on opportunities and risks is taken

<table>
<thead>
<tr>
<th>Source: Primary data, 2012</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th></th>
<th>3</th>
<th>3</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tradeoff between risk and return is measured on strategy selection</td>
<td>3</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Differentiation strategy</td>
<td>3</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Focus is on long term, looking at the issues affecting the organizations effectiveness</td>
<td>3</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Strategic planning has set the direction of the organization</td>
<td>3</td>
<td>2</td>
<td>0.67</td>
</tr>
<tr>
<td>Possess a unique advantage in relation to effectiveness and sustainability</td>
<td>3</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>55</td>
<td>18.35</td>
</tr>
</tbody>
</table>

CVI = No. of items declared valid

Total no. of items

\[
\text{Total no. of items} = 55
\]

\[
\frac{55}{60} = 0.916
\]

= 0.916
Sloven's formula

\[ n = \frac{N}{1 + Ne^2} \]

Where:

- \( n \) = sample size,
- \( N \) = population size,
- \( e \) = significance level (\( e = 0.05 \)).

\[ n = \frac{133}{1 + 133(0.05)^2} \]

\[ = 99.8 \]

\[ = 100 \text{ respondents} \]
RESEARCHER’S CURRICULUM VITAE

AMODING CAROLINE C/o P.O BOX 20000, KAMPALA UGANDA

TELEPHONE: +256 772 196 142 Email: camoding@gmail.com/keithlene1@yahoo.com

BORN MARITAL STATUS CITIZENSHIP

7th July 1985 Single Ugandan

WORK EXPERIENCE

February 2011 To-date

Teaching Assistant

Kampala International University

P.O Box 20000, Kampala (U).

ACADEMIC BACKGROUND

<table>
<thead>
<tr>
<th>YEAR</th>
<th>INSTITUTION</th>
<th>AWARD</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011-2012</td>
<td>Kampala International University</td>
<td>Master of Arts in HRM</td>
</tr>
<tr>
<td>2007-2010</td>
<td>Kampala International University</td>
<td>Bachelor’s in HRM</td>
</tr>
<tr>
<td>2005/2006</td>
<td>Kingstone College</td>
<td>UACE</td>
</tr>
<tr>
<td>1996/1999</td>
<td>Alliance High School</td>
<td>UCE</td>
</tr>
</tbody>
</table>

TRAININGS

- Performance Improvement
- Monitoring and Evaluation
- Project Planning and Management
- Peace and Conflict Management
- Performance Management

AWARD

- Certificate
- Certificate
- Certificate
- Certificate
SPECIAL INTERESTS

- Research and Dissemination of knowledge
- Computer packages; Ms Word, Ms Excel, PowerPoint presentations

LANGUAGE PROFICIENCY

- English
- Kiswahili
- Ateso/Kumam

REFERENCES

Prof. Yahaya Ibrahim PhD
Lecturer
Kampala International University
+256 781 700 557

Mr. Mwegigye Jimmy
Human Resource Manager
Kampala International University
+256 392 962 760

ENDORSEMENT

I hereby declare the above information a true statement about me.

SIGNITURE: ..............................................
OFFICE OF THE HEAD OF DEPARTMENT, ECONOMICS AND MANAGEMENT
SCIENCES
COLLEGE OF HIGHER DEGREES AND RESEARCH (CHDR)

Date: 6th, June, 2012

RE: REQUEST FOR AMODING CAROLINE MHR/18990/111/DU
TO CONDUCT RESEARCH IN YOUR ORGANIZATION

The above mentioned is a bonafide student of Kampala International University
pursuing Masters of Arts in Human Resource Management.

She is currently conducting a research entitled “Human Capacity Building and
Competitive Advantage in selected NGOs in selected districts in Eastern Uganda.”

Your organization has been identified as a valuable source of information pertaining to
her research project. The purpose of this letter is to request you to avail her with the
pertinent information she may need.

Any information shared with her from your organization shall be treated with utmost
confidentiality.

Any assistance rendered to her will be highly appreciated.

Yours truly,

[Signature]

Mr. Malinga Ramadhan
Head of Department,
Economics and Management Sciences, (CHDR)

NOTED BY:
Dr. Sofia Soli T. Gate
Principal-CHDR
17th August 2012

The Director
College of Higher Degrees and Research
Kampala International University

Dear Sir/Madam,

RE: AMODING CAROLINE

This is to confirm that Amoding Caroline has conducted a research on Human Capacity Building and Competitive Advantage in selected NGOs in Eastern Uganda and conducted here in HealthNeed Uganda.

She has been instrumental in the streamlining our Research Department and has demonstrated ability for team work. She was organized, efficient, and willing to do whatever was needed to get a particular task finished. She is willing to learn from others and share with others and demonstrates satisfactory skills in the execution of her research work.

This exercise has been an indication that Miss Caroline Amoding is destined to achieve new heights in her career.

Richard Ochen
PROGRAMME MANAGER
HEALTHNEED UGANDA
Date: 17th August 2012

Office of the Head of Department,
Economics and Management Science
College of Higher Degrees and Research (CHDR)

Attn. Mr. Malinga Ramadhan, Head of Department

Dear Sir,

SUBJECT: ACKNOWLEDGEMENT OF AMODING CAROLINE MHR/18990/111DU

Early June 2012 we received your request to our organization to support Amoding Caroline in her research entitled "Human Capacity Building and Competitive Advantage in selected NGOs in selected districts in Eastern Uganda". Teso Initiative for Peace (TIP) gave her all the necessary time and encouraged the staff to give her attention as much as she needed. It is our hope that this has contributed to her search for new knowledge in the area of human resource management.

This letter affirms her working with us. We expect to access the final product of Amoding's research for the benefit of our organization. We shall also appreciate any further assistance given her to accomplish her task.

Thank you.

Yours sincerely,

TESO INITIATIVE FOR PEACE
(TIP)

Makumbi Stephen
Programme Coordinator
Teso Initiative for Peace

Cc Dr. Sofia Sol T Gaite
Principal-CHDR