EXPLORING COMPETENCY CRITERIA FOR MANAGEMENT SELECTION IN NON-PROFIT ORGANISATIONS: A CASE STUDY OF INTERNATIONAL ORGANISATIONS IN TANZANIA

DOCTORAL RESEARCH THESIS – BY RHODACHRISTOPHER BENNET

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ABSTRACT

Managerial competencies have been widely theorised in the for-profit and public sectors but remain underexplored in donor-dependent non-profit contexts. This study critically examines the competency criteria guiding management selection in international non-profit organisations (INPOs), thereby addressing a gap in the existing literature. The research focuses on Tanzania as a case study, where INPOs play a central role in health, education, and agricultural development, yet face ongoing challenges in aligning organisational needs with donor-driven expectations. To fill this gap, the study introduces the concept of Person-Donor-Organisation Fit (P-D-O), which expands existing fit theories by integrating organisational priorities with donor accountability mechanisms and individual competencies. This framework offers a more comprehensive approach to aligning managerial capacity with organisational performance and funding sustainability. The research employs a qualitative, interpretivist case study methodology. Data were collected through semi-structured interviews and open-ended questionnaires with 22 senior managers across six INPOs and were analysed thematically to identify patterns of competency alignment and misalignment. Reflexivity and ethical protocols were applied throughout to ensure credibility and trustworthiness. Findings highlight persistent gaps in managerial competencies, including limited alignment with donor requirements, inadequacies in competency frameworks, weaknesses in selection practices, and challenges stemming from cross-cultural and resource-constrained contexts. These gaps hinder project implementation and sustainability, emphasising the need for a donor-inclusive competency framework. The study makes three key contributions. First, it advances theory by proposing P-D-O as a novel extension of fit theories tailored to non-profit settings. Second, it contributes to practice by identifying criteria and benchmarks that INPOs can use to enhance managerial selection processes. Third, it informs policy by providing recommendations to both organisations and donors, aiming to improve alignment between managerial capacity, donor accountability, and sustainable development outcomes.

ACKNOWLEDGEMENTS

CERTIFICATION

This is to certify that the work contained in the thesis entitled "Exploring Competency Criteria for Management Selection in Non-Profit Organisations: A Case Study of International Non-Profit Organisations in Tanzania", submitted by Rhoda Bennet (Student ID: 17051034) for the award of the Doctorate to the Hertfordshire University, UK, is a record of bonafide research works carried out by her under my direct supervision and guidance. I consider that the thesis has reached the standards and fulfilled the requirements of the rules and regulations relating to the nature of the degree. The contents embodied in the thesis have not been submitted for the award of any other degree or diploma in this or any other university.

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DECLARATION

Some elements of this thesis appeared in the papers produced from this DBA research and were presented in conferences and journals as listed below:

Conference Papers

Bennet, R., 2019. Exploration of the perception of the recruitment and selection practices at the management level: The case of International Non-Profit Organisations in Tanzania. DBA Symposium: The DBA Journey, 23 May 2019.

Bennet, R., 2019. Exploration of the perception of the recruitment and selection practices at the management level: The case of International Non-Profit Organisations in Tanzania. HBS Conference, 29 November 2019.

Bennet, R., Wilson, K., Catulli, M., and Brown, C., 2021. Project failures are the most complex and challenging puzzle to decode: Will the Person–Donor–Organisation Fit (P-D-O) help untangle it? HBS Conference, 22 September 2021.

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GLOSSARY

Terms	Definitions
Competency	Boyatzis (2018, p.11) defined competency as "an underlying characteristic of an individual that is causally related to effective and superior performance in a job or situation." They also listed five characteristics under competency: motives, traits, self-concept, knowledge, and skills.
Competence	Competence refers to an individual's ability to perform the duties and responsibilities associated with a specific job or role effectively and efficiently. It encompasses skills, knowledge, and behaviours necessary for successful performance. Unlike competency, which often focuses on particular attributes or abilities, competence is a broader concept that integrates various elements to ensure overall job effectiveness (Teodorescu, 2006). Competence ensures an individual can meet job demands and contribute to the Organisation's goals (Silvey et al., 2021; Pantelić et al., 2024).
International non-profit organisations (INPO)	INPO is a non-profit entity that operates across national borders and engages in activities and programmes in multiple countries. Its primary aim is to address global or transnational issues, provide humanitarian aid, promote development, advocate for human rights, and support various causes that benefit communities or the

	environment worldwide (Miković et al., 2020; Oelberger et al., 2020).
Management-level positions	Refers to roles within an organisation that involve overseeing and directing the work of others to achieve the organisation's goals and objectives. These positions are typically categorised into three primary levels: executive (top-level), middle, and first-line (lower-level) management. Each management level has different responsibilities, scopes of authority, and focus areas. The jobs involve accomplishing tasks by leading others in the organisation. People in management positions focus on managing projects and teams to ensure positive outcomes and a positive impact (Riggio, 2017; Byukusenge et al., 2021; Gandrita, 2023).
Non-profit organisations	An entity that operates for a specific social, charitable, educational, cultural, or other public or community benefit rather than to generate profit for its owners or shareholders. The primary objective of an NPO is to address a particular social issue, provide services, or support causes that improve the welfare of individuals or communities (Stewart and Twumasi, 2020).
Person-Environment (P–E)	Person-Environment (P-E) fit is the compatibility between an individual and their work environment. Compatibility can be based on the congruence between a person's values, skills, and abilities and the environment's or organisation's demands, culture, and values. P-E fit can be further broken down into several subtypes, such as Person-Job (P-J) Fit, Person-

	Organisation (P-O) and Person-Vocational fit (Andela and van der Doef, 2019; Vleugels et al., 2023)
Person-Job (P-J)	Refers to the match between an individual's abilities and the demands of the job, or the needs of the job and the individual's desires. P-J encompasses matching the person to the requirements openly connected with a specific job (Farzaneh et al., 2014; Goetz and Wald, 2022).
Person-Organisation (PO)	P-O refers to the alignment between an individual's values, goals, and personality and the organisation's culture, values, and goals. P-O associates the person, the applicant's character, and the applicant's inclinations with the organisational goals, systems or structures, and environment (Kristof-Brown et al., 2002; Kakar et al., 2023).
Person-Vocational (P-V)	Refers to the alignment between an individual's interests, values, personality, skills, and abilities and the characteristics, demands, and rewards of a specific vocation or career field. This concept is rooted in the idea that individuals will perform better, experience higher job satisfaction, and have tremendous career success when there is a good match between who they are (their attributes) and the nature of their chosen vocation (Glosenberg et al., 2019; Sales et al., 2023).
PEPFAR	PEPFAR is the U.S. government initiative to help save the lives of those who have HIV/AIDS around the world. Launched in 2003 under the administration of

	President George W. Bush, PEPFAR is the most significant commitment by any nation to combat a single disease in history (El-Sadr et al., 2012).
Selection	The process of choosing the most suitable candidate from a pool of applicants for a particular role or position within an organisation. It systematically assesses each applicant's qualifications, skills, experience, and overall fit with the job requirements. The primary goal of selection is to ensure that the chosen candidate is best suited to effectively perform the tasks and responsibilities associated with the position (Collings and Mellahi, 2009; Armstrong and Taylor, 2023).

LIST OF ABBREVIATIONS

DFID   Department for International Development

HR   Human Resources

HRM   Human Resource Management

HQ   Headquarters

IRS   Internal Revenue System

INPO   International Non-Profit Organisation

NGO   Non-Governmental Organisation

ODA   Official Development Assistance

P-D-O   Person- Donor Organisation

P-E   Person- Environment

P-J   Person- Job

P-O   Person- Organisation

P-V   Person- Vocational

UK   United Kingdom

U.N.   United Nations

UNGC   United Nations Global Impact

USA   United States of America

TANGO   Tanzania Association of Non-Governmental Organisations

CHAPTER 1

1. GENERAL INTRODUCTION

1.1 Introduction

Effective management selection is fundamental to the success of international non-profit organisations (INPOs), as it ensures that individuals selected to management roles possess the competencies required to meet organisational goals and navigate complex stakeholder demands (Spencer and Spencer, 1993; Boyatzis, 2009; Brière et al., 2015). Competency-based selection has been widely acknowledged in the for-profit and public sectors as a determinant of organisational performance; yet its application within the non-profit domain remains underexplored (Akingbola, 2013; Ridder et al., 2012; Batti, 2013; Abrokwah et al., 2018).

Developing countries face challenges that require strategic coordination of resources and efforts both locally and internationally (Mariani et al., 2022). Due to their capacity limitations, development grants and aid are essential for the least-developed countries' (LDCs) efforts to overcome development challenges (Salma et al., 2023). These grants are either directly channelled to governments or through Non-Governmental Organisations (NGOs). These NGOs include International Non-Profit Organisations (INPOs) that operate programmes to achieve global development objectives within the local contexts of developing countries, thereby aligning with donors' goals (Uddin and Belal, 2019). The selection of capable INPO managers is crucial for INPOs' ability to represent donors' interests effectively.

In this study, donors refer to individuals or organisations that provide financial or material support to INPOs to achieve specific development objectives (Chapman et al., 2022). Such donors include the United States Agency for International Development (USAID), the Bill & Melinda Gates Foundation, and the World Bank. Donors are frequently motivated by the objective of advancing global development agendas, achieving sustainable socio-economic impacts, and establishing partnerships that align with their strategic priorities. Examples of global development agendas to which donors pump financial resources to support include the Sustainable Development Goals (SDGs) (Group, 2019; World Bank, 2019).

The literature appears to underscore the importance of adopting a comprehensive, competency-based approach to managerial selection (Karimi et al., 2018; Sabuhari et al., 2020; Kakemam and Liang, 2023). Incorporating frameworks such as Person-Organisation (P-O), Person-Job (P-J), and Person-Vocation (P-V) fit may help ensure that selected managers possess the requisite skills, values, and adaptability to meet both organisational and donor expectations. This thesis contributes to understanding competency criteria in INPOs' managerial selection in Tanzania. It, therefore, explores the competency criteria that INPOs in Tanzania employ in management selection. The research aims to address a significant challenge faced by INPOs in selecting managers whose competencies align with organisational needs and the specific expectations of their donors.

1.2 Background of the Study

"Non-profit organisations (NPOs) play a vital role in civil society as they exist to serve the civil society in various capacities" (Vijaya and Karibasaveshwara, 2014, p. 204). Thus, NPOs require personnel who work diligently with the communities to achieve their developmental objectives. However, getting candidates, particularly managers with competencies that align with the organisation's, is a persistent challenge (Bromideh, 2011; Nwaiwu, 2013; Ahmed et al., 2019; Sekiete, 2019; Hashim, 2020). Therefore, competency criteria in candidates' selection are critical to NPOs' success in their societal role.

Non-profits have experienced premature programme closure and aid reduction over the last two decades (Pallas and Sidel, 2020; Haddy et al., 2023). Among the reasons mentioned by various researchers are a colonial mentality, political instability, corruption, embezzlement, and poor management (Ologbenla, 2007; Calvo and Morales, 2016; Hayman and Lewis, 2018; Pallas and Sidel, 2020). Sometimes, donors withdraw funds in response to development achievements (Pallas et al., 2018). At other times, the scarcity of development projects and poor delivery of anticipated services can lead to a withdrawal of funds (Mercer, 2003; Pallas & Guidero, 2016; Pallas & Sidel, 2020).

The data shows that donor aid to East African countries has dwindled in recent years. Table 1.1 presents information from the Foreign, Commonwealth and Development Office, Annual Report and Accounts 2020-21. It shows a substantial reduction in aid to several East African

countries between the financial years 2020/2021 and 2021/2022. Tanzania received 68.05 per cent less aid, from £89.2 million to £28.5 million.

Table 1.1: Aid Reduction in East African Countries-2021/2022

Country	2020/2021 Financial Year Allocation (£m)	2021/2022 Financial Year Planned Allocation (£m)
Ethiopia	240.5	107.6
Sudan	142.6	62.2
South Sudan	135.3	68.4
Somalia	121.1	71.2
Tanzania	**89.2**	**28.5**
Kenya	67.3	41.0
Mozambique	51.0	28.4

Source: The UK Parliament's Official Figures, September 2021

This reduction in aid could be attributed to the impacts of COVID-19, but an examination of official development assistance (ODA) reports comparing 2018 with 2017 reveals broader trends. Bilateral ODA to the least-developed countries experienced a 3% decline in real terms from 2017, aid to Africa decreased by 4%, and humanitarian aid saw an 8% reduction. Furthermore, the 2022/2023 report indicated an increase in aid to £31,790 million, but subsequently decreased again in the 2022/2023 period to £17,645 million. Table 1.2 provides additional descriptive details on aid reductions between 2022–2023 and 2023–2024.

Table 1.2: Aid Reduction in East African Countries-2023/2024

Regional Programmes	2022–23 Programme Outturn			2023–24 Plans		
	FCDO ODA £000	FCDO Non-ODA £000	FCDO Total £000	FCDO ODA £000	FCDO Non-ODA £000	FCDO Total £000
Africa	**762,134**	**168**	**762,302**	**645,887,**	**150**	**646,037**
Democratic Republic of the Congo	42,699	-	42,699	44,636	-	44,636
Ethiopia	85,220	-	85,220	89,253	-	89,253

Ghana and Liberia	11,613	-	11,613	5,587	-	5,587
Kenya	36,447	13	36,460	24,646	-	24,646
Malawi	26,018	-	26,018	16,342	-	16,342
Mozambique	25,680	-	25,680	20,076	-	20,076
Nigeria	84,071	-	84,071	72,324	-	72,324
Other African countries	1,569	155	1,724	2,051	-	2,051
Pan Africa Department	93,283	-	93,283	49,505	-	49,505
Rwanda	20,814	-	20,814	14,423	-	14,423
Sahel & Security Department	18,669	-	18,669	19,181	-	19,181
Sierra Leone	30,100	-	30,100	25,398	-	25,398
Somalia	76,325	-	76,325	90,065	-	90,065
South Africa	10,254	-	10,254	5,892	-	5,892
South Sudan	62,353	-	62.353	47,906	-	47,906
Sudan	31,071	-	31,071	42.349	-	42,349
Tanzania	31,790	-	31,790	17,645	-	17,645
Uganda	30,143	-	30,143	18,301	-	18,301
Zambia	16,837	-	16.837	10,845	-	10,845
Zimbabwe	27,178	-	27,178	29,462	-	29,462

Source: Foreign, Commonwealth and Development Office, Annual Report and Accounts 2022-23

The data indicate a general reduction in aid across most East African countries from 2022-2023 to 2023-2024. Notably, regional programmes in Africa substantially decreased from £762,302,000 to £646,037,000. Significant reductions are also observed in countries like Tanzania, where aid dropped from £31,790,000 to £17,645,000. These changes exhibit shifting priorities and budget allocations within the FCDO, probably driven by evolving geopolitical, economic, and humanitarian considerations. The decreases could influence various

developmental and humanitarian projects within these countries, necessitating adjustments in programme implementation and funding strategies.

The significant reduction in aid to Tanzania from £31,790,000 to £17,645,000 has dramatically impacted the country's development initiatives. This decrease in funding could potentially disrupt essential services and programmes, highlighting the urgent need to re-evaluate priorities and explore alternative funding sources to maintain momentum in Tanzania's development efforts.

It's fundamental to note that, alongside poor service delivery, another potential explanation for the aid reduction and the ineffectiveness of INPOs lies in the link to managers' competencies in selecting senior managers. The possible impact of these issues could be a cause for concern and a catalyst for urgent action. (Lemay et al., 2020; Mahmoud et al., 2022). The literature reveals a lack of discussion regarding the criteria used to assess competencies when selecting managers in INPOs in Tanzania. Since some individuals in these organisations have been accused of unethical behaviour and inefficiency, further research on competency frameworks is essential to help address these concerns. (Zaidi, 1999; Stekelorum et al., 2020; Toepler et al., 2020). Given the ethical and effectiveness concerns raised against individuals within INPOs in Tanzania, it is imperative to examine their competency criteria in selection practices thoroughly. This study aims to shed light on the authenticity of these accusations by delving into the competency criteria in senior managers' selection practices in INPOs.

The literature also points out that short-term contracts and projects in INPOs contribute to mistrust and poor service delivery. Various authors have found that INPOs are increasingly selecting more staff on temporary contracts. They contend that employees' alignment in executing projects throughout the entire timeline is vital for ensuring high-quality service provision in INPOs (Akingbola, 2004; Bromideh, 2011; Jayathilaka, 2021; Akingbola, 2023). Thus, short-termism has significant effects, primarily on competency criteria in selecting management positions. For example, the short-term hiring of a manager who aligns with the organisation's long-term vision may compromise some competencies in the selection process and result in the appointment of weak or ineffective managers.

Another potential reason for programme closure and funding cuts in INPOs is a lack of managerial fit with donors (Pallas and Sidel, 2020). Thus far, most INPO management research

has primarily focused on person-job fit, person-organisation fit and person-vocational fit in selection practices. (Kristof-Brown et al., 2002; Andela and van der Doef, 2019). Some criticisms have been levelled against the Person-Organisation Fit (P-O Fit), particularly its ability to address the complex stakeholder dynamics within the non-profit sector fully. Critics suggest that while P-O Fit offers valuable insights into aligning individual characteristics with organisational culture, it may not sufficiently account for the unique demands and expectations of external stakeholders (Kaur and Kang, 2021). This highlights the need to explore how competencies might align with organisational and donor requirements to enhance selection practices in International Non-Profit Organisations (INPOs).

This study answers two main research questions:

1. Why do INPOs in Tanzania struggle to select effective managers that align with donor expectations?

2. How do donors influence these management positions' competency criteria and selection practices?

A new concept of Person–Donor–Organisation Fit (P-D-O) emerges as a contribution to knowledge and practice, which is crucial to ensuring that INPOs can effectively meet donor expectations (the contribution to knowledge and practice will be discussed further in Chapter 6). By aligning the competencies of selected management personnel with donor expectations, INPOs can enhance the efficiency and effectiveness of project implementation. This alignment helps mitigate potential conflicts and misunderstandings between donors and INPOs, ensuring that projects are executed smoothly and objectives are met. Moreover, the Person–Donor–Organisation Fit (P-D-O) concept supports a more strategic approach to selection, ensuring that managers possess the skills and attributes necessary to fulfil donor requirements and drive the success of funded projects.

Large organisations use the competencies framework to select managers (Stamhuis, 2021). A competency framework is a structured model that outlines the specific skills, behaviours, and attributes required for effective performance in a particular role or organisation (Wong, 2020). They hire based on skills, qualities, and behaviours that align with and can contribute to the organisation's strategic goals. However, this practice differs slightly in INPOs since project life cycles are shorter and budgets are tighter, forcing INPOs to apply competencies partially (Tambwe, 2019). Boyatzis (2009) contended that a manager's emotional, social, and cognitive

competencies are key to success in management roles across various sectors. Brière et al. (2015, p. 116) emphasise the significance of managers' competencies in INPOs. Boyatzis argued that competency effectiveness relies on individual capability concerning job requirements, demands, and the organisational environment.

Andela and van der Doef (2019) contend that the senior managers' selection practices also include assessing and evaluating several critical competencies to fit the position's requirements. The Person-Organisation (P-O) fit theory suggests that the INPO environment influences the competency criteria used in selecting management positions (Vleugels et al., 2023). As international organisations, INPOs' work aligns with global policies such as the United Nations' Sustainable Development Goals (Benedict et al., 2019). Thus, among the managers' competencies needed for INPOs' achievements is the ability to deliver global development policy objectives at all levels. Donors' funding mainly drives these achievements (Shumate et al., 2018; Benedict et al., 2019; Yamashita et al., 2019).

Despite the importance of competency criteria during the selection process, literature is scarce on the challenges of competency-based selection, particularly in Tanzania. This is particularly true when INPOs seek to hire management that aligns with donors' expectations. The significant challenges that INPOs face, such as resource constraints, funding pressure, and increasing competition in service delivery, require competent managers (Ronald, 2020; van Wijk et al., 2020; Sawadogo-Lewis et al., 2022). Sawadogo-Lewis et al. (2022) neglected to address the specific issue of senior managers who possess the competencies that align with donors' expectations, as well as the experience and stamina to mitigate the challenges mentioned.

Existing studies on competency criteria in the private and public sectors consistently demonstrate that rigorous selection frameworks improve managerial performance and organisational outcomes. For example, Ahmad and Schroeder (2002) highlight how competency-based selection enhances efficiency in manufacturing firms, while Karimi et al. (2018) show that public sector organisations benefit from structured competency frameworks in leadership selection. More recently, Sabuhari et al. (2020) and Kakemam and Liang (2023) found that aligning managerial competencies with strategic objectives strengthens organisational resilience. Despite this growing body of evidence, comparable research within INPOs remains limited, particularly in donor-dependent contexts such as Tanzania. This study

aims to address this gap by critically applying and extending fit theories to managerial selection in the non-profit domain (Kristof-Brown and Guay, 2011; van Vianen, 2018).

This background has given an overview of the competency criteria for the selection practices of INPOs in Tanzania. Examining the activities of non-profit organisations is crucial for gaining a broader perspective on these issues. Therefore, the following sub-section highlights the role of NPOs in Tanzania's development.

1.2.1 The Role of INPOs in Tanzania's Development

INPOs play a critical role in the economic development of many developing countries. These organisations often fill the gaps left by government services, providing essential services such as healthcare, education, social protection, and community empowerment (Shivji, 2006; Samara et al., 2022). In countries like Kenya, for instance, NGOs have played a crucial role in implementing health programmes that have significantly reduced mortality rates and improved public health (Mwai, 2022).

In Uganda, NGOs have supported agricultural development by introducing modern farming techniques and sustainable practices, enhancing food security and increasing agricultural productivity (Brenya and Zhu, 2023). These organisations often collaborate with international donors and local governments to implement large-scale development projects that drive socio-economic growth (Ocen et al., 2022). By addressing social inequalities and fostering inclusive growth, NGOs contribute to creating a stable and prosperous economic environment, which is crucial for the long-term development of African nations (Loga et al., 2022).

In developing countries like Tanzania, competency criteria in management-level selection practices in NPOs are closely tied to the country's policies (Provini, 2019; Sekiete, 2019). Competency criteria align with country policies by ensuring compliance with regulations, educational standards, and occupational benchmarks. These practices adhere to legal requirements, support national development goals, and follow labour market regulations (Martineau et al., 2018; Tambwe, 2019). The county's policy alignment ensures that hiring practices are compliant, culturally appropriate, and contribute to national economic and social objectives (Evarist et al., 2022). Following the enactment of Tanzania's NGO Acts in 2002, updated in 2019, the number of NPOs in the country has increased considerably. The current data indicate that, as of 2019/2020, Tanzania had 4,663 NGOs, 633 of which were officially

registered and 28 were INPOs (United Republic of Tanzania, 2021). See Table 1.3 below, showing NGO activities and income in Tanzania:

Table 1.3: NGO Activities and Income in Tanzania

NGO Activities	Income in TZS.
Health	578,617,583,288
Social protection	331,334,064,287
Community empowerment	245,417,057,839
Agriculture	74,847,687,846
Education	61,711,408,016
Good governance	54,430,812,653
Environment	32,443,097,988
Water	30,629,617,840
Gender	11,619,112,155
Human rights	1,159,618,544
Total	**TZS. 1,422,210,060,455**

Source: The 2020 NGO report on NGOs' contribution to national development in Tanzania (report presented in September 2021, pp. 9-13)

The 2020 NGO report on NGOs' contributions to national development in Tanzania (Table 1.3) reveals significant financial involvement across various sectors, with health, social protection, and community empowerment receiving the most important income. This financial distribution underscores the importance of effective management within these organisations to ensure that resources are utilised efficiently to achieve their objectives. In the context of a study on competency criteria in management-level position selection practices, this report highlights the critical need for skilled leadership in sectors where substantial funding is allocated. Competency-based selection practices can enhance the capacity of INPOs to manage and allocate resources effectively, thus directly impacting the success of their activities and contributions to national development.

The table "NGOs Activities and Income in Tanzania" (Table 1.3) highlights the significant financial resources allocated to various sectors by non-governmental organisations in Tanzania. The above income distribution underscores the critical role of NGOs in addressing Tanzania's diverse social needs. The substantial funding allocated to health and social security underscores

the importance of these sectors in national development. The data illustrate how NGOs are pivotal in complementing government efforts and ensuring that essential services reach underserved communities, thus driving socio-economic progress.

The success of NGOs in fulfilling their missions and contributing to national development heavily depends on their management competencies (Ogunyemi and Nwagwu, 2022). Effective management ensures that resources are utilised efficiently, programmes are implemented successfully, and organisational goals align with donor expectations (Mailu and Kariuki, 2022). Effective managers possess the skills to navigate complex challenges, make strategic decisions, and foster a positive organisational culture (Martineau et al., 2018). In the context of Tanzania, where NGOs manage substantial financial resources and undertake critical development activities, the selection of skilled managers is crucial for achieving the desired outcomes (Sekiete, 2019).

Competency criteria in selection practices are crucial for ensuring that the right individuals are placed in management positions (Byukusenge et al., 2021). By accurately assessing the competencies required for effective management, NGOs can mitigate risks, enhance project outcomes, and ensure sustainable development. This alignment between managerial competencies and organisational needs is essential for driving impactful programmes and achieving long-term success in Tanzania's development (Tambwe, 2019; Toepler et al., 2020; Sawadogo-Lewis et al., 2022).

NGOs need effective managers to oversee and implement their programmes, ensuring that substantial financial resources are used efficiently and align with organisational and donor goals (Vijaya and Karibasaveshwara, 2014; van Wijk et al., 2020). Good managers can be obtained through rigorous competency criteria in the selection practices (Tafamel and Akrawah, 2019). Therefore, INPOS need to adopt more effective competency criteria in their selection practices to enhance their management and ultimately contribute more effectively to national development.

The critical function of INPOs in Tanzania's development focuses on effective management and competency-driven selection practices. These practices enhance resource utilisation and align organisational goals with broader frameworks, such as the U.N. Global Compact. The

following section examines how these global principles influence INPO management practices and their impact on achieving development objectives in Tanzania.

1.3 INPOs and the U.N. Global Compact

The U.N. Global Compact (UNGC) is the world's largest supranational initiative. It encourages organisations and countries to align their operations with principles to address global challenges such as environmental crises and human rights violations (Orzes et al., 2020). It is often regarded as the largest corporate sustainability initiative globally (Wogart, 2015), and it seeks to drive progress toward achieving the United Nations SDGs (Van Der Hout et al., 2017). Donor organisations may play a pivotal role in supporting these efforts by providing financial resources to international non-profit organisations (INPOs), which are presumed to undertake projects aligned with sustainability objectives, particularly in developing regions.

INPOs are recognised as essential in translating the UNGC's ten principles into actionable programmes that could advance socio-economic and political development, particularly in Africa. (Williams, 2013; Lim, 2021). According to the United Republic of Tanzania (2021), the 2020 report on NGOs' contribution to national development. Tanzania is home to 28 INPOs (United Republic of Tanzania, URT, 2021) engaged in various development initiatives. Part of their work is aligning their visions and missions with the objectives of donor organisations to address local and global challenges. Evidence, however, suggests that many INPOs in Tanzania struggle to achieve their goals effectively (URT, 2021). Such challenges are often attributed to potential shortcomings in their ability to select and retain competent managers to lead initiatives in alignment with the UNGC principles and the strategic priorities of donor organisations (Lawrence and Beamish, 2013; Lau et al., 2017).

The question of whether the success of INPOs depends on the competencies of their senior managers remains unanswered and requires further exploration. Effective leadership arguably necessitates managers with the knowledge, skills, and capacity to incorporate sustainability principles into local operational contexts (Rasche, 2020). Nonetheless, there appear to be significant gaps in how INPOs identify, assess, and select managers capable of meeting these demands. This raises critical questions, including whether INPOs in Tanzania struggle to align the selection of senior managers with donor expectations and to what extent donor organisations influence competency criteria in the selection practices (Rasche, 2020).

Addressing these challenges seems to require further research into developing competency criteria frameworks tailored to the specific needs of INPOs operating in Tanzania. This could involve examining how cultural and organisational factors shape management practices and exploring ways to align these practices with the objectives of donor organisations. Such research might offer valuable insights into refining the processes by which INPOs assess and select senior managers, thereby enhancing their capacity to achieve the broader goals of the UNGC.

Having established the contextual backdrop surrounding INPOs and the UN Global Compact, the subsequent section delineates the rationale behind selecting Tanzania as the study's focal area.

1.4 Motivation and Rationale for Choosing Tanzania

Several vital factors justify the decision to conduct this study in Tanzania. Over the years, African non-profit organisations have received substantial funding from donor countries (Choto et al., 2020). In Tanzania, international and local NGOs have increasingly received support from foreign donors, including governments and international NGOs (Mbangile, 2020; Peter, 2024). The influx of international donations, grants, and in-kind contributions has been pivotal in enabling these organisations to implement various development projects nationwide. Despite this influx of financing, the development of multiple sectors, including health, education, and agriculture, has stagnated over the last three decades (Kajimbwa, 2006; Moyo, 2014). This trend has been attributed to corruption, ineffective management, and misappropriation of funds (Sawadogo-Lewis et al., 2022). Tanzania shares similarities with other African nations in facing these challenges (Rugeiyamu and Nguyahambi, 2024). In contrast to other African countries, Tanzania possesses unique characteristics stemming from its cultural, political, and educational systems, as well as the implementation of the NGO Act in 2005 and 2020.

Firstly, although INPOs' challenges are similar in Kenya, Uganda, Ghana, and Nigeria, the context differs depending on the country's cultural context (Eustace et al., 2018). For example, in Tanzania, candidates are more discreet in explaining their past achievements, as describing more achievements is associated with bragging and thereby not encouraged; in Kenya, Ghana,

and Nigeria, however, a vocal person is regarded as a high performer and more knowledgeable, hence easier to select for managerial positions (Eustace et al., 2018; Tambwe, 2019).

Meanwhile, corruption and nepotism remain prevalent concerns across Africa (Mason, 2011; Hunter and Lean, 2018). Tanzania has a relatively low prevalence of tribalism compared to other African countries (Rahman, 2022). This makes Tanzania a unique case study for researching management competency in NPOs. This characteristic promotes harmony and effective collaboration within culturally diverse management teams, facilitating a merit-based approach to selecting senior managers. Additionally, Tanzania's diverse cultural dynamics and legislative frameworks provide a rich context for studying how cultural sensitivity and inclusivity enhance management practices and organisational performance. This makes Tanzania an ideal setting for exploring, identifying, and measuring competency criteria for senior managers in NPOs.

Secondly, the justification for conducting this research in Tanzania lies in its unique socio-political backdrop. Since its independence in 1961, Tanzania has adopted a socialist political ideology, unlike the capitalist systems prevalent in many other African nations (Bjerk, 2010; Lal, 2015). Socialist ideology in Tanzania has underscored values such as collaboration, equality, and government intervention in resource allocation (Bjerk, 2010; Lal, 2015). This orientation has significant implications for the labour market dynamics and competency identification in the selection practices of senior management positions in Tanzania (Sekiete, 2019). Historically, the government of Tanzania has played a pivotal role in job placement across various post-education sectors, often without competitive selection processes such as interviews. This has been associated with low entrepreneurial opportunities, limited competition, and potential motivational challenges among individuals entering the workforce (Debrah, 2003; Hunter, 2008). In contrast, other African countries, such as Kenya, Uganda, and Nigeria, have fostered less competitive environments due to their more capitalistic orientations, which have led to higher levels of corruption (Lal, 2015).

Historically, Tanzania's higher education system has relied on institutions in foreign countries (Nyerere, 1985; Bjerk, 2010). Over recent years, an expansion in the number of higher learning institutions in Tanzania has increased the number of qualified candidates in the global labour market (Tambwe, 2019). Despite that, the education system continues to grapple with various

challenges. These challenges include flaws in competency criteria in the selection process, difficulties in retaining effective teachers, financial constraints, over-reliance on government support, gender disparities, inadequate academic programmes, and poor educational outcomes (Ishengoma, 2013; Provini, 2019).

Tanzania's education system presents unique hurdles that impact competency criteria in management-level selection practices within INPOs (Provini, 2019). The variability in education quality across regions leads to disparities in skill levels among graduates. At the same time, the curriculum often fails to align with the practical and managerial skills required by INPOs, resulting in a skills gap (Ishengoma, 2013; Eustace et al., 2018). Limited access to higher education restricts the pool of qualified candidates, and insufficient vocational training programmes result in a lack of practical experience.

Additionally, language barriers arise due to instruction being primarily in Swahili at lower levels and English at higher levels, further complicating competency criteria (Tambwe, 2019). These factors collectively create significant obstacles in accurately assessing the necessary competencies for effective management within INPOs in Tanzania. Thus, exploring these challenges within the Tanzanian context is paramount, as it provides significant insights into the complexities of managing non-profit organisations in the region, which may differ from those faced by INPOs in other African countries.

Moreover, Tanzania enacted the NGO Act in 2005, which was reviewed in 2019 and recently published by registered NPOs in 2021. These Acts significantly emphasise governance and management practices within the non-profit sector. For example, Section 4, Subsection B of the NGO Act 2019 emphasises that it promotes and requires organisations to maintain high governance standards, transparency, and accountability. As a result, competency criteria in the selection practices for management positions have come under heightened scrutiny. According to Rugeiyamu and Nguyahambi (2023), Tanzania has experienced a notable proliferation of NGOs, with various donors from different countries supporting initiatives that have benefited over 30,000,000 people. Furthermore, as of 2021, NGOs in Tanzania collectively employed 8,918 individuals. Despite the increasing number of NGOs in the country, there is a noticeable absence of information regarding these practices.

Furthermore, the literature on the subject focuses on general human resources management and broader challenges NPOs face in Tanzania. Few studies specifically address the intricacies of competency criteria in management selection practices within INPOs (Erdilmen and Sosthenes, 2020; van Wijk et al., 2020). These studies, however, primarily address general HR management and broader NPO challenges in Tanzania but lack a specific focus on the complexities of competency criteria in INPO management selection practices.

Lastly, the researcher's twenty years of working experience within non-profit and for-profit organisations in Tanzania provides a robust network for data collection and analysis. This firsthand experience facilitates access to relevant stakeholders and ensures a comprehensive understanding of the local context, thereby enhancing the credibility and relevance of the research.

Tanzania's unique socio-political and cultural context underscores the importance of understanding competency criteria in management selection practices within INPOs. Building on this foundation, the following section identifies the research problem, focusing on gaps in aligning these criteria with donor expectations and the principles of the UNGC, which are critical for effective leadership and organisational success.

1.5 Statement of the Research Problem

While INPOs are expected to integrate the UNGC principles into their operations, there appears to be uncertainty regarding whether they pursue and address the four key principles of the UNGC (Van Der Hout et al., 2017; Schembera and Hengevoss, 2019). For instance, it remains unclear whether INPOs adequately incorporate UNGC principles, particularly donors' expectations, into their competency criteria for selecting senior managers. (Schembera and Hengevoss, 2019).

The effectiveness of INPOs in achieving their objectives may depend significantly on the competencies of senior managers. These leaders are expected to navigate complex dynamics, including potential tensions between human rights advocacy and state policies, a challenge noted by van Wijk et al. (2020). Managers' ability to address such issues and implement UNGC principles suggests the importance of robust competency criteria in selection practices.

Evidence suggests that INPOs face challenges in selecting effective managers (Batti, 2013; Brière et al., 2015; Charleston et al., 2018). Ineffective communication of UNGC principles and Sustainable Development Goals (SDGs) could potentially hinder their ability to secure project funding (Brière et al., 2015). Thus, examining competency criteria and selection practices appears crucial to addressing these limitations.

Although discussions at the U.N. World Summit on Sustainable Development (WSSD) in 2002 highlighted management strategies (Global Compact Office, 2002), there was limited focus on incorporating competency criteria into selection practices for managers in implementing organisations. Despite extensive research on competencies and selection practices in other sectors, such as the private and governmental domains (Van Esch et al., 2019), the subject seems underexplored in the context of Tanzanian INPOs.

Significant gaps remain in understanding the challenges INPOs face in applying competency criteria to management selection processes. Factors such as project life cycles, funding competition, and budget constraints may exacerbate these issues, necessitating further investigation. While some studies have proposed solutions for improving management selection practices (Gareth, 2005; Maurer and Liu, 2007), these often focus on project managers rather than senior leadership roles and rarely address the Tanzanian context (Brière et al., 2015).

This study aims to address these gaps by exploring how competency criteria within Tanzanian INPOs can be refined to align more closely with donor expectations and the principles of the UNGC. By studying these dynamics, the research seeks to provide insights that could enhance selection practices, ultimately contributing to more strategic and effective management within INPOs.

Building on the identified gaps in the competency criteria for selecting senior managers in Tanzanian INPOs, it becomes essential to examine the broader significance of this study. The following section outlines the purpose and importance of this study, highlighting its potential contributions to both academic research and practical improvements in INPO management selection.

1.6 Purpose and Significance of the Study

Development donors prioritise INPOs with a profound understanding of the global compact goals and sustainable development objectives (van Wijk et al., 2020). Fundamentally, donors expect INPOs seeking funding to exhibit a comprehensive grasp of the global compact goals and sustainable development through various facets of their project proposals. This includes aligning with the critical SDGs, such as eradicating poverty, food security, and good health and well-being (Uddin and Belal, 2019; McDonough and Rodríguez, 2020). Furthermore, evidence of commitment to fostering quality education, advocating for gender equality, ensuring access to clean water and sanitation, and promoting peace, justice, and robust institutions is deemed indispensable for achieving holistic socio-economic development (Schembera and Hengevoss, 2019; Stekelorum et al., 2020; Lim, 2021).

Lim (2021) commends the recognition of the role played by INPOs in advancing the global agenda, even though he acknowledges the indispensable role of senior managers as executors within these organisations. INPOs lacking effective senior managers aligned with the organisation's objectives resemble passive entities incapable of driving meaningful progress in project delivery initiatives. Existing literature extensively examines the U.N. Global Compact within the realm of corporate social responsibility (CSR) initiatives (Schembera and Hengevoss, 2019; Martínez-Ferrero et al., 2020; Rasche, 2020). It does not address the role of INPOs and the criteria guiding the selection of CSR implementers, particularly senior managers. Failure to address this oversight could compromise the success of projects aimed at achieving the Sustainable Development Goals.

This study investigates the perceptions surrounding competency criteria within selection practices at the managerial level in INPOs operating in Tanzania. Specifically, the research targets senior managers who have served in INPOs in Tanzania for at least five years, including those involved in human resources management within these institutions. Senior managers with long-term tenure in Tanzania will likely have a comprehensive perspective on the challenges and intricacies involved in competency criteria selection practices within INPOs. Their insights are invaluable, as they can provide evidence-based feedback on the effectiveness of current selection practices and their alignment with both local and international standards. Targeting senior managers with substantial experience in Tanzania ensures that the study captures well-

informed perspectives essential for understanding and improving competency criteria in INPOs.

Effective competency criteria in selecting and appointing managerial positions are crucial for the success of INPOs operating in Tanzania (Schrimmer et al., 2019). However, aligning the competencies of selected managers with donors' expectations remains a critical challenge (Schrimmer et al., 2019; Tambwe, 2019). Evidence of misalignment is highlighted by the need to understand the factors contributing to the discrepancy between INPOs' operational practices and donors' expectations. This includes the role of competencies in selection practices and how donors influence the competency criteria and selection process. Despite the critical importance of competencies, encompassing knowledge, skills, and abilities, in navigating complex operational landscapes and delivering impactful programmes, current practices often fail to align with donors' expectations, underscoring the misalignment in INPO management selection practices (Sabuhari et al., 2020).

The primary importance lies in investigating the root causes behind the disconnect between the competencies criteria for senior managers' selection and donors' expectations. Evidence of this misalignment is found in the frequent inability of INPOs to effectively communicate UNGC principles and SDGs, compromising their ability to attract donor funding (Brière et al., 2015; Rasche, 2020). This disconnect is further corroborated by the lack of focus in the existing literature on competency criteria in INPO management selection practices (Karimi et al., 2018; Wong, 2020). By delving into these underlying factors, the study aims to uncover systemic issues within INPOs' competency criteria in the selection practices. This will help highlight the gap between current practices and the competencies needed to meet donor expectations and ensure effective project implementation.

The basic idea behind selection practices for management positions is to gather as much detail and information as possible to determine the applicant's suitability for managerial roles (Okolie, 2020; Abbas et al., 2021). Examining the role of competencies in selection processes sheds light on the criteria and frameworks utilised by INPOs in Tanzania to evaluate and appoint managerial candidates. This inquiry is essential for understanding how competencies are defined, assessed, and prioritised within organisational contexts and donor expectations.

Therefore, the study aims to contribute to the development of more rigorous and effective managerial selection strategies tailored to the specific needs of INPOs and donors in Tanzania.

The above point is supported by Brière et al. (2015), whose study confirms that the success of INPOs requires particular competencies to ensure the effective execution of project implementation. By researching the competency criteria in management position selection practices and other relevant aspects, potential solutions will be identified, encouraging other organisations to employ appropriate methods and competencies in selecting senior-level managers. The influence of donors on competency criteria and selection practices represents a critical aspect of organisational dynamics within INPOs in Tanzania. By analysing this influence, the study uncovered donors' expectations and how donors shape organisational priorities and decision-making in competency criteria processes. Understanding the impact of donors on competency-related practices is essential for fostering alignment between organisational goals and external expectations. Thus, addressing this research aim contributes to the study's importance and enhances the strategic alignment and sustainability of INPOs in Tanzania.

Furthermore, the study explored the donor's influence on competency criteria in selection practices. Extending the current role-fit theories in this research study may help practitioners and academics further their understanding. The researcher developed a Person–Donor–Organisation Fit (P-D-O) concept as an extension of other role-fit theories, such as Person-Job (P-J), Person-Organisation (P-O), and Person-Vocational (P-V). The new concept will contribute to the body of knowledge and stimulate further research in this area and the sector as a whole, which has been under-researched. Over time, these changes may gradually lead to an overall cultural shift in INPOs, ultimately selecting suitable senior managers with the competencies that align with the organisation's and donors' expectations.

The Person–Donor–Organisation Fit (P-D-O) concept might address a critical gap in aligning managerial competencies with donor expectations, a significant challenge for INPOs in Tanzania. Effective competency criteria are essential for selecting and appointing managers who can navigate complex operational landscapes; however, current practices often fail to meet the expectations of donors and stakeholders. This misalignment underscores the importance of understanding the impact of donors on competency criteria and selection processes. By

exploring the Person–Donor–Organisation Fit (P-D-O) dynamic, this concept provides valuable insights into bridging these gaps and enhancing the alignment of competencies with donor requirements, which will be further examined in subsequent chapters.

Beyond INPOs, this research has potential significance for other international organisations operating in diverse contexts, such as the public sector and international organisations. The knowledge contribution can stimulate discourse among managers, prompting the refinement of selection methodologies for managerial roles. Furthermore, it may foster greater accountability among managers within the policy framework, particularly in terms of adherence to U.N. principles and sustainable development goals. Compliance with these principles necessitates appointing effective managers to spearhead projects, reinforcing organisational commitment to sustainable practices and social responsibility.

The outlined significance of this study establishes a bridge to the underlying theoretical framework, as it underscores the importance of understanding competency alignment within INPOs in Tanzania. The following section highlights the theoretical perspectives that illuminate the complexities of competency criteria in INPOs. This ultimately provides a conceptual foundation for the subsequent analysis and interpretation of findings. Theoretical perspectives, such as role-fit theories, provide a foundation for understanding how competency alignment impacts selection practices and organisational effectiveness, particularly in complex environments shaped by donor expectations and sustainability goals.

1.7 Theoretical Framework

Role-fit theories have garnered significant attention over the years, as reflected in the increasing number of studies on this topic. For instance, van Vianen (2018, p.76) notes that "33 publications until 1990, 101 publications until 2000, and 1,083 publications until April 2017," illustrating a growing interest in fit research as a fundamental phenomenon in organisational psychology. This interest is further supported by a Scopus search conducted in June 2023, which included 2,602 books, 4,588 articles, and 251 other sources. These findings underscore the importance of role-fit theories as central to understanding and improving organisational selection practices. Various areas, such as selection, retention, and performance management, have been explored through fit theories (Andela and van der Doef, 2019; Goetz and Wald, 2022; Vleugels et al., 2023).

Given the complexities faced by INPOs in selecting management positions, primarily due to the need to align with donor terms and conditions, role-fit theories emerge as vital frameworks (Akingbola, 2013; Brière et al., 2015; Abrokwah et al., 2018; Danford, 2020; Ronalds, 2020). These theories, particularly the Person-Organisation (P-O) fit theory, provide valuable insights into how organisations can align individual characteristics, organisational goals, and environmental factors to enhance selection outcomes (Kristof-Brown et al., 2002).

Role-fit theories, a subset of Person-Organisation theories, encompass several dimensions, such as supplementary and complementary fit, needs-supplies versus demands-abilities fit, and perceived versus actual fit (Sekiguchi, 2004; Sekiguchi and Huber, 2011; Huang et al., 2019). However, the landscape of competency criteria in selection practices has evolved significantly in the 21st century compared to the methodologies employed in the 20th century. Previously, employers wielded unilateral decision-making power regarding hiring choices (Sekiguchi and Huber, 2011; Huang et al., 2019). Presently, the process has shifted towards a more collaborative approach, with candidates having the opportunity to negotiate terms to some extent and assess their compatibility with the organisational environment (Goetz and Wald, 2022).

Despite the evolution in competency criteria, the focus on assessing competencies for managerial selection within INPOs remains insufficient, particularly in terms of project impact. This deficiency has resulted in the selection of volunteers and individuals with limited competencies (Calvo and Morales, 2016; De Clerck et al., 2021). Over the years, the competency criteria in selection practices for senior-level positions have often mirrored those used for lower-level roles (Vijaya and Karibasaveshwara, 2014; Vasile and Xiaoyu, 2020; Løkke et al., 2023), yielding consistent outcomes of underperformance within INPOs. Consequently, judgments based on project failures have been commonplace, especially when project outcomes failed to correspond with the allocated funding from donor-supported organisations. This discrepancy has frequently led to premature programme closures and strained relationships with donor countries (Akingbola, 2013; Brière et al., 2015; Pallas and Sidel, 2020; Akingbola, 2023).

The process of competency criteria for selecting managers for managerial roles is complex (Ahmed et al., 2021; Boyatzis et al., 2024). This complexity presents a challenge in accurately

predicting candidate performance based on resumes, interviews, and assessments. This study situates these challenges within the broader context of existing research, including seminal literature on necessary competencies and current practices within INPOs. By contextualising these issues, the study seeks to contribute to the literature on competency criteria, notably by introducing the concept of Person–Donor–Organisation Fit (P-D-O) alignment for refining selection practices at the managerial level. This approach aims to enhance donor relationships and improve project development outcomes in Tanzania.

With the theoretical framework established, the following section outlines the study's objectives and research questions, connecting theoretical insights with the empirical focus on the real-world challenges faced by INPOs in Tanzania.

1.8 Overall Study Aim

This study critically examines the competency criteria used in selecting management-level positions in international non-profit organisations (INPOs) in Tanzania, aiming to advance knowledge and inform professional practice. The anticipated impact and contribution is to enhance managerial effectiveness, strengthen alignment with donor expectations, and improve the sustainability of development outcomes.

1.9 Specific Objectives

The research aim can be broken into the following objectives:

i. To explore why INPOs in Tanzania struggle with the selection of effective managers that align with donor expectations

ii. To explore how donors influence and impact competencies criteria in selection practices for management positions in INPOs in Tanzania

1.10 Research Questions

Accordingly, the research will attempt to answer the following main research questions:

i. Why INPOs in Tanzania struggle with the selection of effective managers that align with donor expectations

ii.   How do donors influence and impact these management positions' competency criteria and selection practices?

The overarching and specific research objectives and questions are clarified above. The following section provides a brief overview of the research design and methodological approaches employed to effectively address the stated objectives.

1.11 Overview of Research Design

This study adopts an interpretivist philosophy that focuses on understanding individuals' subjective meanings and experiences. Interpretivism emphasises that knowledge is constructed through social interactions and experiences. It posits that individuals create their understanding of the world based on their experiences and interactions. Interpretivism similarly focuses on the subjective meanings and interpretations individuals assign to their experiences. It seeks to understand the social world from the participants' perspective (William, 2024), recognising the subjective nature of human experiences and the co-creation of meaning within social contexts, as articulated by Saunders et al. (2015). This approach is essential for understanding the complexities of competency criteria within the dynamic environment of INPOs in Tanzania, which is influenced by diverse managerial perspectives and donor conditions. Following the interpretivism philosophy, the research design is flexible and qualitative, utilising a case study framework focused on Tanzania. This design facilitates an in-depth exploration of the phenomenon under investigation (Denzin and Lincoln, 2011).

The primary data collection method involves semi-structured interviews supplemented by open-ended surveys. Semi-structured interviews are well-suited to an interpretivist research paradigm. Interpretivism focuses on understanding the subjective meanings and social realities that individuals construct and interpret, emphasising the role of individual perspectives in shaping these understandings. Semi-structured interviews align with this approach because they allow in-depth exploration of participants' perspectives and experiences. A carefully crafted open-ended questionnaire comprising forty-six questions was distributed to six human resources managers from six organisations.

Additionally, sixteen senior managers participated in telephone and face-to-face interviews. Although the initial target sample size was 24 participants, the study ultimately included 22

individuals. Data analysis was conducted using thematic analysis, a robust methodology for identifying recurrent patterns or themes across diverse data sources, such as interviews, observations, and documentation (Terry et al., 2017; Braun and Clarke, 2019). This method is particularly suitable for this study as it identifies significant themes emerging from participants' experiences and interpretations. Three significant themes emerged from the analysis, providing insights into competency criteria within managerial selection practices in INPOs. The thematic analysis supports the development of a novel concept, termed the 'Person–Donor–Organisation Fit (P-D-O)' concept, which extends the theoretical family of role-fit theories.

Having outlined the research design and methodological approach, the following section delineates the scope of the study, detailing its geographic, sectoral, analytical, and temporal boundaries. This focused score ensures a comprehensive and context-specific examination of competency criteria in INPO's managerial selection practices within Tanzania.

1.12 Scope of the Study

This study is confined to geographical, sectoral, analysis unit, and time scope. First, it is conducted in Tanzania, a developing country in the East African region. The country hosts several non-governmental organisations that carry out various community welfare-enhancing programmes and projects. Sector-wise, the scope of the study is in non-governmental organisations, particularly international non-profit organisations (INPOs). The study focuses on six international non-profit organisations operating in Tanzania, referred to here as Organisation A through Organisation F to preserve confidentiality and adhere to ethical research protocols. The unit of analysis in this study is INPOs, while the units of inquiry are top management individuals, particularly the HR managers and senior managers within INPOs. The time scope of the study is 2019 to 2023. The initial data collection occurred in 2019, followed by follow-up and academic interviews from 2020 to 2023.

This research methodology, grounded in a qualitative, interpretative, and naturalistic approach, enables a comprehensive understanding of the multifaceted dimensions of competency criteria in INPO managerial selection practices. Chapter 3 (Research Methodology) provides further details related to the research design.

1.13 Scopus Search Details

A Scopus search was conducted in June 2023 using the following queries: person-organisation, person-job, person-environment, competency criteria, selection practices, management level, non-profit organisations, and Tanzania. The search targeted the subject areas of management, business, and accounting to capture studies relevant to competency criteria in selection practices at management-level positions. Filters were applied to limit the search to sources published between 2010 and 2023, as well as to document types, including articles, books, conference papers, and reports. The search yielded 7,441 sources, comprising 2,602 books, 4,588 articles, and 251 other sources, such as conference papers and reports. The filtering yielded a final list of 332 documents used in the study.

1.14 Thesis Overview

The thesis is structured into seven chapters, each progressively building upon the previous to provide a comprehensive and coherent analysis of the competency criteria underpinning management selection in international non-profit organisations (INPOs). Chapter 2 presents an extensive literature review on competency criteria in the selection practices at the managerial level within INPOs. The chapter examines the literature on competency criteria and selection methods, identifying gaps in the understanding of managerial competencies within INPOs. Furthermore, the chapter reviews the donor's influence and impact on competency criteria in the selection practices, highlighting how the present study aims to address prevailing gaps in the existing literature. Chapter 3 explains the research design and details specific study methodologies. Chapter 4 presents and interprets the findings of data analysis. Chapter 5 extends the discourse by exploring academic insights and the intrinsic role of values within the research context. Following this, Chapter 6 presents a rigorous discussion that interprets the findings presented in the preceding chapters. Concluding the thesis, Chapter 7 synthesises the research findings, provides concluding remarks, offers suggestions, contributes to knowledge, delineates research limitations, and identifies future research opportunities.

CHAPTER 2

2. LITERATURE REVIEW

2.1 Introduction

The contemporary landscape of international non-profit organisations (INPOs) is intricately woven with challenges. One of them is to select effective senior managers essential for the dynamic environment and activities of INPOs (Thach and Thompson, 2007; Vazirani, 2010). A central concern within the scholarly discourse is the selection of senior managers whose competencies align with the needs of INPOs (Abrokwah et al., 2018; Løkke et al., 2023). This fundamental problem captures the central theme of this literature review: selecting the right manager with competencies that suit the distinctive and complex requirements of INPOs and donors.

The current understanding of competency selection practices for management positions and donor influence on selection practices at the management level of INPOs in Tanzania is discussed and evaluated. A selective review of the literature was conducted to identify gaps in the existing body of knowledge and inform the study's research questions. The aim was to discuss and analyse issues related to the research gap and link each sub-topic to the primary research topic. This review contributes to a more comprehensive understanding of the challenges inherent in management selection within INPOs in Tanzania.

Extensive research exists on selection practices for management positions, mainly because human resources are integral to any organisation (Ahmad and Schroeder, 2002; Brown, 2008; Albert, 2019; Hamza et al., 2021). Most issues surrounding the topic stem from the selection practices for various positions. Most published works in Tanzania focus on the private sector and all positions, not just management (Karia et al., 2016; Mwita and Kinemo, 2018; Sekiete, 2019; Evarist et al., 2022). While these studies offer invaluable insight into the subject matter, they partially address management position competencies criteria in INPOs.The literature on competencies required for management positions that align with donor expectations in Tanzania is notably lacking.

This literature review establishes the integral role of the 'Person-Organisation fit' (P-O fit) in selecting management positions within INPOs. P-O fit refers to the compatibility between an individual's skills, knowledge, and abilities and the organisation's values (Kristof-Brown et al., 2002). Authors such as Dhir and Dutta (2020) and Choi et al. (2023) have contributed a robust understanding of how P-O fit positively influences organisational outcomes and employee performance. This literature review sets the stage for further exploration, advocating the integration of P-O fit considerations in the competencies criteria in the selection processes of INPOs for enhanced organisational effectiveness and societal benefit. While P-O fit is a crucial criterion in selection practices, the discussion in the literature doesn't conclude with its singular emphasis. Instead, the literature underscores that relying solely on P-O fit may be insufficient in capturing the diverse competencies demanded of managers within INPOs.

While integral, the focus on shared values and alignment with organisational culture must be complemented by a broader examination of management qualities tailored to navigate the intricate challenges the mission-driven landscape poses. This review sheds light on lesser-explored aspects of the interplay between donor requirements, competencies considerations and the selection practices employed by INPOs in Tanzania. The findings from this literature review contribute to the theoretical discourse on the competencies of management positions and personnel selection. They also highlight the practical implications for enhancing the operational efficiency of INPOs within their unique socio-economic context. Perhaps the core value of this study is to introduce the concept of "Person–Donor–Organisation Fit (P-D-O)" (to be further explained in Chapter 6 as a contribution to knowledge and practice) to address the existing gaps within the theoretical underpinnings of the P-O fit. This innovative conceptualisation aims to enhance and refine the understanding of the dynamics between individuals and organisations, particularly in the context of donor engagement. This research contributes to the P-O fit theoretical discourse by proposing a P–D–O relationship, providing a perspective that accommodates the distinctive considerations pertinent to philanthropy and donor-organisation interactions.

The introduction of the Person-Organisation fit (P-O fit) in Section 2.1 sets a foundational understanding of aligning managerial competencies with organisational values in INPOs. This leads seamlessly into Sections 2.2 and 2.3, which delve deeper into selection and competencies. While Section 2.1 highlights the necessity of P-O fit in selecting effective managers, Sections

2.2 and 2.3 expand on this by defining selection competencies and discussing their assessment and application. This transition highlights the importance of understanding and implementing a competency framework in achieving the P-O fit discussed earlier. By linking competencies to fit models such as P-O fit, Person-Job fit (P-J fit), and Person-Vocational fit (P-V fit), the literature illustrates how these concepts complement each other to enhance the selection process and ensure the effectiveness of managers within INPOs. This integrated approach provides a comprehensive framework for addressing the complex challenges in management selection, ultimately contributing to the operational success and sustainability of INPOs.

2.2 Selection Practices and Effective Managerial Selection in INPOs

For this study, selection is defined as the systematic process of choosing the most suitable candidate for a managerial role from a pool of applicants. It involves assessing each candidate's qualifications, competencies, and overall fit with both organisational requirements and donor expectations (Collings and Mellahi, 2009; Armstrong and Taylor, 2023).

Standard selection practices in INPOs include structured and semi-structured interviews, psychometric testing, competency-based assessments (including situational judgement tests and assessment-centre exercises), and reference/background checks (Okolie, 2020; Abbas et al., 2021). Interviews remain the most widely used, but evidence consistently favours more structured formats for reliability and fairness (Dipboye, 2005). Psychometric testing increasingly delivered online offers efficiency and standardisation, though test mode and design carry trade-offs that must be managed (Bartram, 2008; Shavelson, 2010). Situational judgement tests demonstrate robust validity for selection in complex roles and can be tailored to donor-relevant scenarios (Webster et al., 2020; Heier et al., 2022). Assessment centres (e.g., role-plays, in-basket tasks, group problems) provide work-sample evidence with strong talent-management utility and external construct-related validity when well designed (Povah and Thornton, 2016; Wirz et al., 2020; Sturre et al., 2020). Reference and background checks, now often supplemented with social network information, can provide incremental evidence but require clear policies to avoid bias and protect applicant privacy (Benedict et al., 2019; Hosain et al., 2021; Briscariu, 2019). Taken together, multi-method approaches outperform interviews alone and are better positioned to capture donor-linked competencies such as financial stewardship and project-cycle management (Sabuhari et al., 2020; Levin and Ward, 2016).

The selection of effective managers in INPOs is a critical yet challenging task that significantly impacts the success and sustainability of these organisations (van Wijk et al., 2020). INPOs operate in complex environments, often dealing with diverse stakeholders, limited resources, and high expectations from donors and beneficiaries alike (Sawadogo-Lewis et al., 2022). The literature highlights several key challenges and considerations in selecting effective managers for INPOs, which are essential to address to improve organisational performance and achieve development goals.

Selecting effective managers for INPOs is challenging due to the complex operational contexts in which these organisations operate. Managers must navigate diverse cultural, political, and socio-economic environments, often characterised by unstable political climates, varying regulatory frameworks, and differing cultural norms (Batti, 2013). Additionally, they must balance the expectations of multiple stakeholders, including donors, local communities, government agencies, and international bodies, each with different priorities and success metrics. This complexity requires a broad range of skills and competencies for effective decision-making and management (Vijaya and Karibasaveshwara, 2014; Abrokwah et al., 2018)

INPOs also face significant resource constraints, operating with limited financial and human resources compared to their for-profit counterparts. This scarcity necessitates managers adept at resource management and innovative in finding solutions to limitations (Ronalds, 2020; Sawadogo-Lewis et al., 2022). Furthermore, the mission-driven nature of INPOs demands that managers align deeply with the organisation's values and goals to avoid inefficiencies and mission drift. Misalignment can lead to strategic and operational challenges, underscoring the importance of selecting managers who can maintain focus on the organisation's primary objectives (van Wijk et al., 2020).

Employee selection is a cornerstone of organisational effectiveness in the for-profit and non-profit sectors (Divya and Ravisha, 2021). The concepts of "selection" and "selection practices" are pivotal components of the employee hiring process within an organisation. Selection and selection practices are terms often used interchangeably; however, they carry distinct connotations. While both are integral to the hiring process, each needs to be recognised for its particular role and contribution to organisational success.

Selection refers to the process of choosing individuals from a pool of job applicants who best match the qualifications, skills, and attributes required for a specific job (Fariha, 2020). Selection is a fundamental component of the hiring process. It encompasses systematic procedures and practices to identify, assess, and ultimately choose individuals who best fit the organisational requirements and objectives (Gareth, 2005; Gusdorf, 2008; Abbas et al., 2021). Selection signifies the culmination of the hiring process, where candidates are either selected or rejected for employment (Hamza et al., 2021). Selection captures the entire hiring journey, from the initial application and screening to the final job offer. It encompasses evaluating and comparing candidates' qualifications, experiences, and potential contributions to the organisation (Karia et al., 2016; Løkke et al., 2023).

Selection practices, on the other hand, encompass the specific methodologies, techniques, tools, and procedures used to assess and evaluate job applicants during the selection process (Abbas et al., 2021). Unlike selection, which emphasises decision-making, selection practices focus on the methods and tools used to gather information about candidates and the instruments employed to assess candidate suitability (Nyanjui, 2008; Ofori and Aryeetey, 2011). Selection practices comprise tools such as interviews, tests, reference checks, and assessments. They represent the tangible actions and steps HR professionals take to gather data for informed decision-making (Abbas et al., 2021).

Human resource managers use selection practices to hire and retain employees (Kumar and Kaur, 2012; Tafamel and Akrawah, 2019). The selection process involves attracting the best candidates, selecting the most suitable employees, retaining them, and presenting the organisation in the best possible light to the employment market. Briscariu (2019) examined the cost of selection mistakes and found that these mistakes are linked to both tangible and intangible factors. The tangible costs include hiring and training replacement candidates, as well as potential legal fees in cases of wrongful termination or discrimination claims. The indirect costs include lost productivity, disrupted team dynamics, and decreased employee morale. Intangible costs involve damage to the organisation's reputation, diminished customer trust, and long-term effects on employee engagement and retention.

Furthermore, within the unique context of INPOs, the distinctions between selection and selection practices take on heightened significance. The stakes in INPOs, which operate

globally with philanthropic missions, are exceptionally high. The proper selection choices can catalyse the achievement of humanitarian and social progress goals. Sawadogo-Lewis et al. (2022) assert that poor selections can impede progress, hinder impact, and result in detrimental consequences for beneficiaries and the organisation. Since pursuing philanthropic missions precedes INPOs, selection and selection practices must transcend conventional boundaries. Selection practices become a delicate dance between identifying talent, ensuring cultural competency, and aligning with the organisation's vision (Abrokwah et al., 2018).

INPOs' success lies in their potential to drive the mission, optimise resource utilisation, and navigate complex global dynamics (Vijaya and Karibasaveshwara, 2014; Karia et al., 2016). Effective selection practices in INPOs represent a dynamic and evolving process that continues to shape the sector's ability to address global challenges, making it a subject of paramount academic and practical interest (Hashim, 2020). The challenges inherent to selection practices in INPOs may not be underestimated. Identifying individuals with the appropriate blend of skills, experience, and values can be daunting in a sector with talent scarcity (Hashim, 2020). Navigating this challenge requires comprehensive selection strategies and patience to identify the right fit. Working with talent scarcity, resource constraints, and global complexities requires strategic understanding and adaptability (Divya and Ravisha, 2021).

Having examined the critical importance of effective selection practices in INPOs, particularly in the context of complex operational environments and diverse stakeholder expectations, the discussion now turns to the concept of competencies. Understanding the definition, assessment, and application of competencies is essential to ensuring that the selected candidates possess the necessary skills, attributes, and behaviours required for high performance in managerial roles within INPOs. Competencies provide a framework for evaluating candidates against specific criteria, ensuring alignment with organisational goals and enhancing the effectiveness of the selection process.

2.3 Competencies: Definitions, Assessment and Application

Spencer and Spencer (1993, p.8) defined competency as "underlying characteristics of an individual that are causally related to effective or superior performance in a job or situation." This definition emphasises that competencies encompass more than just skills or knowledge; they encompass the personal attributes and traits that contribute to high performance. While

this definition highlights the importance of individual characteristics in achieving superior job performance, it may be considered somewhat broad, as it doesn't specify the exact nature of these characteristics or provide a comprehensive framework for assessing them (Boyatzis and Boyatzis, 2008; Bonesso et al., 2020).

According to Boyatzis (1982, p. 15), competencies are "a collection of skills, habits, attitudes, and knowledge embedded in a pattern of behaviour." This definition emphasises the multifaceted nature of competencies, encompassing skills, knowledge, attitudes, and habits. While Boyatzis's definition offers a holistic view of competencies, it lacks precision in differentiating between various components, including skills, habits, and attitudes. The definition leaves room for ambiguity regarding how these components interact to influence behaviour (McClelland, 1998; Bonesso et al., 2020).

McClelland's (1998) perspective on competencies centres on acquired expertise for responding to a standard class of stimuli in a way that enables the individual to achieve a goal. This definition emphasises the role of competencies in attaining objectives and suggests that they are learned capabilities that can be developed. While McClelland's definition emphasises the goal-oriented nature of competencies, it may not fully capture the broader spectrum of competencies that extend beyond task-specific goals. Additionally, it doesn't explicitly address the role of innate traits and characteristics in competencies (Akingbola, 2013; Al Hilali et al., 2020).

McClelland's competency model, notably the iceberg analogy, is central to competency frameworks, as it distinguishes between surface-level competencies (skills and knowledge) and more profound, less visible competencies (values, motives, and attitudes) (McClelland, 1998). While surface competencies are observable, core competencies require nuanced evaluation as they are foundational for organisational alignment and long-term success. In McClelland's view, these more profound attributes, such as values and personal drives, significantly influence an individual's effectiveness, guiding behaviour and enhancing adaptability to various situations.

For International Non-Profit Organisations (INPOs) with resource limitations and specific donor expectations, selecting managers who align with core organisational values is crucial. McClelland's model emphasises the importance of evaluating more profound attributes in

managerial candidates, as effective frameworks for INPOs must encompass values such as social responsibility, trust, adaptability, and a commitment to community welfare. These intrinsic qualities are vital in INPO leadership, where the role often goes beyond technical expertise to include ethical and moral alignment with the organisation's mission.

Skills Knowledge		Clear Competency
		Easy to monitor and evaluate
Interpersonal Skill Team player Attitude Values Achievement Motivation		Unclear competency
		Not easy to be monitored and evaluated
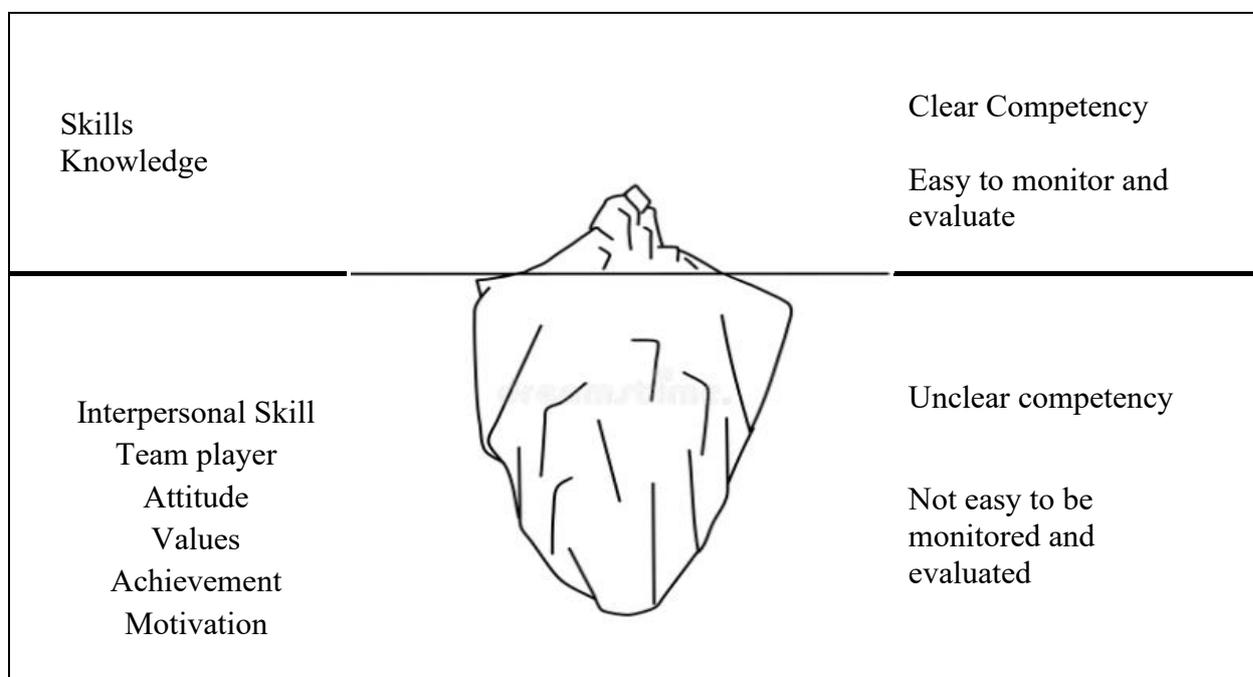
Figure 2.1: McClelland's Iceberg Model: A Visual and Conceptual Reference Figure

McClelland's iceberg model is foundational for competency frameworks in INPOs. It illustrates that competencies go beyond visible skills and knowledge to include deeper values, motives, and attitudes (Meeker et al., 2014). These "below the surface" competencies are essential for aligning individual effectiveness with organisational and donor expectations. Integrating McClelland's analogy enhances competency frameworks for INPO managers by ensuring that selection processes consider observable skills and intrinsic values, thereby improving alignment with INPO goals.

While traditional competency frameworks, as pioneered by McClelland, highlight visible and intrinsic attributes like values and motives, objectively assessing these deeper competencies during selection processes can be challenging. However, McClelland's iceberg model effectively captures the importance of values and traits in shaping competencies, which are foundational to achieving organisational fit and performance (McClelland, 1998).

In his work on emotional intelligence, Goleman (2020, p. 55) defined competencies as "abilities such as self-awareness, self-regulation, motivation, empathy, and social skills that enable individuals to recognise, understand, and manage their own emotions, as well as influence the emotions of others." Goleman's definition of emotional intelligence competencies offers a valuable perspective, but it is limited to a specific subset of emotional awareness and regulation competencies. Although this constitutes a vital component, it doesn't encompass the full spectrum of competencies needed for various roles and contexts (Boyatzis et al., 2000; Bonesso et al., 2020).

Schiuma et al. (2022) defined competency as a dynamic and multifaceted set of knowledge, skills, behaviours, and attributes that individuals develop and apply in a specific context to consistently achieve desired outcomes and excel in their professional or organisational roles. While the definition acknowledges the dynamic nature of competencies that aligns with the evolving understanding of skills and knowledge in the 2020s, it doesn't delve into the crucial aspect of ongoing learning and development, which is vital for competency acquisition and refinement (Bonesso et al., 2020; Boyatzis et al., 2022).

Competency frameworks are crucial for aligning candidates with the specific requirements outlined in the person specifications for managerial positions (Sabuhari et al., 2020). They serve as a detailed roadmap, highlighting the essential qualities sought in a candidate and are intrinsically linked to the selection process (Vernau et al., 2021). It provides a structured framework for evaluating candidates against predetermined criteria, ensuring those selected possess the necessary qualifications and demonstrate the critical competencies for success in the respective role (Vernau et al., 2021). This interconnection between competencies and person specification elevates the selection process, facilitating a more comprehensive and objective evaluation of candidates' suitability for a given position.

Competencies are complex constructs with varying definitions among authors. While these definitions offer valuable insights, they also exhibit limitations (Karimi et al., 2018). A comprehensive definition of competencies should ideally strike a balance between specificity to guide practical application and inclusivity to encompass the diverse components that contribute to effective performance (Boyatzis and Boyatzis, 2008; Alvarenga et al., 2019; Bonesso et al., 2020). Furthermore, it should consider the context and purpose for which

competencies are being assessed or applied, as competencies may vary across roles and industries (Boyatzis and Boyatzis, 2008; Alvarenga et al., 2019).

The current research adopts the competency definitions proposed by Boyatzis and Boyatzis (2008) and Spencer and Spencer (1993), with more recent work by Boyatzis et al. (2024) and Dauber and Spencer-Oatey (2023), and links them to the research study's literature, findings, and analysis. The rationale for spotlighting these two definitions is as follows: the first element is the "underlying characteristic", which means competency is a relatively profound and persistent part of a person's personality and can forecast behaviour in various situations and job responsibilities. According to Boyatzis and Boyatzis (2008), an employee needs to be assessed in a specific position (not just any position) and observed for the underlying characteristic that enables their superior or effective performance. Psychometric tests and assessment centres can determine a candidate's underlying characteristics.

Another element is causally related, which indicates that competency triggers or predicts behaviour and performance. For example, in the context of INPOs, technical competency and familiarity with local knowledge have complementary significance when selecting management positions because such qualities are particularly relevant to region-specific INPOs (Akingbola, 2013; Al Hilali et al., 2020). In the case of a health-based INPO, for example, the technical competency of medical knowledge is relevant, but for an agricultural-driven INPO, the technical competency of agronomy knowledge is pertinent. On the other hand, depending on the location of an INPO's project, candidates' familiarity with local knowledge could be highly significant. For example, an INPO located in a Muslim-dominant region would require that the candidate possess familiarity with Muslim traditions and culture, as well as an understanding of how these traditions and culture might influence the project's execution (Meeker et al., 2014; Schrimmer et al., 2019).

Understanding the connection between the element of causally related content and other competency elements enhances the precision and depth with which competencies are defined and evaluated. Continuing their discussion, Boyatzis and Boyatzis (2008) suggested a third element in defining competency: a specific criterion or standard that describes the objective of a given task. For example, performance criteria may differ from one position to another, and positions within an organisational job hierarchy require different considerations. Consequently,

comparing performance requires clear standards or indicators, which lay the foundation for determining an individual's strengths and weaknesses. For example, when selecting a programme director for INPOs, the performance criterion could be obtaining specific donor funding and bringing new business to the organisation (Brière et al., 2015).

In contrast, the finance director in an INPO can ensure that the budget set according to the donor's terms and conditions is utilised and reported accordingly. When the responsibility shifts to the programme manager, the criterion could be meeting the project's target(s) for the entire project. Hence, when selecting management positions, different criteria should be used to assess the candidates through assessments, interviews, and reference checks to ascertain if they will perform their job effectively (Sharma and Kim, 2022; Stamhuis, 2021).

A fourth element is demonstrating a behaviour or action that leads to high performance. An average project manager with adequate but not superior project management knowledge would not have successfully executed the project and achieved the anticipated outcome, as expected by the donor. If this is true, the project management and management competencies can become a predictor of success in a project manager role. This precisely reflects how certified competency is defined by Spencer and Spencer (1993, p.8): "A characteristic isn't a competency unless it predicts something meaningful in the real world".

The rationale for using Boyatzis and Boyatzis (2008) and Boyatzis et al. (2024) is that Boyatzis' framework provides a holistic view of competencies, acknowledging the multifaceted nature of managerial roles. By considering technical skills, emotional intelligence, social awareness, and adaptability, this definition offers a more comprehensive understanding of the competencies required for influential management positions. Boyatzis' competency definition is based on his 21 characteristics for effective performance and the competency model. They categorised the 21 characteristics into six competency clusters: focus on goal and action, management, human resource management, directing subordinates, focus on others, and specialised knowledge (Boyatzis and Boyatzis, 2008). The six clusters above correspond to the manager's competencies in INPOs used in the selection practices. Having established the definitions of competencies, assessment, and application, the next section will focus on a more specialised exploration of the dynamics of donor engagement in INPOs, including roles,

motivations, and agendas. The topic aims to illuminate the intersection of broader donor dynamics engagement in INPOs, highlighting the dynamic landscape in which INPOs operate.

2.3.1 Determinants of Competency Criteria in INPOs

The criteria used to assess managerial competencies in INPOs are shaped by organisational, environmental and donor-related determinants. Organisational determinants include strategy, structure, culture, organisational characteristics (e.g., size, degree of (de)centralisation, funding model) and the nature of operations (Spencer and Spencer, 1993; Boyatzis and Boyatzis, 2008). For example, organisations with decentralised structures may emphasise adaptability and cross-cultural capability, whereas highly centralised models may prioritise technical expertise and compliance (Armstrong and Taylor, 2023). Environmental determinants comprise the host culture, legal and regulatory frameworks, and economic conditions (Eustace et al., 2018; Provini, 2019). In Tanzania, such external constraints often narrow selection options, requiring managers who can balance local realities with international standards. Finally, donor-related determinants, including accountability requirements, operating experience, cost considerations, and capacity for training and development, directly influence how competencies are defined and prioritised (Brière et al., 2015; Stekelorum et al., 2020). Collectively, these determinants provide benchmarks against which the effectiveness of competency-based selection can be assessed.

Building on these organisational and environmental determinants, donor benchmarks further refine which competencies are prioritised, particularly during the design and proposal stages. These expectations are anchored in the project cycle and underlying operating economics. At design and proposal stages, competencies in needs assessment, logframe formulation, budgeting and compliance alignment are critical (Apte et al., 2016; Levin and Ward, 2016). During implementation, monitoring and evaluation (M&E) require managing time, cost, and quality trade-offs, as well as schedule risk, which highlights the importance of planning, coordination, supply chain, and reporting competencies (Heaslip et al., 2019; Parker and Skitmore, 2005). Award duration and value (including payment modalities) shift the emphasis: short, output-heavy grants prioritise rapid mobilisation and reporting discipline, whereas longer, adaptive programmes elevate stakeholder management and learning. Cost ceilings and value-for-money audits heighten the salience of financial stewardship and accountability

(Waters, 2011; Pallas and Sidel, 2020). Finally, macroeconomic conditions (inflation, foreign exchange volatility) and host-country governance necessitate competencies in political risk scanning, regulatory navigation, and risk communication (van Wijk et al., 2020; Oelberger et al., 2020; Rahman, 2022; Mshelia and Anchor, 2019; see also Mshelia and Anchor, 2015). Taken together, these donor-benchmarked determinants specify the competencies set that should be assessed at selection in INPOs and provide operational criteria for aligning person, donor and organisation (P–D–O) fit.

2.4 Dynamics of Donor Engagement in INPOs: Roles, Motivations, and Agendas

The effectiveness of competency criteria in selecting management positions within INPOs poses a multifaceted challenge (Rozario et al., 2019; Ronalds, 2020). This dilemma involves filling these positions with the right competencies that resonate with donors' diverse expectations. Moreover, this study calls for a deeper exploration of donors' pivotal role in shaping the dynamics of INPOs, especially within Tanzania. Hence, it is essential to understand the donors' roles, motivations, and agenda in the INPO environment.

The origins of INPOs often lie in addressing societal issues such as health, education and the environment (Kim et al., 2021). INPOs have been known to tackle community challenges efficiently with less financial burden than government institutions (Pallas and Sidel, 2020). Their roles extend to addressing issues overlooked by governmental bodies and leveraging resources for community-centric solutions through research and evaluation (Balduck et al., 2015; Hommerová and Severová, 2019). As observed by Pallas et al. (2018) and Yamashita et al. (2019), INPOs significantly contribute to improving service quality in areas such as health centres and schools, developing strategies, managing government assets, and optimising administrative costs. Notably, INPOs streamline bureaucratic structures and prioritise client satisfaction, enhancing goods and services compared to public institutions (Thomson, 2019).

Moreover, INPOs serve as conduits for community engagement, addressing challenges posed by government policies such as decentralisation and the requisite skill sets for effective participation (Hayman and Lewis, 2018). They play pivotal roles in social integration and political assimilation, fostering diversity, inclusion, and the acceptance of various views, while reducing ethnic hostilities. For example, Kenya, Nigeria, and Ghana have all been documented as having shared similar experiences (Ologbenla, 2007; Martineau et al., 2018; Hashim, 2020).

Across Africa, INPOs play a crucial role in addressing pressing challenges and rely heavily on external funding sources or international donors (Shivji, 2006; Samaai, 2017; Toepler et al., 2020).

Whether individuals, businesses, or governments, donors often contribute willingly, motivated by philanthropic ideals (Kim et al., 2021). These motivations span a spectrum, ranging from an understanding of the organisation's mission and demonstrating evidence of trust and commitment, to interest in impact, personal connection, and considerations of obtaining tax benefits, as they contribute to the INPOs (Brière et al., 2015; Banks, 2021; Kim et al., 2021). A critical examination of international donor motives reveals a complex interplay of humanitarian intentions, strategic interests, and policy objectives (Shivji, 2006; Cho and Park, 2020; Eagleton-Pierce, 2020). While donors aim to address critical issues such as hunger or disease, geopolitical or economic agendas may influence their funding decisions (van Wijk et al., 2020). The resulting potential misalignments with local needs and values underscore the need for careful consideration and attention to detail.

Donors often prioritise projects aligned with their political or ideological agendas, potentially conflicting with local priorities (Eagleton-Pierce, 2020). Tangible results and investment accountability can steer INPOs toward projects that are easier to evaluate but may not address complex, long-term local issues (Samaai, 2017; Roepstorff, 2020). Additionally, donor-driven projects may prioritise short-term gains over long-term sustainability, hindering the development of comprehensive solutions that align with local needs (Toepler et al., 2020). Moreover, donor diversity and diverse agendas can lead to fragmented and contradictory interventions, creating inefficiencies and undermining coordinated efforts (Shivji, 2006; Eagleton-Pierce, 2020). Achieving harmonious alignment between donor support and actual, on-the-ground needs remains a persistent challenge that necessitates critical reflection, collaboration, and effective communication (Shivji, 2006; Samaai, 2017).

The previous section explored the definitions and assessment frameworks of competencies and donor dynamics in INPOs, emphasising their importance in identifying suitable candidates for management roles in these organisations. Understanding these competency criteria is essential for aligning individuals with organisational goals. Moving forward, the Person-Organisation (P-O) fit theory is examined, emphasising the compatibility between a candidate's attributes

and the organisation's culture, values, and goals. The following section discusses the central role of P-O fit in selecting senior managers, as well as its challenges and implications in the context of INPOs.

2.5 The Central Role of the Person-Organisation in Selecting Managers for INPOs

Several theories can be applied to understanding competencies in selection practices in INPOs. These include organisational behaviour theories. (Leventhal and Cameron, 1987), human resource management theories (McGregor, 1960; Herzberg, 1968; Maslow, 1998; Herzberg, 2015) and stakeholder theory (Freeman, 2009; Freeman, 2010; Freeman et al., 2010). Others are resource dependence theory (Pfeffer and Salancik, 2003), Institutional theory (Meyer et al., 2017) and role-fit theory (Caplan, 1987; Hogue et al., 2019; Miković et al., 2020). The current study focuses on role-fit theories, specifically the Person-Organisation fit, which refers to the compatibility and congruence between an individual and the organisation they work for. It revolves around the idea that individuals and organisations are more likely to thrive when their values, goals, and culture align with those of the organisation (Sekiguchi, 2004; van Vianen, 2018; Vleugels et al., 2023).

Despite the emphasis on selection methods, INPOs in Tanzania continue to struggle with identifying senior managers whose competencies are congruent with the unique demands of their roles and the expectations of critical stakeholders, particularly donors (Masoud and Basahal, 2023). The P-O fit theory is pivotal in this discussion, as it highlights the significance of aligning candidates' values, goals, and cultural compatibility with the organisation's (van Vianen, 2018). However, the theory also reveals critical gaps in the current selection practices within INPOs, where the focus on P-O fit alone may not fully address the complex demands of donor-driven environments. Researchers such as Alhiddi et al. (2019) argued that while P-O fit can enhance job satisfaction and performance, it may not sufficiently capture the nuances of competencies required in diverse and dynamic organisational contexts, such as those prevalent in Tanzania's non-profit sector.

Moreover, applying P-O fit in INPOs is fraught with challenges, particularly in culturally diverse settings where assessing the fit between a candidate and the organisation's values can introduce bias and limit objectivity (Sabuhari et al., 2020). The complexity of organisational cultures within INPOs, compounded by the varying expectations of donors, necessitates a more

nuanced approach to competency criteria, one that considers external factors and the social missions that drive these organisations (Bromideh, 2011; Pesurnay, 2018). This complexity is particularly relevant in Tanzania, where INPOs operate under significant donor influence, and competencies must be evaluated in light of donor expectations and strategic goals (Nyanjui, 2008; Harbour et al., 2021).

The P-O fit theory explores how the alignment between candidates' attributes and organisational values impacts the effectiveness and performance of INPOs (Nwanzu and Babalola, 2021). It also explores how to identify potential challenges and ethical dilemmas in the selection process and proposes ways to address them through fair and inclusive selection practices. Evarist et al. (2022) provide insights into best practices for selecting candidates for management-level positions, contributing to the improvement of talent management in INPOs (Vijaya and Karibasaveshwara, 2014; Sekiete, 2019).

In the context of INPOs, where the complexity of the non-profit sector demands distinct competencies, the P-O fit is argued to be pivotal for ensuring the effectiveness of senior managers specific to the organisation's values (Masoud and Basahal, 2023). Furthermore, researchers such as van Vianen (2018) and Vleugels et al. (2023) argue that the P-O fit has a significant impact on selection decisions, influencing job satisfaction, performance, and retention. Several studies have demonstrated that employees who experience a strong P-O fit tend to perform better and are more likely to stay with the organisation. (Cable and Judge, 1996; Dhir and Dutta, 2020; Choi et al., 2023). This is especially pertinent in roles where alignment with the organisation's mission and values is critical (Bahat, 2021). The P-O fit also enhances employee commitment because a strong P-O fit fosters a sense of belonging and commitment among employees. They are more likely to identify with the organisation's goals and invest themselves in achieving them (Dhir and Dutta, 2020; Bahat, 2021; Choi et al., 2023).

While the Person-Organisation (P-O) fit theory provides a valuable framework for selecting senior management positions in INPOs, it has some limitations. Sabuhari et al. (2020) argue that objectively assessing a candidate's fit with an organisation's culture and values can be challenging, introducing potential bias into the selection process. For instance, a candidate may seem like a good fit based on perceived shared values, but this subjective assessment might overlook critical competencies. INPOs operating in diverse cultural contexts face challenges

in implementing P-O fit assessments that encompass an understanding of local cultures, norms, and ethical considerations (Pesurnay, 2018). For example, an INPO working in rural communities may face difficulty applying a universal organisational culture across diverse regions. While crucial, the cultural complexity of an organisation and its values can be difficult to evaluate objectively (Farzaneh et al., 2014; Goetz and Wald, 2022). Moreover, there is a danger of oversimplifying complex interactions between individuals and organisations by P-O fit theory – i.e., reducing them to a few dimensions, such as value alignment or cultural fit (Goetz and Wald, 2022).

While the P-O fit theory offers valuable insights into aligning individual and organisational values, its limitations become apparent when selecting management positions in INPOs. Empirical evidence on the effectiveness of P-O fit in predicting job performance and satisfaction within this context remains limited, particularly in Tanzania (Asamani et al., 2019; Matimbwa and Masue, 2019). Additionally, the theory's focus on internal organisational alignment may overlook donors' broader external influences, whose strategic goals are critical in shaping the competencies required for senior management positions. (Calvo and Morales, 2016).

Another critical argument against the P-O fit theory is its focus on individual characteristics while ignoring the organisation's external context. This is particularly pertinent concerning INPOs, where external factors such as donor expectations significantly shape organisational strategies and priorities (Bromideh, 2011; Sawadogo-Lewis et al., 2022). The assumption that individuals have control over their abilities, interests, and values, as posited by the P-O fit theory, may not adequately address the fact that INPOs are uniquely driven by a social mission. (Calvo and Morales, 2016). Thus, researchers such as Nyanjui (2008) and Harbour et al. (2021) argue that donors' strategic goals must be considered in the selection process, as they ultimately influence a candidate's performance.

While it may be intuitive to assume that employees who align with their organisation's values would perform better and be more satisfied, the empirical evidence is mixed (Cable and Judge, 1996; Dhir and Dutta, 2020). Empirical evidence supporting the effectiveness of P-O fit in selecting management positions in INPOs, especially in Tanzania, remains limited (Asamani et al., 2019; Matimbwa and Masue, 2019). The predictive power of P-O fit regarding job

performance and satisfaction isn't consistently strong (Bahat, 2021). The strength of this relationship varies across different contexts and job roles.

As empirical evidence for P-O-fit is scarce, future research should address P-O-fit limits by incorporating moderating variables such as work design, management styles, and organisational climate. Assessments may introduce bias, necessitating structured, evidence-based approaches to minimise it (Bahat, 2021; Choi et al., 2023). Future research should identify the conditions under which the P-O fit is a robust predictor of job performance and satisfaction, considering moderating variables such as job complexity, organisational culture, and individual characteristics (Choi et al., 2023). Organisations can make more informed hiring decisions by refining their understanding of when the P-O fit matters most.

The Person–Donor–Organisation Fit (P-D-O) concept is this study's main contribution to knowledge and practice (discussed further in Chapter 6). It addresses the limitations inherent in Person-Organisation (P-O) fit theories, particularly within the context of INPOs operating in Tanzania. While P-O fit emphasises the alignment of individual competencies with organisational culture and values, it often overlooks the critical role of external stakeholders, such as donors, whose expectations and influence can substantially impact managerial success. The P–D–O -O concept fills this gap by aligning individual managers and donor expectations. This focus recognises that successful INPO management requires more than internal organisational fit; it needs an understanding of donor-driven priorities and standards. By incorporating the donor perspective into competency criteria and managerial selection processes, the P–D–O concept not only enhances the theoretical framework of fit theories but also provides a practical approach for INPOs to better align their human resource strategies with the complex demands of their funding partners. This alignment is crucial for ensuring that selected managers possess the skills, knowledge, and abilities that resonate with internal organisational goals and external donor expectations, thereby improving overall programme impact.

The concept of fairness in cross-border inter-organisational relationships (Beugré and Acar, 2018) underscores the significance of distributive, procedural, and interactional justice in fostering trust. Within the context of the Person–Donor–Organisation Fit (P-D-O) concept and managerial competencies, fairness emerges as a parallel to the alignment of competency

criteria. Alignment facilitates smooth operations and mitigates uncertainties by fostering trust between INPOs and donors. Similar to how fairness reduces behavioural uncertainties in partnerships, competency criteria alignment strengthens trust in INPO-donor relationships, promoting effective project outcomes and mitigating the risks associated with diverse expectations and complex partnerships.

The role of the Person-Organisation (P-O) fit is crucial in selecting senior managers for INPOs, as it focuses on aligning individual competencies with organisational values to improve performance (Dhir and Dutta, 2020). However, in the INPO context, donor expectations significantly influence managerial success, which the P-O fit alone does not fully address.

Building on the critical role of Person-Organisation fit in selecting managers for INPOs, the discussion now shifts to identifying the specific competencies required for management positions. This exploration examines the interplay between competencies, donor expectations, and organisational needs, setting the stage for understanding competency criteria methods in selection practices tailored to the unique challenges of INPOs.

2.5.1 Competencies Required for Management Positions in the Context of INPOs and Donors

This section systematically maps out competencies, exploring the skills, knowledge, and attributes necessary for management positions within INPOs. Through the synthesis of extant research and competency frameworks, this review provides an understanding of the competencies vital for success in managerial positions within INPOs. It explores the diverse mission-driven objectives, stakeholder dynamics, and resource constraints that shape management positions within INPOs.

In Tanzania, donors play a pivotal role in supporting INPOs (Manyama, 2011). However, the complex and diverse nature of INPOs in Tanzania presents a significant challenge for identifying and prioritising managers' competencies (Jiyenze et al., 2023) because Tanzanian organisations operate with multiple stakeholders and donors with varying cultural, political, and economic contexts (Ahsan et al., 2013; Alvarenga et al., 2019; Byukusenge et al., 2021). Managers are expected to possess extensive skills, knowledge, and experience to lead and manage projects and teams effectively.

To start with, Brière et al. (2015) have emphasised the importance of technical skills and subject matter expertise in an INPO environment. Their argument suggested that INPOs prioritise candidates with specialised knowledge in specific sectors or fields. While this emphasis on technical expertise is relevant in specific INPO contexts, it may overlook the broader range of transferable skills essential for influential managerial roles. Balancing technical skills with management, strategic thinking, and interpersonal abilities can provide a more comprehensive understanding of the competencies required by donors (Byukusenge et al., 2021).

Furthermore, effective communication skills are crucial for managers to engage with stakeholders, including donors, beneficiaries, and government officials. Askehave (2010) and Waters (2011) emphasise that effective communication fosters trust and ensures organisational success. In addition to technical skills, emotional intelligence is crucial for managers to navigate complex relationships and challenges within and with external stakeholders. Research by Di Fabio and Saklofske (2021) suggests that emotionally intelligent managers are better equipped to handle conflicts and foster a positive work environment, which is crucial for the success of INPOs. In this connection, Ahmed et al. (2021) emphasised the importance of soft skills and interpersonal competencies in successful INPO donor project engagement. They argued that candidates with excellent communication, negotiation, and relationship-building skills are more likely to meet the INPO project mission and expectations. While these skills are undoubtedly necessary, emphasising soft skills may downplay the significance of technical expertise and subject matter knowledge (Moradi et al., 2020). Striking a balance between soft skills and technical competencies is crucial to meeting the complex demands of donors and the organisation's mission (Boyatzis and Boyatzis, 2008; Byukusenge et al., 2021).

Alvarenga et al. (2019) and Cook and Bradley Dexter (2021) highlighted the importance of adaptive skills and agility in responding to changing INPOs project priorities. They argued that candidates who demonstrate a capacity for innovation, flexibility, and resilience are more likely to succeed in securing donor funding. While this perspective acknowledges the dynamic nature of INPOs and donor requirements, it may overlook the need for stability and long-term planning. Balancing adaptability with strategic thinking and navigating institutional complexities is essential for sustained success in meeting INPOs' and donor demands (Ahmed and Philbin, 2020).

In contrast, Al Hilali et al. (2020) emphasised the value of management competencies in fulfilling INPOs' project expectations. The authors argued that candidates with strong management qualities, strategic thinking, and the ability to drive organisational change are more likely to secure donor support. Additionally, Schiuma et al. (2022) emphasised the importance of management skills in various sectors. Effective managers should possess transformational management skills, which involve inspiring and motivating teams towards achieving the organisation's mission. While this perspective acknowledges the importance of managerial skills, it may overlook the significance of context-specific knowledge and understanding of local cultures and contexts. Balancing management competencies with cultural competencies and contextual understanding is crucial to navigate the complex landscape of INPOs effectively (Darawsheh et al., 2015; Charleston et al., 2018).

INPOs seek candidates who can effectively build and lead diverse teams (McDonough and Rodríguez, 2020). Person specifications may also include the ability to work in diverse and multicultural environments (Schrimmer et al., 2019). Sensitivity to cross-cultural differences is essential for managing managerial positions in INPOs (Batt et al., 2021). Likewise, donors may require candidates who can effectively advocate for the organisation's mission (Uddin and Belal, 2019). Strong networking skills to engage with stakeholders and foster partnerships are often sought after (Harbour et al., 2021). Along the same spectrum, donors may emphasise the importance of transparency, accountability, and ethical conduct in their support organisations. Donors emphasise the need for strong financial management skills among INPO managers (Moradi et al., 2020). They expect candidates to exhibit accountability and transparency in financial matters to ensure the responsible use of funds (Al Hilali et al., 2020). This would influence the person's specification to include competencies such as financial management expertise, ethical decision-making, and reporting capabilities (Ortega-Rodríguez et al., 2020). Donors may also prioritise community engagement and impact assessment, prompting the inclusion of stakeholder communication skills and programme evaluation skills in the person specification (Razavi et al., 2019).

INPOs also seek managers who align the organisation's goals with its mission (Kim et al., 2021). A candidate's ability to develop and implement strategic plans to achieve the organisation's objectives is often a priority for both INPOs and donors (Mvunabandi and Mbonigaba, 2023). Effective fundraising capabilities are highly valued by donors in INPO

management. Candidates with a track record of successful resource mobilisation are desirable for sustaining the organisation's operations (Karimi et al., 2018; Sabuhari et al., 2020).

The findings and highlights of the above-reviewed studies include the detection of abilities such as cross-cultural communication, empathy, and cultural intelligence as fundamental competencies for managers in INPOs (Akingbola, 2013; Cook and Bradley Dexter, 2021). Furthermore, competencies such as inspiring and motivating others, building relationships, and fostering innovation are necessary for INPO managers (Yamashita et al., 2019). Moreover, competencies such as budgeting, resource allocation, financial analysis, building strategic partnerships, advocating for the organisation's mission, and managing stakeholders are crucial for INPO managers (Brière et al., 2015; Moradi et al., 2020).

As should now be evident, the competencies discussion is significant to the current study because it provides the vital criteria for evaluating candidates' suitability for a particular role and informs every phase of candidate selection, including job analysis, job description formulation, interview questions, and scoring matrices for identifying a pool of qualified, suitable candidates. (Ahsan et al., 2013; Abrokwah et al., 2018; Fariha, 2020). Finally, and perhaps most significantly, since INPOs must abide by donors' terms and conditions, competency criteria identification helps interviewers ensure that the candidates' competencies align with donors' expectations and strategies. (Brière et al., 2015).
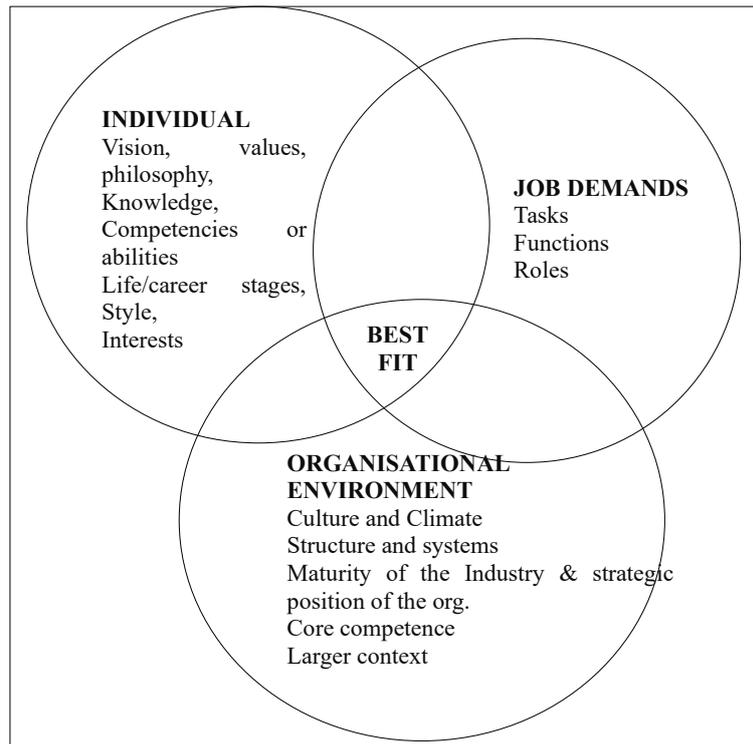
Figure 2.2: Boyatzis (1982, p.13) Competency Framework

The Boyatzis (1982) Competency Framework, depicted in Figure 2.2, highlights the interconnected relationship between individual competencies, job demands, and the organisational environment in driving effective job performance. It emphasises that an individual's skills, knowledge, and abilities must align with the specific requirements of their role and the broader organisational context, including culture, resources, and managerial practices. This alignment ensures optimal performance by addressing the dynamic interplay of personal and external factors. The framework underscores the importance of a holistic approach to competency development and has significantly influenced competency-based practices in human resource management.

Table 2.1 below presents the Boyatzis Competency Framework, which outlines various competency areas, behavioural indicators, and the methods used to identify these competencies during the selection process. This framework offers a comprehensive guide for assessing essential managerial competencies using various evaluation techniques.

Table 2.1: Boyatzis Competency Framework

Competency Area	Behaviour indicators	Selection Methods
Efficiency orientation	Focusing on objectives, tasks and achievements. Setting challenging goals and supporting appropriate planning. Facilitating the overcoming of obstacles.	• Behavioural Interviews • Work Sample Tests • Assessment Centres • Reference Checks • Psychometric Assessments
Concern with impact	Demonstrating a significant interest in power and its symbols. Use of power-oriented behaviour, such as using various methods of influence or seeking positions of power	• Behavioural Interviews • Role-Play Exercises • Management Assessments • Reference Checks • Psychometric Assessments
Proactivity	Showing a strong belief in individual self-control and self-driven action. Acting before complete agreement or authorisation. Taking responsibility for actions. Acting to dissuade defensive and risk-averse behaviour.	• Work Simulations • Assessment of Past Projects • Behavioural Assessments
Self-confidence	Showing belief in self, values, and ideas. Being able to talk decisively and take confident and decisive action. Communicating this self-confidence to others and hence instilling confidence in them.	• Behavioural Interviews • Role-Play Exercises • Assessment Centres • Presentation Tasks • Reference Checks • Psychometric Assessments

Oral presentation skills	Ability to speak well, using persuasive language, modes of speech and body language. It uses effective symbolism and metaphor in words and actions. Appropriate use of visual aids.	• Mock Presentations • Presentation Reviews • Panel Interviews • Behavioural Interviews • Peer Reviews • Assessment of Written Materials
Conceptualisation	Use of inductive reasoning to identify patterns and relationships. Able to create models and symbols to communicate these concepts. Use of synthetic and creative thinking to develop different ideas and solutions.	• Problem-Solving Scenarios • Case Studies • Creative Exercises • Portfolio Review • Behavioural Interviews • Assessment of Written Materials
Diagnostic use of concepts	Ability to use deductive reasoning to convert models and ideas into specific instances and possibilities. Concepts are turned into practical and valuable tools.	• Case-Based Interviews • Scenario Analysis • Role-Play Exercises • Portfolio Review • Behavioural Interviews
Use of socialised power	Developing networks and hierarchies of people and mobilising them to achieve specific ends. Acting as a person in the middle to resolve conflicts and unite people.	• Behavioural Interviews • Networking Exercises • Conflict Resolution Scenarios • Management Assessments • Role-Play Exercises
Managing-group practices	Building the identity of groups and people in them. Building common goals and	• Group Dynamics Exercises • Teamwork Scenarios Exercises • Role-Play Exercises

	objectives. Developing group roles. Creating ways of working together and facilitating teamwork.	• Conflict Resolution Simulations • Management Assessments

Source: (Boyatzis, 1982; Boyatzis et al., 2022)

Exploring competencies required for management positions in the context of INPOs and their relationship with donor influence sets the stage for understanding the relevance of competency criteria methods in selection practices. Understanding the interplay between competencies, donor expectations, and organisational needs is essential for developing effective selection criteria tailored to the unique challenges and contexts faced by INPOs. Thus, the following section transitions from competencies required in INPOs to competency criteria in selection practices, highlighting the holistic approach necessary for successful competency criteria in INPOs.

2.5.2 Competency Criteria in the Context of Management Position Selection in INPOs

Competencies encompassing diverse skills, knowledge, and attributes crucial for success in senior management roles require precise identification for effective evaluation and assessment. Competency criteria thus emerge as a pivotal aspect in selecting senior managers within INPOs, necessitating the adoption of various scientifically validated methods (Shavelson, 2010). In INPOs, the competency of identifying criteria is a critical determinant for selection practices and organisational success. As the INPOs sector evolves, effectively assessing and evaluating the competencies of prospective senior managers' positions becomes increasingly paramount. This section provides an overview of the theoretical frameworks, competency assessment methodologies, and best practices associated with competency criteria in the context of selecting management positions in INPOs. The review outlines the challenges, strategies, and implications of competency-based approaches in selecting management positions that align with the INPO environment's competencies.

Recent post-pandemic (COVID-19) shifts toward remote and hybrid working have intensified the boundary-management demands placed on INPO managers. Evidence shows that individuals differ markedly in how effectively they manage work–life boundaries under these arrangements, with outcomes varying by personality traits; this underscores the need to

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appraise adaptive self-regulation and people-management competencies (e.g., boundary setting, digital communication, well-being-oriented supervision) at the point of selection (Oseghale et al., 2024). Embedding these indicators within selection tools strengthens the fit logic advanced in this study by recognising context-specific role demands when teams are distributed and donor deliverables remain non-negotiable, thereby supporting the proposed P-D-O emphasis on aligning person, donor expectations and organisational realities (Oseghale et al., 2024).

The central problem lies in identifying senior managers equipped with precise competencies tailored to the unique demands of INPOs and donor expectations. The core of the issue lies in the organisation-centric focus, where the crucial issue is to align management capabilities with the organisation's distinct requirements (Bahat, 2021). However, a complicating factor arises from the contradiction between the organisation's objectives and donor expectations. The misalignment between organisational priorities and donor expectations serves as the genesis of challenges, requiring an approach to managing position selection and competency mapping within an INPO's dynamic landscape (Kim et al., 2021; Ilesanmi et al., 2022).

Competency-based approaches to management position selection in INPOs are grounded in various theoretical frameworks, including the competency model proposed by McClelland (1998), the behavioural approach advocated by Boyatzis (1982), and the skills-based model outlined by Spencer and Spencer (1993). These frameworks emphasise the importance of identifying and assessing the knowledge, skills, abilities, and attributes (KSAs) required for effective job performance. Competencies are observable behaviours or characteristics that contribute to success in a particular role, encompassing technical proficiencies and behavioural attributes (Spencer and Spencer, 1993; Boyatzis, 2009).

Several innovative selection methodologies are employed in organisations for senior managers, including assessment centres, structured behavioural interviews that focus on impact, diversity, and inclusion initiatives, as well as competency-based assessments (Reshetnikova et al., 2019; Abbas et al., 2021).

Assessment centres provide a holistic evaluation of senior management candidates' competencies through simulated exercises and role-playing scenarios. Two studies focused on assessment centres as one selection method that simulates various work-related situations to

evaluate candidates' skills and competencies (Sturre et al., 2020). These centres often involve exercises such as group discussions, presentations, and role-plays. These exercises assess management competencies, problem-solving abilities, communication skills, and decision-making prowess, enabling organisations to gauge a candidate's practical aptitude for the role (Akinwale and Oluwafemi, 2022). While assessment centres provide a more holistic assessment of candidates' capabilities, Wirz et al. (2020) argue that assessment centres can be resource-intensive, time-consuming, and costly to implement.

Additionally, the simulated scenarios may not accurately reflect the specific challenges and dynamics of the management positions. Also, they may not always accurately predict on-the-job performance (Wirz et al., 2020). The relevance and realism of the assessment exercises may also be challenged, as well as concerns about the potential for biases in assessing diverse candidates (Tansley et al., 2016; Sturre et al., 2020). Critics emphasise the potential for these assessments to be overly rigid and how they may not adequately capture the candidate's adaptability, creativity, or unique qualities. Furthermore, competencies may not always align perfectly with the dynamic nature of senior management roles (Akinwale and Oluwafemi, 2022).

Situational Judgment Tests (SJTs) also present candidates with hypothetical scenarios related to the job (Webster et al., 2020). Candidates are asked to choose the most appropriate action or rank different responses based on their effectiveness. SJTs assess problem-solving abilities, decision-making skills, and judgment in context-specific situations (Webster et al., 2020). While SJTs effectively assess candidates' judgment in specific situations, their predictive validity for overall job performance is somewhat limited. They may not capture all the complexities of a candidate's potential contributions to an organisation (Webster et al., 2020).

Also, scoring SJTs can be subjective, as responses are often evaluated subjectively based on predetermined competency criteria and individual perspectives. This can lead to potential bias or inconsistency in scoring (Webster et al., 2020; Heier et al., 2022). Competency-based assessment selection methods also tailor evaluations to the skills and attributes needed for senior management roles. These assessments provide a standardised framework for measuring candidates' suitability against predefined competencies (Brown, 2008; Povah and Thornton III, 2016). While they focus on specific competencies, these assessments may not cover the full

spectrum of a candidate's potential contributions to the organisation. They may overlook the candidate's unique or essential skills or attributes as they are not explicitly defined in the competency framework (Karimi et al., 2018; Tambwe, 2019).

Another selection practice that integrates competency criteria is structured behavioural interviews, which delve into candidates' past experiences, actions, and outcomes, providing insight into their competencies and behaviours. These interviews are vital for understanding a candidate's problem-solving abilities, interpersonal skills, and adaptability in complex situations (Vazirani, 2010; Abbas et al., 2021). Critics note that the reliability and validity of structured interviews can vary depending on the quality of the questions and the interviewer's bias. Furthermore, past behaviours may not predict future performance accurately (Albert, 2019; Evarist et al., 2022). Panel interviews also play a crucial role in assessing competency criteria during the selection process (Brinkmann and Kvale, 2015; Chauhan, 2022). They involve a group of interviewers questioning the candidate. This method allows diverse perspectives and reduces individual bias (Chauhan, 2022). Each panel member can focus on specific competencies or areas of expertise, providing a comprehensive evaluation of the candidate's qualifications. Panel interviews can be resource-intensive, involving multiple interviewers and possibly extended interview times (Abbas et al., 2021). This may not be feasible for organisations with limited resources. Additionally, the presence of multiple interviewers may create a less private and more intimidating interview environment, potentially affecting the candidate's comfort and openness during the interview (Mwita and Kinemo, 2018).

Cultural fit assessments evaluate how well a candidate aligns with the organisation's values, norms, and work culture competencies (Hattangadi, 2017). Assessing cultural fit helps ensure the candidate can integrate smoothly into the existing team and organisational environment. This method often involves behavioural questions and scenario-based assessments focused on cultural compatibility (Caulfield and Brenner, 2020). Assessing cultural fit is inherently subjective and can be prone to bias. One interviewer may perceive an excellent cultural fit, and another may not, leading to potential evaluation inconsistencies (Caulfield and Brenner, 2020). Also, overemphasising cultural fit can inadvertently lead to a lack of diversity within the organisation, as it may favour candidates who mirror the existing culture rather than those who could bring fresh perspectives and innovation (Amaral and Behrens, 2021).

Furthermore, Foronda et al. (2020) and Goodenough et al. (2020) asserted that psychometric tests are commonly used in selection practices to assess candidates' cognitive abilities, personality traits, and management styles as competency criteria. These tests provide standardised measures and can help identify candidates' potential strengths and weaknesses. However, Labrague et al. (2020) argued that psychometric tests may not capture the full complexity of managerial competencies and the unique demands of management positions. Reliance on psychometric tests alone may overlook other important factors such as practical experience, adaptability, and emotional intelligence (Foronda et al., 2020; Labrague et al., 2020).

While traditional and contemporary selection methods provide a foundation for assessing candidates' qualifications and skills, they may not fully capture the complex and dynamic nature of managerial role competencies in INPOs. Organisations should consider complementing their selection methods with innovative approaches that incorporate assessments of management potential, cultural fit, and the ability to navigate complex organisational environments (Abrokwah et al., 2018; Fariha, 2020). The literature shows that competency criteria significantly affect organisational management position selection based on the above competencies selection methodologies. By aligning selection criteria with job requirements, organisational goals, and the unique challenges of the INPOs, competency-based approaches help organisations identify candidates with the competencies that align with both the organisation's and the donor's expectations.

Moreover, competency-based selection processes enhance objectivity, fairness, and transparency, thereby promoting diversity, equity, and inclusion within INPOs (Karimi et al., 2018; Hrzic et al., 2024). Despite the benefits of competency-based selection approaches, INPOs encounter various challenges in effectively establishing competency criteria. These challenges include the diverse and dynamic nature of INPOs' work, cultural differences, and language barriers (Uddin and Belal, 2019; van Wijk et al., 2020). Furthermore, continued research and innovation in competency-based selection approaches tailored to the context of INPOs are essential to enhance the effectiveness and validity of management position selection processes within INPOs.

Building on the exploration of competency-based selection practices in INPOs, the focus is on critically evaluating how managerial competencies align with selection methods. The following section highlights the critique of managerial competencies related to selection practices within INPOs.

2.5.3 Critique of Managerial Competencies as Related to Selection Practices within INPOs

This section aims to briefly highlight how competencies related to selection practices may differ depending on the type of organisation. It is important to note that most of the literature has been primarily devoted to for-profit organisations and government entities (i.e., the army, marketing and sales) (Silvey et al., 2021; Hendiarto and Musthafa, 2023); thus, an ongoing question of this literature review is whether the same competencies requisite in the selection methods applied in these organisations can be used to INPOs. For example, some argue that since the cultural and regional environments of INPOs, as well as their donor terms and tasks, differ from those of for-profits and governmental groups, there is a greater risk of selecting unfit employees with fewer competencies by using these methods (Alvarenga et al., 2019; Al Hilali et al., 2020).

Another factor worth noting is that most of the extant literature in this domain has been developed in the United States and other European countries. However, in developing countries, cultural patterns and examples tend to have more relevance and warrant a stronger focus (Brière et al., 2015; Darawsheh et al., 2015; Okolie, 2020). Therefore, for the significance of this study and the subject matter, it is crucial to consider cultural patterns when developing a competency model for INPOs in Africa.

In the case of Tanzania, for example, gender, political, and other cultural beliefs are based on the education system (Provini, 2019; Tambwe, 2019). The candidates are prone to stating most examples as "we" instead of "I" due to the political beliefs and culture required for working together. Also, because humility is a dominant cultural trait in Tanzania, candidates may not share or may even underplay their achievements. Because competency-based interviewers are trained to be more interested in candidates who can exemplify their achievements, if interviewers are not careful, they may hire a candidate with high confidence but not high performance (Debrah and Ofori, 2005; Darawsheh et al., 2015; Batt et al., 2021). This is why

it is critical to balance and consider other assessment methods for competencies to avoid this issue; for example, technical testing to confirm the validity of the information presented. Additionally, reference checks may help mitigate this risk (Hosain et al., 2021).

Similarly, the language barrier represents another challenge in the competency-based interview. Most INPOs use English as a formal language to interview candidates (Debrah and Ofori, 2005; Darawsheh et al., 2015). However, one of Tanzania's main languages predominantly used is Swahili (Abdala, 2024). English is a formal language from secondary school to university; however, most candidates are uncomfortable expressing themselves well in English. Hence, the interviewer must be careful about evaluating and selecting a candidate's competencies, focusing more on specific knowledge, skills, and abilities content, rather than relying too heavily on grammatical aspects of the English Language (Tom-Lawyer and Thomas, 2024). In summary, isolating INPOS's cross-cultural, social, and global distinctions reveals that the discussion of competencies regarding candidate considerations needs refinement.

As we transition from exploring the critiques of managerial competencies in the context of management position selection within INPOs, it is essential to delve deeper into specific frameworks and methodologies utilised to enhance competency development within these organisational settings. John Flanagan's Critical Incident Technique is one such framework that holds significant promise.

2.6 Leveraging John Flanagan's Critical Incident Framework to Enhance Competency Development in INPOs

John Flanagan's Critical Incidence Framework (CIT) offers a systematic approach to identifying, analysing, and learning from critical incidents in the workplace (Flanagan, 1954). The CIT captures significant on-the-job experiences through data collection, identification of critical incidents, and analysis and categorisation. It is a qualitative research approach used to identify and analyse critical incidents, specific events, or experiences that significantly impact an individual's behaviour, performance, or outcomes in a particular context (Flanagan, 1954).

The CIT is widely used in various fields, including psychology, human resource management, education, and organisational development (Watkins et al., 2022). Its importance lies in

providing a retrospective approach to identifying and measuring critical competencies and skills crucial for success in a particular domain, such as selection practices, learning and improvement, training programme design, performance improvement initiatives, and interventions to enhance specific competencies (Flanagan, 1954).

The CIT is also valuable for problem-solving and making informed decisions. It can analyse critical incidents related to challenges or failures, allowing organisations to address issues and make informed decisions for improvement (Flanagan, 1954; Bott and Tourish, 2016). Lastly, by understanding the competencies demonstrated in successful critical incidents, organisations can tailor their competency development programmes to focus on the skills and behaviours most relevant to their goals and objectives (Schrimmer et al., 2019).

The fulfilment of INPOs' missions highly depends on their staff's competencies (Sabuhari et al., 2020). Competency development is, thus, a cornerstone of INPOs and essential for addressing global challenges (Akingbola, 2004). A CIT analysis can demonstrate how INPOs can harness staff potential to effectively nurture and enhance competencies. These competencies span various domains, including technical skills, interpersonal abilities, management acumen, and adaptability to diverse contexts (Meeker et al., 2014; Schrimmer et al., 2019). The CIT framework facilitates experiential learning by encouraging individuals to reflect on real-life situations and extract valuable lessons (Woodburn et al., 2024). INPOs can benefit significantly from this approach.

The INPOs operate in dynamic and often challenging environments where critical incidents frequently occur, presenting opportunities for staff to develop competencies in real-world scenarios (Bott and Tourish, 2016; Watkins et al., 2022). By incorporating Flanagan's framework into their competencies criteria and selection practices, INPOs can encourage employees to document and reflect on these critical incidents. The CIT provides a structured approach to extracting the key competencies highlighted by such incidents, enabling INPOs to tailor competency development initiatives that are directly relevant and aligned with the challenges INPOs face in their mission delivery (Watkins et al., 2022).

At the same time, while the CIT framework has received widespread acclaim for its qualitative research capabilities and contributions across various fields (Butterfield et al., 2005; Bott and Tourish, 2016), it isn't without its criticisms and limitations. Namely, CIT relies on individual

perceptions and judgments to identify critical incidents, which may introduce bias and inconsistencies in data collection. Individuals may interpret and report incidents differently, leading to potential inaccuracies (Callan, 1998; Bott and Tourish, 2016).

In INPOs, subjectivity in identifying critical incidents can lead to inconsistencies in candidate evaluations during the selection process. It may result in a lack of consensus among hiring managers regarding which competencies are more crucial for a particular role, potentially leading to hiring decisions that don't align with the INPO's actual needs. Additionally, the CIT framework lacks standardised data collection and analysis procedures, making it challenging to compare findings across studies and contexts (Bott and Tourish, 2016; Woodburn et al., 2024). Varying application of CIT may result in data discrepancies (Bott and Tourish, 2016; Woodburn et al., 2024).

The CIT's qualitative nature yields context-specific findings, thereby limiting the generalizability of results to broader populations or settings. It may not quickly transfer to different contexts or groups. For example, two separate INPOs, INPO-A and INPO-B, should be considered to assess and develop management competencies using the CIT. Both organisations utilise CIT to collect data on critical incidents involving management, but they may do so using different approaches due to the lack of standardised procedures (Butterfield et al., 2005; Woodburn et al., 2024). Suppose the two different INPOs utilise CIT to explore areas of global relief aid and poverty alleviation. In that case, they may not find the same competencies relevant or significant in their context. Effective crisis management skills in disaster relief may not directly apply to poverty alleviation initiatives.

Furthermore, CIT often focuses on critical incidents, which tend to be problematic or adverse in nature. For example, INPOs may focus entirely on one competency during the hiring process. At the same time, this approach provides valuable insights into candidates' abilities to address adversity. It inherently emphasises adverse events and challenging circumstances. This emphasis on adverse events may lead to a skewed perspective, neglecting the study of positive or successful incidents (Woodburn et al., 2024; Watkins et al., 2022). As a result, the selection process may disproportionately focus on candidates' capabilities in handling crises, potentially neglecting their competencies in other critical areas, such as long-term strategic planning,

partnership development, or sustainable programme management (Dipboye, 2005; Ekwoaba et al., 2015).

Lastly, interpreting CIT data can be complex, as researchers must extract meaningful themes and patterns from narrative descriptions. This subjectivity can lead to differing conclusions based on individual researchers' perspectives (Bott and Tourish, 2016; Watkins et al., 2022). Suppose the INPO aims to design competency development programmes based on the CIT findings. In that case, the lack of consensus among selectors regarding which competencies are most crucial in community engagement can lead to a fragmented approach. The organisation may then struggle to prioritise and allocate resources effectively for competency development initiatives.

Building on John Flanagan's Critical Incident Framework, which emphasises the importance of identifying key behaviours and events that shape effective performance, it is crucial to address the existing gaps in competency development within INPOs. The following section will delve into how competencies and competency frameworks can be refined to bridge these gaps, ensuring they are better aligned with the unique demands of INPOs. The literature will highlight how enhanced competency frameworks address shortcomings and drive more effective management selection and development practices.

2.6.1 Competencies & Competency Frameworks: Addressing Gaps in INPOs

Competencies are generally organised into a framework or model that outlines the specific skills and behaviours expected from individuals in different roles. Competency models can vary in complexity, with some focusing on core competencies applicable across the organisation and others tailored to specific positions (Batt et al., 2021). Having established a foundation by examining competency definitions, CIT, and their critiques, a deeper exploration of the intricate relationship between competencies and competency frameworks is also warranted. Competency frameworks are essential for identifying and developing the skills, behaviours, and knowledge required for effective performance within INPOs (Batt et al., 2021).

Competency frameworks are developed through specific stages, including defining competencies and data collection (Batt et al., 2021). The process of creating a competency framework begins with identifying and describing the competencies required for successful job

performance, including technical skills, interpersonal abilities, and management qualities (Davidson et al., 2018; Tambwe, 2019). The next step in competency framework development is data collection through various methods, including interviews, surveys, job analyses, and expert input, to capture the unique requirements of roles within INPOs (Davidson et al., 2018; Tambwe, 2019). Such data collection efforts aim to capture the unique requirements of roles (Vazirani, 2010).

While competency frameworks are valuable in organisations and are recognised for their utility, there are criticisms regarding their application, particularly within the context of INPOs. One common challenge is the limited integration of competency models into broader talent management processes within INPOs (Brown and Crookes, 2016). Existing competency models may not be effectively linked to the selection, performance management, and development initiatives (Edgar and Lockwood, 2009; Sabuhari et al., 2020).

Moreover, they may not consider the complex cultural, sociopolitical, and economic contexts in which INPOs operate. This can lead to a disconnect between competencies and the realities on the ground (Brière et al., 2015; Alvarenga et al., 2019). For example, INPOs often face resource constraints, which can hinder the comprehensive implementation of competency-based approaches. Limited budgets and staff capacity usually don't permit the development and utilisation of competency models (Brière et al., 2015; Al Hilali et al., 2020). Additionally, regular monitoring and feedback mechanisms tied to competency models may be lacking (Boyatzis and Boyatzis, 2008). This can result in challenges in assessing the impact of competency development efforts and making necessary adjustments (Bucur, 2013; Byukusenge et al., 2021).

The INPOs can address these gaps in various ways. First, a clear integration strategy for competency models should be developed, ensuring alignment with selection practices, onboarding, performance appraisal, and development processes (Brière et al., 2015; Heaslip et al., 2019). Second, INPOs can invest in developing HR staff and managers in competency-based practices to enhance the application of the competency model. Training on assessing competencies, providing feedback, and tracking progress is critical (Alvarenga et al., 2019). Third, a competency framework for INPOs should incorporate cultural competency components, acknowledging the diverse contexts in which INPOs operate.

Tailoring competencies to specific regions or populations can improve relevance and effectiveness (Akingbola, 2013; Al Hilali et al., 2020). Lastly, implementing an evaluation framework to assess the impact of competency development efforts is essential. Collecting data on competency acquisition and linking it to organisational performance provides on-the-ground evidence of the value of competency models (Chandras, 2000; Al Hilali et al., 2020).

Some researchers have observed that implementing context-specific competency models may initially elicit resistance from employees accustomed to generic models (Brière et al., 2015; Martineau et al., 2018; Vlachopoulos, 2021). Thus, change management strategies should be employed to facilitate acceptance. INPOs can establish mechanisms for continuous monitoring and evaluation of competency model applications. Regular feedback loops can help identify areas for improvement (Martineau et al., 2018). Next, the example of UN agencies will be considered to gain a better understanding of how competency models have been implemented on the ground.

2.6.2   Example of Competency Model: UN Agencies

Various research studies have examined the competency models of United Nations (U.N.) agencies, including UNDP, UNEP, UNFPA, UN-HABITAT, UNICEF, and WFP. (Apte et al., 2016; Fraisl et al., 2020; van Norren and Beehner, 2021). The research identifies the core competencies and capabilities required for various positions within UN agencies. Identifying competencies in these organisations establishes a competency model, which is mainly shared in their internal documents. Most of the UN competency framework comprises a list of behavioural indicators. The competencies assessment is conducted based on job levels and their complexity.

In their qualitative research, van Norren and Beehner (2021) reviewed the competency frameworks of UN agencies through semi-structured interviews to explore methods for developing them. They found that UN agencies integrate the framework in critical areas such as core values, selection practices, training and performance reviews, employee relations and retention strategies, as well as identified technical and core competencies, proposing a framework with significant competencies and behavioural indicators based on positions (junior, mid and senior roles) (van Norren and Beehner, 2021). For example, the UNICEF competency model includes building and maintaining partnerships, demonstrating self-

awareness and ethical awareness, innovating and embracing change, achieving results for impact, managing ambiguity and complexity, thinking and acting strategically, nurturing, leading, and managing people, and working collaboratively with others. In contrast, the UNDP competency model includes management, communication, innovation, delivery and people management. (Fraisl et al., 2020). In summary, it can be said that the competencies of UN agencies are not significantly different from those identified in other research on competencies in the context of INPOs. Although the wording may differ, they share similar connotations. For example, building and maintaining partnerships is identical to the team building and donor partnership competencies; people management and management are the core competencies identified in other research. (Karimi et al., 2018; Sabuhari et al., 2020).

Boyatzis (1982) argued that the competency framework is directly pertinent, comprising the elements of efficiency orientation, impact concern, proactivity, self-confidence, oral presentation skill, conceptualisation, diagnostic use of concepts, use of socialised power, and managing group practices. Most significantly, it offers a comprehensive basis for assessing the central role of Person-Organisation in selecting senior managers in INPOs. This discussion will unfold in the upcoming section.

After exploring how competencies and competency frameworks can address gaps in INPOs, the focus now shifts to the conceptual framework that underpins competency criteria in management selection within these organisations. This section will examine the theoretical basis for using competency criteria in selecting INPO managers, highlighting how these frameworks guide the identification and evaluation of the skills needed for effective managers. Understanding this conceptual foundation is essential for bridging identified gaps and enhancing selection practices in INPO management.

2.6.3 Conceptual Framework: Competency Criteria in INPO Management Selection

To capture the triadic relationship between individual competencies, organisational priorities, and donor expectations, this study proposes the Person–Donor–Organisation Fit (P-D-O) framework. Unlike traditional fit theories that emphasise either person–job or person–organisation compatibility, P-D-O explicitly integrates donor-driven conditions. This approach reflects insights from Venter et al. (2019), who conceptualised the "double-bind" facing non-profits, and Sander and Zabel (2024), who emphasised the role of "matching" between donors

and organisations. By extending these ideas into a structured competency framework, P-D-O represents a novel theoretical contribution to selection practices in donor-dependent INPOs.

Competency criteria are essential for ensuring that candidates for management positions in INPOs possess the necessary skills, knowledge, and abilities to meet organisational goals and donor expectations (Boyatzis et al., 2024). However, INPOs in Tanzania encounter significant challenges in this area, exacerbated by conflicting expectations between organisational missions and donor requirements. Employing a conceptual framework to understand these dynamics is crucial. This framework addresses gaps in the selection practices by integrating the new concept of Person–Donor–Organisation Fit (P-D-O) alongside traditional person-job (P-J) and person-organisation (P-O) fit theories. It illuminates the reasons for inadequacies in competency criteria in selection practices and reveals how donor influences and conditions shape these practices.

Conceptual Framework: Competency criteria

Objective: Enhance Competency Criteria in the Selection Practices for Management Positions in INPOs

| Opportunities | **Input** Demand | Social Context |

| Fit Theories (P-J Fit, P-O Fit, P-V Fit) | Competency criteria **Processes** | Selection Practices |

Output
Senior management positions selected possess competencies that align with organisational and donor expectations.

| Project Success Rate | **Outcome** Employee Retention | Donor Satisfaction Organisational Sustainability |

Contribution to Knowledge and Practice: Person–Donor–Organisation Fit

Figure 2.3: Conceptual Framework (Rhoda Bennet, 2023)

The primary objective of this framework is to enhance the competitive assessment of management positions within INPOs in the selection practices. This framework considers

several critical inputs influencing competency criteria in the selection process. These inputs include opportunities, which are favourable conditions under which INPOs operate, providing a context for potential growth and success. Additionally, it considers the demands from various stakeholders, including donors, which shape the operational goals and priorities of INPOs. The socio-cultural environment impacting INPO operations necessitates understanding local dynamics and challenges.

The framework employs several processes to ensure the effective application of competency criteria in the management selection process. Fit theories are integral, with Person-Job (P-J) Fit aligning a candidate's skills and abilities with specific job requirements, and Person-Organisation (P-O) Fit ensuring that a candidate's values and mission align with those of the organisation. While the Person-Job (P-J) fit framework and the Person-Organisation (P-O) fit extend significant perceptions, their application in INPO settings remains contested. For instance, while the P-J fit emphasises competency alignment, the P-O fit focuses on cultural integration. However, in the context of INPOs, donor-driven expectations may necessitate a balance between both. Existing studies have not adequately addressed how competency-based selection accommodates job-based and organisational fit within donor-funded settings.

This research bridges that gap by exploring whether competency frameworks used by INPOs truly meet donor expectations. Competency criteria involve identifying the necessary technical, managerial, adaptive skills, and value alignment for candidates to ensure a holistic view of their suitability. The selection process is comprehensive and structured, encompassing job analysis, competency mapping, and a range of assessment tools, including structured interviews, psychometric tests, practical evaluations, and bias mitigation strategies, to ensure a fair and thorough assessment of candidates.

The immediate output of these processes is the selection of management candidates aligned with the identified competencies and fit theories (P-J, P-O, P-V). These candidates are chosen based on their demonstrated alignment with the technical, managerial, adaptive, and value-based criteria essential for their roles. The successful implementation of this framework yields several positive outcomes, including achieving health, education, agriculture, and sanitation objectives, improved retention rates indicating greater longevity and satisfaction among management personnel, and increased donor satisfaction, reflecting the organisation's ability

to meet donor expectations and secure continued funding. Ultimately, this framework ensures the long-term viability and impact of INPO initiatives.

A significant contribution of this framework is the introduction and validation of the Person–Donor–Organisation Fit (P-D-O) concept. This theory emphasises the alignment of a candidate's competencies with donor expectations, focusing on understanding donor terms, conditions, challenges, and demands. By incorporating P-D-O into competency criteria, the framework aims to improve the alignment between management competencies and donor expectations, thereby enhancing the overall effectiveness and outcomes of INPO projects. This approach addresses existing literature gaps and provides a practical tool for INPOs to refine their management selection processes.

Having established the conceptual framework for competency criteria in INPO management selection, it is essential to explore the external factors that further complicate these selection practices. The following section will unpack the donor-induced challenges that INPOs face when selecting management positions, highlighting how donor expectations and requirements can create misalignments and pressures that impact the effectiveness of competency-based selection. Understanding these challenges is crucial for refining selection practices to align with organisational needs and external stakeholder demands.

2.7 Unpacking Donor-Induced Challenges in Management Position Selection Practices

The competencies assessment process for selecting management roles within INPOs reflects challenges significantly shaped by donor dynamics, which profoundly affect the overall competencies assessment in selection practices. This section will examine this issue more comprehensively, navigating the challenges and explaining more intricate implications. These tensions mirror wider contradictions documented in NPOs operating under competing donor and organisational logics (Venter et al., 2019)

One challenge is that projects within INPOs operate within specified timelines that are often governed by the projected donor funding; donors typically provide funding that spans one to five years; this factor substantially influences and shapes the competency criteria in selection practices, particularly for senior roles (Banks et al., 2015; Pallas and Sidel, 2020). A prevalent trend, as noted by Akingbola et al. (2023), involves INPOs opting for fixed-term or part-time

arrangements, challenging candidates to transition from open-ended contracts. This reluctance stems from concerns regarding project life cycles, which may impede candidate commitment if the project duration is shorter than their current open-ended contract.

Furthermore, donors may stipulate funding on the condition that specific individuals are appointed to management positions. This scenario has repercussions for the integrity of selection practices and the potential selection of applicants lacking crucial competencies (Yamashita et al., 2019; Pallas and Sidel, 2020). Even if donors might not directly influence the selection practices, their budget, project timeline, inclinations, terms, and judgments may still impact the decision-making process. These factors can eliminate promising candidates who, in fact, are otherwise a solid fit for the INPO's needs (Yamashita et al., 2019; Guo, 2020).

Moreover, donors may enforce limitations on funding usage, including restrictions on managers' compensations and benefits, which weaken INPOs' capacity to attract and retain effective talent (Ridder et al., 2012; Pallas et al., 2018).

In high-risk African contexts, formal political risk assessment plays a central role in organisational decision-making, shaping how strategies are designed and resources are allocated (Mshelia and Anchor, 2019). Similarly, donors apply comparable risk logics when setting funding conditions, requiring implementing partners (INPOs) to demonstrate strong risk management and compliance frameworks. For example, organisations operating in regions affected by political instability or conflict often face donor-imposed safeguards such as enhanced reporting or third-party verification to ensure accountability and continuity (Mshelia and Anchor, 2019).

Several studies have examined the influence of donor support on managers' selection practices and competencies in INPOs (Banks et al., 2015; Brière et al., 2015; Abrokwah et al., 2018; Charleston et al., 2018). Notably, the findings suggest that donor bias and influence are evident in the screening of the qualifications and perspectives of selected managers. It has also been suggested that this has limited the diversity of INPOs' management teams and hindered their effectiveness in addressing the needs of diverse populations (Abrokwah et al., 2018).

Integrating pro bono (public) services and volunteers has a significant influence on the competency criteria process within management selection practices in INPOs. Research

conducted by Mirvis et al. (2020), Abagelan and Tullu (2020), and Janjetovic and Schulte (2022) sheds light on this aspect. While some INPOs utilise volunteers or pro bono consultants, the reliance on full-time employees is motivated by the need to sustain competencies in selection practices and optimise performance factors (Abagelan and Tullu, 2020). However, utilising volunteers and pro bono consultants introduces complexities in competency criteria for selection practices. Integrating individuals with varying experiences, skills, and commitments challenges the traditional approach to assessing the competencies required for senior management positions.

This paradigm shift underscores the need for INPOs to reassess their competency criteria and assessment strategies to evaluate candidates effectively in diverse workforce compositions and alternative employment models. Beyond donor influence in the project life cycle, the heightened use of fixed-term contracts for senior-level managers has undesirable implications for donor-funded projects (Abagelan and Tullu, 2020). Hayman and Lewis (2018) highlighted that fixed-term contracts, pro-bono consultants, and part-time employees are unsuitable for sustainable donor-funded project activities. The primary repercussions of fixed-term contracts include challenges related to turnover, work quality, and strained relationships with communities and governments.

A survey of INPO executives found that nearly half of the respondents had not received managerial training or coaching within the organisation. This is due to the INPO's short project timeline and the demand for immediate results (Karia et al., 2016). Accordingly, INPO's resources, experience, and management depend entirely on selecting effective managers to avoid the uncertainty and instability associated with donor-funded projects. Where INPOs, in particular, are concerned, competency in management positions has become heightened, with interrelated implications for project delivery, donor relationships, and community trust (Megheirkouni, 2017; Miković et al., 2020).

Another challenge within INPOs is the "management development deficit".The INPO sector has been criticised for inadequately preparing and developing internal employees for future management positions (Akingbola, 2013; Anheier, 2014; Balduck et al., 2015; Bourguignon and Platteau, 2020; Kim et al., 2021). Bourguignon and Platteau (2020) and Kim et al. (2021) found the internal promotion of INPO senior managers inadequate, implying that many senior

managers came from external organisations. Examining the management development deficit in relation to management position selection practices reveals the anticipated importance of solid relationships between donors and INPOs, particularly for candidates who will hold senior managerial roles in the future.

Donor funding withdrawal and premature programme closure impact competency retention in the selection practices for management positions (Adia, 2019; Miković et al., 2020). Senior managers in INPOs are discouraged from attending training to improve on crucial competencies gained during project delivery because there is no assurance that the donor-funded projects will remain after the programme closure, or if they will remain with the organisation after the end of the project. In that case, INPOs offer compensation and benefits in the short term, which can impact selection practices. (Ridder et al., 2012; Yamashita et al., 2019; Pallas and Sidel, 2020).

Sufficient evidence suggests that INPOs do not attract the most skilled employees, particularly in senior roles, due to the instability of INPOs (Pallas et al., 2018; Abagelan and Tullu, 2020; Lim, 2021). For example, most of the INPOs' senior managers do not stay in the organisation until the end of the projects (Akingbola, 2013; Yamashita et al., 2019). They typically seek new opportunities to enhance job security. The employees' job-search actions impact their capacity to focus effectively on the project delivery work (Pallas et al., 2018; Abagelan and Tullu, 2020; Lim, 2021). Even when the INPOs select applicants for senior managerial positions with the competencies required, they often depart before the project or contract ends (McDonough and Rodríguez, 2020). Consequently, this affects the quality of the work and future selection practices because ineffective managers will take longer to learn and implement project activities. Thus, a "vicious circle" ensues, where INPOs have to select employees with minimal competencies, qualifications and experience. This is because more experienced and effective candidates are repelled by low compensation, fixed-term contracts, and project uncertainties (Brière et al., 2015; Moradi et al., 2020).

In addition to organisational and environmental influences, donor expectations introduce further determinants that shape competency requirements. These include project cycle considerations, such as the need for managers who can deliver results within short-term funding windows; project duration, which affects staff retention and capacity-building strategies; cost

considerations, where donor requirements for efficiency impose strict financial management competencies; and macro-economic conditions, which influence donor priorities and funding availability ((Pallas and Sidel, 2020; Sander and Zabel, 2024). By recognising these donor-related benchmarks, INPOs can more effectively identify and integrate competencies that align with funding realities, thereby enhancing project sustainability.

Following these INPOs challenges, it is crucial to reform competency criteria in selection practices to balance donor considerations with managerial competencies carefully as an essential step. Strengthening manager competency within INPOs can pave the way for enhanced project execution, more significant impact, and more effective response to global challenges (Schrimmer et al., 2019; Sabuhari et al., 2020). The proposed solutions to mitigate the gaps include the development of transparent and accountable competency criteria in the selection practices and discussions with donors regarding implementation and the role of each party. The competency criteria in the selection practices should be based on merit and communicated to all stakeholders. The practice will decrease the likelihood of donor obstruction and enhance the integrity of selection practices for management positions (Abrokwah et al., 2018; Albert, 2019; Abbas et al., 2021).

Chapter 2 has comprehensively reviewed the fundamental theories, concepts, and empirical findings related to competency criteria and selection practices in INPOs. This review identified critical gaps in existing frameworks and highlighted the influence of external factors, such as donor expectations, on the managerial selection process. Building on these insights, Chapter 3 outlines the methods, techniques and tools used to facilitate this study and answer its questions practically. Chapter 3 outlines the research design, data collection methods, and analytical approaches used to investigate the intricate dynamics of competency criteria and selection practices within INPOs, laying the groundwork for empirical analysis and validating the theoretical findings from the literature.

CHAPTER 3

3. RESEARCH METHODOLOGY

3.1 Introduction

This section builds on a thorough literature review to articulate the present study's research methodology and philosophical foundations, explicitly addressing the challenge of selecting managers in International Non-Profit Organisations (INPOs) who align with organisational needs and donor expectations. The study recognises the critical problem faced by INPOs in Tanzania: the difficulty in defining competency criteria for selecting management candidates whose competencies satisfy both the internal requirements of the organisation and the external expectations of donors. The research aims to contribute to practice by exploring how a Person–Donor–Organisation Fit (P-D-O) framework (contribution to knowledge, which will be discussed further in Chapter 6) can enhance the effectiveness of managerial selection processes in INPOs, ensuring that the selected managers align with organisational needs and donor demands.

To address this problem, this section begins by outlining the research design, assumptions, and philosophical orientation, which are grounded in an interpretative paradigm. It details the adoption of a case study strategy to examine the role of P-D-O in improving the alignment between managerial competencies and donor expectations within INPOs. The methodology employs abductive reasoning, which allows for exploring and elaborating how P-D-O might address the observed deficiencies in traditional Person-Organisation (P-O) Fit frameworks that often fail to consider the external influence of donors on INPOs' selection practices.

Further elaboration is provided on the sampling methods, participant selection criteria, data collection procedures, transcription protocols, and coding methodologies. These methods are specifically chosen to uncover how P-D-O can serve as a guiding framework for aligning managerial selection practices with donor expectations. The reflexivity section considers the researcher's positionality and the strategic choices made throughout the research process to ensure a robust exploration of the P-D-O concept (contribution to knowledge and practice) in this context.

The chapter concludes with a discussion on the trustworthiness of the qualitative research, linking the methodology directly to the study's overarching objective: to ensure that INPOs select effective managers who are competent and aligned with organisational needs and donor expectations. This objective is reflected in the core research question: "Why do INPOs in Tanzania struggle to select candidates for management positions who possess competencies aligned with donors' expectations?" The study examines how donors influence and shape competency criteria in managerial selection processes, thereby addressing the gap in aligning internal organisational needs with external donor expectations. The P-D-O concept (contribution, knowledge, and practice, which will be discussed further in Chapter 6) offers a novel contribution to practice by emphasising the alignment of managerial competencies with donor expectations, thus enhancing the overall effectiveness of INPOs in achieving their missions and the goals set by their donors.

3.2 Research Philosophy, Approach & Design

3.2.1 Research Philosophy

A philosophical statement drives a researcher to select a study style. The metaphysical claim is a vision that affects the methodology. Besides interpretivism, ideologies include positivism or phenomenology (Saunders et al., 2015). Gannon et al. (2022) note that the primary importance of using an acceptable philosophical method is to allow the researcher to determine which approach to follow and why. Methods and methodology can vary for different research studies.

Research philosophy provides a foundation for understanding the nature of reality and knowledge in academic inquiry. Among the four significant paradigms are positivism, interpretivism, critical realism, and pragmatism. This thesis adopts an interpretivist approach, which is particularly suited for exploring the socially constructed and subjective nature of reality. Unlike positivism, which focuses on objective and measurable phenomena, interpretivism emphasises the complexity of human experiences and the importance of understanding context. While critical realism and pragmatism offer valuable perspectives, interpretivism aligns most closely with this study's focus on exploring competency criteria in the selection practices in INPOs in Tanzania. Ontologically, this research acknowledges the existence of multiple realities shaped by social and organisational contexts, and

epistemologically, it prioritises qualitative inquiry to generate deeper insights. This approach ensures the study addresses the nuanced challenges of competency definition and application in its specific context (William, 2024).

Epistemology involves Realism, Interpretivism, and Positivism. Realism aligns with logical enquiry, arguing that what the faculties reveal to us as truth is reality, and that objects have an existence independent of the human brain. In this way, the basic pragmatist position is that our insight into the truth is a consequence of social occurrences (William, 2024). Interpretivism claims that scientists must consider the discrepancies between individuals on our part as social entertainers. (Sahay, 2016). This highlights the distinction between guiding people rather than objects (Alharahsheh and Pius, 2020). Positivism takes the philosophical approach of natural science, that is, dealing with an observable fact, and the result of such study should be law-like presumptions close to those made by physical and natural sciences (Alharahsheh and Pius, 2020; William, 2024).

A fundamental aspect of delineating the research approach involves articulating the philosophical assumptions that are crucial in shaping the overall research strategy. This process is integral to comprehensive research planning, as it entails the integration of philosophical perspectives, research designs and specific methodological approaches. Moreover, these philosophical assumptions are often informed by the collective experiences of previous scholars. (Alharahsheh and Pius, 2020; William, 2024). Table 3.1 outlines some of the critical philosophical assumptions commonly employed in research.

This study assumes the existence of acceptable, valid, and legitimate knowledge, which necessitates investigations into competency criteria in selection practices, an exploration of the historical background of non-profit organisations (NPOs) in Tanzania, and an examination of donor aspects and their associated challenges. The ontology posits the existence of competency criteria in the selection practices within INPOs in Tanzania, with the primary objective of selecting suitable managerial candidates to oversee organisational programmes.

However, subjectivity is reflected in the diverse perspectives held by stakeholders regarding the significance of these processes and the potential critiques of the methods employed. This is where the underlying assumptions of an interpretivism lens come into play. Tracking the interplay between perceptions and critical events, including practices, processes, policies,

adherence to local laws and challenges posed by donors, becomes essential in understanding the dynamics of competency criteria in the selection practices for managerial positions within INPOs.

Table 3.1: Summary of Key Research Paradigms and Philosophical Foundations

Philosophy	Descriptions	Reference
Interpretivism	Implies subjectivity: "Social reality is made from social actors' perceptions and consequent action (social construction), different opinions and narratives."	Saunders and Lewis (2012: p.130)
Epistemology	It constitutes acceptable, valid, and legitimate knowledge, explaining how we can effectively communicate knowledge to others. It also refers to the quality of knowledge in how various cases or phenomena are coded. Different components, such as numerical, textual, and visual data, can be interpreted meaningfully as part of legitimate knowledge.	(Saunders and Lewis, 2012, p. 128) (Goertz and Mahoney, 2012)
Ontology	Refers to the assumptions about the nature of reality - the way you see and study your research objects. An essential aspect of this research study is that it shapes how the research objects being studied are viewed.	(Saunders and Lewis, 2012, p.127) (Goertz and Mahoney, 2012)
Methodology	It encompasses the research's philosophical assumptions, the study's design, the specific methods used to gather data, and the procedures to analyse it. A well-defined methodology ensures the research is coherent, transparent, and aligned with its objectives.	(Saunders and Lewis, 2012, p.127)
Positivism	Positivism is grounded in the scientific method, emphasising observation, experimentation, and hypothesis testing. In this view, knowledge is derived from sensory	(Goertz and Mahoney, 2012)

	experience, and only that which can be measured and quantified is considered valid. Positivist methodologies are typically quantitative, employing structured methods such as surveys, experiments, and statistical analysis to gather and analyse data.	
Realism	It posits that an objective reality exists independently of human perceptions, thoughts, or beliefs. Realism asserts that while our understanding of reality is influenced by social, cultural, and individual factors, a real world exists beyond our interpretations of it.	(Saunders and Lewis, 2012, p.127)

Source: Literature Review

3.2.2 Interpretivist Research (Philosophy)

Based on the above assumptions and explanations related to this research study, the philosophical approach adopted is interpretivist. This approach emphasises that people are distinct from physical occurrences because they create meanings (Saunders and Lewis, 2012; Alharahsheh and Pius, 2020). This suggests that "the study of human beings and their social world cannot be the same as the study of physical phenomena" such as buildings, rocks, roads, and bridges (Alharahsheh and Pius, 2020, p. 23).

Interpretivism research aims to produce new contexts; for example, how did each INPO view and experience competency criteria in the selection practices for management positions? The findings among the participating INPOs reflected differences, indicating that the realities are also diverse. This necessitates considering various aspects, such as language, culture, competency criteria and methods, selection practices, and the challenges facing INPOs in Tanzania.

The interpretivist framework differs from a positivist approach or the physical sciences in its understanding of human experience. It allows the researcher to assess the investigation phenomena through the participants' perceptions and experiences (Denzin and Lincoln, 2011;

Saunders et al., 2015). With an interpretivist researcher's lens, it is crucial to understand the diverse perceptions, experiences, and constructions of similar phenomena.

To link an interpretivism framework with the research assumptions utilised, the study focused on the meanings, processes, and practices of competency criteria in selecting management positions in INPOs in Tanzania. Epistemologically, the study focused on competencies, INPO processes, and donors' influence, linking these to the participants' perceptions and interpretations, which eventually led to a new understanding and a contribution to the worldview.

3.2.3   Research Method

The three primary research study methods are qualitative, quantitative or mixed. Nili et al. (2020) state that quantitative and qualitative methods signify different ends; most studies employ either a more quantitative approach or a qualitative one, but not both. While quantitative research seeks to quantify the problem and understand what is happening on a larger scale, qualitative research aims to understand the 'why' and 'how' behind it, often providing the depth and context necessary for a comprehensive understanding (Raskind et al., 2019). Most studies lean towards one method more than the other, depending on the research question and objectives; however, integrating both can provide a more comprehensive picture of the studied phenomenon. At the same time, researchers can customise research methods to build a suitable method for a specific study. Nili et al. (2020) and Miles and Saldaña (2014) said that mixed methods research lies at the midpoint of the qualitative and quantitative research methods continuum.

This research study employed a qualitative method, along with other data collection methods, including semi-structured interviews and open-ended questionnaires. The aim was to establish different views of phenomena; for example, in the open-ended questionnaire, HR managers working in INPOs had access to detailed information and critical documents specific to the competency criteria in their selection practices. During the interview process, the researcher could probe, ask follow-up questions, and establish a good rapport with the other senior managers who had established competency criteria in the selection process, which enabled the extraction of deeper, more meaningful information.

3.2.3.1 Justification for Qualitative Research & Introduction to Methods

Denzin and Lincoln (2011) and Johnson et al. (2020) describe qualitative research as a multi-layered method that involves an interpretative and naturalistic approach. The multidimensional nature of qualitative research enables researchers to develop a comprehensive understanding of the inquiry in question. Denzin and Lincoln (2011) and Johnson et al. (2020) offer the following principles that underline qualitative research:

- It examines the larger image, beginning with a search for an understanding of the whole and seeking to comprehend people's interpretations and perceptions.
- It looks at the interactions within a system and the reality of what people perceive.
- It focuses on understanding a given social setting, rather than making predictions about it.
- It requires time-consuming exploration and continuous data analysis.
- Its investigations are conducted under natural conditions. Part of the natural condition relies on the interviewee's honesty in explaining the phenomenon. (For example, this case involved assessing existing competency criteria in the selection practice and why they chose that particular method.) The critical part is to confirm whether what they say aligns with their actions.
- It also incorporates room for a researcher-biased explanation and philosophical inclinations.
- Its design integrates informed consent decisions and is responsive to ethical and value considerations.
- Its theories and hypotheses evolve from collected data, focusing on design and procedures to gain "real" and "rich" details.

A qualitative research method and exploratory studies were considered appropriate for this study, as they complement the study's context. Saunders and Lewis (2012) and Horne and Lupton (2019) argue that an exploratory study is valuable for explaining an understanding of a phenomenon, especially if the researcher is uncertain of its exact nature. The researcher aimed to understand the phenomenon by exploring participants' views on competency criteria methods for selecting management candidates in INPOs. The researcher also aimed to understand how donors influence and impact competency criteria methods in the selection practices for management positions within INPOs in Tanzania.

Another aspect of qualitative research involves qualitative sampling. "Qualitative sampling is often either 'upfront' or progressive, as in a grounded theory model." (Miles et al., 2018, p.46). For example, by studying competency criteria in the selection practices for management positions within INPOs in Tanzania, the researcher initially considered one organisation as a pilot, which may be insufficient and provide limited information. However, the researcher chose more organisations for the data-gathering process during the research. Consequently, it was possible to collect more details due to the wide range and diversity of participants involved in the study, including their gender, experience, educational background, and knowledge of the subject matter.

Within qualitative research, data collection involves various categories or methods, including participant observation, interviews, and personal documents (Saunders and Lewis, 2012; Bell et al., 2018; Johnson et al., 2020). The primary data collection methods for this study were semi-structured interviews and open-ended questionnaires. The interviews, which used a semi-structured method, provided insight and understanding into the practices from the participants' perspectives. Thematic analysis was employed to identify the various themes related to the selection practices for management positions presented in this study.

3.2.3.2 Justification for Semi-Structured Interviews

Saunders et al. (2015) and Bell et al. (2018) assert the significance of interviews in qualitative research data collection. One-to-one interviews enable researchers to engage directly with participants, allowing for the observation of non-verbal cues throughout the interview process. Sahay (2016) and Saunders et al. (2015) argue that semi-structured interviews provide researchers with a means to comprehensively understand contextual nuances without imposing predefined categories. This method facilitates the pursuit of further clarification and probing to uncover deeper insights. Consequently, data reporting and analysis accurately reflect the perspectives and insights shared by participants.

As noted by Denzin and Lincoln (2011) and Johnson et al. (2020), the interactive dynamic established between the researcher and participants fosters an environment conducive to candidly sharing personal experiences without apprehension of judgment (Johnson et al., 2020). Additionally, semi-structured interviews are well-suited for delving into individuals' attitudes, morals, principles, and motivations (Denzin and Lincoln, 2011; Bell et al., 2018).

They allow interviewers to assess the credibility of participants' responses by discerning non-verbal cues and signals, thereby facilitating a deeper understanding of the emotional disposition of participants.

Interviews enable the researcher to ensure that each participant addresses all questions. (Bell et al., 2018). Additionally, participants must possess the autonomy and self-assurance to articulate their own experiences independently, without external assistance, as the data gleaned from interviews are rooted in their unique experiences and perceptions (Saunders and Lewis, 2012). Generally speaking, interviews offer a potential solution to the challenges associated with low response rates encountered in questionnaire surveys (Bell et al., 2018; Johnson et al., 2020).

3.2.3.2.1 Elite Interviews

An 'elite' is one occupying a dominant position in an organisation or government, possessing exclusive knowledge and access to critical information (Leith, 2012; Peetz, 2019). Elites offer researchers important information that can enhance the authenticity and integrity of the data. Due to their positions and experience in the organisation, interviewing them provides more relevant data than would be accessible from other individuals. In this study, senior managers offered valuable insights into the perception of competency criteria in selection practices at the higher level and discussed internal and external matters, including donors.

In this study, twenty-two (22) senior managers were interviewed, representing how they selected management positions within their respective organisations. The findings indicate that these senior managers played a significant role in assessing competencies throughout the selection process, encompassing tasks ranging from formulating job descriptions to conducting reference checks. The insights gleaned from these elite interviews served as crucial data sources, particularly in examining power dynamics between the organisation and the donors' goals, decision-making processes and organisational policies.

As the elites are powerful, influential and highly knowledgeable individuals in an organisation, these interviews have several benefits. First, they have essential information that perhaps other employees might not be privy to due to their position in the organisation. Second, they habitually offer a comprehensive synopsis of the organisation and can converse and provide

insight into external relationships (Peetz, 2019; Bakkalbasioglu, 2020). Third, they tend to be more knowledgeable about legal, corporate and financial structures. Due to their expertise and position, they can effectively debate and discuss the internal policies and procedures related to a specific phenomenon. (Goldman and Swayze, 2012; Leith, 2012; Peetz, 2019).

However, the elite interview method also poses several limitations. The first is gaining access to and dealing with 'elite' power (Brinkmann and Kvale, 2015; Peetz, 2019). Such access matters relate to hitches in contacting elites without a gatekeeper or other influential person and obtaining time in their busy schedules (Goldman and Swayze, 2012; Brinkmann and Kvale, 2015). Other challenges include elites occasionally wanting to control the interview and change the topic. For example, in this study, some senior managers attempted to change the obstacles posed by foreigners, but instead discussed their hidden agenda or motives in a more negative light.

Furthermore, elites can be defensive, especially on sensitive topics. (Goldman and Swayze, 2012; Leith, 2012; Peetz, 2019). In this study, some elite participants spoke in a manner that indicated they felt threatened by the confidentiality of the information. Since donors are essential stakeholders in INPOs, discussing sensitive and negative issues may create fear among participants, who consequently don't want to speak openly.

Critical solutions that can help overcome these difficulties include researcher preparation regarding timing, settings, and introduction. In this connection, building rapport and breaking the ice through an initial discussion, acting professionally and courteously, can significantly facilitate the elicitation of more transparent sharing and disclosure of information from elites (Peetz, 2019; Bakkalbasioglu, 2020). Finally, the researcher can encourage the elites to respond by explaining how the research study findings would benefit their organisation or society (Bakkalbasioglu, 2020).

In summary, although elite individuals sometimes find it challenging to discuss critical information, elite interviews can be said to offer essential knowledge and information (epistemic) rather than doxastic information (subjective opinions or views) (Robson and McCartan, 2016; Peetz, 2019). For example, in this study, the senior managers in INPOs provided fundamental knowledge on how donors can influence competency criteria in selection practices by citing real examples and how to detect some of the challenges.

Building on the insights gained from elite interviews with senior managers, this study further examines the Person–Donor–Organisation Fit (P-D-O) concept through academic and expert interviews. These interviews provide a broader theoretical and practical perspective, offering critical reflections on the competency criteria for managerial selection in INPOs and the influence of donor expectations.

3.2.3.2.2 Assessing the Person–Donor–Organisation Fit (P-D-O) Concept through Academic and Expert Interviews

In September 2021, the researcher conducted Person–Donor–Organisation Fit (P-D-O) presentations and interviews with two academics, experts in INPOs and human resources management working in different universities in Tanzania. The aim was to explore and gather their views and comments on the new concept (Person–Donor–Organisation Fit (P-D-O)) and its values in competency criteria for selection practices. Each presentation and interview session lasted approximately one hour and thirty minutes.

The two interviews exposed several themes, which are extensively discussed in the findings in Chapter 5. These themes and corresponding comments are enumerated here as follows: 1) The novelty of the Person–Donor–Organisation Fit (P-D-O) concept and its potential value in knowledge enrichment, 2) Considerations regarding the competency criteria in the selection of local versus international candidates, 3) Integration of local cultural criteria into selection practices, 4) Discussions on competencies and values, 5) Motivations driving NGOs to operate in foreign countries, 6) Evaluations of foreigners' interview skills, and 7) Recommendations for additional literature exploration.

3.2.3.3 Justification for Employing Two Data Collection Instruments

Moreover, using two data collection instruments enriched the researcher's proficiency by eliciting more precise insights concerning the respondents and the subject matter (Simmonds et al., 2020). For instance, during semi-structured interviews, participants spoke freely about the process of competency criteria within the selection practices applied for senior managers. Conversely, in the questionnaire, respondents furnished selection policies and other documents to substantiate their responses. This method expedited the accumulation of a larger corpus of data within the allotted time frame.

Additionally, employing two data collection instruments enhanced the data quality. It allowed the researcher to delve deeper into inquiries during semi-structured interviews and explain missing or ambiguous information identified in the open-ended questionnaire (Barrett et al., 2020). Moreover, utilising two data collection methods aided in tracking respondent bias. Participants in semi-structured interviews may respond to questions influenced by conscious bias or with the intent to safeguard the organisation's reputation. At the same time, respondents may furnish evidence or documents to substantiate their responses in the questionnaire (Guetterman et al., 2019). For instance, in this study, certain participants exhibited a bias towards the influence of donors during the semi-structured interviews. In contrast, some respondents in the open-ended questionnaire crafted their messages cautiously regarding donors in terms of competency criteria for selection practices. Ultimately, these multiple data sources enabled a deeper examination of why existing competency criteria methods in the INPOs' selection processes led to the appointment of ineffective managers.

In summary, employing two data collection instruments enabled the researcher to gain a comprehensive understanding of the subject matter. Simmonds et al. (2020) explained that gathering data from diverse sources is crucial for achieving a holistic perspective on the subject matter, akin to assembling complex puzzle pieces. It is critical to capture a comprehensive view of the subject, encompassing new habits, cultural influences, values, and other intricate elements. The findings of this study were informed by a thematic development approach, which was informed by data from semi-structured interviews and questionnaires (Simmonds et al., 2020; Ge et al., 2021).

3.3   Research Design

Research design encompasses the overarching strategy adopted by the researcher to systematically integrate the various components of the study coherently and logically. (Tomaszewski et al., 2020). As Miles et al. (2018) and Nili et al. (2020) noted, research methods encompass a series of procedures and processes that evolve across different phases of the study. They encompass diverse activities such as data collection methods, analysis, and interpretation, while incorporating extensive assumptions. The current research employs a qualitative and exploratory design, utilising a flexible model and focusing on qualitative and case study strategies. This helped to answer the following main research questions:

i. Why do INPOs in Tanzania struggle to select effective managers that align with donor expectations?

ii. How do donors influence and impact these management positions' competency criteria in selection practices?

According to Robson and McCartan (2016), the three main design traditions within flexible design research are case studies, ethnographic studies, and grounded theory studies. A flexible design develops throughout data collection. Data are often described as qualitative; therefore, they are typically non-statistical (Robson and McCartan, 2016). Flexible design research participants are fewer compared to a fixed design, and it is usually feasible to achieve the focus necessary to address the complexities (Robson and McCartan, 2016). Six INPOs in Tanzania have been selected for this research, which guides the study towards a case study approach. Robson and McCartan (2016, p. 147) listed various characteristics of a "good" flexible design, as shown in Table 3.2 below.

Table 3.2: Flexibility of Designs

Characteristic	Explanation	Current research
Multiple qualitative data collection techniques	Possibly some quantitative data	Semi-structured interviews and open-ended questionnaires
Establishing the framework of assumptions and characteristics.	It includes fundamental characteristics such as an evolving design, the presentation of multiple realities, the researcher as an instrument of data collection and a focus on participants' views.	Focus on participants' views and researchers as instruments for collecting data and presenting multiple realities.
An understanding informs the study of existing traditions of research	The researcher identifies, studies and employs one or more traditions of enquiry.	Application of research strategy (case study and qualitative)
Tradition doesn't need to be 'pure'; several traditions' procedures can be combined.	Initially, the novice researcher is recommended to stay within one tradition, become comfortable with it, learn it and keep their study concise and straightforward. Later, features from several traditions may be helpful.	Qualitative research

The project starts with a single idea or problem that the researcher seeks to understand.	Relationships might evolve, or comparisons might be made, but these emerge later in the study.	The idea of selection practices for management positions in INPOs then evolves into competencies and donor influence.
The study uses a rigorous data collection, analysis, and report-writing approach.	The researcher is responsible for verifying the accuracy of the account given.	The section describes the pre-data collection, data collection, transcriptions, coding, analysis and report.
Data are analysed using multiple levels of abstraction. Often, writers present their studies in stages.	Multiple themes can be combined into more significant themes (perspectives), or their analyses can be layered from particular to general.	Themes generation and revision by supervisors.
The writing is clear and engaging, and helps the reader's experience.	The story and findings become believable and realistic, accurately reflecting the complexities of real life.	Report in sequences.

Source: (Robson and McCartan, 2016, p.147)

3.3.1   Research Logics: Abductive Method

There are three types of research logic: deductive, inductive and abductive (Liu et al., 2024). This research study employed an abductive method, as it enables the exploration and identification of underlying patterns and theories based on observed phenomena and empirical findings (Rahmani and Leifels, 2018). This method facilitates an iterative process and refinement, particularly suited for examining complex issues, such as competency criteria in the selection practices for management positions within INPOs.

By integrating existing theories with new insights derived from the data, the abductive method enables a comprehensive understanding of the challenges and potential solutions in the context of INPO management selection (Shani et al., 2020). Abductive reasoning was first formulated and advanced by Charles Sanders Peirce in 1867. It begins with an observation and then seeks its most straightforward and likely conclusion. Unlike deductive reasoning, this process yields a plausible conclusion but doesn't validate it positively (Shani et al., 2020; Żelechowska et al., 2020). Moreover, unlike inductive and deductive reasoning, abductive research has the flexibility to explain, elaborate on, or modify the theoretical framework before, during, or after the research process (Peirce, 1955; Dubois and Rothwell, 2004). Rahmani and Leifels (2018)

assert that abductive research involves a cyclical movement between inductive and deductive reasoning. The abductive method addresses limitations associated with deductive and inductive methodologies. In this method, the research begins with identifying "surprising facts" or "puzzles," and the research endeavour focuses on explaining these phenomena (Bell et al., 2018). The abduction process can be conceptualised as follows: "The surprising fact, C, is observed, but if A were true, C would be a matter of course. Hence, there is reason to suspect that A is true" (Peirce, 1955, p. 151). Any inference involving contextual judgments of relevance and significance inherently incorporates an abductive component. This study considered the abductive reasoning method most appropriate for processing novel insights and perplexing discoveries about donors' direct and indirect involvement in competency criteria methods within selection practices.

The methodology employed in this study, thus, revolves around abductive theory-building. The exploration of effective competency criteria within selection practices for management roles in INPOs was facilitated through a meticulous review of existing literature, data collection endeavours, and the researcher's extensive experience with INPOs in Tanzania. The preliminary insights from the data collection phase were systematically contrasted with relevant literature about the subject area. Through this comparative analysis, a noticeable gap in the existing literature was identified, thereby delineating the research trajectory of the current study. The theoretical framework derived from the data resulted in the emergence of a novel concept known as "the Person–Donor–Organisation Fit (P-D-O) paradigm", which is discussed more in Chapter 6.
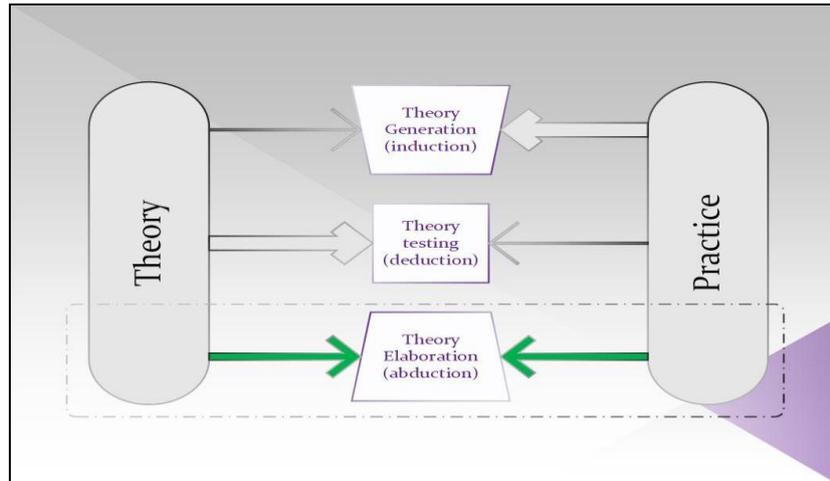
Figure 3.1: Research Logic
Source: **Shani et al. (2020)**

Studying facts or results is a starting point for a theory to explain those facts. The explanations for the facts are developed based on a single experience or observation, which serves as an initial step to connect with other experiences and observations to develop a theory (Shani et al., 2020). Instead of testing a theory per se, abduction links the idea to an ordinary experience to explain ordinary circumstances and the status quo (Van Maanen et al., 2007). An abductive logic lies in the iterative dialogue between data and a combination of existing theories or propositions (Van Maanen et al., 2007). For example, the researcher elaborates on the person-organisation fit theory in this research study by adding a new concept called the "Person–Donor–Organisation Fit (P-D-O) " (explained further in the data analysis and discussion chapters).

Dubois and Gadde (2002) argue that theoretical knowledge and preconceptions should not be excluded because they can serve as heuristic tools for concept construction, especially when empirical data are elaborated and refined. In abduction, rather than modifying existing research models, new instruments are needed to enable researchers to progress abductively (Shani et al., 2020). Nonetheless, the practice of abduction and the use of existing theories in developing new theories isn't particularly new (Dubois and Rothwell, 2004; Shani et al., 2020). The abduction in competency criteria in the selection practices for management positions in the research of INPOs accommodates the necessity for fresher concepts, such as the "Person–Donor–Organisation Fit (P-D-O)" concept.

3.3.2   Abductive Elements

As explained in the prior section, abduction involves examining facts and observations. Observations then produce research propositions that connect them to other facts. It entails comparing and incorporating the facts into a more general description, linking them to a broader context and assimilating Peircean abduction as a pragmatic account of the scientific method (Shani et al., 2020; Żelechowska et al., 2020). Some components include the status of a particular theory's observable facts (framework), data relevance, and the nature of the explanation.

Adopting the abductive logic, the following observation from this study could be made: INPOs in Tanzania have failed to deliver on socio-economic projects, which has led to premature programme closures and funding withdrawal. A simple way to explain this phenomenon is that if there were no disconnect between donors' preferences and the hiring of effective managers to implement projects within the INPO environment, then managers' capacity to deliver on such objectives would be a matter of course. Hence, there is reason to suspect that such a disconnect exists within the environment of INPOs.

It is crucial to account for donor attributes and expectations, particularly donors' missions and visions, as they substantially influence the competency criteria methods in selecting management positions. Based on this premise, an appropriate theoretical framework can explain the correlation between donor attributes (mission and vision) and competency criteria within the selection practices for managerial roles, as well as the ensuing impact on the implementation of INPO projects. Making this connection underscores the need for a suitable elabouration theory to adequately reflect the observed phenomenon, which in this study is the Person–Donor–Organisation Fit (P-D-O) concept.

Peirce's (1955) and Peirce's (2012) versions of the abductive process do not rely entirely on abductive reasoning; instead, they employ other methods. Peirce encouraged embracing the three modes of inference with three separate stages. First, abduction (accepting a hypothesis/proposition on probation). Second, deduction (explaining the essential and possible experimental consequences) and third, induction (evaluating the credibility of the hypothesis based on observed consequences of predictions) (Davenport and Hill, 2006; Shani et al., 2020).

These three stages can be used to examine whether the failure of INPOs in Tanzania to deliver on their projects and the subsequent programme closures were related to the inability to select senior managers who possess the competencies aligned with the donor's expectations. The abductive logic emphasises theory development/elaboration rather than theory generation. It emphasises enhancing existing theories rather than developing new ones. In this study, the researcher contributes to role-fit theories by augmenting or elaborating on the concept of Person–Donor–Organisation Fit (P-D-O). In studies that rely on abduction, the original framework is continually modified, partly due to unexpected empirical findings and theoretical insights gained during the process. This method generates productive cross-fertilisation, where new sequences are established through a mixture of established theoretical models and new concepts resulting from interaction and interplay with reality (Shani et al., 2020; Żelechowska et al., 2020).

Having established the rationale for using an abductive research logic to explore the complexities of competency criteria in INPOs, the following section focuses on the case study employed in this research. Abductive logic, which combines both deductive and inductive reasoning, is particularly well-suited for case study research, as it enables an in-depth examination of real-world phenomena and the development of new insights from specific instances. The case study provides the contextual grounding needed to apply the abductive logic effectively, enabling a deeper understanding of the dynamics in competency-based selection practices within specific INPOs.

3.3.3   Case Study Design

A qualitative case study is a research design that facilitates the exploration of a phenomenon within a specific context (Yin, 2013). It assumes exploring the phenomenon through various lenses to uncover multiple aspects of it (Bell et al., 2018). Using evidence from numerous sources, the case study entails an empirical investigation of a particular contemporary phenomenon within its real-life context (Yin, 2011). Specifically, a case study strategy seeks to gather substantial facts from various sources regarding a specific phenomenon in a real environment (Hartley, 2004; Cousin, 2005).

Case studies can be classified into four main categories: single holistic, single embedded, multiple holistic and multiple embedded (Hartley, 2004; Yin, 2013). In a single-case study

strategy, a single case is sufficient to collect the required data for the research. In contrast, two or more case studies are needed to examine the research phenomenon in a multiple-case study strategy. The number of cases required can vary depending on the nature of the research and the specific data needed for a particular research phenomenon. Researchers usually recommend one to three cases for suitable research (Aberdeen, 2013; Yin, 2013; Alpi and Evans, 2019). This research study employed a single-case embedded analysis to explore the competency criteria in the selection practices for management positions in INPOs in Tanzania. One of the critical elements of the case study design is understanding individuals, actions, decisions, projects, managers, organisations, and the aspects of the relevant system (Yin, 2013; Alpi and Evans, 2019).

Context

Case

Embedded Unit of Analysis (A)

Embedded Unit of Analysis (B)

Embedded Unit of Analysis (C)
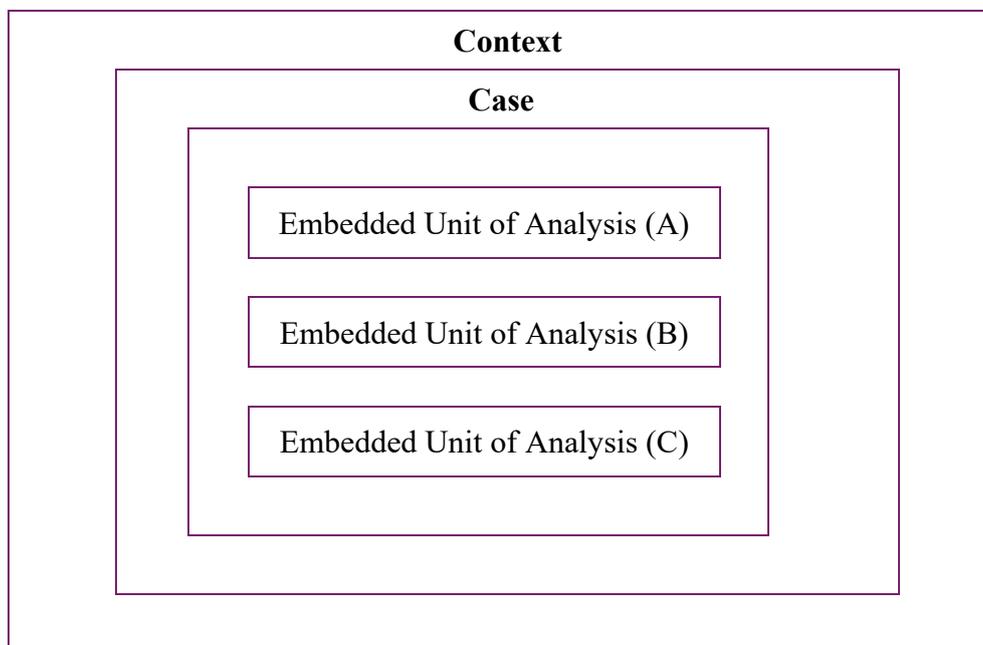
Figure 3.2: Single Case Embedded Analysis
Source: (Yin, 2013, p.8)

As shown in Figure 3.2 (above), a single case in an embedded analysis includes multiple sub-cases, and researchers conduct their investigation through these sub-cases (Aberdeen, 2013; Yin, 2013). This research utilises a single embedded case of INPOs in Tanzania, focusing on six INPOs operating in the country. These INPOs concentrate on significant sectors within Tanzania's socio-economic development landscape and are the priority focus of most of Tanzania's development partners/donors. INPOs selected as participants of this research represent the population of INPOs operating in Tanzania. Hence, among many things, they

strive to meet donor expectations, including in management selection (P-D-O). These facts establish the representativeness of the selected sample in the population of INPOs in Tanzania.

The rationale behind choosing multiple organisations (sub-cases) within a single-embedded (INPO) case study design is to explore common themes in managerial competency requirements across varied international non-profit entities in Tanzania. This approach enables a nuanced understanding of how managerial competencies align with donor expectations within diverse operational contexts. These organisations collectively provide a comprehensive picture of Tanzanian INPOs' challenges and expectations in aligning managerial competencies with organisational objectives and donor requirements.

Table 3.3 presents the advantages and disadvantages of employing a case study design in this research. According to the information in the table, adopting a case study design is a complex process. However, the researcher has taken specific measures to mitigate the effects of such limitations on this research.

Table 3.3: Advantages and Disadvantages of Case Study

Advantages	Disadvantages
Focus on the specifics of a complex social phenomenon	The credibility of generalisations made from its findings
Encouragement of the use of multiple methods to capture the complex reality of the understudy	They are often perceived as producing soft data. They can be accused of lacking the rigour expected of social science research.
Fostering the use of multiple sources of data. Enhances the validation of the data through triangulation	The boundaries of the case can prove difficult to define in an absolute, clear-cut manner.
Studies of the phenomenon in a natural environment	Negotiation of access to a case study setting can be a demanding part of the research process
There is no pressure on the researcher to impose controls or to change circumstances.	The presence of the researcher can lead to the observer effect.

A good fit with the needs of small-scale research by concentrating effort on the research site (or just a few sites)	Small-scale research may not accurately represent the entire picture.
Theory-building and theory-testing research can both use the case study method.	Over-reliance on a single case study may limit the generalisability of findings and hinder the establishment of causal relationships or the validation of broader theoretical frameworks.

Sources: (Giezen, 2012; Steen and Nauta, 2020)

Although the first weakness of a small-scale case study is the credibility of generalisations made from the research findings, the case study is still quite relevant in its naturalistic generalisation (Yin, 2013). Based on the purpose of this research, it can be inferred that thematic analysis and natural generalisation are more critical than statistical generalisation. Selecting sub-cases of the case in different INPOs (i.e., six INPOs with twenty-two participants) enhances the validity of the findings and increases the generalizability of the results.

Second, one of the popular criticisms of the case study method, particularly in data, is a lack of rigour. However, it could be argued that the embedded analysis design used here is more rigorous than holistic designs (Yin, 2013). Third, the semi-structured interviews conducted among senior managers and human resources personnel from various INPOs encompassed both internal and external views on competency criteria in the selection practices for management positions, which allowed the researcher to minimise potential bias. Finally, this study incorporated gatekeepers to access the case and its sub-cases, such as the Head of HR from three INPOs, which helped corroborate the researcher's findings and gain access to other participants.

3.3.4 Justification for Adopting a Single Embedded Case Study Design

A single-embedded case study is a qualitative research design that focuses on an in-depth examination of a single overarching case while incorporating multiple subunits of analysis. This method is particularly suited for exploring complex phenomena within their real-life context, as it enables the researcher to investigate both the broader dynamics of the main case

and the specific nuances of its subunits (Cousin, 2005; Alpi and Evans, 2019). Including embedded units enables a more granular analysis, thereby enriching the depth and validity of the findings.

A single embedded case study design was selected for its suitability in examining focused research areas that require in-depth analysis, as suggested by Alpi and Evans (2019). The study treated the Tanzanian INPO sector as the overarching case, with six organisations and 22 participants serving as embedded subcases to ensure comprehensive insights. This design enabled a detailed investigation of the shared challenges that INPOs face, such as aligning managerial competencies with donor expectations and international development goals.

There were four main reasons for selecting a case study strategy for this research. First, single-embedded case studies are more suitable for addressing concerns within a narrow research area. Alpi and Evans (2019) argued that a single embedded case study may be considered for an intense or exceptional focus of inquiry. In this case, the competency criteria in management selection in INPOs reflected a relatively narrow or exceptional focus of inquiry. Second, Alpi and Evans (2019) employed a single case study, allowing the researcher to conduct an in-depth analysis. The researcher may need to explore several sub-cases to achieve similar in-depth information. Third, the researcher employed a single embedded case study strategy, leveraging her HR expertise and INPO work experience, which motivated her to pursue an in-depth understanding of the context. Finally, a single embedded case study is the most crucial research design for answering questions about how and why (Yin, 2013). This study employed an intensive analysis approach, focusing on thematic analysis, to explore the interplay between competency criteria methods, management selection and donor expectations.

After identifying the research case that requires examination, the collection and analysis of research data are regarded as critical phenomena; then, a sample is selected. According to Saunders et al. (2015), a sample can be defined as a subset capable of representing the attributes of the entire population. As in a case study, the outcomes of the sample analysis are not generalised to the population; it isn't relevant to use a traditional sample selection (Tongco, 2007; Yin, 2013). This research study aimed to develop a framework that explored the perception of competency criteria in management position selection practices; therefore, it utilised the most relevant case and embedded subcases within the context of the INPO industry.

The number of subcases in the case study is flexible. However, a higher number of embedded subcases is desirable over a lower number to enhance the validity of the research (Alpi and Evans, 2019). While more case studies may sound better for the research, the more critical factor is how strong and relevant the cases are to the research phenomenon (Hartley, 2004; Aberdeen, 2013; Alpi and Evans, 2019). In this study, the researcher selected the INPO industry in Tanzania as the main case, with sub-cases comprising six INPOs and twenty-two participants. The INPO industry in Tanzania employs various positions to fulfil project deliverables. In particular, managers play a significant role in ensuring that donor-funded organisations deliver according to the donor's terms and conditions.

The selection of these specific INPOs aims to create a unified case that typifies the broader landscape of donor-reliant, mission-driven organisations in Tanzania. The shared characteristics of these organisations, including their dependency on donor funding, alignment with international development goals, and similar management selection challenges, render them suitable as representative cases. By selecting these organisations, the study reflects the broader dynamics within Tanzanian INPOs, where effective alignment of competency criteria is crucial to meeting donor demands and achieving sustainable impact.

The organisation's reliance on donor funding creates similar pressures to align managerial competencies criteria with organisational goals and external donor expectations, making it an ideal sample for applying the Person–Donor–Organisation Fit (P-D-O) framework as a contribution to knowledge and practice. This unified case study approach supports the generalisation of insights across INPOs within Tanzania, providing a valuable understanding applicable to other similar contexts and organisations in resource-constrained, donor-driven environments.

3.4 Data Collection Methods

These tools facilitate data collection, aiding in the gathering of observations or measurements in research (Afolayan and Oniyinde, 2019). In a case study, the sub-cases of analysis can differ across various types of research; for example, a research sub-case could be an individual or an event (Alpi and Evans, 2019). In addition, the case study's sub-cases can be classified into various levels: micro-level (individuals), meso-level (departments) and macro-level (large communities). Alpi and Evans (2019) suggest that a fitting case study entails a well-defined

vision of the sub-cases. In this study, twenty-two participants comprised the micro-level, six INPO subcases comprised the meso-level, and the Tanzanian INPO industry constituted the macro-level. The researcher gathered data from senior managers involved in assessing competencies during management position selection (Human Resources (HR) personnel and senior managers) because they possessed crucial insights and expertise in managerial selection processes. Semi-structured interviews and open-ended questionnaires were used to gather insights from individual employees within the sub-cases. The individuals were divided into two groups: participants for semi-structured interviews and participants for open-ended questionnaires. Each sub-case was viewed as a meso-level sub-case and used to determine the required information and evidence (Aberdeen, 2013; Yin, 2013).

3.5. Data Saturation

Data saturation was reached after the twentieth interview, when no new themes, patterns, or codes emerged from participants' narratives. Two additional interviews were conducted to confirm this point, and these yielded no new insights, indicating that analytical sufficiency had been achieved. This approach aligns with Braun and Clarke's (2019) and Guest et al.'s (2020) guidance that saturation occurs when further data collection produces repetition rather than new information.

The decision to determine saturation at this stage was further supported by the consistency of responses across participants and the stability of the thematic categories identified during analysis. Through iterative axial coding and comparison of interview transcripts and questionnaire responses, the researcher verified that the data were comprehensive and robust. To ensure dependability, an audit trail was maintained, member checks were conducted, and an external reviewer validated the coding process (Lincoln and Guba, 1985; Miles et al., 2018).

Furthermore, open-ended questionnaires were distributed electronically to six HR managers, following informed consent, to supplement the interview data. Responses were transcribed verbatim, imported into NVivo, and thematically analysed to identify areas of convergence and divergence with interview findings. The combined data confirmed that saturation had been achieved, as additional collection would not have yielded further meaningful insights.

3.6 Sampling Techniques

Qualitative samples tend to be purposive rather than random. "Samples in qualitative studies are usually not wholly pre-specified but can evolve once fieldwork begins" (Miles et al., 2018, p.46). In this study, participant selection employed a purposive and snowball sampling approach, targeting specific senior managers who were engaged in competency criteria within the selection practices for managerial positions. The purposive sampling method, a non-probability sampling technique, was employed to select the sample for this study; sample members were chosen based on their knowledge, relationships, and expertise related to the research subject (Saunders and Lewis, 2012; Campbell et al., 2020).

Purposive sampling, also referred to as judgment sampling, involves the intentional selection of participants based on predefined criteria, without adhering to specific theoretical frameworks or participant quotas (Campbell et al., 2020). Instead, the researcher identifies the requisite criteria and subsequently seeks out individuals willing to provide relevant insights based on their expertise or experiences (Etikan et al., 2016; Campbell et al., 2020).

Snowball sampling is characterised by networking and referral (Ghaljaie et al., 2017). The researcher typically begins by establishing contact with a few individuals who meet the research criteria and are willing to participate in the study. They are then requested to recommend other participants who meet the same research criteria and may be willing to participate. The same participants can also recommend other participants. Researchers, therefore, utilise their social networks to expand the chain of participants (Streeton et al., 2004; Etikan et al., 2016; Ghaljaie et al., 2017). In this study, the researcher initially selected a limited number of participants and subsequently requested that they provide referrals or recommendations for additional participants.

Selective sampling methods will likely be considered during the research, as qualitative researchers often focus on small samples (Saunders and Lewis, 2012; Bakkalbasioglu, 2020). Participants are mostly nominated since they can offer essential explanations and phenomena-related experiences on the subject matter. The information will challenge and enrich the researcher's understanding (Saunders and Lewis, 2012; Campbell et al., 2020). Acquaintance with research participants can introduce several potential biases, including confirmation bias, where the researcher may favour data that aligns with their pre-existing beliefs; social

desirability bias, where participants alter their responses to appear favourable; and observer bias and reduced objectivity, which can affect data interpretation and interaction dynamics.

This study employed a purposive sampling approach to select six INPOs, each meeting specific criteria to serve as a representative case within the research framework. The chosen organisations operate within crucial sectors of health, education, and agriculture, which are central to Tanzania's development agenda. This provides an opportunity for cross-sectoral insights, focusing on the alignment of managerial competency criteria with donor requirements.

These INPOs are significantly reliant on donor funding, underscoring the necessity for managerial competencies that align with internal organisational values and resonate with the priorities of external donors (Choi et al., 2023). Furthermore, all selected organisations experience common challenges in selecting and retaining managers with the competencies and criteria required to operate effectively within a donor-driven environment. These shared characteristics enable a cohesive examination of competency criteria alignment as a strategic element in the managerial selection process across the sample, supporting the study's aim of exploring competency dynamics within Tanzanian INPOs.

The researcher initially approached prospective participants whom she knew through human resources groups in Tanzania. These groups comprise HR personnel working in INGOs in Tanzania. These senior managers participated in the competency criteria for selecting management positions in Tanzania. The first four participants (all of whom met the established criteria) were acquainted with the researcher and fulfilled the following criteria.

- Senior managers who participated in the competency criteria identification in the selection practices for management positions.
- Human Resources personnel working in INPOs in Tanzania, who also participate in the competency criteria in the selection practices in INPOs in Tanzania
- Owners of the policies and procedures documents related to the selection process for management positions, for validity and reliability testing

This criterion was essential because research suggests that "choosing the purposive sample is fundamental to the quality of data gathered; thus, reliability and competence of the informant must be ensured" (Tongco, 2007, p.14). The researcher's final number of participants

interviewed in this study was determined by the information gained during the various interviews. The selected participants had a distinct correlation and association with the phenomenon under investigation in the current study. To ensure confidentiality and adhere to ethical protocols, the case organisations are anonymised in this study and referred to as Organisation A through Organisation F. Within this context, the six INPOs operating in Tanzania that participated were, namely:

Organisation A is an International Non-Profit Organisation that helps people lift themselves out of poverty by harnessing the power of the private sector. This organisation operates in almost 30 countries. They work with hardworking women and men in developing countries to build competitive farms, businesses, and industries. By linking people to information, capital, and markets, they have helped millions to create lasting prosperity for their families and communities.

Organisation B is a not-for-profit organisation working on agriculture for development across the East African community, including Kenya, Rwanda, Tanzania, Uganda, and Burundi. Organisation is a go-to implementing partner for the region's inclusive and sustainable market-led agricultural value chain development.

Organisation C is an international non-profit organisation that has coverage in over 30 countries. It is a global movement of millions working together to end poverty in areas such as access to water, women's rights, combating COVID-19 and climate change, alleviating hunger, and improving health and education.

Organisation D is an International Non-Profit Organisation operating as a foundation; this INPO works with strategic partners to put people first through programmes that create economic opportunity, rebuild in the wake of natural disasters, help farmers improve their livelihoods, combat climate change, improve public health, set children up for a strong start in school and inspire civic engagement and service.

Organisation E is an International Non-Profit Organisation that provides growth capital and operational support to small and medium-sized enterprises (SMEs) in emerging markets to build climate resilience, food security and inclusion. Organisation global reach, on-the-ground local presence and proactive business model enable entrepreneurs to accelerate their growth

and profitability while achieving meaningful and measurable impact. Organisation has more than 32 years of experience have demonstrated that impact investing and maximising performance complement each other, helping to realise solid financial returns.

Organisation F- an international non-profit organisation that creates and delivers transformative healthcare solutions that save lives. In partnership with national governments, health experts, and local communities, Jhpiego builds the skills of health providers and develops systems that save lives and ensure healthier futures for women and their families.

The six INPOs selected above represent diverse but typical areas of non-profit work in Tanzania, including health, education, and agriculture. Emphasise that donor expectations commonly influence these sectors and thus provide a robust context for exploring the alignment of managerial competencies with organisational and donor needs

3.7 Data Collection Methods

According to Yin (2013), qualitative research provides multiple data collection methods, including archival records, content analysis, observation, documents, and focused, structured, or open-ended interviews. Particularly within a case study approach, researchers often combine these methods to thoroughly gather and interpret data relevant to the research objectives (Yin, 2013; Alpi and Evans, 2019). As part of the project data collection process, data were systematically collected and categorised to match the research aims. This allowed the researcher to address the research questions and assess the validity of the research propositions (Yin, 2013; Alpi and Evans, 2019).

The process commenced with a comprehensive review of relevant literature to inform the design of the open-ended questionnaire and semi-structured interview guides. The questionnaire and interview guides were also aligned with the research questions and critically evaluated for their content and potential impact. Subsequently, the two documents were scrutinised by the University's supervisors and two peers. These supervisory teams and peers thoroughly reviewed the data collection tools, conducted test runs and offered constructive feedback to enhance their effectiveness.

During the research phase, participants were allowed to select their preferred interview location, ensuring their comfort and convenience. Most of the semi-structured interviews were conducted remotely via telephone-based platforms, where participants participated from their homes or workplace environments. Most participants expressed a preference for workplace interviews due to enhanced internet connectivity. Utilising Skype for both video and audio, the researcher fostered a conducive environment for interviews, with participants demonstrating cooperation and ease throughout the process.

Despite sharing her expertise and work experience in INPOs, the researcher did not assume an expert role and was transparent with the participants. During the interviews, the researcher positioned herself as a peer/colleague to the participants (i.e., someone working alongside them in the INPO). This allowed them to discuss their knowledge and experiences freely, frankly, and openly on the subject matter. The researcher transparently conveyed to the participants the motivation behind the research, which stemmed from the observed challenges encountered in competency criteria during the selection process for Tanzanian management positions within INPOs. These challenges were perceived to have significant implications, potentially leading to premature project closures or suboptimal project outcomes within INPOs. While maintaining discretion regarding specific details, this transparency fostered a sense of trust and openness among participants, facilitating their willingness to disclose pertinent information. By establishing a foundation of transparency, the researcher created an environment conducive to open dialogue, allowing for a deeper exploration of participants' perspectives and experiences. Through these discussions, the researcher gained valuable insights into participants' cognitive frameworks and their interpretations of cultural influences within the dialogue construction process.

The interviews were conducted in English, and their proficiency in the Language was deemed adequate, mainly due to their educational background and professional standing. Occasionally, participants utilised the Swahili language for reference in certain instances. Employing English during the interviews facilitated transcription with minimal translation requirements, ensuring fidelity to participants' responses. Please refer to Appendix 1 for a detailed version of the interview guide.

Between April and May 2019, the researcher convened meetings with senior managers from various INPOs to secure their participation in the research. Following these discussions, the researcher contacted these individuals, explained the study's nature and scope, and solicited their involvement. All respondents expressed willingness to participate, leading to the commencement of interviews and questionnaire administration between May and September 2019.

Following data collection, the next step involved transcribing the interviews. This process, which began concurrently with data collection, enabled the researcher to gain deeper insights and identify emerging themes. A Tanzanian master's student assisted with transcription under a confidentiality agreement to ensure timely completion.

3.7.1 Transcriptions

Transcribing is "the transformation of oral speech into a written and meaningful text that includes relevant information from the interview and that can be analysed." (Azevedo et al., 2017, p.1). During the data collection phase, the researcher started transcribing data. There was a time gap between some of the interviews, so the transcription process commenced in conjunction with data collection.

Despite being labourious and time-intensive, the iterative process of repeatedly listening to the interviews and transcribing the data enabled the researcher to gain deeper insights into the dataset. Transcription corrections were performed manually by typing, rather than using internet-mediated transcription tools. This manual transcription process facilitated the researcher's immersion in the data and helped identify emerging themes. The researcher enlisted the assistance of a Tanzanian master's student to help with the transcription process. The student was required to sign a confidentiality agreement. (see Appendix 3—Non-Disclosure Agreement). While some transcriptions were delegated to the student, the researcher continued to transcribe other recordings herself to ensure prompt completion. Analysis was an ongoing endeavour, with the researcher listening to recordings, reading transcripts and reviewing literature reviews over time to achieve a level of analysis.

3.7.2 The Process of Analysis

Without data, you're just another person with an opinion (Miles et al., 2018). The data analysis phase of this study took over one year to complete, during which the researcher undertook protocols to support precise reflection and meticulous assessment of the initial data. The researcher maintained an audit trail to mitigate personal bias, including tracking participant comments and transcripts. Additionally, external reviewers were engaged to assist in coding and establishing themes. Member checks were conducted to validate participant transcripts. The audit trail and external review processes corroborated or challenged the themes identified by the researcher. Part of the process drew on the researcher's knowledge of making sense of the data analysed. The process helped the researcher engage fully with the data (transcriptions and questionnaire responses), which allowed the researcher to acknowledge the 'liminal' experience of living between familiarity and oddness from their daily standpoint, approaches, and information (Saunders et al., 2015; Sahay, 2016; Pearlson et al., 2019). The researcher's state of mind ranged from familiarity to oddness with the participants' attributions of meaning in their work setting (i.e., due to the researcher's own HR role working in an INPO) to the encounter of the "liminal" experience, which stimulated the researcher to explore the data with a sense of flexibility and broad-mindedness, creativity, planning and observance of stages and guidelines (Denzin and Lincoln, 2011; Miles et al., 2018).

3.7.3. Analysis Saturation

Analysis saturation was achieved during the axial coding stage, when repeated comparisons across interview transcripts and open-ended questionnaire responses consistently reinforced the previously identified themes without generating new categories or insights. After several iterative rounds of thematic coding in NVivo, further analysis merely confirmed and refined the existing framework, indicating that the data had been comprehensively explored and the thematic structure sufficiently represented the participants' perspectives.

This determination aligns with the principles outlined by Fusch and Ness (2015) and Braun and Clarke (2019), who emphasise that saturation is reached when data analysis yields completeness, coherence, and depth rather than novelty. Throughout the process, constant comparison techniques were employed to assess the consistency of codes and ensure analytical robustness.

To strengthen rigour, coding decisions were reviewed through peer debriefing and triangulated with data from open-ended questionnaires. This validation process enhanced confidence that the final themes accurately reflected the underlying phenomena. Consequently, analysis saturation was considered achieved once the interpretation reached conceptual stability and theoretical sufficiency, enabling the researcher to progress confidently to the final synthesis and discussion.

3.7.4 Thematic Analysis

Qualitative and interpretivist frameworks respect all participants' viewpoints and utilise their experiences to construct and interpret data, thereby gaining a deeper understanding of the investigated phenomena. The data analysis approach used in this investigation was thematic analysis. The thematic analysis allows for summarising the main themes attached without the need to ascertain the correctness of anyone's viewpoint (Saunders and Lewis, 2012). According to Saunders and Lewis (2012, p. 578), "the purpose of the thematic analysis is to search for the themes or patterns that occur across a data set, such as a series of interviews, observation and documentation". Moreover, Saunders et al. (2015) explained that thematic analysis offers a way for researchers to engage in the following types of analyses:

- Comprehend often large and disparate amounts of qualitative data

- Integrate related data drawn from different transcripts and notes

- Identify critical themes or patterns from a data set for further exploration

- Produce a thematic description of these data

- Develop and test explanations and theories based on apparent thematic patterns or relationships

- Draw and verify conclusions

Themes provide a framework for organising and reporting the researcher's analytic observations. Thematic analysis has in-built quality control and procedures, such as a two-stage review process (where candidate themes are reviewed against both the coded data and the entire dataset) (Terry et al., 2017, p. 2). Not being bound to a particular epistemological framework,

thematic analysis is recognised for its theoretical flexibility, offering a highly adaptable method that is easy to modify. At the same time, it provides a means to create a comprehensive yet complex data account (Nowell et al., 2017; Terry et al., 2017). Especially for new researchers, thematic analysis provides an accessible means of analysis, as it doesn't require comprehensive theoretical and technological knowledge of other qualitative methods (Terry et al., 2017).

It is contended that thematic analysis is a valuable technique for scrutinising diverse research participants' viewpoints, underlining resemblances and differences and generating unforeseen insights. Thematic analysis is also beneficial for summarising significant features of a bulky data set, as it encourages the researcher to adopt a well-structured approach to data management. Thematic analysis enables the researcher to prepare a detailed, clear, and structured final report (Braun and Clarke, 2006). Thus, thematic analysis works efficiently in conjunction with other qualitative research methods (Nowell et al., 2017, p. 2). Despite the several advantages of thematic analysis, it is also essential to acknowledge its disadvantages.

However, thematic analysis appears to be less represented in the literature than grounded theory, ethnography, and phenomenology, which may cause novice researchers to feel uncertain about conducting rigorous thematic analysis (Nowell et al., 2017, p. 3). Moreover, although one of the advantages of thematic analysis is its flexibility, this flexibility can sometimes lead to contradictions and inconsistencies, particularly during the stages of theme development that result from data analysis. Terry et al. (2017, p. 202) argued that "consistency and cohesion can be promoted by applying and making explicit an epistemological position that can coherently underpin the study's empirical claims".

The study's essential procedures for thematic analysis resulted in the identification of three primary themes, twelve sub-themes, and eighteen sub-sub-themes. The emergent themes originated from the research questions, interview inquiries and questionnaire responses. Detailed descriptions will follow the initial tabulation of the three significant themes. Quotations from participants are explicitly referenced. Detaching themes was occasionally challenging, as explaining one theme sometimes necessitated reference to the substance of another theme in specific instances. Also, participants' work experience and expertise sometimes defied precise categorisation, as each aspect was influenced by organisational policies, procedures and donor dynamics, ultimately impacting outcomes.

As previously mentioned, a second researcher independently coded a sub-sample of three interview transcripts and two questionnaires. The inter-rater agreement rate was 85%, which exceeds the minimum threshold of 80% recommended for qualitative research (Miles & Huberman, 1994). Discrepancies were resolved through discussion, and consensus was reached on final coding definitions.

3.7.4.1 Coding Data

"Codes are labels that assign symbolic meaning to the descriptive or inferential information." (Miles and Saldaña, 2014, p.79). The coding process involves data condensation, which entails filtering out the most significant information from the transcript text, constructing data with similar connotations, and condensing the data into easily analyzable units. (Miles y Saldaña, 2014, p. 80). The researcher utilised NVivo 12 software to streamline the coding process.

3.7.4.2 Open Coding

The initial stage utilised open coding, which entailed reading and re-reading the data to cluster the coding patterns. Open coding refers to naming the identified patterns or categories of expression, identifying codes, determining patterns, evaluating them for similarities and differences and questioning the phenomena reflected in them (Sahay, 2016). In this study, NVivo 12 software was employed to code and organise the coding into a tabular format. The researcher defined each code and the number of participants, referencing the respective phenomena. The process involved equating statements and systematically establishing related phenomena under the same naming or coding. This approach ensured consistency and coherence in the coding process, thereby mitigating the risk of generating numerous disparate names that could potentially confuse.

3.7.4.3 Axial Coding

Axial coding represented the next stage in the process, focusing on the relationships and connections between the emerging themes. The researcher helped cluster the themes into various groups. Scott and Medaugh (2017) and Popat and Starkey (2019) contend that categorising and observing meaning classifications comprises probing for purpose categories with internal convergence and external divergence. Scott and Medaugh (2017) justify this

process by explaining that the theme's classification should be internally consistent. Still, it is essential to ensure that it is distinctly separate from other themes so it isn't incorrectly classified.

Following data coding, the researcher clustered themes based on the narratives and stories provided by the participants (Deterding and Waters, 2021). This involved categorising similar narratives into cohesive groups to identify patterns, trends and overarching themes within the data. The researcher aimed to extract new insights and meanings embedded within the text by closely examining participants' narratives. During this analytical process, the researcher critically evaluated the identified patterns while exploring alternative explanations and interpretations for the data.

3.7.4.4 Selective Coding

The final part of this process involved selective coding. The researcher combined all themes into one document and recognised the themes based on the study's research questions. This process involved winnowing the data and reducing it to a small, manageable set of themes to write into the final narrative (Glaser, 2016). In the process, 'families' of themes were created, with the sub-themes and categories referred to as the children and 'grandchildren' of the main themes (Glaser, 2016; Miles et al., 2018; Popat and Starkey, 2019). As the researcher completed these processes, thin lines and borders between the three categories of codes became recognisable as the researcher repetitively progressed between the three coding methods.

Because the process was inductive, beginning with open coding, the various coding types did not develop systematically or sequentially (Glaser, 2016; Popat and Starkey, 2019). Ultimately, the coding process produced two main folders in the NVivo 12 coding software: "Participants' interviews coding" and "Respondents' Questionnaire coding." Each of these main folders had subfolders.

3.7.4.5 Reflexivity

As an interviewer in qualitative research, the researcher plays a vital role as a data collection instrument, interpreting and constructing their social reality (Miles et al., 2018; Dodgson, 2019). The researcher's work proficiencies, knowledge and observations risk influencing the

process of interpreting data (Barrett et al., 2020). Reid et al. (2018) argue that all researchers, in fact, are subjects who need to find ways to acknowledge subjectivity. The process of becoming a subject is also a part of giving an account. They further contend that when a researcher acknowledges subjectivity, it is easier to account for the whole purpose of investigating or conducting the research study.

The researcher is a human resources (HR) manager within an INPO, which provides her with substantial experience in competency criteria for selection practices in management roles characterised by subjective elements and potential biases. To address reflexivity in this study, the researcher acknowledged her background, experiences, values and beliefs. As part of her professional role, the researcher ensured that competency criteria aligned with organisational missions during the selection process. This first-hand experience enabled the researcher to discern and appreciate the study participants' diverse constructs, viewpoints and experiences. Additionally, the researcher's professional expertise in HR management facilitated a deeper understanding of the key concepts presented by participants, which aided in the interpretation and analysis of the collected data.

As a Tanzanian interviewing Tanzanian participants, the researcher further recognised that this dynamic could influence the interpretation and analysis of data. This is particularly the case with respect to local perspectives on donors and education systems, as well as cultural perceptions surrounding females in Tanzania. Arguably, the researcher's positionality provided access to information that might not have been as easily attainable. If a non-native undertook the same study, they would lack familiarity with certain local perceptions, language nuances and cultural intricacies. Consequently, participants would have felt less at ease and less inclined to discuss donor influence and other significant aspects openly. Ultimately, data analysis would potentially yield different outcomes. For instance, some participants expressed reservations about hiring foreigners within local contexts and criticised donors' terms and conditions, contending that these terms often prioritised the donors' interests over the local community's needs. Such sentiments might not have been openly articulated had the researcher been from a developed country of origin, particularly from a developed country where most donor organisations are based.

Refining the interview process made it evident that the questioning skills employed in the semi-structured interviews necessitated refinement. To address this, participants were provided with definitions of key terms, and the interview guide underwent a pilot phase before its implementation. The pilot phase highlighted the need for the researcher to provide more detailed explanations and cite additional examples to ensure the accurate elicitation of information during interviews. The researcher found it necessary to provide further examples for the questions posed and engage in probing techniques to ensure comprehension and obtain valid participant explanations. The qualitative design of the questionnaire facilitated the collection of comprehensive data, as respondents were encouraged to provide their policies as evidence, thus extending beyond the specific research questions to capture relevant information. Consequently, this approach yielded a substantial volume of data, presenting challenges in analysis, extrapolation and coherent synthesis of findings.

The researcher achieved a 100% completion rate for the six questionnaires received from participating organisations. Despite possessing prior experience conducting interviews and investigations, the researcher undertook a comprehensive review of the literature on interview techniques and questioning skills as part of the data collection preparation, thereby enhancing her proficiency in this domain. Reflecting on the questionnaire process, the researcher noted that primary data collection presented some complexities, notwithstanding the valuable insights gained from the pilot study.

The respondents, all members of an HR group in Tanzania, were selected from the researcher's professional network, where she holds a senior management-level position. The researcher discussed her research proposal within this group and solicited input and support from her peers. Numerous participants initially expressed willingness to participate in the research, questionnaire, and interview procedures. Initially, responses were expected to be detailed and promptly received. However, during the primary data collection phase, it became apparent that questionnaire completion would be delayed due to the participants' professional commitments. Additionally, the responses exhibited a lower level of depth and detail than expected, diverging from the researcher's initial expectations.

Upon reflecting on the interview process, the researcher noted that during the pilot study, despite participants initially accepting the estimated duration of one hour for the interview, one

participant declined participation during the primary data collection phase. The participant cited excessive time requirements due to pressing work commitments. Despite attempts to clarify that the time was approximate and might be shorter, the participant remained unwilling to participate. This experience prompted the researcher to be more explicit with subsequent participants regarding the time constraints involved in the interview process.

3.8 Ethical Considerations

The current study adhered to specific ethical considerations. Ethical clearance for this research was formally granted by the University of Hertfordshire's Ethics Committee. A copy of the official approval letter is provided in Appendix 7. Each participant provided written consent, signifying their voluntary participation in the research, through a signed informed consent form and participant information sheet. These documents ensured participants understood their voluntary involvement and retained the freedom to withdraw from the study at any time. Furthermore, participants were treated with respect throughout the research process. They were provided with comprehensive information regarding the study's objectives and assured that their responses would remain confidential and would be used solely for academic purposes and specific research.

The data were securely stored in a password-protected folder and on a designated drive at the University of Hertfordshire. Respondents' identities were anonymised by removing their names to uphold ethical standards and ensure confidentiality. The research adhered to the ethical guidelines set forth by the Research Ethics Committee within the Business Faculty at the University of Hertfordshire. Approval from the ethics committee was obtained, necessitating adherence to formal ethical procedures, including securing written permission from selected organisations and obtaining consent from participants. The researcher strictly adhered to the principles of respect, consent, and privacy throughout the research process.

As mentioned, identities were anonymised in the final report, with coded designations utilised instead. For example, the coded designation "ORG1PI1" reflected organisation number 1, a participant for interview number 1. Given the professional nature of the interview content, which involved sensitive organisational information, the researcher took measures to reassure participants about the confidentiality of the information shared. This proactive approach aimed to foster trust with participants from the outset of the interviews.

The researcher disclosed the study's objectives, her professional background and her personal experiences as a Tanzanian HR professional in INPOs to the participants. This transparency established rapport, fostered trust, encouraged participants to share their insights and experiences openly, and facilitated the collection of valuable data. Upon concluding the interviews, the participants and the researcher engaged in debriefing sessions to reflect on the interview process and its implications. The debriefing ensured that participants understood the information shared would be used solely for research purposes, with a commitment to providing a summary of the findings at the study's conclusion.

The researcher selected a single organisation where Human Resources (HR) personnel were designated to respond to the questionnaire. This choice was motivated by the HR function's pivotal role in managing selection documentation across organisations, ensuring the trustworthiness and authenticity of the selection data provided. Subsequently, the researcher dispatched formal emails containing consent forms and participant information to the identified respondents three weeks after the completed questionnaires were expected to be returned. Email and text reminders were periodically dispatched to reinforce timely completion until the questionnaires were duly submitted.

While there is no consensus on the ideal sample size for pilot testing, 10% of the target sample size has often been considered adequate (Van Teijlingen and Hundley, 2002; Thabane et al., 2010). Thabane et al. (2010), Malmqvist et al. (2019), and Fraser et al. (2018) indicated that pilot testing is typically done on a sample size of 10-30 participants, representing 5-10% of the target sample size. Thus, the current study used up to 10% of the sample as a satisfactory sample for the pilot study. The researcher evaluated the interview instrument with three selected participants. This deliberate choice aimed to instil greater confidence in the researcher and refine the appropriateness of the questions, consequently enhancing the overall quality of the interview process. Additionally, this exercise improved the researcher's interview questioning skills. As a result of insights gained during the pilot study, slight modifications were made to the interview guide, including the incorporation of a question addressing cultural concerns.

Initial findings from the pilot study revealed discrepancies in the interpretation of terms related to recruitment and selection. Despite existing literature delineating clear distinctions between

these concepts, participants frequently employed these terms interchangeably. Consequently, the researcher found it necessary to clarify and provide examples explaining the differences between recruitment and selection terminology. This clarification was crucial to ensure the authenticity and trustworthiness of participants' responses, viewpoints, and comments.

The remote discussions, conducted via audio or video channels, typically lasted between 30 and 40 minutes each. The choice between audio-only and video-enabled interviews was intentional, aiming to explore variations in participant behaviour across different interview formats. Video interviews provided an opportunity to observe participants' gestures and body language, thereby enriching our understanding of their responses. Conversely, audio interviews allowed participants to consult essential documents as necessary.

Following a semi-structured format, each interview commenced with the introduction of a broad thematic topic, allowing subsequent questions to evolve organically from the ongoing dialogue between the researcher and participant. The researcher conducted all interviews personally, ensuring consistency across interactions, and utilised a digital recorder to capture the entirety of each session.

Having addressed the ethical considerations essential to safeguarding research participants' rights, privacy, and well-being, the discussion now turns to the trustworthiness of the research. Ensuring trustworthiness is vital to establishing the credibility of the study's findings. The ethical measures contribute directly to the study's trustworthiness by reinforcing transparency and integrity throughout the research process. The following section will explore how rigour, credibility, transferability, dependability, and confirmability are achieved, further strengthening the study's trustworthiness.

3.9 Trustworthiness

To be trustworthy, qualitative researchers must validate that data analysis is accurate, consistent, and comprehensive by recording, systematising, and disclosing the analysis methods (Nowell et al., 2017). Trustworthiness or rigour refers to confidence in the data, interpretation, and methods used to confirm the quality of a study (Gunawan, 2015; Lemon and Hayes, 2020). This research aimed to put awareness gained through the collected data into practice; therefore, the research must be recognised and understood by academics,

practitioners, donors, government, and other stakeholders in INPOs. Trustworthiness can convince the above stakeholders that the research findings are worthy of attention (Lincoln and Guba, 1985; Guba and Lincoln, 1994).

Denzin and Lincoln (2011) and Rose and Johnson (2020) state that qualitative research conflicts with generalisability. It asserts that meaning is historically positioned, meaning that two people cannot similarly experience an identical problem. Qualitative research yields diverse data, and outcomes cannot be generalised across diverse contexts. At the same time, Robson and Sumara (2016) and Stahl and King (2020) expound on the trustworthiness and robustness of the research. They contend that research study findings are trustworthy if clear and high-quality evidence demonstrates a robust correlation with the data or, at the very least, an adequate fit to the data. The findings are trustworthy if they have undergone systematic testing and evaluation.

Guba and Lincoln (1994) established that the criteria for trustworthiness include credibility, dependability, confirmability, and transferability. Several qualitative researchers acknowledged the criteria. Guba and Lincoln (1994) outlined that this qualitative research study focused on establishing trustworthiness accordingly (Guba and Lincoln, 1994). The researcher argues that such trustworthiness criteria are rational choices regarding the subject matter in the INPO's environment. These trustworthiness criteria are succinctly defined and then interlinked with how the researcher endeavoured to achieve trustworthiness using thematic analysis.

3.9.1 Credibility

Guba and Lincoln (1994) recommended several techniques to strengthen research credibility, including lengthy engagement, constant observation, triangulation in data collection, and researcher triangulation. Researcher triangulation involves peer debriefing to provide an external check on the research process and member checking, which entails verifying the study's findings and interpretations with the participants (Lincoln and Guba, 1985).

Following the completion of the coding exercise during the analysis phase, the researcher codes the data independently, aiming to validate the initial coding and derive meanings. Participants and respondents were contacted to verify the accuracy of the interpretations derived from the

initial interviews and questionnaire responses. As a result, the researcher can confidently assert that the coding and constructed meanings align to a significant extent.

3.9.2 Transferability

Transferability indicates the generalisability of inquiry. Qualitative research involves only case-to-case transfer (Lemon and Hayes, 2020). Although it is complex for the researcher to determine the precise locations to transfer the findings, the researcher is accountable for providing rich narratives to aid other stakeholders who pursue transferring the findings to various sites to assess their transferability (Lincoln and Guba, 1985; Gunawan, 2015). The researcher identified how participants' perceptions and experiences towards these themes constructed and interpreted reality about their situation. The responses from various participants enabled the researcher to determine the extent of stability in the findings. The interpretation considered the different themes, perceptions and experiences of the participants. The researcher identified how participants' perceptions and experiences towards the themes construct reality about their situation. The responses from various participants enabled the researcher to determine the extent of stability of the findings. For example, one participant emphasised the importance of structured interviews in the selection process, while another highlighted the significance of psychometric tests.

Furthermore, participants shared their experiences with competency criteria, with some expressing frustration at the lack of clarity in competency criteria. Additionally, challenges related to donor requirements were discussed, with participants offering insights into navigating donor expectations while maintaining organisational objectives. By analysing these diverse perspectives, the researcher gained insight into the complexities inherent in managerial selection within INPOs. The responses from various participants enabled the researcher to determine the extent of stability of the findings, ensuring that the interpretations accurately reflected the breadth of experiences and perceptions among participants.

3.9.3 Dependability

Dependability is accomplished when the research process is logical, traceable and documented. (Gunawan, 2015). The essence lies in the reader's examination of the research process when

they comprehensively judge its dependability (Guba and Lincoln, 1994; Gunawan, 2015). The audit of the research process may demonstrate dependability (Lemon and Hayes, 2020).

Miles and Saldaña (2014) argue that it is less likely to obtain accurate and dependable findings if each person involved in the same data analysis reports the same outcome. To fortify the integrity and robustness of this research, the researcher meticulously compiled all pertinent records and documentation for scrutiny, including recorded interviews, completed questionnaires, transcriptions, coding outputs from NVivo 12 software, diary entries, and presentations. These comprehensive records served as a means for examiners to evaluate and corroborate the robustness, quality, credibility, and findings of the data. Following the researcher's initial analysis. Lincoln and Guba (1985, p. 300) referred to dependability as a synonym for reliability in qualitative research. They highlight the inquiry audit as a measure that can heighten dependability specific to qualitative research.

Through reflective analysis of the participant's responses, the researcher aimed to validate or challenge the interpretations drawn from the conversations. For instance, following the interviews, the researcher corresponded with six participants to verify the accuracy of the transcribed content. This approach aligns with Willis' assertion, as cited by Thanh and Thanh (2015), emphasising the significance of comprehending the research context in data interpretation, which is particularly valued by interpretivism. To further verify the researcher's reflective analysis, the supervisors overseeing the study also reviewed the analysis of interview transcripts to enhance its dependability.

Data interpretation and analysis underwent scrutiny, accompanied by feedback from qualified individuals. The two external reviewers in this research study scrutinised the transcriptions and offered coding closely resembling the researcher's. This collaborative effort was crucial to ensure the study's dependability and confirmability. It was notable that they both arrived at conclusions similar to those of the researcher. Upon noticing minor disparities in coding and analysis, the researcher sought clarification through an independent external review. Thus, the analysis relied on the researcher's interpretation and incorporated data from comparable sources on similar subjects or themes to reinforce findings.

3.9.4 Confirmability

Confirmability ensures that the researcher's interpretations and findings are derived from the data, necessitating that the researcher validate the relationship between the conclusion and the interpretation process (Gunawan, 2015; Lemon & Hayes, 2020). According to Lemon and Hayes (2020), confirmability is recognised when credibility, transferability and dependability are all attained. Gunawan (2015) proposed that researchers use the motives for theoretical, methodological, and analytical choices throughout the research process to help readers comprehend the rationale for decision-making. Likewise, Rose and Johnson (2020) argue that the information can determine the trustworthiness, process, and achievement of results in the research process. Applying these aspects judiciously in this chapter will confirm the research process by highlighting the scholarly discourse around data collection, research methodology, and data analysis processes.

One of the features described by Hayashi Jr et al. (2019) is the interpretation of subjective meaning, which involves using participants' accounts to analyse and interpret data. Additionally, Rose and Johnson (2020) argue that proper qualitative research should include a contextual explanation, which describes the social context of the research study to ensure the audience understands. This is reported in the data collection section. Apart from the above trustworthiness criteria, other considerations include the ethical implications of a study; recruiting procedures are crucial in finding participants who can convey their experiences. Data analysis execution is also an essential step that impacts trustworthiness (Guba and Lincoln, 1994; Gunawan, 2015; Lemon and Hayes, 2020).

3.10 Chapter Summary and Conclusion

This study adopted a qualitative approach underpinned by abductive reasoning and guided by the interpretivist philosophy. The data collection methods chosen were semi-structured interviews and open-ended questionnaires (surveys), enabling an in-depth exploration of participants' perspectives. This chapter outlines the process for selecting participants, the data collection techniques employed, and the approach to data analysis. The objective was to understand how the 22 participants constructed their reality regarding competency criteria in management-level selection practices within INPOs in Tanzania and to illustrate how senior managers in these organisations conceptualise the key notions under investigation.

To enhance the trustworthiness of the analysis, a second researcher independently coded a sub-sample of three interview transcripts and two questionnaires. Inter-rater agreement was 85%, exceeding the 80% threshold recommended for qualitative research (Miles & Huberman, 1994). Discrepancies were discussed and resolved through consensus, ensuring consistency in coding and theme development. This procedure, combined with member checking and external supervisory reviews, reinforced the credibility, dependability, and confirmability of the study's findings. The next chapter, Chapter 4, presents the findings and analysis derived from the collected data.

CHAPTER 4

4. FINDINGS AND ANALYSIS

4.1   Introduction

Chapter 2 introduced the concept of Person–Donor–Organisation Fit (P-D-O) as an extension of the Person-Organisation Fit (P-O Fit) framework. Building on this foundation, this chapter reports the research findings based on participants' responses about P-D-O. It reports research findings and analysis related to competency criteria in the management selection in Tanzania's International Non-Profit Organisations (INPOs). The chapter explores how the P-D-O can address gaps identified in traditional P-O Fit approaches, offering a nuanced understanding of how aligning management competencies with donor expectations can enhance selection practices and achieve organisational goals.

The chapter is structured to systematically address the research questions, beginning with an overview of the research objectives to provide context for the subsequent analysis. The findings are derived from semi-structured interviews and open-ended questionnaires, with each section corresponding to one of the research objectives and containing leading questions that guide the discussion. The chapter aims explicitly to illuminate the role of competencies in the selection process and the influence of donors on these practices, highlighting how P-D-O impacts both the selection process and the overall effectiveness of management within INPOs.

In addition, the demonstration of how the P-D-O concept, which emphasises the alignment between selected personnel and donor expectations, is given. The P-O Fit framework, which integrates P-D-O, is included in the analysis. It provides an understanding of the critical factors influencing successful management selection in donor-dependent environments. With this foundation in mind, the chapter begins with the presentation of demographic data to contextualise the subsequent findings and analysis, facilitating a deeper understanding of the respondents' perspectives.

4.2   Presentation of Findings

4.2.1   Demographic Data

The primary objective of demographic data is to gain insight into the characteristics of the population being studied. Key demographic variables encompassed age, educational attainment, tenure within specific organisations, organisational longevity and the roles and responsibilities of the participants. As Bell et al. (2018) emphasise, the nature of data collected through research is heterogeneous, and comprehending its origins before using it in decision-making processes is significant. Hammer (2011) emphasised the importance of participant demographics, including key details such as age, gender, race/ethnicity, educational level, and language. He argued that the absence of such information exposes researchers to the risk of adopting an "absolutist" perspective, which assumes uniformity in phenomena of interest irrespective of cultural, racial or ethnic diversity. Conversely, participant characteristics enable researchers to adopt a standpoint of "universalism," acknowledging that "there may be universal psychological processes that manifest differently" (Hammer, 2011, p. 356).

In this study, participants with broadly similar characteristics, such as managers working in INPOs who participated in competency criteria for selecting management positions and managers with experience and knowledge of the subject matter, were selected. This enabled the researcher to collect relevant data. The results for the demographics are displayed in Tables 4.1 and 4.2 below:

Table 4.1: Demographic Analysis of Questionnaires

Codes	ORG1PQ1	ORG2PQ1	ORG3PQ1	ORG4PQ1	ORG5PQ1	ORG6PQ1
Age	30-39	40-49	40-49	> 50	30-39	30-39
Citizenship	Tanzania	Uganda	Tanzania	Tanzania	Tanzania	Tanzania
Designation	HRM	HRM	HRD	CD	HRM	HRM
Education Level	Bachelor	Masters	Masters	Masters	Masters	Masters
Gender	Female	Female	Male	Male	Male	Female
Location	Tanzania	Uganda	Tanzania	Tanzania	Tanzania	Tanzania
Marital status	Single	Single	Married	Married	Married	Married
Tenure – position; years	1-3	4-6	> 6	1-3	4-6	1-3
Tenure– organisation; years	4-6	4-6	> 6	1-3	4-6	> 6
Organisation age in Tanzania: years	> 20	5	15	7	4	57

Source: Field Data (2019)

All respondents held senior-level positions in their organisations, had at least a Master's degree (except one participant), and were, on average, 35 years old, which suggests a certain level of maturity. Their roles and responsibilities enabled them to participate in competency criteria when selecting management positions. They had five to ten years of management work experience, including selection for management positions in INPOs.

Table 4.2: Demographics for Semi-Structured Interview

S/N	Designation	Roles & Responsibilities	Years in the Organisation
1	Acting Country Manager	Managing country platforms and programmes	2Y & 6 months
2	Regional Programme Director	Managing programme activities	8
3	Deputy Chief of Party	Managing programme activities	13
4	Country Financial Controller	Finance management	8
5	H.R. Manager	H.R. generalist roles	2
6	Programme Director	Managing programme activities	10
7	Deputy Chief of Party	Managing programme activities	2
8	Programme Manager	Managing programme activities	4Y & 4 months
9	Finance and Admin Manager	Finance management and Admin	2
10	Deputy Country Director	Managing programme activities	3
11	Executive Director	Managing country Platform	2Y & 6 months
12	Programme Manager	Managing programme activities	2
13	Programme Coordinator	Managing programme activities	2
14	Donor Contract Manager	Managing donor contracts and relationships	2
15	Programme Manager	Managing programme activities	7 months
16	Programme Director	Managing programme activities	5

Source: Field Data (2019)

The interviewed senior managers possessed diverse expertise across various fields, including medicine, finance, human resources, and project management. Nonetheless, the demographic data revealed that all respondents exhibited experience, knowledge and skills pertinent to the

research study domain. The organisations represented by the participants varied in age, ranging from 5 to 57 years, reflecting a spectrum of organisational maturity. This diversity in organisational age suggests varying levels of accumulated knowledge, skills, and experience relevant to the research focus. Generally, organisations with a more extended operational history were more likely to have tentatively engaged with competency criteria for management positions over an extended period. As a result, these organisations might be expected to demonstrate greater familiarity and expertise in the subject area under investigation.

Although the participants spent "several years" (as indicated in the above table) with their current organisations, in some cases, they had worked in other organisations before taking on their current positions. Therefore, it could be inferred that they had management experience in their respective roles. They thus had at least five to ten years of work experience in management, including expertise in selecting candidates for management positions.

The management positions selected above for the past three years exemplify seniority. Hence, the research study aims to link the respondents' experience, role and years in the organisation. Upon scrutinising the demographic data of the research study, it becomes crucial to scrutinise the responses of participants and respondents regarding the research inquiries. Three primary themes have been delineated, and the analysis concentrated on explaining these overarching themes and their corresponding sub-themes. The subsequent section illuminates the initial theme, aligning with the first research question.

4.2.2   Competency Criteria Evaluation for Management Positions In INPOs

This section addresses the first research question: Why do INPOs in Tanzania struggle to select effective managers that align with donor expectations? It highlights issues such as inconsistent competency criteria, biases in assessment methods, and unreliable reference checks. It identifies key challenges, including tight timelines, divided responsibilities between HR and line managers, and prioritising organisational needs over donor requirements. Additionally, the analysis underscores the limitations of the Person-Organisation Fit (P-O Fit) framework in meeting donor expectations and advocates for adopting a more comprehensive Person–Donor–Organisation Fit (P-D-O) approach. These insights provide a foundation for addressing the gaps and improving managerial selection practices in INPOs.

Table 4.3 outlines the two data collection instruments—semi-structured interviews and open-ended questionnaires—used to evaluate the competency criteria. The figures show a higher percentage for each method linked to the open-ended questionnaires than the semi-structured interview tools; the time factor has likely played a role in this. Respondents to the open-ended questionnaire had more time to respond to the questions and refer to the essential documents. In contrast, the participants had limited time to respond to the questions in the semi-structured interview. During the data collection phase, participants shared insightful perspectives on why INPOs in Tanzania struggle to assess and select management positions that meet donors' expectations despite employing various selection methods. They highlighted several challenges associated with these methods.

Table 4.3: Competency Criteria Selection Methods

Assessments	Interviews (%)	Questionnaires (%)
Interviews	70	90
Presentation	56.00	66.60
Written	18.75	50.00
Psychometric test	0.00	50.00
Assessment centre	0.00	66.60
	0.00	50.00
Scoring matrix	60.50	83.30
Reference checks	75.00	100.00

Source: Field Data (2019)

One key challenge frequently mentioned by participants was the tight timeline for the selection process. Many noted that INPOs often face pressure to fill management positions quickly to maintain project momentum and satisfy donor requirements. According to participants, this

urgency usually leads to rushed decisions that don't adequately consider candidates' competency criteria in management selection in relation to donors' expectations.

One participant (**ORG1PI1)** remarked, "*We're always racing against the clock to meet project deadlines and satisfy donors' expectations. This pressure often forces us to expedite selection, leaving little time for thorough competency criteria assessments*."

Another participant (**ORG1PI2)** highlighted the consequences of this time constraint, stating,

"*When we're pressed for time, we tend to prioritise filling the position quickly over ensuring that the selected candidate's competencies align with the organisation's values more than donor goals. This urgency can result in overlooking crucial aspects of candidate suitability*."

Furthermore, a participant (**ORG5PI1)** shared a specific example: "*In one instance, we had to rush through the selection process to meet a tight project deadline. As a result, we selected a candidate who lacked some essential competencies to manage donor-funded projects effectively, which later led to delayed project activities and caused havoc with donors*."

Participants (**ORG3PI2)** highlighted several additional factors contributing to the challenges faced by INPOs in selecting management positions aligned with donors' expectations. One prominent issue identified was the division of responsibilities between HR and line managers in the selection process. "*Often, due to time constraints, HR provides us with a sample of job descriptions (JD), and as line managers, we are expected to quickly review and approve them before setting competency criteria. This hurried process can sometimes lead to oversights or inaccuracies in defining the required competencies*."

Another noteworthy insight shared by participants (**ORG4PI1)** was the prioritisation of organisational needs over donors' requirements in the selection process.

"*We tend to focus more on fulfilling our organisation's immediate needs than aligning our selection criteria with donors' expectations. While our organisation's goals are important, neglecting donors' requirements can lead to mismatches between selected candidates' competencies and what the donors seek*."

Participants (ORG2PI1) also emphasised the critical role of job analysis and competency criteria setting in the selection process.

"*Job analysis and setting competency criteria are crucial tasks in selecting management positions. However, time constraints often limit our ability to conduct thorough analyses, leading to rushed decisions and potentially overlooking essential competencies and focusing more on project delivery.*"

Moreover, participants emphasised the lack of standardised criteria for evaluating senior managers across INPOs as a significant challenge. Without clear competency criteria and measurement benchmarks or scoring criteria, assessments may vary widely in rigour and consistency, leading to discrepancies in candidate evaluations and selection outcomes. Participants stressed the necessity for standardised criteria in candidate evaluations across INPOs. One participant (**ORG2PI3)** articulated this concern:

"*The lack of standardised competency criteria for each position makes it challenging to assess candidates consistently, leading to inconsistencies in evaluating candidates' competencies.*"

Another participant (**ORG6PI1)** echoed this sentiment, noting,

"*Without clear benchmarks or scoring criteria, assessments can be subjective and vary widely in their rigour. This lack of consistency makes it difficult to compare candidates objectively and select the most suitable senior managers whose competencies align with the organisation's values and donors'.*"

Furthermore, participants identified biases and limitations inherent in various assessment methods used by INPOs. For example, they noted that interviews and presentations could be influenced by subjective judgments and impressions, potentially overlooking candidates with valuable skills and experiences. Similarly, written assessments, psychometric tests, and assessment centres were seen as having limitations, such as failing to capture practical skills or accurately predict job performance. One participant (**ORG3PI4)** emphasised,

"*The various assessment methods used by INPOs sometimes overlook the importance of thoroughly assessing candidates' competencies. Interviews and presentations, for instance, may focus more on subjective impressions rather than objectively evaluating competencies.*

This oversight can result in excluding candidates with valuable skills and experiences that align with donors' expectations."

Another significant challenge raised by participants concerned the reliability of reference checks. While reference checks are intended to provide valuable insights into a candidate's past performance and suitability for the role, participants expressed scepticism about their reliability. They cited instances where references provided biased or incomplete information, making it difficult to accurately assess a candidate's true capabilities.

One participant (**ORG4PI2)** said,

"The trustworthiness of reference checks poses a considerable challenge in our selection process. Despite their intended purpose of offering valuable insights, we often encounter biased or incomplete information from references, especially when providing the required academic competencies, which hinders our ability to assess candidates accurately."

Although the participants did not explicitly use the term P-D-O, their comments align with its principles. The participants' views highlight significant limitations in relying solely on P-O Fit to align candidates with organisational and donor expectations.

One participant said, "Our experiences clearly show *that focusing only on general alignment with the organisation isn't enough. The rushed selection processes, inconsistent competency assessments, and the lack of clear alignment with external expectations often leave us with candidates who don't fully meet our needs. There's a real gap here, and we need a more targeted approach to ensure the people we select truly match what both the organisation and its stakeholders require*."

Due to time constraints, rushed selection processes, and a lack of standardisation in competency criteria, P-O Fit often proves inadequate, resulting in candidates whose competencies may not fully align with donor needs. Concerns about the hurried setting of competency criteria and oversight, stemming from divided responsibilities between HR and line managers, as well as the absence of standardised assessment methods, further complicate evaluations. These findings underscore the need for P-D-O to bridge these gaps by aligning candidate competencies with donor expectations, ensuring a comprehensive strategy that enhances

management selection effectiveness and aligns organisational practices with internal and donor demands.

4.2.1.1 Interview

In the interview category, a majority (70%) of participants regarded interviews as a crucial method for assessing competencies in selection practices, with telephone interviews also being utilised to streamline time and cost. This sentiment was corroborated by 90% of respondents in the questionnaire category. Interviews persist as a conventional method in the selection process for management positions. Moreover, the findings indicate that three respondents affirmed that interviewers had received training in conducting competency-based interviews, while three reported having received no such training. Notably, all organisations employed the English language for assessments despite Swahili being the predominant language in Tanzania. Additionally, while only two organisations employed computer-based competency criteria, the remaining four relied on a paper-based format. Participants demonstrated the importance of using interviews to assess competency criteria in selection practices, especially for management positions.

A participant (***ORG3PI1***) in this research study explains,

"Interviews play a crucial role in our selection process, especially in assessing competency criteria. We prioritise scheduling interviews at times convenient for interviewees and panel members to ensure full attention during the session. Typically, our interviews involve three to five panellists, allowing for a comprehensive assessment of candidates' suitability for the role based on the predefined competency criteria."

Previous sections have discussed Person-Organisation Fit (POF), which focuses on aligning candidates with an organisation's internal culture and values. However, participant insights reveal that POF often falls short, particularly for donor-funded projects. For instance, a participant (ORG3PI1) noted that while interviews assess competencies based on organisational criteria, they may overlook specific donor priorities. This highlights the importance of the Person–Donor–Organisation Fit (P-D-O) concept, which better aligns candidates with organisational and donor expectations, addressing critical gaps in the selection process.

Although the research outcome indicates that the interview method is the most widely used criterion for competency in the selection process, it has its limitations. Organisations need to scrutinise it. For example, candidates can rehearse the commonly asked interview questions; hence, it is essential to probe the context. The interview process demands meticulous planning and execution, from the initial preparation stages to its culmination. Effective interviewers are indispensable for ensuring the selection of qualified managers; yet, the scarcity of resources for assessing interviewer proficiency is a prevalent challenge across many organisations. Moreover, interviews are susceptible to biases, which can impede objective decision-making and result in inconsistencies in interview methodologies. (Soeprono et al., 2020).

4.2.1.2. Assessment Centre

In the semi-structured interviews, none of the participants mentioned assessment centres. However, the questionnaire responses revealed that 50% of the respondents utilised assessment centres as part of their selection methods. Despite being a valuable method for competency criteria, particularly for management positions, the research data indicates limited utilisation of assessment centres. Potential factors contributing to this discrepancy may include donor budget constraints and other stipulations. Therefore, involving donors in decision-making regarding selection methods and budget allocation is crucial to ensure that effective tools, such as assessment centres, are widely utilised.

Furthermore, logistical planning for assessment centres is often deemed complex and resource-intensive (Povah and Thornton III, 2016). Critics also argue that assessment centres are costly, may not be suitable for introverted individuals and are questionable in accuracy (Schlebusch, 2021). Additionally, concerns have been raised regarding the availability of qualified assessors to conduct assessments effectively.

One participant (**ORG2PI1)** contended,

"*Although the assessment centre method holds significant value in selection practices, especially on the competency criteria for senior management roles, its infrequent usage is primarily attributed to time and cost considerations. Instead, organisations often opt for quicker alternatives to yield immediate results.*"

While assessment centres are valuable for assessing competencies for senior management roles, a participant (ORG2PI1) noted their infrequent use due to time and cost constraints, leading organisations to opt for quicker methods that may not fully assess the competencies needed to meet donor expectations. This highlights the insufficiency of Person-Organisation Fit (POF), which focuses mainly on internal alignment and often neglects donor priorities. The Person–Donor–Organisation Fit (P-D-O) concept addresses this gap by ensuring that candidate competencies align with both organisational values and donor requirements.

Despite the effectiveness of assessment centres in assessing competencies, especially for selecting senior management positions, their limited adoption suggests potential barriers, such as donor budget constraints. Based on the research findings, it is recommended that donors be involved in decision-making processes regarding selection methods and budget allocation.

4.2.1.3 Testing

Participants emphasised the significance of testing in the context of competency criteria in management position selection practices. Testing is regarded as a fundamental instrument to ensure the effectiveness and efficiency of managerial selection processes. It enables selectors to evaluate candidates' skills, knowledge and experience through oral or written assessments, depending on the organisational context.

Two out of sixteen participants (12.5%) in the semi-structured interviews highlighted the importance of presentation testing in the selection process. Conversely, 50% (three) of respondents in the questionnaire underscored presentation testing as a critical selection tool for management positions. Despite its significance, testing faces several challenges within INPOs. The stringent timelines associated with donor-funded projects necessitate swift candidate selection, rendering the time-consuming nature of testing and presentations problematic. Additionally, concerns regarding the reliability of tests arise, as they may not accurately assess candidates' competencies and capabilities within the testing context (Løkke, 2021).

Furthermore, the research findings suggest that using third parties can create a disconnect, removing the donor from the process. This highlights the importance of the Person–Donor–Organisation Fit (P-D-O) framework, as assessors' biases may influence grading, leading to misrepresentation of candidates' performance. The Person–Donor–Organisation Fit (P-D-O)

framework ensures that donors are directly involved, aligning candidate selection with donor expectations and reducing the risk of bias.

Tests may yield inaccurate results when used by individuals who are not effective (Bartram, 2008; Løkke, 2021). Furthermore, some individuals may not present their tests for fear of exposure. They may be knowledgeable, but they may not wish to be evaluated through tests (Bartram, 2008; Løkke, 2021).

One of the participants (***ORG6PI2)*** contends that:

"*One aspect we've highlighted is the importance of testing in our selection processes, particularly for management positions. Testing serves as a crucial tool to ensure we're making informed decisions about candidates' competencies and capabilities. However, we must acknowledge the challenges associated with testing, particularly in terms of biases and time constraints. Bias among assessors can influence grading, leading to potential misrepresentations of candidates' performance. Additionally, the stringent timelines associated with donor-funded projects necessitate swift candidate selection, posing challenges for thorough testing processes. Despite these challenges, we must address them to maintain the integrity and fairness of our selection procedures*."

A participant (ORG6PI2) highlighted that while testing is crucial for assessing management candidates' competencies, it faces challenges like assessor bias and tight timelines due to donor-funded project deadlines. These challenges highlight the limitations of the Person-Organisation Fit (POF), which frequently fails to consider donor priorities in the selection process. The Person–Donor–Organisation Fit (P-D-O) concept addresses these gaps by better aligning candidate selection with both organisational and donor expectations, ensuring relevance and fairness.

4.2.1.4 Psychometric Test

The semi-structured interviews did not elicit information on psychometric tests, potentially due to the absence of specific probing questions on this topic. However, the open-ended questionnaires explicitly asked whether psychometric tests were used as part of competency assessments in the selection tools for management positions, yielding a reported utilisation rate

of 66.6%. This contrast underscores the importance of carefully designed questions in capturing comprehensive data from participants.

While psychometric tests are widely recognised as valuable and reliable assessment tools within INPOs (Labrague et al., 2020; Larsen et al., 2020), their implementation appears limited by financial and temporal constraints. These findings suggest that INPOs may not frequently utilise psychometric tests in their selection processes despite their potential benefits. This raises the question of whether participants should have emphasised such tools more during interviews and points to the need for more transparent communication with donors about the significance of psychometric testing and the associated costs to facilitate their adoption in resource-constrained settings.

One participant (**ORG1PI3)** contended:

> *"In our organisation, we recognise the value of psychometric testing to assess candidates' competencies for management positions. However, its utilisation isn't as prevalent due to constraints related to time and resources. It is crucial to communicate the importance of psychometric testing to donors, but we also need to balance this with the practical realities of our operational constraints."*

The above participant's comment underscores the challenge of balancing rigorous candidate assessment with practical constraints, and it highlights the issue of donor remoteness, where donors' lack of direct involvement can lead to a disconnect in understanding the importance of specific assessment tools, such as psychometric testing. The Person–Donor–Organisation Fit (P-D-O) concept addresses these gaps by actively involving donors in the competencies and selection process for management positions, ensuring that their expectations are directly integrated into the assessment criteria. This approach helps bridge the gap between organisational needs and donor priorities. It promotes transparency and fosters better communication, ultimately leading to more effective and mutually supportive relationships between the organisation and its donors. By aligning the selection process with donor expectations, the P-D-O concept ensures that both parties are aligned on critical competencies, reducing mismatches and enhancing overall project success.

4.2.1.5 Scoring Matrix/Evaluation Form

Organisations typically devise a scoring matrix outlining the essential competencies for panellists to rate candidates' performance during the selection process. The scoring matrix predicts and regulates the overall assessment outcomes (Torrington, 2009; Reshetnikova et al., 2019). This tool helps selectors evaluate candidates' skills, knowledge, and job-related competencies based on their performance assessments. In the interview category, most participants (60.5%) emphasised the importance of using a scoring matrix as a competency criterion in the selection method to ensure systematic recording and thorough discussion of each candidate's interview scores. Similarly, in the questionnaire responses, a substantial majority (83.3%) of respondents affirmed using a scoring matrix in the selection process. Participants articulated the critical role of utilising a scoring matrix or evaluation form when selecting candidates for management positions.

One participant (**ORG3PI3)** highlighted the significance of employing a scoring matrix in the interview category, emphasising its role in ensuring systematic recording and thorough discussion of each candidate's interview scores.

> *"I believe employing a scoring matrix in our interview process is crucial. It ensures systematic recording and facilitates thorough discussion of each candidate's performance scores."*

A participant (ORG3PI3) stressed the importance of using a scoring matrix in interviews to ensure a systematic and thorough assessment of candidates. This aligns with the Person-Organisation Fit (POF) by focusing on internal criteria. However, the data indicate that POF alone is insufficient for meeting donor expectations, as it does not account for external priorities and other factors.

Specific to this study, through the scoring matrix/evaluation form, panellists' contributions help gauge the candidates' skills, knowledge, and experience through various assessments, and inform the final hiring decision. The scoring matrix/evaluation form can also indicate to donors how the candidate was recruited, which can be helpful in case of complaints or legal disputes (Lawong et al., 2019).

A participant (**ORG5PI2**) in this research study said,

"Throughout the interview process, our panel uses these forms to document each candidate's responses and meticulously assess their reactions. We've pre-analysed potential answers to different questions, enabling us to evaluate candidates' responses against our established competencies criteria."

Previous sections discussed the Person-Organisation Fit (POF), which focuses on assessing candidates against internal organisational values and criteria. However, the participants' views above reveal that this traditional approach, often reliant on subjective interview techniques, can be limited in ensuring fairness and consistency. Using a more rigorous, evidence-based method, such as pre-analysed potential answers, introduces a standardised scale for evaluating candidates, enhancing the accuracy of the selection process.

Yet, even this method falls short of aligning candidates' competencies with donor expectations, where the Person–Donor–Organisation Fit (P-D-O) becomes essential. The P-D-O approach makes the selection process more transparent by involving donors in defining competencies and evaluation criteria. It fosters trust and collaboration between INPOs and donors, resulting in more sustainable management practices. This approach bridges the gap between organisational needs and external donor priorities, providing a more comprehensive framework for selecting suitable candidates.

While the scoring matrix serves as an essential tool primarily for documentation purposes and the potential resolution of disputes, it is worth noting that it has garnered criticism for its potential to stifle natural discussion. Critics argue that its structured format, often tied to specific questions, may inhibit open-ended dialogue and a more thorough exploration of candidates' qualifications (Rozario et al., 2019; Sekiete, 2019). The matrix format may result in overlooking crucial points, and the need for continuous note-taking can disrupt the organic flow of the interview process.

One participant (**ORG1PI1)** contended:

"I understand the importance of having a scoring matrix for documentation purposes, but I worry that it might stifle natural discussion during interviews. The structured

format and focus on specific questions could limit our ability to delve deeply into candidates' qualifications and may result in overlooking crucial points."

A scoring matrix has value for documentation, but it could limit natural discussions during interviews, potentially causing crucial candidate qualifications to be overlooked. This perspective highlights the limitations of the Person-Organisation Fit (POF), which relies on structured, internal criteria that may not provide sufficient flexibility to assess a candidate's suitability in dynamic contexts.

4.2.1.6 Reference Checks

According to the data collected, 75% of the participants highlighted reference checks as the prevailing selection method (although the literature review notes that reference checks are not a selection method). Amongst questionnaire respondents, 100% affirmed the utilisation of reference checks to validate candidate information obtained during interviews. Noteworthy reference documents included academic certificates, criminal records, pre-employment assessments, medical examinations, recommendation letters, and software for conducting background checks. Participants' responses underscored the significance of reference checks in the selection process for managerial positions, emphasising their pivotal role in assessing candidates' suitability for organisational roles.

A participant **ORG4PI1** in this research study said,

"We routinely conduct comprehensive background checks on all areas where the candidate claims to have worked or gained experience. However, our efforts extend beyond this initial step. We thoroughly verify the candidate's employment history by contacting both their recent and previous employers to validate the information provided during the interview. Additionally, we occasionally liaise with Tanzanian authorities, notably the Police, to obtain records of any criminal history."

While the Person-Organisation Fit (POF) focuses on aligning candidates with an organisation's internal values and culture, the participants' views reveal that this approach may not fully address external requirements, such as those of donors. A participant (ORG4PI1) highlighted that, although comprehensive background checks and verifications with previous employers

are routine, these processes ensure that candidates meet organisational standards. This approach does not necessarily account for donor-specific needs, such as transparency and adherence to external compliance standards.

4.2.3 Management Competencies Criteria for Selecting Management Positions

This section addresses the first research question: Why do INPOs in Tanzania struggle to select effective managers who align with donor expectations? Focusing on the competencies required for management positions examines the gaps and challenges in aligning these competencies with organisational goals and donor priorities. The findings highlight key competency categories, core, managerial, and technical/functional and reveal critical issues such as insufficient emphasis on donor-specific requirements, time and resource constraints, and the limitations of the Person-Organisation Fit (P-O Fit) framework in fully addressing donor expectations.

The analysis underscores the need for a more comprehensive approach, such as the Person–Donor–Organisation Fit (P-D-O), to ensure that managerial competencies align with donor priorities, organisational objectives, and the local context. This section provides a detailed exploration of the competencies identified, offering insights into how these gaps can be addressed to enhance the effectiveness of INPO management selections.

The findings and analysis of competencies are divided into three major categories: core, managerial /behavioural and technical/functional competencies. The competency questions of the questionnaires and interviews asked participants to indicate the requisite critical competencies used to select management positions in INPOs. Figure 4.1 details these competencies.

```
                    MANAGEMENT
                    COMPETENCIES

        Core            Managerial          Technical
     Competencies      Competencies       Competencies

    Decision-making                        Academic
    and problem-       People Management   qualifications
    solving

    Strategic thinking,   Management skills   Fundraising and
    analytical skills and  and organisational  business
    report writing         values             development

    Knowledge of local   Team building and   Work experience
    culture and          motivation skills
    diversity

    Integrity and        Coaching, mentoring   Financial
    Honesty                                    management

    Communication        Donor partnership and   Code of conduct
    skills and language  networking             (compliance)

    Innovation and       Emotional
    creativity           Intelligence

                         Interviewee's
                         cognitive experience
```

Figure 4.1: Management Competencies Findings

Source: Field Data (2019)

The following section highlights the core competencies. Appendix 5 provides a comprehensive list of all the competencies for semi-structured interviews and questionnaire management.

4.2.3.1 Core Competencies

Both interviews and open-ended questionnaires mentioned core competencies. The most commonly highlighted competencies that were deemed critical in the competency criteria in the selection of management positions included communication skills and language (Interview-

56.25%: questionnaire - 100%), strategic thinking, analytical skills and report writing (interview - 43.75%: questionnaire - 83.33%) and knowledge of the local culture and diversity (interview - 87.5%: questionnaire - 50%).

The participants asserted that senior managers within INPOs must demonstrate fundamental competencies commensurate with the demands of their roles, as these positions necessitate a deeper skill set to oversee projects effectively. Despite the selectors' awareness of the essential competencies, challenges such as time constraints and budget limitations occasionally impeded their full implementation. The subsequent section explains the competencies identified based on the perspectives of the research participants.

Table 4.4: Core Competencies Criterion

Core Competencies	Interviews (%)	Questionnaires (%)
Communication skills and language	56.25	100.00
Knowledge of local culture and diversity	87.50	50.00
Integrity and honesty	37.50	50.00
Decision-making and problem-solving	50.00	66.66
Innovation and creativity	25.00	50.00
Strategic thinking, analytical skills and report writing	43.75	83.33

Source: Field Data (2019)

4.2.3.2 Communication skills and language

The following sub-section highlights communication skills and language from the research participants' standpoints. In the semi-structured interview, 56.25% of participants mentioned communication skills and language as vital competencies for management positions, while 100% (six respondents) agreed with this in the questionnaire. Scholars and practitioners argue that professional managers who possess exceptional communication skills can enhance team

members' morale, resolve complex workplace crises, and improve overall performance (Wardrope, 2002; Kalogiannidis, 2020).

In accordance with the findings above, the data suggest that proficiency in communication skills emerges as a fundamental requirement for managerial roles within INPOs. Despite a notable emphasis on communication skills among the participants, it remains uncertain whether these competencies consistently align with donors' expectations, as many participants primarily prioritise project delivery and organisational objectives. Given that managers serve as both internal and external representatives of the INPO organisation, evaluating communication abilities during the selection process is crucial.

The uncertainty regarding whether communication competencies align with donor expectations has significant implications for INPOs. If these competencies are not in line with donor priorities, it could lead to misalignment in objectives, potential conflicts, and decreased donor satisfaction. This misalignment might affect the funding, support, and overall effectiveness of the INPOs. Therefore, it is crucial to ensure that the communication skills and other competencies evaluated during the selection process are suitable for internal operations and meet donors' expectations to secure sustainable support and collaboration.

Moreover, language proficiency, particularly in Swahili, was highlighted as a critical cultural factor. This proficiency is essential for effective engagement with various stakeholders in Tanzania, including the community, government entities and other relevant stakeholders, as they are more comfortable communicating with Swahili.

One participant (**ORG6PI2)** in this research study contended,

"One of the critical competencies that is universally important is effective communication. It is crucial to seek out individuals who excel in communication, encompassing various forms such as verbal, written and non-verbal communication. Additionally, listening attentively, articulating thoughts clearly, and effectively conveying ideas through different mediums is essential. Moreover, proficiency in project delivery is equally vital, as managers must possess the communication skills to oversee project execution and communicate with key stakeholders such as partners, donors and government entities efficiently and ensure successful outcomes."

While effective communication skills and language proficiency are frequently cited as crucial competencies in the successful selection of management positions in INPOs, there appeared to be less emphasis on utilising Swahili during assessments. In Tanzania, relying solely on the English language during assessments may result in candidates providing incomplete information or being unable to express critical details. Despite English being the language commonly used by donors, project implementation typically occurs within local contexts where Swahili is predominantly spoken. Consequently, proficiency in the Swahili language as a reflection of understanding local culture emerged as an essential competency for effective project management.

The data reveal that while communication skills are frequently identified as crucial competencies for management positions in INPOs, there is uncertainty about whether these align with donor expectations. Although 56.25% of interview participants and all questionnaire respondents highlighted communication as vital, the current focus remains on internal objectives, such as project delivery, which may not always align with donor priorities. This gap highlights the limitations of the Person-Organisation Fit (POF), which focuses on internal alignment, potentially overlooking donor expectations for specific competencies, such as effective communication. Therefore, the Person–Donor–Organisation Fit (P-D-O) is essential to integrate into the selection process to ensure competencies, such as communication and language proficiency, meet organisational and donor requirements, fostering sustainable support and collaboration.

4.2.3.3 Knowledge of the Local Culture and Diversity

During the semi-structured interviews, a substantial majority of participants, fourteen out of sixteen (87.5%), emphasised the significance of understanding local culture and diversity as crucial in the selection process for management positions. Similarly, half of the respondents (50%) echoed this sentiment in the questionnaire responses. The importance of local cultural knowledge stems from INPOs operating within communities, necessitating effective collaboration with regional stakeholders such as local government officials and community managers. Effective managers with a deep understanding of the specific cultural context can navigate these interactions more effectively, thereby enhancing project outcomes and community engagement.

This proficiency facilitates collaboration, consensus-building, and the formulation of more effective community policies. For instance, participants mentioned that managers operating within INPOs who understand the local culture and demonstrate respect for the community they serve are more likely to achieve better project outcomes, fostering a sense of appreciation among community members.

Organisations must enlist effective and well-prepared personnel capable of working in diverse cultural settings and navigating complex environments and challenging conditions (Brière et al., 2015; Alvarenga et al., 2019). Most participants underscored the importance of diversity as a crucial factor in cultural considerations when selecting management positions. One participant (**ORG1PQ1)** in this research study said,

"We systematically evaluate candidates' cultural understanding, which is essential for thriving in diverse environments. Prior experience in local contexts enhances their candidacy. A robust understanding of local dynamics ensures seamless integration into our team and community projects. Cultural competence is pivotal for NPOs due to the diverse populations they serve."

Understanding the local culture is paramount, especially considering the prevalence of INPO projects in third-world countries. Nevertheless, there are instances where INPOs choose to employ foreign personnel or individuals who lack familiarity with the local culture. This tendency frequently results in misunderstandings, conflicts and even project closures, as emphasised by participants. Donors, at times, prioritise candidates possessing competencies not easily found in the local labour market, but with limited knowledge of the local culture and language. Such an approach has a detrimental impact on project delivery and outcomes, ultimately undermining the intended impact of INPO initiatives.

This assertion is supported by the findings from the participant data, which highlight a recurring challenge faced by INPOs in aligning donor expectations with local realities. Participants noted that donors often prioritise candidates with specialised competencies that are scarce in the local labour market. However, these candidates frequently lack critical knowledge of the local culture and language, which is essential for effective project implementation. This disconnect can lead to misunderstandings, reduced community engagement, and ultimately hinder the success of INPO initiatives. The evidence suggests that while technical skills are essential, a

balance must be struck to ensure candidates are also culturally and linguistically effective in enhancing project outcomes and ensuring the sustainability of INPO efforts.

The findings indicate that while understanding local culture and diversity is critical for management roles in INPOs, as emphasised by 87.5% of interview participants, the current focus on Person-Organisation Fit (POF) is insufficient for aligning with donor expectations. Participants noted that donors often prioritise specialised skills that are scarce locally, but these candidates may lack essential cultural knowledge and language proficiency, which can lead to misunderstandings and reduced community engagement. The Person–Donor–Organisation Fit (P-D-O) is necessary to bridge this gap, ensuring that selected candidates possess the technical skills, donors' values and cultural competence needed for effective local engagement, enhancing project outcomes and sustainability.

4.2.3.4 Integrity and Honesty

During the semi-structured interviews, six out of sixteen participants, constituting 31.25% of the sample, identified integrity and honesty as fundamental competencies for management positions. Similarly, in the questionnaire responses, three out of six respondents, representing 50%, reiterated the importance of integrity and honesty competencies in managerial roles.

A participant (***ORG3PI2)*** in this research study said,

> *"We incorporate what we term as an integrity background check for each candidate. Through a series of predetermined questions and reference checks, we assess the individual's integrity to ascertain if it aligns with the standards required for the senior position under consideration."*

Integrity assessment poses a significant challenge in evaluating managers within INPOs. Dependency on candidate-provided information and other background screening methods often presents shortcomings in accurately gauging this competency.

The data reveal that while integrity and honesty are recognised as fundamental competencies for management roles in INPOs, the current Person-Organisation Fit (POF) approach is often inadequate for thoroughly assessing these qualities. As highlighted by a participant

(ORG3PI2), integrity checks rely heavily on candidate-provided information and reference checks, which can be insufficient and prone to inaccuracies.

Beugré and Acar (2018) emphasise the importance of fairness, encompassing distributive, procedural, and interactional justice, in fostering trust and mitigating uncertainties in cross-border inter-organisational relationships. This concept aligns with the emphasis on integrity and honesty within INPOs, as noted in this section. Just as fairness fosters transparency and trust in partnerships, integrity is crucial for INPOs that rely on donor funding and collaborative work. By integrating a fairness-based approach into integrity assessments, the Person–Donor–Organisation Fit (P-D-O) concept ensures that INPOs meet internal standards and donor expectations for ethical conduct, enhancing organisational credibility and reinforcing cross-border partnerships in the non-profit sector.

4.2.3.5 Problem-Solving and Decision-Making

Eight out of sixteen participants highlighted problem-solving and decision-making during the semi-structured interviews, constituting 50% of the responses. In the questionnaire, four out of six respondents emphasised the importance of these competencies for management roles.

Problem-solving and decision-making are fundamental competencies required for managers within INPOs. These skills enable them to address significant organisational challenges related to processes and implementation mechanisms. They play a crucial role in mitigating associated risks, enhancing performance, and securing opportunities for collaboration with donors and communities. Given the frequent challenges managers encounter within INPOs, mastery of these approaches is crucial for achieving effective and impactful solutions in their daily endeavours.

A participant (***ORG1PQ1)*** in this research study said,

> *"We prioritise individuals capable of making informed, evidence-based decisions rather than hasty ones. Having someone who can discern and make sound judgments is crucial, as any erroneous or poor decision can significantly impact both the programme and the organisation involved in the specific project."*

The findings show that while problem-solving and decision-making are critical competencies for management roles in INPOs, the current focus on Person-Organisation Fit (POF) is often insufficient to meet the needs of external stakeholders. Although 50% of interview participants and 66.66% of questionnaire respondents emphasised these skills, the assessment methods, such as behavioural interviews, primarily gauge candidates' alignment with internal organisational practices and values. However, they may not adequately account for donor expectations, which also demand rigorous decision-making and problem-solving abilities that align with ethical standards and donor priorities.

4.2.3.6 Innovation and Creativity

Within the INPO landscape, project proposals and their subsequent implementation are subject to intense competition from various stakeholders. Consequently, managerial roles within these organisations necessitate individuals who exhibit creativity and innovation. These competencies are pivotal in attracting donors and securing funding, as projects demonstrating tangible results and positive community impacts are more likely to receive financial support. In the present research, conducted through semi-structured interviews, 25% of participants (4 out of 16) identified innovation and creativity as fundamental competencies for management positions. Similarly, half of the respondents (50%) agreed with this viewpoint in the questionnaire.

One participant (***ORG2PI3)*** in this research study made the following statement:

"We prioritise individuals who exhibit innovative tendencies; innovativeness holds significant importance, and managerial roles necessitate a fundamental capacity for creativity. Particularly in management positions, we seek individuals who adhere to instructions, are inclined to offer feedback, and demonstrate adaptability in response to evolving circumstances. Given the dynamic nature of our environment, the ability to provide insights and capitalise on emerging opportunities is highly valued. Hence, innovativeness and creativity are pivotal when assessing a manager's suitability."

Although some participants emphasise the significance of innovation and creativity in managerial roles within INPOs, the percentage of participants (25% and 50%) appears to be low, and it is questionable whether, in practice, they consider them essential. Participants show

that assessing candidate innovation poses challenges due to time constraints and the nature of the assessment methods employed. While candidates may articulate instances of their innovative endeavours, detecting the true extent of their creativity within the assessment framework remains vague. Consequently, INPOs may inadvertently select managers who lack proficiency in innovation and creativity, as the evaluation process often relies on self-reported accounts rather than tangible evidence of creative aptitude.

The data suggest that innovation and creativity are essential competencies for managerial roles in INPOs. However, their evaluation is often insufficient under the current Person-Organisation Fit (POF) model. Only 25% of interview participants and 50% of questionnaire respondents prioritised these qualities, indicating a potential gap in their practical application during candidate assessments. Participants acknowledged that time constraints and the subjective nature of assessment methods make it challenging to gauge a candidate's capacity for innovation accurately. This limitation underscores the need for the Person–Donor–Organisation Fit (P-D-O) approach, which integrates donor expectations for creativity and adaptability in response to evolving circumstances. By aligning managerial competencies with donor priorities, the P-D-O model ensures that selected candidates possess the innovative abilities to attract funding, deliver impactful projects, and navigate dynamic environments effectively.

4.2.3.7 Strategic Thinking, Analytical Skills, and Report Writing

In the present research investigation, insights from semi-structured interviews indicate that strategic thinking, analytical expertise, and report writing emerged as pivotal competencies for managerial roles. As articulated by seven out of sixteen interview participants (43.75% of the sample) and the data collected via questionnaires, with five respondents (83.33%) emphasising their importance for management positions, the significance of these skills was underscored.

In this research study, one participant (**ORG2PQ2**) stated:

"We seek individuals capable of thinking innovatively and analytically, demonstrating meticulous attention to detail. This attribute proves invaluable for managerial roles, as it necessitates the ability to grasp the overarching organisational vision while delving into the intricacies of daily operations and fostering collaboration among team members."

Despite strategic thinking, analytical skills and report writing being fundamental competencies for managerial roles, accurately assessing candidates' proficiency in these areas solely during the assessment phase posed challenges. Candidates typically provide examples of their capabilities, yet a more comprehensive evaluation often emerges once they commence their organisational roles. Assessment centres can offer a more viable solution by facilitating role-playing scenarios and a better understanding of candidates' competency levels.

The findings reveal that while strategic thinking, analytical expertise, and report writing are identified as critical competencies for managerial roles in INPOs, the current focus on Person-Organisation Fit (POF) is often inadequate for effectively assessing these skills. Although 43.75% of interview participants and 83.33% of questionnaire respondents emphasised these competencies, the evaluation process typically relies on self-reported examples, which may not fully capture a candidate's proficiency. This limitation suggests that integrating Person–Donor–Organisation Fit (P-D-O) is essential, as it involves assessment methods that align with donor expectations, such as role-playing scenarios in assessment centres, which can more accurately gauge a candidate's strategic and analytical capabilities in real-world contexts. This alignment ensures that selected managers are equipped to meet both organisational goals and donor requirements.

Having identified the core competencies essential for managerial roles within INPOs, the subsequent section probes into specific management competencies.

4.3 Management Competencies

According to Table 4.5, interviews and open-ended questionnaires identified vital management competencies. The most commonly highlighted competencies regarded as critical in the selection of management positions included management and organisational values (Interview - 56.25%: questionnaire - 83.33%), people management (Interview - 43.75%: questionnaire - 100%), team building and motivation skills (Interview - 50% questionnaire - 66.66%) and emotional intelligence (interview - 18.75%: questionnaire - 66.66%).

Table 4.5: Management Competencies

Management competencies	Interviews (%)	Questionnaires (%)
People Management	43.75	100.00
Management and organisational values	62.50	83.33
Team building and motivation skills	50.00	66.66
Coaching and mentoring	12.50	83.33
Donor partnership and networking	31.25	66.66
Emotional intelligence	18.75	66.66
Interviewers' cognitive experience/skills	18.75	50.00

Source: Field Data (2019)

The methodologies employed for competency criteria vary across organisations. While one organisation did not specify its process, the remaining five outlined a comprehensive selection process. This approach typically includes needs identification, competency development, competency-based interviews, and skill validation through internal systems. Notably, all organisations utilise competency-based interviews as part of their selection process for management positions, but some participants delineate that there is no training on using competency-based interviews.

4.3.1 People Management

During the semi-structured interviews, seven out of sixteen participants (43.75%) highlighted people management as a pivotal competency requisite for management roles. Similarly, all six respondents to the questionnaire underscored the importance of evaluating people management skills during the recruitment process for management positions.

As a participant (***ORG3PI1)*** in this research study stated,

> *"We seek candidates with strong interpersonal skills, who demonstrate adaptability and the ability to engage effectively with diverse individuals, given our organisational context heavily involves human interactions across various settings and demographics."*

The data highlights that while people management is recognised as a critical competency for managerial roles in INPOs, the existing Person-Organisation Fit (POF) approach may not adequately consider donor requirements. Although 43.75% of interview participants and all questionnaire respondents underscored the importance of people management skills, the methodologies employed for competency criteria often lack comprehensive alignment with donor expectations. While all organisations use competency-based interviews as part of their selection process, the absence of training on effectively conducting them suggests potential gaps in ensuring consistency and objectivity. This limitation underscores the need for a Person–Donor–Organisation Fit (P-D-O Fit) model that better aligns candidate competencies with organisational needs and donor-specific criteria, ensuring that selected managers are equipped to handle the complex dynamics of INPOs while fulfilling donor expectations for effective team and stakeholder management.

4.3.2 Management Skills and Organisational Values

Additional essential management skills encompass flexibility, planning, organisation, autonomy and confidence. In the semi-structured interviews, ten (10) out of sixteen (16) participants (62.5%) mentioned management skills and organisational values as significant competencies of management positions. In the questionnaire, five out of six respondents (83.33%) reported the same, indicating that management skills are a strong competency valued by respondents.

According to Haque et al. (2020, p. 630), the contemporary landscape is characterised by unpredictability and complexity, necessitating a demand for "greater specialisation and simpler tasks". Consequently, flexibility is crucial in adeptly resolving complex challenges arising from technological advancements and global dynamics. The operations within INPOs demand a high degree of flexibility across various dimensions. Donor-funded projects often exhibit unpredictability, such as shifts in focus or objectives, employee turnover and unmet performance expectations. Effectively navigating these dynamic circumstances requires managers capable of addressing and managing such changes.

The findings indicate that while management skills and organisational values, such as flexibility, planning, organisation, autonomy, and confidence, are regarded as essential competencies for management roles within INPOs, the Person-Organisation Fit (POF)

approach may not sufficiently account for the dynamic and unpredictable nature of donor-funded projects. A significant proportion of participants (62.5% in interviews and 83.33% in the questionnaire) highlighted these competencies as crucial; however, the POF model often overlooks the adaptability required to meet donors' shifting priorities and expectations. As Haque et al. (2020) suggest, the complexity and unpredictability of the contemporary landscape demand managers who are not only aligned with organisational values but also capable of responding flexibly to donor-driven changes. Therefore, integrating a Person–Donor–Organisation Fit (P-D-O) model is essential to ensure that selected managers can effectively navigate these dynamics, aligning with organisational needs and donor requirements.

4.3.3 Team Building and Motivation Skills

Employees who actively engage in teamwork within the workplace, particularly on designated projects, often experience a sense of acknowledgement for their collective achievements (Khan and Wajidi, 2019). This collaborative approach enables all employees to participate in various tasks and projects, fostering a sense of shared ownership and accountability.

During the semi-structured interview phase, 50% of the participants (8 out of 16) underscored the significance of team building and motivation as essential competencies for management roles. Similarly, in the questionnaire segment, 66.66% of respondents (four individuals) agreed with the importance of these skills in managerial positions. As one participant (***ORG3PQ3)*** commented:

> *"We design selection activities that involve collaborative work scenarios. For instance, we incorporate situational tests to observe candidates' behaviour and approach to teamwork and interpersonal relationships. Through these assessments, we aim to evaluate candidates' aptitude for effective collaboration, ability to navigate teamwork challenges, and capacity to build positive relationships with colleagues and stakeholders alike."*

Proficiency in teamwork and motivational skills enables managers to enhance employee interactions and community engagement within INPOs (Potnuru et al., 2019). Consequently, it represents a crucial competency for managers operating within INPOs, facilitating the establishment of rapport among team members, donors and local authorities. Such

collaborative efforts foster positive relationships within the workplace and with external stakeholders, contributing to overall organisational success.

The data findings underscore the importance of teamwork and motivational skills for management roles in INPOs, with 50% of interview participants and 66.66% of questionnaire respondents affirming their value. However, while these competencies are crucial for fostering internal collaboration, the Person-Organisation Fit (POF) approach may fall short in aligning these skills with donor expectations. Current assessment methods primarily focus on internal dynamics and may not adequately address the broader competencies required for effective donor engagement. Therefore, adopting a Person–Donor–Organisation Fit (P-D-O) model is essential to ensure that managers possess the skills to meet organisational and donor priorities, thereby enhancing overall effectiveness and sustainability.

4.3.4 Donors Partnership and Networking

During the semi-structured interviews, 31.25% of participants, totalling five out of sixteen, highlighted the significance of donor partnership and networking competencies for management roles. In parallel, 66.66% of respondents, four individuals, echoed this sentiment in the questionnaire responses.

One of the respondents' (***ORG3PQ3)*** critical comments went as follows:

> *"We seek candidates who have demonstrated extensive engagement with governmental ministries and donors, particularly those with experience interacting with prominent entities such as USAID, CDC or other major funders. Priority is given to individuals with a track record of engaging with significant donors, rather than those primarily involved at a high level within ministries."*

Many participants underscored the importance of candidates' experience engaging with governmental ministries and significant donors, emphasising qualities such as relationship-building, effective communication with donors and other partners, lobbying skills, clarity and professionalism. They highlighted the significance of donor engagement skills for the desired management positions. However, participants suggested that this factor could be further refined by providing a more precise description of the desired competencies or experiences related to

donor engagement. Additionally, participants contended that integrating insights into the challenges associated with donor partnerships would offer context and deepen the understanding of why these competencies are crucial. For example, participants highlighted challenges such as navigating complex donor requirements, maintaining relationships with diverse donor portfolios and aligning organisational goals with donor expectations.

The study findings reveal that donor partnership and networking competencies are critical for management roles within INPOs. While 31.25% of interview participants and 66.66% of questionnaire respondents emphasised the importance of these skills, current Person-Organisation Fit (POF) practices may not adequately capture them. As participants noted, focusing on engaging with significant donors, like USAID and CDC, rather than just governmental bodies, is essential for aligning with donor expectations. However, POF often lacks a precise framework for evaluating competencies related to donor engagement. Therefore, integrating the Person–Donor–Organisation Fit (P-D-O) concept becomes crucial, ensuring that managerial candidates are effective within the organisation and possess the skills to navigate complex donor relationships and align with donor goals.

4.3.5 Emotional Intelligence

A subset of participants, comprising two out of sixteen individuals, identified emotional intelligence as a crucial competency for management roles, representing the significance of emotional intelligence for managerial positions. The sample size of participants mentioning emotional intelligence during the semi-structured interviews is relatively small (three out of sixteen). A larger sample size could enhance the reliability of the findings. The higher percentage of respondents acknowledging emotional intelligence in the questionnaire (66.66%) compared to the semi-structured interviews (18.75%) raises questions about potential biases in the questionnaire design or participants' responses.

While the findings suggest the importance of emotional intelligence for managerial roles in INPOs, there is room for improvement; the findings don't delve into how emotional intelligence was assessed, which could impact the rationality and trustworthiness of the competency evaluation. Also, the higher percentage of respondents acknowledging emotional intelligence in the questionnaire (66.66%) compared to the semi-structured interviews (18.75%) raises questions about potential biases in the participants' responses.

The findings suggest that emotional intelligence is essential for managerial roles in INPOs, but the Person-Organisation Fit (POF) approach may not fully capture its value. While only a small number of interview participants (18.75%) highlighted it, a more significant proportion (66.66%) of questionnaire respondents acknowledged its importance, suggesting inconsistencies in assessment and prioritisation. This gap indicates that the POF approach may overlook competencies valued by donors, underscoring the need for a Person–Donor–Organisation Fit (P-D-O) to align candidate selection with donor expectations and enhance effectiveness.

4.4 Technical/Functional Competencies

As shown in Table 4.6 below, interviews and open-ended questionnaires highlighted vital management competencies. The process of assessing competencies varied across the respondent organisations. While one organisation did not specify any particular method, the other five outlined a systematic approach. It typically involves needs assessment, competency development, competency-based interviews, and competency approval through internal systems.

Table 4.6: Technical Competencies

Technical Competencies	Interviews (%)	Questionnaires (%)
Academic qualifications	31.00	83.30
Work experience	100.00	83.30
Fundraising and business development	12.50	66.66
Financial management	18.75	50.00
Code of conduct (compliance)	25.00	33.00

Source: Field Data (2019)

4.4.1 Academic Qualifications

In the semi-structured interview, 31% of participants stated that academic qualifications are a significant factor in selecting management positions, while 83.3% of respondents shared the

same view in the questionnaires. In addition, 100% of participants stated that work experience is a critical competency for selecting management positions, while 83.3% of questionnaire respondents shared the same opinion.

The findings show that academic qualifications facilitate knowledge acquisition and career advancement opportunities. The perspectives shared by research participants and questionnaire respondents underscore the emphasis placed by Tanzanian INPOs on academic credentials when assessing competency in selecting individuals for management positions.

While the participants highlight the perceived importance of academic qualifications as a technical competency for management positions within Tanzanian INPOs, there is a lack of critical analysis or commentary on the potential limitations or drawbacks of this emphasis. It doesn't address alternative viewpoints or potential challenges related to over-reliance on academic qualifications in competency criteria in the selection process. Additionally, it doesn't explore how academic qualifications alone may adequately prepare individuals for the complex demands of management roles within INPOs.

A viewpoint from one of the participants (**ORG5PI1)** was expressed as follows:

> *"We also consider technical competence in terms of whether the candidate possesses the necessary certifications or academic qualifications required for the position. Typically, we prefer candidates with at least a bachelor's degree or equivalent qualifications for management-level roles. We believe that a candidate with a bachelor's degree is adequately equipped to fulfil the responsibilities associated with the position we are recruiting for. Therefore, having a sufficient educational background is deemed essential as one of the critical competencies for holding the position."*

The quote emphasises the importance of academic qualifications as a technical competency for management positions. However, it lacks depth in discussing how academic qualifications directly relate to job performance or specific skills required for the role. Additionally, it doesn't address donors' preferences and the potential limitations or considerations of solely relying on academic credentials for hiring decisions, such as neglecting practical experience or specialised skills. Furthermore, it could benefit from providing insights into how the organisation evaluates

candidates' academic qualifications and whether other factors are considered alongside educational background.

The data suggests that while Person-Organisation Fit (POF) places significant emphasis on academic qualifications and work experience in selecting management positions, it may not sufficiently address the complexities required by INPOs. Participant feedback, as seen in the statement from ORG5PI1, highlights the preference for candidates with at least a bachelor's degree, considering it essential for fulfilling management responsibilities. However, this perspective lacks an analysis of whether academic qualifications adequately prepare candidates for the dynamic demands of INPO management roles. By integrating the Person–Donor–Organisation Fit (P-D-O) concept, organisations can better align candidate selection with donor expectations, striking a balance between educational qualifications and practical skills and competencies critical to achieving donor-driven objectives. This new approach ensures that candidates are evaluated not just for their fit within the organisation but also for their alignment with the priorities of external stakeholders, such as donors.

4.4.2 Work Experience in Project Management and Computer Literacy

In a semi-structured interview, all sixteen (16) participants mentioned work experience, project management, and computer literacy as critical competencies for management positions. In the questionnaire, 83.3% of respondents believed in the same stance.

Employment tenure, encompassing competency in project management and computer literacy, is paramount when selecting managerial roles. Such tenure facilitates the selection of candidates with both soft skills and technical acumen, enabling them to make an immediate contribution upon appointment. Moreover, it encapsulates industry-specific expertise, as corroborated by research (Hegarty et al., 2011; Yaman et al., 2018). For instance, INPOs often prefer candidates with demonstrated experience in community engagement and donor relations.

Moreover, employment tenure bolsters historical and prospective affiliations within the sector and contributes to competitive advantage. Within INPOs, donors typically scrutinise the curriculum vitae of management candidates during the proposal solicitation process, exhibiting a pronounced preference for those with substantial work experience.

An important statement from one of the respondents (***ORG4PQ4)*** is as follows:

> *"Another crucial aspect is the candidate's work history and experience. If their CV indicates that they have spent only a short period, say two years, at each job over the past ten years, it may raise concerns for us. Hiring someone who may only stay for a few years could be detrimental to our projects in the long run. Therefore, we must conduct thorough reference checks to validate their work history."*

The discussion on Person-Organisation Fit (POF) in Chapter 2 highlights the importance of competencies such as work experience, project management, and computer literacy for management roles within INPOs, as emphasised by all interview participants and 83.3% of questionnaire respondents. However, the findings suggest that POF may be insufficient in meeting donor expectations, as donors often prioritise candidates with extensive sectoral experience and long-term engagement with stakeholders, which POF might not adequately address. One respondent (ORG4PQ4) raised concerns that short employment tenures could potentially undermine project continuity and funding. The Person–Donor–Organisation Fit (P-D-O) concept bridges these gaps by ensuring candidates are assessed for both organisational culture and donor-specific competencies, thereby enhancing project outcomes and strengthening donor relationships.

4.4.3 Fundraising and Business Development

In a semi-structured interview, two (2) participants out of sixteen (16) participants mentioned fundraising and business development as critical competencies for management positions, which is 12.5%. In contrast, 66.66% of respondents shared a similar view in the questionnaire.

Fundraising and business development play pivotal roles in the operations of INPOs. These functions facilitate effective planning by leveraging resources, networking opportunities and task accomplishment. Moreover, they contribute to identifying gaps in organisational capabilities, enhancing team cohesion, and aligning goals. Fundraising efforts also prioritise projects, increase organisational visibility, foster partnerships with other entities, ensure sustainability and provide accountability to donors (Waters, 2011; Hommerová and Severová, 2019; Kim et al., 2021).

While the literature emphasises the significance of fundraising and business development for INPOs, the semi-structured interviews and questionnaires revealed mixed perspectives on the importance of these competencies among participants. Only 12.5% of participants in the semi-structured interviews highlighted fundraising and business development as critical competencies for management positions, contrasting with the 66.66% of respondents who shared similar views in the questionnaire. This contradiction may indicate a discrepancy between the perceived importance of these competencies among participants and their actual relevance in practice. It also suggests a potential need for further exploration into why some participants may undervalue these competencies despite their documented importance in the literature. Additionally, it raises questions about the effectiveness of current competency criteria in the selection practices for the management positions in INPOs.

The discussion of Person-Organisation Fit (POF) in selecting management positions in INPOs reveals some limitations when assessing competencies such as fundraising and business development. While these competencies are essential for the sustainability of INPOs, effective planning, and accountability to donors, only 12.5% of interview participants considered them critical for management roles, compared to 66.7% of questionnaire respondents. This discrepancy suggests that POF may not fully capture the importance of competencies vital to donor priorities, such as fundraising, which are crucial for maintaining visibility and fostering partnerships. Thus, the Person–Donor–Organisation Fit (P-D-O) concept becomes essential to align candidate competencies more effectively with donor expectations, ensuring that management selections effectively support both organisational and donor objectives.

4.4.4 Financial Management

Financial management is widely acknowledged as a crucial competency for effective management within INPOs. It encompasses overseeing financial resources, allocating budgets and ensuring fiscal responsibility in pursuit of organisational objectives (Mvunabandi and Mbonigaba, 2023).

The present study's findings reflected mixed attitudes towards financial management competencies for management positions within INPOs. In the semi-structured interviews, 18.75% of the participants who identified financial management as a pivotal competency emphasised its significance in driving organisational success and sustainability. Similarly, 50%

of questionnaire respondents (three INPOs) echoed this perspective, affirming the importance of financial understanding in managerial roles within INPOs, particularly among those who perceived it as critical. The representative standpoint from one of the respondents (**ORG4PQ4)** was:

> *Someone who knows at least basic principles of financial management and reporting. Because most donors giving us funds to operate are keen on financial compliance and policies, they especially monitor and draw lessons."*

The literature review offered a comprehensive examination of the significance of financial management competencies within the context of INPOs (Cho and Park, 2020; Mvunabandi and Mbonigaba, 2023). However, the study's findings reveal a noticeable contrast between the emphasis placed on financial management competencies in the literature and the relatively lower prevalence identified among participants. One potential explanation for this inconsistency may stem from the participants' prioritising other competencies, such as managerial and academic qualifications, over financial management skills. It is plausible that participants may perceive managerial and academic competencies as more immediately relevant or tangible for management positions within INPOs, thus overshadowing the importance of financial understanding in their responses. Additionally, contextual factors, such as the organisational culture or specific job requirements, could influence participants' perceptions and priorities regarding this particular competency.

The previous discussion on Person-Organisation Fit (POF) highlights the focus on aligning candidates' competencies with internal organisational needs. Yet, data reveal that this approach is insufficient for INPOs, particularly in terms of financial management skills. Although financial management is crucial for ensuring fiscal responsibility and compliance with donor requirements, only 18.75% of interview participants considered it a pivotal competency for management roles, compared to 50% in the questionnaire. This discrepancy suggests that while financial management is critical, it is often undervalued in practice due to an emphasis on other competencies, such as managerial skills and academic qualifications. Therefore, the Person–Donor–Organisation Fit (P-D-O) concept is essential as it integrates donor expectations, particularly regarding financial accountability. It ensures that management selections align

with organisational objectives and donor priorities, ultimately enhancing organisational sustainability and donor trust.

4.4.5 Code of Conduct (Compliance)

Amongst the semi-structured interviews, 25% of the participants suggested that a code of conduct (compliance) was a critical technical competency for management positions; 33% of respondents in the questionnaire category held the same view.

Scholars have emphasised the significance of a robust ethical climate and adherence to a code of conduct in non-profit organisations, highlighting their role in fostering trust, accountability and stakeholder confidence (Bristol, 2008). Establishing clear ethical guidelines and standards guides employee behaviour and influences the organisation's reputation and relationships with donors, beneficiaries and the broader community (Costa Filho and Oliveira, 2022).

Beugré's model of moral engagement emphasises the role of personal values, such as empathy and a sense of duty, in motivating social ventures (Beugré, 2014). This aligns closely with the ethical competencies expected of managers within INPOs, particularly under the P-D-O concept, which emphasises alignment with organisational goals and donor values. This ethical alignment is crucial in INPOs, where leadership goes beyond technical skills and requires a deep commitment to ethical and social values (Masoud and Basahal, 2023). This resonates with Beugré's findings on moral motivation in social enterprises. Beugré's model of moral engagement highlights the importance of personal values, such as empathy and duty, as intrinsic motivators in social ventures (Beugré, 2014), aligning with the need for ethical leadership within INPO roles.

The findings from both the semi-structured interviews and the open-ended questionnaire revealed some recognition by participants regarding the code of conduct, organisational culture and dress code as critical cultural aspects in selecting management positions within INPOs. While 25% of participants in the semi-structured interviews and 33% of questionnaire respondents expressed this perspective, it is consistent with the literature highlighting the significance of organisational culture and ethical standards in non-profit organisations.

However, the relatively lower percentage of participants emphasising these cultural aspects than other competencies suggests potential areas for further exploration. It may indicate a need for greater awareness and understanding among participants regarding cultural fit and alignment in management roles within INPOs. Future research could delve deeper into the specific dimensions of organisational culture, the code of conduct that participants prioritise, and the potential implications for management effectiveness and organisational outcomes within the non-profit sector.

The perspective of one of the participants (***ORG5PQ5)*** in this research study was expressed very directly:

> "*We do have a code of conduct in the workplace. It explains the policies regarding sexual harassment and retaliation against individuals. Every staff member is supposed to abide by it. It doesn't matter if you are a senior or junior person. You are supposed to contribute to a positive working environment. We have a code of conduct for all staff. Violence isn't required; we have an anti-nepotism policy regarding receiving gifts or bribery.*"

This quote explicitly assumes that managers must comply with internal and external policies for the organisation to succeed.

The discussion on Person-Organisation Fit (POF) has emphasised the need for cultural alignment, including adherence to a code of conduct and ethical standards within non-profit organisations. However, the data reveal that POF is insufficient for ensuring effective management in INPOs, as only 25% of interview participants and 33% of questionnaire respondents identified compliance with the code of conduct as a critical competency. This suggests a gap in recognising the broader importance of aligning managerial competencies with organisational culture and donor expectations. The Person–Donor–Organisation Fit (P-D-O) concept addresses this gap by ensuring that managerial selections consider both internal policies and external donor requirements, enhancing accountability, trust, and overall organisational effectiveness in the non-profit sector.

4.5 Donor Influence and Impact: Competency Criteria in Selection Practices for Management Positions in Tanzanian INPOs

This section addresses the second research question: How do donors influence and impact the competency criteria and selection practices for these management positions? By examining key challenges such as budget constraints, employee retention, project timelines, and donor-specific requirements, this study explores the extent to which donor influence shapes hiring protocols, competency criteria, and overall selection practices within Tanzanian INPOs.

The findings highlight how donors, as both financial and strategic stakeholders, significantly affect competency criteria in selection processes through their terms and conditions, budget allocations, and project timelines. These factors often result in challenges such as misalignment between organisational needs and donor priorities, difficulties in attracting and retaining qualified candidates, and inconsistencies in competency criteria. This analysis highlights the need for a more integrated approach, such as the Person–Donor–Organisation Fit (P-D-O) framework, to align managerial selection processes with organisational objectives and donor expectations, thereby ensuring effective management and sustainable project outcomes.

The ultimate research inquiry revolves around the extent to which donors influence and contribute to competency criteria in selection practices within INPOs, along with any attendant challenges. This study's findings include a significant recognition that donors constitute a pivotal aspect within INPOs, as they not only furnish financial support but also play an essential role in providing competencies required for the role of suitable candidates, as they have the power to shape hiring protocols and procedures through budget allocation, project types and project timeline. A table summarising donors' challenges related to competency criteria in the selection practices in INPOs is presented in Table 4.7 below.

Table 4.7: Donors Challenges Related to Competency Criteria

Challenges	Interview (%)	Questionnaire (%)
Budget constraints	87.50	66.66
Donors' requirements	43.75	50.00
Employee retention and turnover	100.00	33.33
Project life cycle and timeline	31.25	16.60

Lack of background check information	12.25	16.66
International vs local hiring	12.25	16.66
Bribery	6.25	0.00

Source: Field Data (2019)

Data analysis reveals two issues from the responses provided in this section. Firstly, it is evident that INPOs encounter difficulties in both attracting and retaining candidates, as illustrated in the table above under "Employee retention and turnover." Moreover, respondents recognised that this challenge was compounded by interconnected factors such as budget limitations and the conditions imposed by donors. While participants acknowledged the significance of donors in INPOs, they also emphasised the necessity of comprehending donors' terms and conditions. Additionally, the responses shed light on another significant concern: the project life cycle. Donors often navigate a delicate balance between enforcing rigidity and allowing flexibility regarding competencies, timelines, and other associated conditions, particularly in the context of critical projects undertaken by non-profit organisations that can have a profound impact on the community.

Perhaps one of the most robust responses by the study participants was the recognition of budgetary constraints. Most interview participants (87.5%) identified budget constraints as the primary challenge within the INPO environment, significantly affecting the selection process for management positions. Similarly, 66.66% of respondents echoed this concern in the questionnaire responses. Additionally, 43.75% of the interview participants cited donor requirements as another critical challenge. This aligned with the perspective of 50% of respondents in the questionnaire category, who also reported facing similar challenges with donors.

Finally, 100% of interview participants expressed difficulty in selecting suitable candidates and retaining good employees because there are not enough senior managers who possess the necessary competencies and work in INPOs. Thirty-three and one-third per cent of the questionnaire participants expressed a similar sentiment. Regarding this particular factor,

respondents mentioned a challenge in attracting suitable candidates during the proposal phase, as candidates generally know they will secure the job after the donor programme's approval.

Moreover, discrepancies between the expected competencies for a position and the existing skills within the labour market can delay the selection process. Additionally, challenges such as the project life cycle and insufficient background information were identified, with organisations often conducting multiple interviews to ensure they select a candidate with the requisite competencies that align with the INPO's environment. Finally, issues related to international versus local hiring conditions, including obtaining work permits for foreign candidates and some bribery, were highlighted.

Most respondents suggested donors typically don't directly engage in or provide explicit guidelines for competency criteria in selecting management positions (Research data, see below participant comment). However, there are occasional instances where donors participate in aspects of management selection, such as approving budgets and specifying position requirements.

One participant highlighted a crucial insight:

> *"While donors generally refrain from direct involvement or providing explicit guidelines for competency criteria in management selection, they occasionally engage by approving budgets and specifying position requirements. This selective involvement underscores the need for clearer, more consistent donor guidelines to streamline the selection process and enhance alignment with their expectations."*

Regarding the latter, donors have the power to establish specific terms and conditions reflecting precise protocols and procedures for various aspects of the hiring process, including advertising and job description formulation. Mahjoub and Kruyen (2021) synthesise evidence that the design of job advertisements, including clarity of role requirements, realistic previews, and employer-branding cues, materially shapes the quality of the applicant pool and reduces search costs for recruiters. These terms outline the suitability of the position, as described in the job description and as presented in the market. Additionally, donor stipulations influence selection practices, encompassing considerations such as budgetary constraints, contractual timelines and selecting key personnel (McDonough and Rodríguez, 2020; Kim et al., 2021).

The data highlights the role of donors in influencing competency criteria for selecting management positions within INPOs, revealing significant challenges such as budget constraints, donor requirements, and employee retention issues. While the Person-Organisation Fit (POF) focuses on internal alignment within the organisation, it often overlooks the external pressures imposed by donors, such as budgetary limitations and specific requirements that shape hiring protocols and project timelines. Participants noted that while donors occasionally provide guidelines or approve budgets, their inconsistent involvement in the competency criteria process creates gaps in aligning candidates with donor expectations.

These findings underscore the limitations of relying solely on POF in the INPO context. The introduction of the Person–Donor–Organisation Fit (P-D-O) concept addresses these gaps by ensuring that managerial selection processes align with both organisational values and donor expectations. By explicitly integrating donor perspectives into competency criteria, INPOs can enhance their selection practices, better manage external constraints, and foster a more strategic alignment between the organisation's objectives and donor priorities.

4.5.1 Employee Retention and Staff Turnover

In the semi-structured interviews, all participants (100%) highlighted the significant challenge of acquiring suitable candidates and retaining employees who meet the competency criteria for management positions. This finding underscores the universal recognition among interviewees of the pressing nature of this issue within INPOs. Additionally, one-third (33.33%) of questionnaire respondents expressed concerns about the high expectations associated with the position's competencies compared to the available labour market skills, which could impede selection practices.

The primary challenge within INPOs regarding competency criteria for selecting management positions is staff retention and turnover. Many participants highlighted labour market competition and compensation as the primary factors influencing staff attraction, retention, and turnover. Employee retention and turnover assume paramount significance due to the elevated standards established by donors for management competencies. Consequently, organisations face competition for the same talent pool within the labour market.

The retention and turnover dynamics within INPOs entail several repercussions. Primarily, voluntary separations are notably costly due to the expense associated with the replacement process. Furthermore, the departure of experienced personnel often leads to a decline in organisational performance, impacting overall productivity. Additionally, operational disruptions may ensue following the exit of key employees, while the increased workload for remaining staff members can potentially demoralise the workforce. (Akingbola, 2004; Abagelan and Tullu, 2020).

The discussion of Person-Organisation Fit (POF) in previous sections highlights its limitations in addressing the complex challenges INPOs face in selecting and retaining management positions. All interview participants (100%) identified difficulties in finding suitable candidates and retaining staff, which are exacerbated by high competency expectations from donors that often misalign with the available skills in the labour market. This issue, compounded by high turnover and associated costs, affects organisational performance and morale. Therefore, the Person–Donor–Organisation Fit (P-D-O) concept is essential, as it directly integrates donor expectations into the selection process, aligning organisational needs with external donor requirements to improve retention and selection outcomes.

4.5.2 Project Life Cycle and Timeline

In the semi-structured interviews, seven out of sixteen participants (43.75%) identified the project life cycle and timeline as significant challenges in selecting management positions. Conversely, 16.66% of respondents shared this perspective in the questionnaire responses. In this study, participants noted that assessing competency in selecting a senior manager for a project with a life cycle of one to two years is challenging, especially when the current job description suggests the position is permanent rather than temporary. The project life cycle and timeline constitute fundamental aspects for INPOs, often dictated by funding organisations (donors), which determine both the project's duration and the timeframe for completion. This arrangement presents a challenge, as candidates typically seek job security through longer-term employment contracts. Managers are primarily concerned with the project life cycle's impact on their organisational tenure, recognising its pivotal role in various aspects, such as project execution, completion, determination, collaboration, workload management, and group

dynamics. Previous research by Parker and Skitmore (2005) and Levin and Ward (2016) has underscored the significance of these factors in shaping organisational outcomes.

One research participant's (**ORG2PI3)** statement reflected many of these issues:

> "*I found this very challenging when selecting people who are a bit experienced and have key competencies. They come from working in government agencies for many years, have permanent contracts and are pensionable. It is risky for them to move to a fixed-term contract job that isn't refined and quite definitive even though you can do that for the better, so that's a big challenge to getting people to accept; sometimes we get good people, but when they look at the terms of the contract, we have had some people refuse to take the contract, not that they want to but because of just those dynamics of the time-bound.*"

The discussion on Person-Organisation Fit (POF) in previous sections highlights its limitations, particularly in selecting managers for projects with short life cycles. While many interview participants (43.75%) viewed project timelines as a significant challenge, fewer questionnaire respondents (16.66%) agreed with this assessment. The difficulty is attracting experienced candidates who prefer stable, long-term contracts over short-term roles dictated by donor timelines. This misalignment suggests that integrating a Person–Donor–Organisation Fit (P-D-O) approach could better align candidate selection with both organisational and donor needs, addressing specific challenges related to job security and project duration.

4.5.3 International vs Local Hiring

In a semi-structured interview, two (2) participants out of sixteen (16) participants mentioned international vs. local hiring as a critical challenge for selecting the management position, which is 12.25%. In the questionnaire, 16.66% mentioned the same viewpoint. The findings presented in the semi-structured interviews and questionnaires indicate a relatively low percentage of participants, indicating a low significance association between international versus local hiring in selecting management positions. This could suggest that international versus local hiring may concern some participants, but it might not be perceived as a predominant challenge across the board.

The participants argued that the challenge lies in the complexities surrounding competency criteria in selecting effective management positions within INPOs. This issue is particularly evident in the selection process for international versus local candidates. While finding suitable candidates is arduous, INPOs encounter hurdles in determining whether to hire international or local individuals for management roles. Despite their scarcity, local candidates offer distinct advantages and costs compared to expatriates. They possess an intimate understanding of the local culture and business practices, are proficient in the native language and are adept at utilising local resources. At the same time, there are obstacles to hiring local candidates, as one participant (***ORG6PQ6***) shared the following perspective:

> *"The consideration of government intervention or regulatory frameworks significantly influences our hiring practices. In our country, existing governmental rules and procedures often pose challenges in sourcing effective individuals domestically for certain positions. Due to donor criteria and specifications, there is a necessity to seek expertise or personnel from other countries, often referred to as third-party countries. However, our stringent rules and regulations create complexities in the hiring process for such external expertise, resulting in prolonged procedures."*

The discussion on Person-Organisation Fit (POF) in previous sections highlights its limitations, particularly concerning the challenges of international versus local hiring for management positions in INPOs. Although a minority of participants (12.25% in interviews and 16.66% in questionnaires) identified this as a critical issue, it reveals complexities in competency criteria. While local candidates offer advantages, such as cultural understanding and language proficiency, regulatory frameworks and donor specifications often necessitate hiring international personnel, complicating the selection process. This illustrates the need for the Person–Donor–Organisation Fit (P-D-O) approach, which considers donor requirements and regulatory contexts, ensuring a more strategic alignment between INPOs' hiring practices and external expectations.

4.5.4 Donor Requirements

In the semi-structured interviews, seven (7) participants out of sixteen (16) participants (43.75%) demonstrated that donors' conditions either positively or negatively affect the selection of management positions. For example, due to conditions such as the competencies

required or project location and experience, sometimes donors reject senior-level positions because they don't fit the donor's expectations. At the same time, three (3) participants (18.75%) mentioned that donors are not fully involved in selection. In the questionnaire, 50% of respondents indicated that donor requirements are a crucial challenge.

Linking findings to the literature, one of the challenges facing INPOs is donor requirements, mainly for management positions, as they stipulate the job's critical competencies. In many cases, it isn't easy to find an individual with all the relevant competencies and academic qualifications in the country, forcing an organisation to hire an international staff or at least two candidates who possess different competencies to fill the position. (Banks et al., 2015; Brière et al., 2015; Bourguignon and Platteau, 2020). Although the literature corroborates the challenges facing INPOs due to donor requirements, particularly for management positions that stipulate specific critical competencies, the findings emphasise the importance of the Person–Donor–Organisation Fit (P-D-O) framework.

For example, one participant (**ORG3PI3)** noted:

"*Donors have specific requirements in terms of competency criteria. Sometimes, for this position, you need to have this person. Sometimes, it is predetermined in the proposal or donor agreement contract. The person will lead this position, so we don't have any say if it happens because we need to align with the donor's requirements.*"

Based on the above findings, in certain circumstances, organisations may be compelled to select a candidate who doesn't possess all the required competencies due to donor-imposed terms and conditions. Donors often stipulate specific competency requirements for management positions, which can challenge the selection process. This situation may lead to project implementation delays or require hiring an individual who lacks all the requisite skills outlined by the donors.

The discussion of Person-Organisation Fit (POF) highlights its limitations in aligning with donor-specific requirements for management positions in INPOs. The data reveal that while 43.75% of participants acknowledge that donor conditions, such as required competencies or project experience, significantly influence the selection process, 18.75% note that donors are often not directly involved, creating a disconnect between organisational practices and donor

expectations. This misalignment suggests that POF is insufficient to address the complexities of donor demands, necessitating the concept of Person–Donor–Organisation Fit (P-D-O). By focusing on the P-D-O concept, INPOs can better align their candidate selection with organisational and donor needs, ensuring effective project implementation and reducing competency mismatches.

4.5.5 Budgetary Constraints

In these semi-structured interviews, thirteen (13) out of sixteen (16) participants mentioned budgetary constraints as a significant donor challenge in selecting management positions, reflecting 81.25%; in the questionnaire, 66.66% (four) of the participants responded similarly.

INPOs rely heavily on donor funding, and budgetary constraints can significantly impact competency criteria in the selection process, particularly when seeking effective managers who anticipate higher compensation and benefits. These organisations depend on donors' budget allocations, terms, and conditions to execute their projects effectively and efficiently. (van Wijk et al., 2020; Sawadogo-Lewis et al., 2022). Participants mentioned that they sometimes face difficulties regarding compensation and donor requirements when selecting management positions; they might find the right candidate, but demand higher salaries than the existing budget allows.

The INPOs receive a fixed budget to run a project. The funding organisation is assumed to be a primary decision-maker with authority and preference over the budget expenditure. It may impose severe sanctions if the organisations use the money in a manner contrary to the terms and conditions set. (Pallas and Sidel, 2020; Kim et al., 2021).

As one participant (***ORG2PI1***) shared:

> "*Some skills and competencies are available, but competencies are sometimes very hard to get. It is also costly. Sometimes, it is tough. For example, we wanted a Programme Manager for a certain programme. We had excellent candidates in that position who were very effective. Still, the main challenge is accommodating, as the donor's budget is sometimes minimal. Also, it depends on what is available from the*

donor's budget; the main challenge is that you might have excellent candidates in the market, but you can fail to accommodate the good candidates in terms of the budget."

Another participant (**ORG4PI2**) expressed the same frustration differently:

"The INPO doesn't have any way of making a profit; there is always reliance on/source the donor's cash. Everyone must be supported by such a fund code that the donors sign, and we need to get support from donors. You work on a project. It isn't easy. There are no cross-cutting people. Our organisation tries to fund the same positions multiple times with different names. "

In summary, the primary challenges INPOs face in selecting senior managers whose competencies align with project implementations and donors' expectations stem primarily from donors' demands and budgetary constraints. Budget limitations lead to shortened project life cycles, restricted job offers, organisational instability, and high employee turnover. Donors' terms and conditions, particularly those related to budget allocation, play a crucial role in this process. The complex competencies required by donors make it challenging to find suitable local candidates. Consequently, INPOs may have to hire senior managers who do not fully meet the necessary competencies, as the best candidates often require higher salaries and longer contractual commitments than the available resources can support.

The discussion of Person-Organisation Fit (POF) in previous sections highlights its limitations, particularly in dealing with the budgetary constraints imposed by donors on management selection within INPOs. Data shows that 81.25% of interview participants and 66.66% of questionnaire respondents identified these financial limitations as a significant challenge, often compromising candidate quality due to restricted funding. This suggests that the POF framework does not fully account for external financial pressures and donor expectations that influence hiring practices. The Person–Donor–Organisation Fit (P-D-O) concept is thus essential, as it aligns organisational needs with donor constraints, promoting more sustainable project outcomes.

Community-driven support systems become crucial for sustaining operations in resource-constrained environments, as demonstrated by Beugré and Das (2013) in the context of the crowd-capitalism model. Similarly, INPOs in Tanzania often leverage partnerships with donors

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and local stakeholders to enhance their competencies. This reliance on community and donor relationships aligns with the competency adaptation required for effective resource management in INPOs, reinforcing the importance of aligning competencies with donor expectations to achieve sustainable outcomes. Beugré and Das's crowd-capitalism model demonstrates the value of community-driven support in overcoming resource limitations in emerging economies. (Beugré and Das, 2013), similar to how INPOs can leverage local and international partnerships to enhance competencies and meet donor expectations.

Having reviewed the research findings linked to the research tools used (interviews and open-ended questionnaires), the following section summarises and analyses the researcher's disclosure of themes that emerged from the data gathered from participants' follow-up interviews.

4.6   Participant's Follow-Up Interviews

In January and February 2022, the researcher conducted follow-up interviews with the twelve previous participants to ascertain critical information on competency criteria selection practices. The results and descriptions from the follow-up interviews are presented in Table 4.8 below:

Table 4.8: Participants' Follow-Up Interviews

Questions	Brief descriptions	Coding
Why is it challenging to select an effective senior manager in INPOs?	• The gap between the organisation's strategy (mission and vision) and the candidate's strategic thinking • Lack of cultural fit • Lack of competencies in local settings • Lack of clarity on the job requirements • Inappropriate competency measurement in the selection methods • Budgetary constraints • Limited recruiting channels and job boards • Limited hiring timeline based on the Donor's conditions • Limited technical and managerial assessments • Lack of an efficient talent sourcing strategy	• Organisational Strategy Gaps • Cultural fit • Lack of competencies • Lack of clarity • Budget constraints • Donor's terms and conditions • Lack of assessments • Lack of talent sourcing

Can you offer examples of when an unsuitable manager was selected and enrolled?	• An example of a manager with a lack of confidence and management skills who failed to lead and implement the project • An example of a manager who depicted sexual harassment and discriminatory treatment towards the team members • lack of competencies based on the Donor's conditions • The lack of technical and managerial skills led to the failure to implement the integrated strategic plan (ISP) • Note: all those managers from different organisations were terminated, the project was delayed, and some of the projects were closed	• Confidence • Management • Sexual harassment • Discrimination • Lack of competencies • Donor's terms and conditions
What was the consequence of that hiring?	• Lack of team cohesion • The conflict between line managers and team members • Conflict with donors • Lack of trust • Disciplinary hearing procedures • Termination of senior managers • Delay of the project implementation • Programme closure • Loss of funds and time • Organisation image and reputation were distorted	• Teamwork • Conflicts • Trust • Termination • Project closure • Project delays • Loss of funds and time • Image and reputation • Project timeline/lifecycle
To what extent is organisational strategy considered a criterion for selecting management positions?	• It acts as a guide for the selection method. • Lack of linkage between talent sourcing strategy and organisation strategy • Interviewers often fail to understand or fail to link organisational strategy during assessments/interviews. • Note: It appears that most organisations are not using organisational strategy entirely when selecting managers; the focus is on the technical competencies of a particular position or project	• Guide • Lack of linkage • Interviewers' skills
Can you provide any examples of when you felt the	• An example of a manager who provided cash to the participants to show that there were many participants, but did not follow a strategy	• Bribe • Lack of competencies

senior manager selection did not align with the INPO's strategy?	• A manager with a lack of competencies to understand the strategic plan, which has delayed the project. • This is an example of the failure to implement the COVID-19 strategy, resulting in the project being closed.	• Lack of strategy implementation
Can you imagine cases when the project failed because of a bad (strategic) fit between the Donor and the manager?	• Lack of impact occurs when the manager bribes participants to attend training, but fails to focus on the strategy. • An example of premature programme closure is when the country director did not attend government meetings while the project strategy was being developed in collaboration with the local government. • An example of programme closure because of a lack of understanding of the conceptual framework • An example of implementing two different plans is when donors decided to close the programme at the inception level.	• Low Impact • Premature programme closure • Project Delayed
What went wrong in selecting an ineffective manager? Why?	• Project delayed • Premature programme closure • Replacing a senior manager within a short time led to the re-hiring of an ineffective manager. • Wrong selection tools for senior managers • Lack of practical assessments for senior managers • Unclear Donor's expectations	• Project delay • Premature programme closure • Re-hiring an ineffective manager • Inappropriate selection of tools and assessments

Source: Field data (2022)

The findings from follow-up interviews corroborate the initial data analysis, which revealed that the inability to select effective managers in INPOs was closely associated with the failure of donor-funded projects. Specifically, discrepancies between the INPOs' mission and donors' expectations significantly contributed to project delays, premature project termination and the frequent replacement of senior managers. An example provided by one participant highlighted this issue, where a manager lacking confidence and management skills failed to engage effectively with donors and stakeholders during project implementation. Consequently, the

project was unable to meet its critical deliverables, leading to conflicts with donors and ultimately resulting in project failure.

The findings highlight friction between donors and participants. Discrepancies between INPOs' missions and donor expectations have led to project delays, premature terminations, and frequent replacement of senior managers. This underscores the importance of the Person–Donor–Organisation Fit (P-D-O) framework, which aligns management competencies with donor expectations, potentially mitigating such conflicts and enhancing project success.

Furthermore, challenges in selecting effective senior managers encompass a wide array of variables that had been revealed in the first round of data analysis: the misalignment between organisational strategy and candidate strategic thinking, lack of cultural compatibility, the inadequacy of competencies, ambiguous job specifications, unsuitable selection methodologies, budgetary restrictions, limited competency criteria in the selection method, adherence to hiring timelines dictated by donor conditions, limited assessment tools and the absence of an effective talent acquisition strategy.

The consequences of selecting unsuitable managers included a lack of team cohesion, conflicts between line managers and team members, conflicts with donors, a lack of trust, disciplinary hearing procedures, termination of senior managers, delays in project implementation, programme closure, loss of funds and time and damage to the organisation's image and reputation.

Additionally, while the organisation's strategy was meant to guide the selection process, there were instances where the linkage between the talent sourcing strategy and the organisation's strategy was lacking. Interviewers may not fully understand or consider the organisation's strategy during assessments and interviews, leading to a focus solely on technical competencies rather than the overall strategic fit. Lastly, specific issues associated with selecting an ineffective manager included project delays, premature programme closure, rehiring an ineffective manager due to a short replacement period, inappropriate selection tools and assessments for senior managers, and unclear expectations from the donor.

The discussion of Person-Organisation Fit (POF) reveals its limitations in effectively selecting senior managers for INPOs, as evidenced by challenges identified in follow-up interviews.

Participants highlighted issues such as misalignment between organisational strategies and candidates' strategic thinking, lack of cultural compatibility, unclear job specifications, and insufficient competency criteria. These challenges often result in delays, premature project closures, and conflicts with donors, underscoring the disconnect between INPOs' missions and donor expectations. For example, cases were noted where managers lacked the necessary competencies, leading to project failures and financial losses.

While participants did not explicitly mention "Person–Donor–Organisation Fit (P-D-O)", their insights align with its principles, and the identified issues highlight POF's insufficiency in addressing the unique demands of donor-funded environments. Therefore, the P-D-O concept emerges as a critical concept, aiming to align management competencies more closely with donor expectations, mitigate conflicts, and enhance project success by ensuring that organisational needs and donor priorities are effectively balanced.

Table 4.9. Key Findings and Alignment with Research Questions

Research Question	Key Findings	Alignment
Why do INPOs in Tanzania struggle to identify competency criteria for selecting management positions that align with donor expectations?	1. Lack of Standardised Competency Frameworks that align with donor expectations: Selection practices lack structured frameworks to evaluate management competencies criteria, aligning with organisational needs and donor expectations.	The absence of cohesive frameworks results in hiring processes that prioritise either donor requirements or organisational preferences, but not both.
	2. Time Constraints: Tight selection timelines force rushed decisions that prioritise immediate organisational needs over thorough competency criteria evaluation and alignment with donor expectations.	Time pressures prevent the adequate evaluation of competency criteria, leading to selections that are misaligned with donor priorities.

	3. Competency Criteria Oversights: Divided responsibilities between HR and line managers and insufficient job analysis limit the clarity and precision of competency criteria, contributing to gaps in candidate evaluation.	This oversight results in insufficient alignment between organisational and donor expectations during competency evaluations.
	4. Bias, Inconsistencies in Evaluation Methods, and Subjective judgments in interviews undermine the objectivity and thoroughness of competency criteria evaluation.	Inconsistent evaluation of competency criteria fails to assess donor-aligned competencies, resulting in discrepancies that are not adequately addressed.
	The findings highlight critical gaps in how INPOs assess competency criteria during the management selection process. While respondents emphasised the importance of communication skills, relying on English-centric evaluations often overlooks Swahili proficiency, which is vital for effective local engagement. Similarly, cultural understanding is regarded as essential; however, foreign hires frequently lack this knowledge, which	Current competency criteria evaluation techniques in INPOs face significant challenges in aligning with donor expectations. They often overlook critical competencies, such as strategic and analytical capabilities, essential for donor accountability and high-quality reporting. Innovation and creativity, crucial for impactful project execution, are undervalued. Interviews focus primarily on internal organisational criteria, neglecting donor priorities. Psychometric tools and matrices are underutilised, leaving gaps in evaluating leadership,

	negatively affects project implementation. Although skills such as evidence-based decision-making and innovation are prioritised, assessments tend to focus on internal challenges or rely on self-reported examples, which may not align with donor expectations. Competency criteria evaluation methods, including interviews, scoring matrices, psychometric tests, assessment centres, and reference checks, were identified as critical; however, they are hindered by biases, inconsistent methodologies, and inadequate training in competency-based evaluation techniques. These shortcomings underscore the need for more robust and donor-aligned assessment practices.	emotional intelligence, flexibility, and adaptability. Additionally, reference checks are inconsistent, failing to validate ethical conduct and transparency, which are key to maintaining donor trust.
2. How do donors influence and impact these management positions' competency criteria and selection practices?	1. Donors frequently mandate specific hiring criteria, such as prioritising technical skills over strategic or cultural fit.	Donor requirements often conflict with the broader organisational need for culturally adaptable and strategically aligned managers.

	2. Mismatch priorities with donors. Donors prioritise surface-level and measurable competencies criteria (e.g., financial accountability), while organisations need managers with broader competencies, such as leadership, flexibility, and emotional intelligence.	This divergence creates a fundamental disconnect in defining the competencies criteria required for effective project leadership.
	3. Some donors remain uninvolved in the selection process, leading to gaps in aligning their expectations with the competencies of selected managers	The lack of collaboration prevents a shared understanding of the skills and values required for successful project execution.
	Respondents highlighted these skills as essential for both internal collaboration and donor engagement. However, current practices tend to focus more on internal dynamics, neglecting the broader competencies required for effective donor relations. While donor engagement was seen as critical, no clear framework exists to assess the specific skills required for successful donor interactions.	The Person-Organisation Fit (POF) approach inadequately addresses team-building and donor engagement skills essential for broader stakeholder collaboration and alignment with donor priorities. This misalignment reduces project effectiveness and limits the ability to harmonise organisational needs with donor expectations.

4.7 Chapter Summary

The chapter highlights the significant impact of donor terms and conditions on the competency criteria for selecting management positions within international non-profit organisations (INPOs) in Tanzania. The urgency to secure qualified managers often pressures INPOs to expedite hiring processes, reflecting challenges tied to project life cycles and budgetary constraints. Organisations employing comprehensive selection practices, such as psychometric tests, assessment centres, and interviews, benefit from improved donor relationships, enhanced efficiency, and increased project acquisition. The Person–Donor–Organisation Fit (P-D-O) framework emerges as a critical component, highlighting the need to align candidates' competencies, values, and objectives with those of the donor organisation. Prioritising P-D-O enhances organisational outcomes and strengthens donor relationships. However, the chapter identifies potential risks to achieving P-D-O stemming from the indirect involvement of donors in hiring decisions. This autonomy can lead selectors (INPOs) to focus on candidates' alignment with their traits, potentially overlooking donor expectations and compromising project success. The diverse social and demographic backgrounds of selectors further complicate the consistent application of competency criteria. Emphasising P-D-O, including evaluating cultural and contextual compatibility with donor expectations, could significantly enhance management selection effectiveness in INPOs.

In conclusion, prioritising P-D-O helps INPOs align practices with donor expectations, reduce risks, and achieve successful project outcomes in donor-funded environments. Chapter 4 highlighted key findings on competency criteria, management challenges, and donor influences in Tanzanian INPOs. Building on this, Chapter 5 explores the Person–Donor–Organisation Fit framework, integrating theoretical perspectives to examine how values, competencies, and organisational alignment impact managerial selection in dynamic INPO environments.

CHAPTER 5

5. ACADEMIC INTERVIEWS AND PRESENTATION

5.1 Introduction

Chapter five delves into the academic feedback, mainly focusing on the groundbreaking introduction of the Person–Donor–Organisation Fit (P-D-O) concept. This concept emerged as the primary theme from discussions, highlighting its innovative potential in enhancing the competency criteria in the selection practices of senior managers within INPOs. Academic 1 (AC1) and Academic 2 (AC2) expressed strong interest and appreciation for this concept, recognising it as a novel contribution to the field.

5.2　Insights from Academics: Exploring the Person–Donor–Organisation Fit (P-D-O) Concept in the Selection Practices of INPOs

The academic interviews conducted for this study aimed to explore and present the Person-doctor (P–D–O) fit as a potential contribution to knowledge and practice in selecting management positions within INPOs. The interviews were designed to identify and analyse critical themes related to competency criteria, providing insights into the challenges and considerations faced by INPOs in this process.

The table below summarising the interview results highlights several significant themes. One of the primary themes is introducing and discussing the Person–Donor–Organisation Fit (P-D-O) concept, which aligns individual competencies with donor requirements, offering a new perspective on effective management selection. Another theme examines the comparison between local and international candidates for managerial roles, shedding light on the differences and considerations relevant to each group. Additionally, the motivations of donors and their influence on INPO operations are investigated, providing a deeper understanding of the driving forces behind donor involvement.

Further themes identified include the essential competencies and organisational values required of senior managers, as discussed by the interviewees, as well as the experiences and perspectives of foreign candidates interviewed for managerial positions. These themes collectively contribute to a comprehensive understanding of the competency criteria and

selection practices within INPOs, emphasising the potential impact of incorporating the Person–Donor–Organisation Fit (P-D-O) concept into these processes. Table 5.1 below summarises the themes and codes.

Table 5.1: Academic Interview Results

Theme	Code
Person–Donor–Organisation Fit (P-D-O): new idea/concept	AC1, AC2
Local candidates vs international candidates	AC1, AC2
Donors' motivation in INPOs	AC2
Competencies/values for senior managers	AC1
Foreigner interviews	AC1, AC2

Source: Field Data (2021)

In September 2021, the researcher presented the concept of "Person–Donor–Organisation Fit (P-D-O)" to two academics working in two different universities in Tanzania as a prospective addition to scholarly discourse. Following this presentation, the researcher interviewed these two academic professionals to explore the nuances of this concept in greater depth. These dialogues gave rise to the emergence of several key themes pertinent to the interviews concerning the concept of Person–Donor–Organisation Fit (P-D-O). The conversations with the academics aimed to elicit insights and assess the concept's significance within the context of INPOs.

Academic 1 (AC1) and Academic 2 (AC2) expressed keen interest and appreciation for the concept. The academics emphasised that the Person–Donor–Organisation Fit (P-D-O) concept represented a fresh and original idea in their professional experience, underscoring its novelty and potential to enrich scholarly discourse significantly. They unanimously agreed that integrating the Person–Donor–Organisation Fit (P-D-O) concept into competency criteria in the selection practices offers substantial value, bridging a critical gap between organisational needs and donor expectations. Here, the researcher suggests that the P-D-O may help address some shortcomings identified in INPOs' selection practices. By proposing this concept, the study presents a potential framework for enhancing understanding and navigating the

complexities and challenges inherent in these processes, thereby contributing to ongoing discussions and research in this area. By aligning managerial competencies with both organisational objectives and donor requirements, this concept promises to foster more effective and equitable selection processes, ultimately enhancing Organisational performance and project outcomes.

The notable aspect that garnered unanimous appreciation from both academics was emphasising the "people" dimension in comprehending the research problem. While many authors and researchers often focus solely on surface-level manifestations or symptoms of competency criteria in selection practices, such as corruption, embezzlement, and political instability, the researcher introduced a novel perspective that delves into the fundamental root cause: the human factor and values. It was articulated that the absence of effective individuals inevitably leads to shortcomings in project delivery within INPOs.

The researcher explained how the Person–Donor–Organisation Fit (P-D-O) concept could effectively address these challenges. This concept shifts the focus from merely fitting individuals within the Organisation's internal dynamics to aligning their competencies and values with Organisational goals and donor expectations. By integrating the P-D-O into competency criteria, INPOs can ensure that selected managers possess the necessary skills, knowledge, and alignment with donor priorities. This alignment not only enhances project delivery but also fosters more substantial relationships with donors, thereby mitigating issues related to corruption, embezzlement, and political instability.

In essence, the Person–Donor–Organisation Fit (P-D-O) concept offers a comprehensive solution that addresses the root causes of inefficiencies in INPOs. It underscores the importance of selecting individuals who can navigate the complex interplay between internal Organisational needs and external donor requirements, ultimately contributing to more successful and sustainable project outcomes.

There is a need to report what the participants said about Person–Donor–Organisation Fit (P-D-O). While academics unanimously acknowledged the novelty of the Person–Donor–Organisation Fit (P-D-O) concept, they underscored a prevalent challenge in selecting senior managers with competencies that align with donors' expectations within INPOs. Whenever

"donors' expectations" are mentioned, it implicitly refers to the P–D–O F concept, highlighting the critical need for alignment.

Across diverse contexts, the academics emphasised instances where donors exert pressure to select foreign personnel for roles in remote regions. However, these candidates often lack an understanding of the local environment and culture. Consequently, academics criticised donors for imposing stringent competency criteria, which inadvertently led to the hiring of individuals who may not be well-suited to the specific context. This mismatch in personnel ultimately contributes to programme failures, prompting scrutiny of donor practices.

One participant expressed some reservations about the Person–Donor–Organisation Fit (P-D-O) framework, stating: *"I find the imposition of stringent competency criteria by donors problematic. It often results in hiring individuals who may excel on paper but are ill-suited to the specific context of our projects. This approach overlooks the needs of our organisation and the local environment, ultimately hindering our effectiveness" (AC1).* Despite this critique, the participant acknowledged the importance of fostering open discussions and agreements between donors and organisations to address these challenges. Such dialogue could enable both parties to align their expectations, ensuring that competency criteria are contextually appropriate and supportive of donor priorities. This highlights the potential for the framework to serve as a starting point for collaborative decision-making, balancing donor requirements with local organisational needs.

The above comment illustrates the concept of Person–Donor–Organisation Fit (P-D-O) by highlighting the critical need to align donor expectations with the specific contextual and organisational needs of INPOs. Although the participant did not explicitly name the P-D-O concept, their concerns underscore the importance of balancing donor-imposed criteria with an understanding of the local context and organisational goals. As the P-D-O concept proposes, this alignment ensures that selected individuals meet donor requirements and possess the competencies and cultural fit necessary for the effective implementation of projects.

The second thematic discussion centred on the comparative merits of local versus international candidates for senior managerial positions, highlighting the importance of aligning their competencies with donor expectations and the INPOs' operational environment. Both academics, AC1 and AC2, deliberated on the advantages and drawbacks of each candidate

pool. They emphasised the significance of factoring in cultural disparities, language barriers, and local insights when evaluating these options. This discussion reveals the emergence of the Person-Donor-Organisation Fit (P-D-O) concept, which underscores the need for a balanced approach that considers both donor-imposed criteria and the specific contextual needs of INPOs. Although the participants did not explicitly name the P-D-O concept, their emphasis on cultural and local factors demonstrates the necessity of selecting candidates who can meet donor expectations while being well-suited to the local environment and organisational culture. As the P-D-O concept proposes, this alignment aims to ensure that chosen individuals satisfy donor requirements and possess the necessary competencies and cultural fit for effective and sustainable project implementation.

Another salient theme pertains to donor motivation within INPOs. AC2 explained the underlying motivations that propel donors to offer financial support to these organisations, acknowledging that donors are primarily driven by philanthropic intentions to effectuate positive transformations in less developed nations. However, one academic expressed doubt about the donors' true motives in funding projects in Tanzania. This individual contended that donors might harbour ulterior motives, questioning their sincerity in supporting Tanzanian initiatives and suggesting that they may prioritise their agendas, such as business opportunities in mining or political interests from their home countries. This scepticism highlights a critical aspect of the Person–Donor–Organisation Fit (P-D-O) concept.

The participant's concern that INPOs are sometimes forced to hire senior managers who align with these ulterior motives rather than genuinely supporting the organisation's mission underscores the misalignment between donor expectations and organisational needs. The P–D–O F concept emerges here as it becomes essential for INPOs to balance donor criteria with the organisation's strategic goals and local contextual needs. Ensuring that selected senior managers meet donor expectations and resonate with the local environment and organisational values can mitigate the potential conflicts arising from these hidden donor agendas. Thus, the P–D–O F concept is crucial in navigating the complex dynamics of donor motivations and aligning them with the true mission of INPOs.

As one participant expressed: *"I have doubts about the sincerity of donors in funding projects in Tanzania. It seems their support might be driven by ulterior motives, prioritising their*

agendas such as business opportunities in mining or political interests from their home countries, rather than genuinely supporting Tanzanian initiatives" (AC2). This critique raises a potential challenge to the Person–Donor–Organisation Fit (P-D-O) framework, suggesting that some donors' priorities may not fully align with the local organisational mission. However, the participant's perspective also underscores the importance of fostering transparency and dialogue between donors and organisations. By addressing potential misalignments and ensuring mutual understanding, the P-D-O concept could still serve as a valuable tool for reconciling donor expectations with organisational goals, provided there is a commitment from both parties to collaborate in good faith.

The academic provided an illustrative scenario in which a qualified candidate, possessing the requisite academic qualifications and experience, applied for a senior role within INPOs but was not selected. Instead, the organisation hired ineffective managers who were more amenable to conforming to the donors' directives. In response to this scenario, the academic advocated for adopting the Person–Donor–Organisation Fit (P-D-O) concept, underscoring the pivotal role of the individual or "person" in executing projects within Tanzania. This perspective posits that individuals play a crucial role in the implementation and success of projects. Moreover, the academic suggested that donors may be disinclined to hire individuals who challenge their underlying motivations or agendas.

Moreover, another salient theme that surfaced pertained to the competencies and individual values, including organisational and donor values, requisite for senior managers within INPOs. AC1 elaborated on the pivotal competencies and values essential for competency criteria in the selection process, underscoring the significance of attributes such as robust managerial acumen, intercultural proficiency, and a steadfast commitment to the organisational mission. All academic participants highlighted the importance of candidates possessing the appropriate competencies. It was asserted that the selection of individuals lacking the requisite competencies jeopardises attaining the project's objectives, consequently leading to the failure of INPOs.

This theme strongly aligns with the Person–Donor–Organisation Fit (P-D-O) concept. Although the participants did not explicitly mention P-D-O, their discussions indicate its importance. The emphasis on competencies and values that meet both organisational needs and

donor expectations reflects the core of the P-D-O framework. By ensuring that senior managers possess the necessary skills and commitment to the organisation's mission while aligning with donor expectations, INPOs can enhance their effectiveness and project success.

The consensus among academic participants that selecting individuals without the right competencies leads to project failures highlights the critical role of P-D-O in the selection process. The P-D-O concept suggests that integrating donor expectations into competency criteria ensures that selected managers can navigate the dual demands of organisational and donor priorities. This alignment is essential for achieving project objectives and sustaining the success of INPOs. Therefore, the P-D-O concept is vital in refining selection practices to align senior managers' competencies with those of the organisation and its donors.

Several critical competencies were highlighted, including effective communication skills, a deep understanding of the local culture, and emotional intelligence. Moreover, academic AC1 or AC2 elaborated extensively on the significance of individual values, emphasising that many challenges emanate from the absence of sound values among individuals. It was posited that by selecting individuals with the appropriate values and competencies within INPOs, positive outcomes could be achieved within the organisations and on a broader societal scale.

This theme explicitly brings the Person–Donor–Organisation Fit (P-D-O) concept to the forefront. Although the participants did not use the term P-D-O, their insights support its principles. The emphasis on critical competencies such as effective communication, cultural understanding, and emotional intelligence aligns closely with the need to align individual capabilities and donor expectations. The importance placed on values further underscores the P-D-O framework, which integrates both organisational and donor priorities in the selection process.

By selecting individuals who possess the necessary competencies and align with the values and expectations of the organisation and its donors, INPOs can enhance their effectiveness and impact. The discussion on the significance of individual values and the consequences of their absence is directly tied to the P-D-O concept. Ensuring candidates meet donor expectations regarding values and competencies helps mitigate challenges and fosters positive outcomes within INPOs and the broader community. Thus, the emergence of these themes underscores

the P-D-O framework's vital role in shaping effective, value-driven selection practices within INPOs.

5.3 Beyond Competencies: Why Person Values Matter in Selecting Management Positions for INPOs

Both AC1 and AC2 academics emphasised the role of individual and Organisational values in competency criteria for management selection practices, engaging in an extensive discussion on the topic. One of the academics, AC1, provided detailed insights into the importance of organisation, individual, and donor values, which the researcher captured and reflected upon in the paragraphs below.

Values are integral to assessing competency criteria for senior management roles within INPOs. These values represent the local organisation's beliefs, principles, and ethical standards, reflecting its overarching culture, vision, and mission (Van Esch et al., 2019). Academic AC1 emphasised that values serve as foundational pillars for decision-making within organisations. Therefore, when selecting senior managers, organisations must assess competency that aligns with these values. By doing so, organisations can ensure senior managers share a common understanding of their goals and objectives, fostering a more significant commitment to their attainment (AC1).

The introduction of the Person–Donor–Organisation Fit (P-D-O) concept emerged explicitly from these discussions. Although the academics did not use the term P-D-O, their insights support its principles. The emphasis on aligning individual values with organisational values highlights the need for a selection process that integrates the organisation's and donors' priorities. By ensuring that selected candidates meet donor expectations regarding values and competencies, INPOs can enhance their effectiveness and impact.

This theme highlights the crucial role of the P-D-O concept in determining competency criteria. It emphasises that selecting individuals aligning with organisational and donor values is essential for successful project implementation and coherence. Thus, the integration of values into competency criteria assessment, as discussed by the academics, directly ties into the P-D-O concept, reinforcing its importance in shaping effective and value-driven selection practices within INPOs. The significance of the Person–Donor–Organisation Fit (P-D-O) concept

becomes evident through the themes from the participants' discussions, particularly in integrating values into competency criteria for senior management roles within INPOs.

AC1 emphasised that INPOs should start by clearly identifying their fundamental values and effectively communicating them to all stakeholders, including donors and prospective senior managers. This process ensures that individual and Organisational values are incorporated into the competency criteria used during the selection process. By doing so, INPOs can select senior managers who possess the necessary skills and competencies and align with the organisation's core values, thereby fostering a more profound commitment to organisational goals (AC1).

Academic AC2 further elaborated on the importance of value assessment in the selection process. AC2 suggested that behavioural interview questions can be used to assess how candidates have demonstrated the organisation's values in their past professional experiences. Additionally, AC2 recommended using a values assessment tool as part of the selection procedure. This tool helps Organisations evaluate a candidate's values and determine their compatibility with the Organisation's values (AC2).

The emergence of the P-D-O concept from these discussions underscores its significance. The P-D-O concept aligns donor expectations with the values and competencies required for senior management roles in INPOs. This alignment is crucial for ensuring selected candidates can effectively navigate the complex dynamics between organisational goals and donor requirements. By prioritising values in the selection process, INPOs can enhance organisational coherence and project success, ultimately fostering more robust relationships with donors and achieving their missions more effectively.

Thus, the P-D-O concept emphasises the need for a holistic approach to competency criteria, encompassing not only technical skills but also alignment with organisational and donor values. This approach ensures that INPOs can select senior managers capable and committed to the organisation's and its donors' shared vision and objectives. Acknowledging that organisational values are dynamic and subject to change, mainly due to evolving donor terms and conditions, is crucial. Consequently, INPOs must regularly review and update their values to align with shifts in donor requirements, organisational culture, and environmental factors. Furthermore, INPOs should provide training and support to senior managers to facilitate their comprehension

of the Organisation's values and the integration of donor missions, expectations, and conditions into their decision-making processes (Banks et al., 2015; Huberts and van Montfort, 2020).

Integrating organisational and donor values into competency criteria in selecting senior management roles in INPOs is crucial for attaining organisational goals. Through this integration, organisations can select senior managers who resonate with their culture, vision, and mission, fostering a commitment to success. The Person–Donor–Organisation Fit (P-D-O) framework ensures the selected candidates meet donor criteria while aligning with the INPO's strategic goals.

While academics highlight the positive aspects of incorporating organisation and donor values into competency criteria, this process can be daunting due to several challenges. One major challenge is the subjective nature of values, making them complex to define. Different donors and selectors may have differing opinions on the suitable set of values for the Organisation, leading to confusion and inconsistency in the selection process. (Van Esch et al., 2019; Buil et al., 2020) 2020).

Another challenge is the complexity of evaluating whether a candidate genuinely represents the local organisation's values. Behavioural interviews and assessments can be valuable in assessing a candidate's values, but they are not guaranteed and can be influenced by factors such as social desirability bias. (Rozario et al., 2019; Hashim, 2020). Additionally, donor Organisations may hinder the incorporation of values in the selection process. Donors often have specific agendas and may prioritise certain competencies over values. (Akingbola, 2013; Abagelan and Tullu, 2020). This focus may lead INPOs to emphasise technical expertise rather than values-based management, resulting in hiring managers who are not aligned with the Organisation's mission and values, leading to potential value misalignment.

To overcome these challenges, INPOs can take several steps. First, they should engage donors to define and prioritise the organisation's values and develop objective methods to assess candidates' alignment. Second, INPOs can advocate for donor support, including training and development budgets focusing on values-based management. Additionally, INPOs can implement regular monitoring and evaluation to ensure that their selection practices effectively identify managers that align with organisational and donor expectations. Finally, engaging with

donors to align their expectations with the Organisation's values and work towards shared goals is crucial for the success of the P-D-O concept.

5.4 Chapter Summary

Chapter 5 examines academic feedback on the Person–Donor–Organisation Fit (P-D-O) concept, presenting it as a potential framework to improve the assessment of competency criteria in selecting senior managers within INPOs. While the chapter introduces the P-D-O concept as a novel approach to aligning individual competencies with donor requirements, the feedback reveals both supporting and critical perspectives, underscoring the complexity of its application. Academics highlighted key themes, including the tension between local and international candidates, the motivations behind donor engagement, and the competencies and values required for senior managers. Some participants acknowledged the potential of the P-D-O concept to address existing challenges in aligning organisational needs with donor expectations. For instance, AC1 and AC2 highlighted issues such as the influence of donor pressure to prioritise foreign personnel, who may lack familiarity with the local context, as a source of misalignment.

However, other participants raised concerns about the practicality and fairness of implementing the P-D-O concept. Critiques focused on whether the framework sufficiently accounts for the unique dynamics of local organisations and the varying motivations of donors. Questions were raised about the risks of prioritising donor requirements over organisational autonomy, suggesting that while the framework might facilitate alignment, it could inadvertently reinforce power imbalances between donors and INPOs. These concerns underscore the need for careful testing and adaptation of the concept to ensure it is equitable and contextually relevant.

The chapter highlights the need to balance organisational and donor values in competency criteria for project success. While the P-D-O framework provides a structured approach, it requires ongoing reviews of organisational values and training for senior managers to align donor expectations with organisational goals. The chapter concludes that while the framework shows promise, further refinement and testing are needed to address participant critiques and ensure practicality and fairness. This study enhances understanding of management selection in INPOs by balancing organisational needs with donor expectations.

Chapter 5 highlighted the Person–Donor–Organisation Fit (P-D-O) concept as a novel framework to bridge gaps in competency criteria for INPOs, focusing on aligning donor expectations with organisational needs. Chapter 6 builds on these insights, situating the P-D-O concept within the existing literature to critically evaluate its relevance, address identified challenges, and explore its potential to enhance management selection practices in INPOs.

CHAPTER 6

6. DISCUSSION OF THE FINDINGS AND LITERATURE

6.1   Introduction

The previous chapters established that the Person–Donor–Organisation Fit (P-D-O) concept is potentially a valuable framework for understanding the alignment of managerial competency criteria with donor expectations in the selection practices of International Non-Profit Organisations (INPOs). This chapter builds on these findings by situating the P-D-O concept within the broader context of the Person-Organisation Fit (POF) literature, offering a tentative exploration of its relevance and applicability.

The point of departure for this discussion is the recognition of the limitations of the traditional POF model, which prioritises the alignment of candidates with an organisation's internal culture and values. While the POF model has been widely regarded as effective in many contexts, the study's findings indicate that it may prove insufficient in the unique environment of INPOs, where external donor requirements often play a decisive role in management selection. These donor-driven complexities introduce additional dimensions, such as time constraints, budget limitations, project lifecycle pressures, and rushed selection processes, which the POF framework does not adequately address.

Drawing on the empirical findings and theoretical insights from previous chapters, this chapter explores the potential of the P-D-O model to address these challenges. The P-D-O approach emphasises a dual alignment that integrates organisational culture with donors' strategic priorities and expectations. This integrated perspective may offer INPOs a more comprehensive strategy for navigating donor-driven environments and improving the effectiveness of their management selection practices.

The discussion begins by revisiting the empirical and theoretical literature on the POF model, summarising its significance and highlighting its limitations identified in the literature and the study's data. This section underscores the need for a more adaptable framework, such as the P-D-O model, which could provide a nuanced understanding of the interplay between organisational and donor expectations.

Next, the chapter synthesises the findings from Chapters 4 and 5, linking them to the theoretical insights presented in Chapters 2 and 3. This synthesis highlights key themes, including aligning competencies criteria in selection practices with donor requirements, the influence of donor expectations, and critiques of current approaches. These findings will be examined in relation to the broader literature to establish the trustworthiness of the research and to consider alternative perspectives.

The chapter then delves into the core argument for adopting the P-D-O framework, addressing both its potential benefits and the critiques raised by participants. While some participants acknowledged the framework's capacity to bridge the gap between organisational needs and donor expectations, others raised concerns about its practicality and fairness, particularly in contexts where donors' priorities may overshadow local organisational needs. This section integrates these differing perspectives, providing a balanced and critical analysis of the P-D-O concept.

Finally, the chapter considers the theoretical and practical implications of adopting the P-D-O model in INPOs, including its potential to enhance competency criteria practices and contribute to more effective and sustainable management selection processes. Acknowledging both the supportive and critical viewpoints, the discussion remains tentative and open to further exploration, emphasising the need for continued testing and refinement of the P-D-O concept in diverse INPO contexts.

This chapter ultimately aims to provide a nuanced understanding of the P-D-O framework, recognising its potential contributions while addressing its limitations and situating it within the broader discourse on effective management practices in INPOs.

6.2 Comparison of Findings with Existing Literature

This section examines how the study's findings align with or contrast to the existing literature on POF and P-D-O, particularly in relation to the competency criteria for selecting management positions in INPOs. The literature suggests that POF, while valuable in fostering internal organisational harmony, is often insufficient in contexts where donor expectations significantly shape operational priorities (Kristof-Brown et al., 2002; Huang et al., 2019). The participants' insights confirm these limitations, underscoring the need for more comprehensive competency

criteria that incorporate donor requirements. This aligns with previous studies (Banks et al., 2015; Brière et al., 2015) that emphasise the complexities of donor influence on management selection. Recent evidence from post-pandemic contexts also underscores work–life boundary management as a selection-relevant competency for knowledge-intensive INPO roles, given the heterogeneity in personality traits and the added coordination demands of remote/hybrid work (Oseghale et al., 2024).

The existing literature highlights the significant impact of donor conditions and budgetary constraints on the operations and decision-making processes of INPOs. This study's findings align with and expand on these insights, particularly in the context of competency criteria for management selection within Tanzanian INPOs. The Person-Organisation Fit (POF) theory, which traditionally focuses on aligning individual attributes with internal organisational factors, such as culture and values (Kristof-Brown and Guay, 2011), proves insufficient in addressing these challenges, highlighting the need for the Person–Donor–Organisation Fit (P-D-O) framework.

The study reveals that budgetary constraints and donor conditions significantly impact the selection of managers, often forcing compromises that affect project outcomes. Budget limitations usually lead to hiring managers who do not fully align with donor expectations, resulting in project delays and premature terminations, as previous research has shown. (McDonough and Rodríguez, 2020; Kim et al., 2021). Table 6.1 further illustrates how donor requirements create rigid competency criteria that INPOs struggle to meet, often leading to delays in project implementation and the frequent replacement of senior managers.

The findings reveal that misalignment between INPO missions and donor expectations also poses a significant challenge, leading to conflicts and ineffective stakeholder engagement. The literature (Kiwelu and Ngonzi, 2022; Sawadogo-Lewis et al., 2022) supports this finding by highlighting the delicate balance INPOs must maintain between meeting donor demands and fulfilling their missions. This misalignment necessitates a framework beyond POF, such as the P-D-O, to integrate donor expectations into management selection practices better better.

The data also reveal challenges related to language and cultural sensitivity. Although Swahili is Tanzania's national language, English is often used in formal selection processes, which can create biases, especially among non-Tanzanian interviewers. This observation aligns with

existing research on the impact of cultural and linguistic differences in organisational settings (Hattangadi, 2017; Charleston et al., 2018). Such biases necessitate a more nuanced approach, such as the P-D-O concept, which explicitly incorporates donor requirements and organisation needs.

Additionally, findings indicate that the selection methodologies currently used for evaluating competency criteria, such as over-reliance on interviews without practical assessments or psychometric tests, are inadequate for effectively assessing managerial competencies. Budget constraints further complicate this issue, limiting the use of comprehensive assessment techniques. These findings align with concerns in the literature (Wong, 2020; Hrzic et al., 2024) regarding the need for more rigorous and objective competency criteria tools.

The study highlights the consequences of ineffective selection, including a lack of team cohesion, conflicts, financial losses, and damage to organisational reputation. Existing literature (Zaidi, 1999; Uddin and Belal, 2019; Toepler et al., 2020) discusses similar challenges but does not explicitly focus on how these issues impact competency criteria for management roles in INPOs. This study addresses this gap by demonstrating the importance of integrating donor expectations directly into the selection process through the P-D-O concept.

Overall, this research confirms the limitations of the POF framework in the context of INPOs and advocates for adopting the P-D-O concept. The P-D-O concept provides a more comprehensive approach to competency criteria, ensuring alignment with both organisational and donor expectations, ultimately improving project outcomes. By recognising the critical influence of donor conditions and addressing gaps in competency criteria practices, the P-D-O concept enhances the ability of INPOs to select managers who can effectively navigate the complex dynamics of donor-funded projects. The findings from this study reveal several gaps in the existing literature concerning competency criteria and selection practices within INPOs. The gaps are shown in Figures 6.1, 6.2, and 6.3.

The findings strongly emphasise technical competencies such as grant writing, donor relations, and project management in the INPO context. However, the existing literature does not sufficiently address the competencies required within the INPO sector, particularly in developing countries such as Tanzania. This gap highlights a need for research on how these

competencies align with organisational needs and donor expectations, a critical area that the Person–Donor–Organisation Fit (P-D-O) concept aims to address.

The study identifies a disconnect between the competencies donors expect and the skills available in the local labour market. Existing literature inadequately explores how these gaps influence managerial selection practices in INPOs. This research demonstrates that INPOs frequently struggle to find local candidates with the required competencies, often leading them to compromise on their selections or opt for international hires who may lack a thorough understanding of local culture or technical skills specific to the local context.

The findings show that donor terms and conditions frequently clash with selection practices that would embrace a broader range of competency clusters, such as strategic and cultural fit. Current literature rarely examines how donor-imposed conditions limit the ability of INPOs to assess and select managers based on a holistic understanding of competencies. The introduction of the P-D-O concept fills this gap by advocating for a more integrated approach that considers both donor and organisational expectations. Building on this, while donor influence on INPO operations is well-documented, a gap remains in understanding how specific donor constraints, such as budgetary limitations and rigid competency criteria, directly impact the selection of effective managers.

While existing studies highlight donor influence over INPO operations (Zaidi, 1999; Toepler et al., 2020; van Wijk et al., 2020), there is a lack of focus on the specific challenges that donors impose, which affect the selection of effective managers. This study's findings illustrate that donor challenges, such as budgetary constraints and rigid competency criteria, often lead to suboptimal selection practices. A clearer understanding of these challenges is necessary to refine and adapt selection methodologies to align with donor expectations.

The literature does not adequately address how donors could play a more proactive role in helping INPOs overcome the challenges associated with management selection. The study suggests that involving donors in the selection process could help bridge the gap between expectations and outcomes. Yet, this perspective is underrepresented in the existing body of work. There is a lack of literature examining how INPOs often employ international managers who may lack the requisite experience, cultural sensitivity, or technical skills necessary for effective project implementation in local settings. The findings suggest that these gaps

frequently lead to ineffective management, misalignment with donor expectations, and suboptimal project outcomes, underscoring the need for further research in this area.

While the issue of corruption, such as bribes in the selection process, is recognised in the literature (Ologbenla, 2007; Roach and Hudson, 2018; Rahman, 2022), there is limited discussion on prioritising values-based hiring to mitigate these risks. This study's findings suggest that INPOs should emphasise selecting candidates with strong ethical values and integrity to prevent corruption and ensure alignment with both organisational and donor expectations.

By identifying these gaps, the study highlights the need to expand existing theories, such as Person-Organisation Fit (POF), to incorporate a more comprehensive framework, like Person–Donor–Organisation Fit (P-D-O). This concept acknowledges the complex dynamics between INPOs and their donors, enhancing the alignment between managerial competencies and the dual demands of organisational objectives and donor requirements. In doing so, it fills critical gaps in the literature, offering new insights into effective selection practices that better address the realities of managing donor-funded projects in diverse and resource-constrained settings.
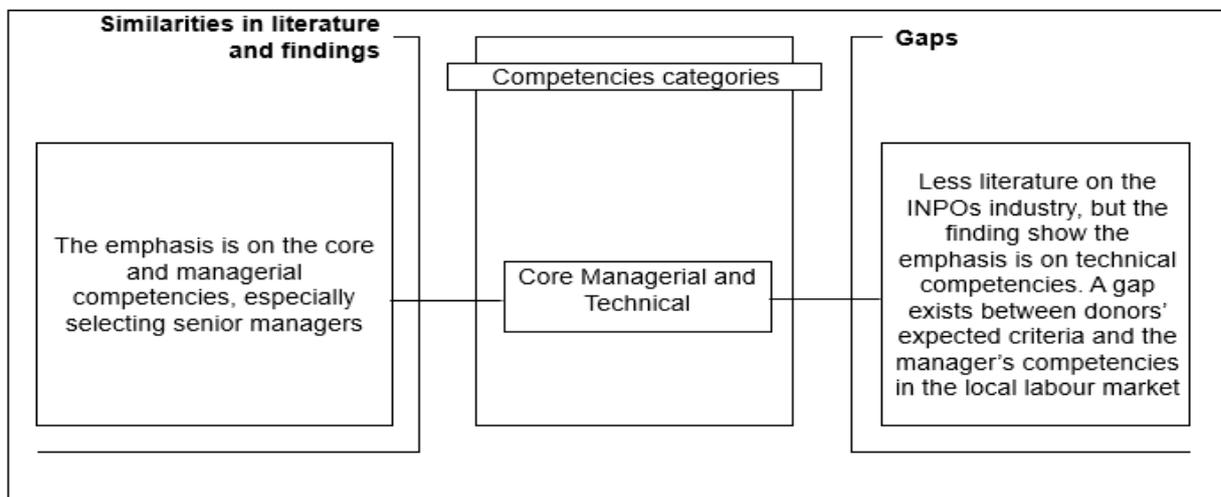
Figure 6.1: Conceptual Mapping Of Competencies Categories, Findings and Gaps

Author: Rhoda Bennet, 2020
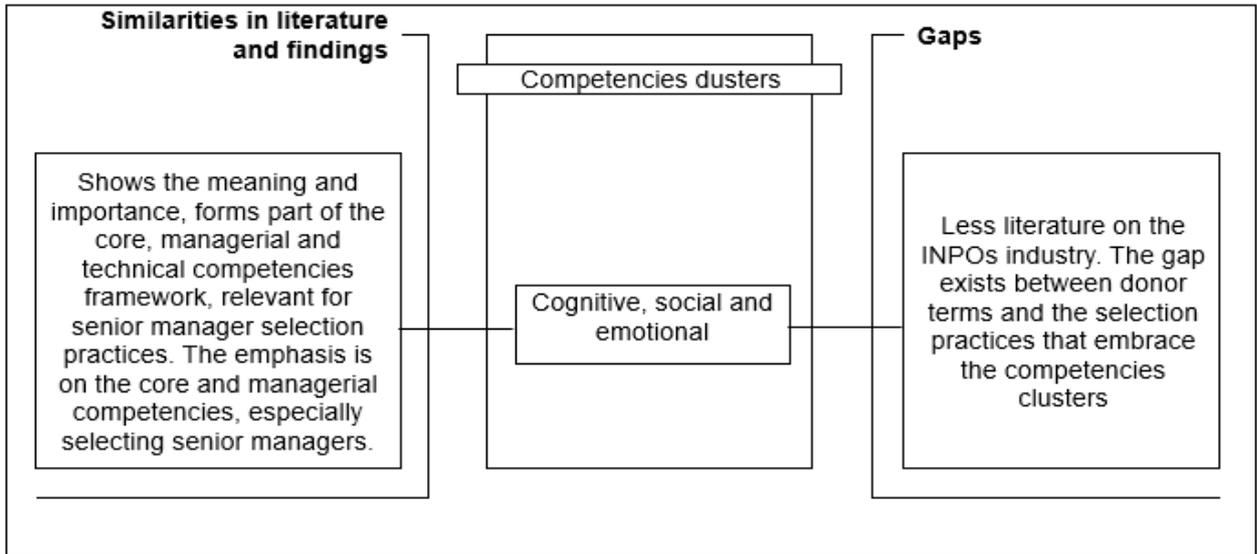
Figure 6.2: Competencies Clusters Literature, Findings and Gaps

Author: Rhoda Bennet, 2020
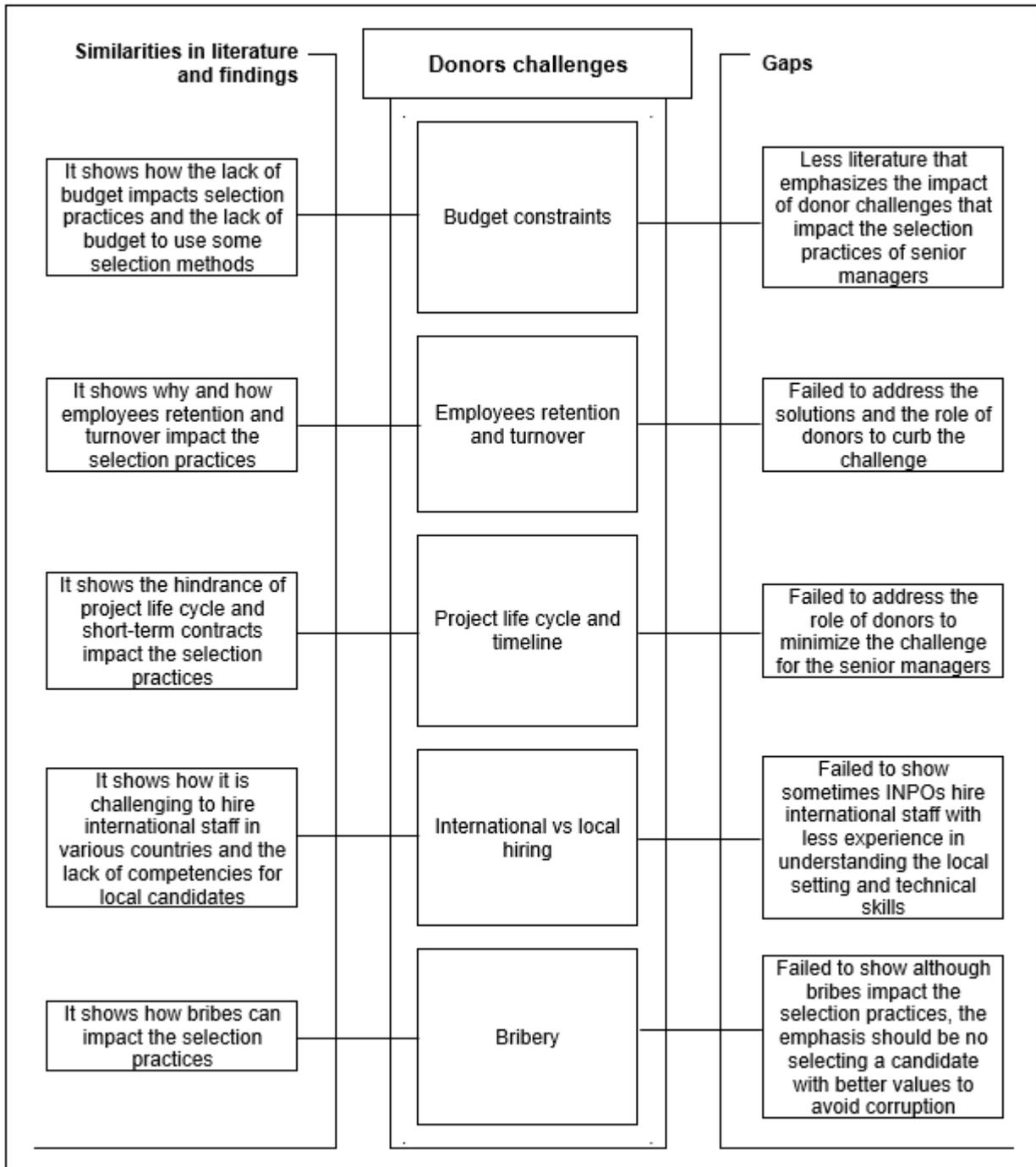
Figure 6.3: Donor's Challenges, Literature, Findings and Gaps

Author: Rhoda Bennet, 2020

6.3 Critical Evaluation of Key Themes

6.3.1 Theme 1: Tension Between Donor Expectations and Organisational Needs in INPOs

The starting point for this discussion is the concept of competency diversity in selecting management positions within INPOs in Tanzania. This theme critically evaluates the limitations of the Person-Organisation Fit (POF) theory in addressing the unique challenges faced by INPOs, specifically the influence of donor expectations on selection practices. As evidenced by the findings of this study, introducing the Person–Donor–Organisation Fit (P-D-O) concept would better align competencies with the needs of both organisations and donors. This pattern reflects the "non-profit double-bind," where contradictory institutional demands pull organisations in opposing directions (Venter et al., 2019)

The Person-Organisation Fit (POF) theory traditionally centres on aligning candidates' attributes with internal organisational factors, such as culture and values, to ensure optimal job performance and employee satisfaction (Vogel and Feldman, 2009; Kristof-Brown and Guay, 2011). However, this study's findings reveal that POF has significant limitations when applied to INPOs. While POF may align candidates with internal goals, it fails to capture the external pressures exerted by donors who play a decisive role in shaping selection criteria and required competencies. For instance, donors may prioritise financial management, compliance, or reporting standards over the INPO's emphasis on interpersonal skills or technical expertise (McDonough and Rodríguez, 2020; Kim et al., 2021).

The findings highlight several key areas where tensions between donor expectations and organisational needs manifest. Firstly, INPOs often operate under significant budget constraints imposed by donors, limiting their ability to hire managers who align with both donor requirements and organisational values. This can result in compromises that affect project outcomes, including delays and early terminations. Previous research (Kiwelu and Ngonzi, 2022; Sawadogo-Lewis et al., 2022). This finding is supported by evidence suggesting how budget limitations force INPOs to make complex resource allocation and project management choices, including competency criteria in management selection.

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Moreover, the current study reveals that discrepancies between INPOs' missions and donor expectations create substantial challenges in selecting effective managers, leading to poor project outcomes, conflicts, and frequent turnover of senior managers. This misalignment necessitates a framework beyond POF, such as the P-D-O, which better integrates donor expectations into management selection practices. Additionally, due to time and budget constraints, a discrepancy often exists between the theoretical ideals of competencies and the practical realities of selection practices (Banks, 2021). These limitations frequently necessitate compromises that further complicate alignment with donor expectations, thereby exacerbating tensions and hindering project success (as perceived by participants). These findings suggest that the P-D-O concept is essential to navigating these tensions, promoting alignment between organisational and donor expectations to enhance project success.

The inadequacy of the POF framework in contexts where external stakeholders, such as donors, have a decisive role necessitates adopting the Person–Donor–Organisation Fit (P-D-O) concept. Unlike POF, the P-D-O concept explicitly integrates donor expectations into the selection process, ensuring that selected managers align with organisational needs and donor requirements. This dual alignment is critical for achieving project success and mitigating tensions between INPOs and donors (Ridder et al., 2012; Choi et al., 2023).

For example, the study identifies a lack of standardised criteria in competency criteria, such as decision-making and problem-solving, leading to inconsistent and fragmented selection processes. These findings align with the literature, which suggests that the absence of standardisation in competency frameworks can result in subjective and potentially biased hiring decisions (Rozario et al., 2019; Hashim, 2020). Moreover, these inconsistencies exacerbate tensions between selectors and donors, especially when decisions must be made quickly to meet donor-imposed deadlines, often leading to superficial assessments.

Donor involvement in defining selection criteria can help mitigate the inadequacies of the POF framework by better aligning candidate competencies with both organisational and donor expectations. However, excessive donor involvement may also restrict organisational autonomy and compromise the ability to make context-specific hiring decisions (Uddin and Belal, 2019; Toepler et al., 2020). This study finds a general dissatisfaction among participants due to the perceived imposition of donor conditions, such as competency requirements that do

not fully align with the organisation's mission. Therefore, while donor involvement is necessary, it must be balanced with organisational needs to prevent conflicts and ensure sustainable project outcomes.

The introduction of the P-D-O concept in this research study may provide a more comprehensive strategy for competency criteria by incorporating diverse selection methods, such as structured interviews, psychometric tests, and competency-based assessments that include donor-defined competencies (Soeprono et al., 2020; Løkke et al., 2023). It requires a shift from a sole focus on traditional competencies, such as work experience and academic qualifications, to include more dynamic competencies, such as strategic thinking, decision-making, and cultural adaptability, which are critical for navigating the complexities of donor-funded projects (Wong, 2020; Hrzic et al., 2024). This approach aligns with literature advocating for more flexible and adaptive competency frameworks that reflect the evolving nature of the nonprofit sector (Martínez-Ferrero et al., 2020; Okolie, 2020).

Beugré, Acar, and Braun's environment-induced transformational leadership model suggests that leaders' effectiveness is shaped by their ability to adapt to external pressures. (Beugré et al., 2006). This adaptability is relevant within the Person–Donor–Organisation Fit (P-D-O) concept, where INPO leaders in Tanzania must align their competencies with the organisation's values and the donor's unique demands. By fostering adaptive leadership competencies, INPOs can navigate external challenges while maintaining alignment with donor priorities, a crucial factor for project sustainability and donor relations (Masoud and Basahal, 2023).

This discussion of themes demonstrates that the POF theory is insufficient for INPOs and introduces the P-D-O concept as a necessary evolution. By integrating donor expectations into the selection process, the P-D-O enhances the alignment of competencies with organisational and donor needs, ultimately improving project outcomes. Implementing the P-D-O concept enables INPOs to navigate donor relations more effectively, manage tensions, and establish sustainable management practices. Future research should further explore the practical application of the P-D-O across different INPO contexts to validate its effectiveness and adaptability.

Having established the limitations of the Person-Organisation Fit (POF) in balancing donor expectations with organisational needs, Theme 2 delves into the specific challenges these

discrepancies create in selecting managers within INPOs. While Theme 1 highlights the need for a Person–Donor–Organisation Fit (P-D-O) framework to reconcile these tensions, Theme 2 examines the practical obstacles, such as budget constraints, donor-imposed conditions, and limited organisational autonomy, that complicate alignment with internal and external priorities. This deeper exploration highlights the importance of the P-D-O concept in fostering effective and sustainable management practices.

6.3.2 Theme 2: Challenges Arising from Person–Donor–Organisation Fit (P-D-O) Discrepancies in Managerial Selection Practices within INPOs

This theme builds on the concept that donor influence has a significant impact on selection practices for management positions in INPOs. The theme above critiques the inadequacy of the traditional Person-Organisation Fit (POF) model, which focuses on aligning candidates with an organisation's internal culture and values to address the complexities introduced by donor expectations. These complexities necessitate a more comprehensive framework, the Person–Donor–Organisation Fit (P-D-O), which incorporates donor expectations directly into managerial selection practices. Donor emphasis on risk containment aligns with evidence from African markets that formalised political assessment (PRA) frameworks steer organisational choices (Mshelia and Anchor, 2019). See also conference evidence on PRA for Nigeria (Mshelia and Anchor, 2015). The findings indicate that budgetary constraints, project life cycles, and donor-specified conditions such as required competencies and timelines limit INPOs' autonomy in selecting managers who are both effective and aligned with organisational needs (Oelberger et al., 2020; De Clerck et al., 2021).

Donor-imposed budget constraints pose a critical challenge that shapes the selection practices in INPOs, limiting their ability to establish comprehensive competency criteria and hire managers with the requisite skills (Pallas and Sidel, 2020; Lim, 2021). The literature suggests that INPOs often face a precarious balance between fulfilling donor requirements and maintaining organisational priorities (Balduck et al., 2015; Hayman and Lewis, 2018). The study finds that INPOs, constrained by donor budgets and timelines, frequently compromise on selecting highly qualified candidates. This leads to managerial appointments that may lack essential competencies, such as cultural understanding or strategic decision-making, necessary for effective project implementation.

The research findings suggest that donors may sometimes emphasise achieving short-term project goals, which can inadvertently influence INPOs to prioritise hiring managers who address immediate operational needs rather than those with a long-term strategic fit. This focus on short-term objectives may reflect the pressure to demonstrate tangible results within specific funding cycles or project timelines, potentially at the expense of fostering sustainable organisational growth and development (Oelberger et al., 2020; De Clerck et al., 2021). However, this raises an important question: should donors be encouraged to adopt a more long-term perspective to better support the strategic alignment of INPO management practices with their overarching goals? This finding aligns with existing studies, which indicate that donor-driven selection criteria often fail to consider the cultural and operational contexts within which INPOs operate (Yamashita et al., 2019; Lim, 2021). For instance, donor conditions may compel organisations to select candidates who meet specific technical competencies but lack critical cultural insights or interpersonal skills necessary for engaging with local communities. (Kiwelu and Ngonzi, 2022; Sawadogo-Lewis et al., 2022).

A pervasive misalignment between organisational needs and donor expectations poses another significant barrier to achieving an effective Person-Organisation Fit (POF). While INPOs aim to hire managers who can drive their mission forward, donor conditions often force them to prioritise short-term objectives, such as adhering to tight project timelines and budgetary limitations. This misalignment contributes to project delays, conflicts, and high turnover of senior managers, who often struggle to meet organisational and donor expectations simultaneously. (McDonough and Rodríguez, 2020; Kim et al., 2021).

The Person–Donor–Organisation Fit (P-D-O) addresses these misalignments by encouraging a holistic selection approach that integrates donor requirements with organisational goals. This concept helps align managerial competencies with the internal dynamics of INPOs and the external pressures from donors, thereby fostering a more sustainable and effective organisational structure. (Stekelorum et al., 2020; Toepler et al., 2020).

The study's findings underscore the complexities of managing donor relationships while selecting suitable managers. Participants noted that donor-driven conditions often overlook the cultural and operational realities within which INPOs function. For instance, donors may demand managers with specific competencies, such as advanced financial management skills,

without considering the need for local cultural competencies crucial for project success (Pallas et al., 2018; De Clerck et al., 2021). This highlights the importance of incorporating the P-D-O concept, which prioritises aligning candidate competencies with donor expectations and local cultural needs.

Moreover, INPOs often lack the resources to invest in advanced assessment tools or external consultants to implement comprehensive competency criteria (Oelberger et al., 2020). The findings suggest that donors have a significant influence on the selection criteria. However, their lack of direct involvement in the assessment process can lead to suboptimal hiring decisions, further reinforcing the need for a more inclusive P-D-O concept (Uddin and Belal, 2019).

The analysis reveals significant tension arising from donor specifications, as selectors within INPOs often feel their expertise is undervalued or overlooked. This tension is particularly pronounced when donor conditions lack relevance to the local context or organisational strategy. These tensions are exacerbated when donors mandate specific hires or set rigid conditions that limit organisational discretion (Bourguignon and Platteau, 2020; Banks, 2021). For example, participants expressed frustration over hiring processes dictated by donors that do not adequately consider local needs or organisational values, leading to resentment and conflicts that hinder organisational effectiveness.

To mitigate these tensions and enhance selection practices, INPOs may proactively engage donors in open dialogue regarding competency criteria and project needs from the initial stages of project planning. A shared understanding of donor expectations and organisational requirements can help bridge the gaps between POF and P-D-O, leading to more strategic and effective hiring decisions. Additionally, adopting more flexible and comprehensive selection practices, such as incorporating technical and cultural competencies into assessments, can improve alignment with donor and organisational goals.

While POF has traditionally been employed to guide managerial selection in INPOs, this study demonstrates its limitations in accounting for donor influences that significantly shape hiring practices. The introduction of the P-D-O concept offers a more comprehensive and nuanced approach, aligning both organisational goals and donor expectations to enhance selection outcomes. Emphasising the P-D-O concept is essential to improving competency criteria

practices and fostering sustainable management in INPOs, ultimately ensuring that hired managers are well-equipped to meet both internal objectives and external demands. Future research may focus on developing best practices for implementing the P-D-O concept across various INPO contexts to validate its effectiveness and adaptability.

6.3.3 Theme 3: Dissatisfaction with Selection Outcomes

The point of departure for this discussion is the recurrent dissatisfaction among participants with the outcomes of management selection within INPOs. This dissatisfaction primarily stems from the persistent challenges and misalignments between organisational strategies, donor expectations, and candidate competencies. As indicated in the findings, these misalignments, rooted in a failure to achieve both Person-Organisation Fit (POF) and Person–Donor–Organisation Fit (P-D-O), lead to various adverse outcomes, including ineffective management, project delays, financial losses, and reputational damage.

Existing literature acknowledges that resource constraints, such as budgetary limitations, short project cycles, and donor-imposed hiring timelines, often limit competency criteria in INPOs (Schrimmer et al., 2019; van Norren and Beehner, 2021). These constraints force organisations to prioritise technical skills over a holistic evaluation of competencies, often at the expense of strategic alignment with organisational goals and donor requirements (Schrimmer et al., 2019; Sesini et al., 2024). This focus on technical capabilities neglects the broader competencies essential for management roles in complex, multicultural environments, such as emotional intelligence, decision-making, and strategic thinking.

The data indicate that standard selection methods, such as interviews and written tests, are commonly used; however, more comprehensive tools, like psychometric tests and assessment centres, are often excluded due to time and budget constraints. As a result, competency criteria frequently lack depth, leading to hiring managers who may meet basic technical requirements but lack alignment with the organisational mission and donor expectations (Moradi et al., 2020; Schiuma et al., 2022). This failure to consider broader competencies and misalignment of donor expectations leads to recurring issues, such as project delays, premature terminations, and stakeholder conflicts.

Participants expressed that while INPOs recognise the need for strategic alignment in selecting managers, the execution is often flawed due to a lack of integration between organisational strategy and talent-sourcing practices. For example, one participant recounted that the organisation's emphasis on technical skills during the hiring process led to the selection of a senior manager who lacked the strategic vision to engage stakeholders and achieve project objectives effectively. This example illustrates the broader challenges in balancing technical and strategic competencies and achieving an actual Person–Donor–Organisation Fit (P-D-O).

Moreover, dissatisfaction with selection outcomes reflects a critical tension between donor specifications and INPOS' organisational needs. Donors often dictate specific competencies or influence hiring decisions directly or indirectly, limiting the organisation's autonomy to select candidates who best align with their strategic goals and cultural context (Harbour et al., 2021; Ilesanmi et al., 2022). This interference can lead to resentment among selectors, who may feel their understanding of organisational needs and cultural fit is undervalued or ignored.

To mitigate these challenges, the findings suggest integrating a more comprehensive and strategic approach to competency evaluation, incorporating both Person-Organisation Fit (P–O) and Person–Donor–Organisation Fit. This would involve developing more effective competency frameworks that align candidate attributes with internal organisational goals and external donor expectations, enhancing project success and sustainability. As participants have advocated, effective selection practices should encompass both technical skills and the ability to navigate complex stakeholder dynamics, thereby achieving strategic alignment with donor priorities (Meeker et al., 2014; Karimi et al., 2018; Kakemam and Liang, 2023). Transitioning from this discussion on dissatisfaction with selection outcomes, the subsequent focus shifts towards examining the practical implication of these findings, particularly integrating the Person–Donor–Organisation Fit (P-D-O) framework within the broader context of talent management practices in the non-profit sector.

6.4 Competency Model for INPOs

Chapters 4 and 5 analysed participants' views on INPO competency criteria. Based on that analysis, the researcher argues that several elements of INPOs and managers participating in the selection of management positions can make INPO selection practices more effective. INPO's strategy and managers who participate in selecting management positions might first

explore understanding the donors' terms and conditions regarding implications on the selection practices, specifically on the competencies and focus on specific behaviour indicators, such as championing effective communication and ethical behaviour, pursuing a good relationship with donors and bringing new business to the organisations. INPOs may criticise the donors' terms and conditions and provide detailed suggestions on improving their selection practices. The research findings suggest that most INPOs either lack a transparent competency model or don't include it in their policies. Still, they are not used in the selection practices because they follow what donors want regarding time and budget. They need to explore if donors are open to suggestions and discussion.

The proposed competency model for INPOs, as a contribution to knowledge and practice (see competency model below), includes understanding the INPOs' challenges and donors' terms on the selection practices specific to the competencies, identifying behaviour indicators required in INPOs, highlighting key donors' challenges, and planning, developing, and managing the selection of the management positions based on core, managerial, and technical competencies.

Additionally, it presents an analysis of the selection strategy, including its implementation and persuasion, as well as an evaluation of its impact and outcome. The participants generally responded to competency questions by highlighting various competencies required for management positions. The researcher's findings were categorised based on core, managerial, and technical competencies and linked to the literature review in Chapter 2. The proposed competency model originates from the participants' views, for example, on highlighting critical challenges for INPOs and donors. The participants' views emphasise the importance of the range selection team and donors in capturing relevant competencies based on specific positions and donors' requirements.

The findings suggest that developing competency criteria in the selection strategy, focusing on the competencies required for management positions, might yield positive results. By structuring their selection strategy, the INPOs will understand the environments of donors, the risks associated with them, and the funding availability, and determine the effectiveness of their selection practices and competency strategy. Eventually, INPOs can embed the selection and competency strategy in critical areas such as job descriptions, advertising, and assessments.

Another crucial element of the proposed competency model is evaluating and measuring the outcome of the selection practices and competencies of the management positions before and after hiring.

The results suggest that actively steering and involving donors in the selection practices for management positions may enhance the usefulness of competency criteria and their application. INPOs can do this by determining the competency model that fits their environment and implementing it in their selection practices. Some of the INPOs in this research study requested advice on issues they were facing or raised questions to gather more data on the selection decision they were about to make from donors. This enabled them to gain an understanding directly applicable to their selection practices.

Alternatively, INPOs can present their competency model and internal policies to donors as part of the proposal writing process, allowing them to scrutinise and discuss them before the selection process. INPOs can then take charge of the discussion by asking donors to elaborate on their requirements and criticisms, and to help INPOs develop ideas for improving selection practices specific to the competencies.

Building on the proposed competency model for INPOs, which provides a structured approach to aligning managerial competencies with organisational needs and donor expectations, the following section delves into crucial observations from the study. These observations reveal critical challenges in implementing competency-based selection practices, including budgetary constraints, cultural biases, and the inadequacy of traditional frameworks such as Person-Organisation Fit (POF). The insights gained from these observations underscore the importance of adopting the Person–Donor–Organisation Fit (P-D-O) concept to navigate the complexities of donor-driven selection processes better and enhance the effectiveness of management hires in INPOs.

6.4.1 Observations

The findings of this study reveal several critical observations that deepen understanding of the dynamics between donor expectations and organisational needs in the selection of management positions within INPOs. These observations underscore the challenges INPOs face in aligning internal competencies with external donor requirements, demonstrating the necessity of

adopting the Person–Donor–Organisation Fit (P-D-O) concept as a more effective alternative to the traditional Person-Organisation Fit (POF) theory.

6.4.1.1. Challenges of Language and Cultural Bias

The second critical observation concerns the role of language and cultural bias in the selection process. While Swahili is Tanzania's national language, using English as the formal language in candidate selection can create biases, especially when interviewers are non-Tanzanian. Participants highlighted that it is easy for interviewers to judge candidates based on their command of English rather than their substantive competencies. This practice could result in the undervaluation of candidates who possess critical skills but are less proficient in English, potentially excluding qualified local candidates from the selection process.

Moreover, most INPOs and donors originate from developed countries, bringing foreign perspectives to the selection process. This can skew assessment tools, questions, and evaluations toward the norms and expectations of developed countries, leading to biased or inaccurate assessments of local candidates' competencies. For instance, the study observed that foreign interviewers might not fully appreciate the local context, which could impact their evaluation of candidates' responses and ultimately affect the selection process.

6.4.1.2. Inadequacies in Selection Methods and Practices

Traditional interview methods predominate in selecting management positions, with less frequent use of more comprehensive techniques such as psychometric tests and assessment centres. This limited application of diverse assessment methods restricts the ability of INPOs to thoroughly evaluate candidates' competencies, contributing to suboptimal hiring decisions. The study also highlights concerns about the lack of specific selection procedures tailored to management positions, further complicating efforts to identify the most qualified candidates. In light of post-pandemic work patterns, selection tools should therefore incorporate evidence-based indicators of boundary-management competencies (e.g., structuring availability, asynchronous coordination, boundary-supportive supervision), which recent studies identify as salient for knowledge-intensive INPO roles (Oseghale et al., 2024).

6.4.1.3. Influence of Interviewer Experience and Perspective

Another significant observation is the influence of the interviewer's experience and perspective on the selection process. Some participants suggested that selecting management positions is an "art" rather than a science, with the interviewer's perceptions and attitudes playing a significant role in the decision-making process. This reliance on subjective judgment can lead to inconsistent outcomes, as each interviewer brings their own unique perspectives and biases to the selection process. This observation underscores the need for standardised and objective assessment criteria to minimise variability and improve the fairness and effectiveness of managerial selection.

6.4.1.4. The Necessity for a Comprehensive Framework: Person–Donor–Organisation Fit (P-D-O)

These observations collectively highlight the inadequacy of the POF framework in addressing the complexities that INPOs face due to donor-driven constraints. The study shows that the traditional focus on internal organisational alignment does not adequately capture the external influences of donors, which significantly shape selection practices. The necessity of integrating donor expectations into competency criteria is evident, as it helps align management competencies with both organisational needs and donor requirements, thereby enhancing project success and sustainability.

Adopting the P-D-O concept offers a more holistic approach by recognising the critical role of donor expectations in shaping selection practices. By aligning managerial competencies with organisational and donor expectations, the P-D-O concept addresses gaps in the existing POF theory, ensuring a better fit between managers and the dual demands of INPOs and their donors.

The observations made in this study provide a clearer understanding of the challenges INPOs face in selecting managers under donor constraints. The findings challenge the adequacy of traditional frameworks, such as POF, which do not account for external donor pressures, necessitating the adoption of the P-D-O concept. The P-D-O concept offers a more robust solution to the critical challenges identified, including standardised selection methods, balancing short-term donor goals with long-term organisational growth, and ensuring cultural competency in management selections.

However, successfully implementing the P-D-O concept requires understanding organisational and donor needs. Future research may focus on developing best practices for applying this concept across various INPO contexts to validate its effectiveness. While the P-D-O concept presents a promising approach, its success will depend on fostering open dialogue and collaboration between donors and INPOs throughout the selection process.

In summary, this chapter has discussed the study's findings in relation to existing literature, critically examined the emergent themes, and presented the proposed P-D-O framework as a conceptual lens for understanding competency criteria in INPOs. The following chapter synthesises these insights into broader conclusions, outlines their contributions to theory and practice, and sets out recommendations for INPOs and donors.

Chapter 7, the final chapter, provides a comprehensive summary of the study's contributions to knowledge, discusses the research limitations, offers practice recommendations, and identifies opportunities for future research. The narrative is concluded by connecting the findings to a broader understanding of P-D-O and its crucial relevance to INPOs.
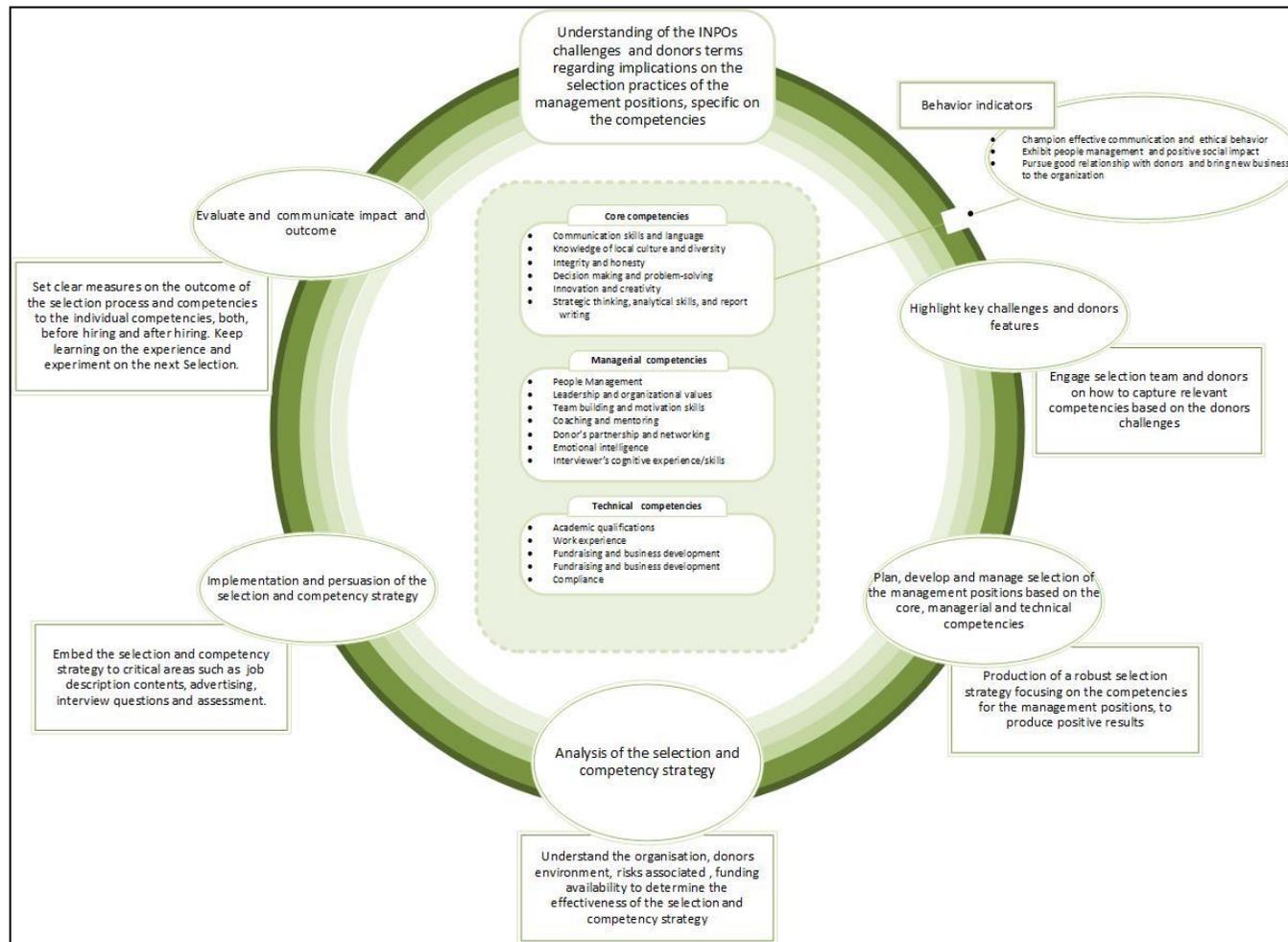
Figure 6.5: Competency Model for INPOs. Source: Field Data (2019)

CHAPTER 7

7. CONCLUSIONS AND RECOMMENDATIONS

7.1 Introduction

This chapter synthesises the study's main findings, articulates their theoretical and practical implications, and presents recommendations for international non-profit organisations (INPOs) and donors. Centring on competency criteria for managerial selection in Tanzanian INPOs, it consolidates evidence on organisational–donor misalignment and introduces the Person–Donor–Organisation Fit (P-D-O) framework as a means of improving selection practices. The chapter proceeds by summarising key findings, outlining contributions to knowledge and practice (including the proposed competency model), discussing limitations and practical implications, and concluding with targeted recommendations and future research avenues.

7.2 Summary of Findings

The findings highlight a discrepancy between POF and the needs of donors, revealing that while POF focuses on aligning candidates with organisational culture, it fails to account for the external donor expectations critical to INPO's success. The data shows that factors such as donor remoteness, lack of direct conversation between donors and candidates, and donor-imposed criteria influence the selection process, often leading to tension and frustration among selectors. Participants in chapters 4 and 5 noted the adverse impact of hurried selection processes and time constraints on aligning candidates with both organisational and donor expectations. The following findings are summarised for each theme, and detailed explanations are provided in chapters 4 and 5.

7.2.1. Budgetary Constraints and Donor Conditions

Budgetary limitations and stringent donor requirements appear to significantly influence competency criteria in the selection practices, potentially leading to compromises in hiring decisions. While these constraints can affect project outcomes and contribute to delays or even premature terminations, it is worth considering whether they entirely preclude donor representatives from participating in the selection process. This raises questions about the

extent to which donors can or may engage in selection practices to mitigate these challenges, balancing their requirements with organisational needs to improve project outcomes.

7.2.3. Mission and Donor Expectations Misalignment

Discrepancies between INPOs' missions and donor expectations create challenges in selecting effective managers, leading to project delays, conflicts, and the frequent replacement of senior managers. Misalignment leads to ineffective engagement with donors and stakeholders, impacting project success.

7.2.4. Language and Cultural Sensitivity

Although Swahili is the national language, using English as the formal language in selection processes can introduce biases, especially when non-Tanzanian interviewers are involved. Cultural insensitivity and a lack of contextual understanding of assessment tools can lead to misjudgments of local candidates.

7.2.5. Cultural Compatibility

A lack of cultural understanding among senior managers from diverse backgrounds hinders effective collaboration with local partners and beneficiaries. This incompatibility impacts trust-building and project implementation.

7.2.6. Competency Adequacy

Inadequate competencies among senior managers, such as a lack of experience in grant writing or donor relations, result in financial challenges and ineffective programme implementation. Ambiguous job specifications further complicate competency criteria in selection practices.

The Person–Donor–Organisation Fit (P-D-O) framework represents a novel theoretical contribution that integrates competency-based selection principles with donor influence, a factor often overlooked in talent management research. Unlike conventional fit models, this framework acknowledges that managerial effectiveness in INPOs is not solely dependent on internal organisational alignment but also on external stakeholder expectations. This paradigm shift is essential for ensuring sustainable leadership pipelines that align with donor priorities while maintaining organisational mission integrity.

7.2.7. Selection Methodologies

Over-reliance on traditional interview formats without incorporating practical assessments or case studies limits the evaluation of candidates' problem-solving abilities and decision-making skills. The limited use of psychometric tests and assessment centres, due to budget and time constraints, reduces the effectiveness of competency criteria.

7.2.8. Consequences of Ineffective Selection

Selecting managers whose competencies do not align with INPOs' needs and donor expectations leads to a lack of team cohesion, conflicts, disciplinary issues, project delays, programme closures, financial losses, and damage to organisational reputation.

7.2.9. Strategic and Holistic Competency Evaluation

Emphasis on technical competencies over strategic alignment and holistic evaluation of candidates' fit with organisational objectives exacerbates selection challenges. Participants advocate for better integration of strategic fit in competency criteria.

This study addresses a critical gap in the existing literature on selection criteria for management roles in INPOs. While previous research has extensively explored Person-Job (P-J) Fit and Person-Organisation (P-O) Fit, there has been limited examination of how donor expectations influence the selection of managerial competency. By introducing the Person–Donor–Organisation Fit (P-D-O) framework, this study highlights the dynamic interaction between competency-based selection and donor-driven performance expectations, thereby offering a new perspective on talent acquisition in INPOs.

Building on these findings, it becomes evident that while existing competency-based selection practices capture elements of organisational alignment, they frequently neglect the critical dimension of donor expectations. This omission creates practical and strategic challenges for INPOs, underscoring the need for more integrative frameworks. The following section, therefore, turns to the contributions of this study to practice, illustrating how the insights generated can inform more effective, context-sensitive, and donor-aligned selection processes.

7.3. Contributions to Knowledge and Practice

This study shows that competency-based selection in INPOs cannot be designed as a purely inward-facing, organisation–candidate matching exercise. Donor mandates—expressed through funding conditions, compliance requirements, timelines, and reporting expectations—materially shape the competencies sought, the assessment methods used, and the conditions under which appointments are made. To address this reality, the thesis advances the Person–Donor–Organisation (P–D–O) fit as both a design and explanatory framework. Practically, P-D-O guides the integration of donor expectations across selection artefacts and processes; conceptually, it extends role-fit theory by incorporating an external stakeholder dimension that traditional fit models omit. The framework is not a replacement for P–O or P–J fit but an augmentation that repositions validity, fairness, and governance in donor-dependent settings. When operationalised, P-D-O is expected to increase selection validity, reduce predictable biases, and improve programme execution and sustainability by aligning managerial capability with both organisational goals and donor priorities.

Importantly, the contribution is twofold. First, it codifies practice by specifying where and how donor criteria should appear in the selection workflow, without compromising institutional autonomy. Second, it develops a theory that identifies donor influence as a constitutive element of fit in INPO management hiring. The framework's utility lies in its parsimony—focusing attention on three interdependent levers (competency criteria, selection methods, and donor involvement) that practitioners can monitor and improve over time. Operationally, P-D-O is enacted through four interrelated paradigms: (i) understanding donor features and challenges; (ii) planning competency frameworks and selection criteria; (iii) implementing and monitoring assessment processes; and (iv) evaluating outcomes.

7.3.1 Contributions to Practice

International Non-Profit Organisations (INPOs) operate in complex, resource-constrained settings where alignment between organisational priorities and donor expectations is critical to effectiveness and sustainability. The study reveals that, although many INPOs rigorously assess managerial competencies, donor-specific requirements are often underrepresented in selection practices. The findings of this study demonstrate that while INPOs usually thoroughly evaluate managerial competencies, they frequently overlook donor-specific requirements. This gap

results in challenges such as misalignment between competencies and donor priorities, cultural and physical remoteness limiting collaboration, and the use of selection methodologies that fail to capture donor-defined expectations. This gap manifests in a misalignment between competencies and donor priorities, limited donor–organisation dialogue (exacerbated by cultural and physical remoteness), and selection methodologies that fail to systematically surface donor-defined expectations.

The findings indicate that donor requirements are often under-specified or inconsistently applied in selection systems, resulting in a misalignment between assessed competencies and programme priorities. The study therefore recommends embedding donor-relevant benchmarks alongside organisational criteria within job descriptions and advertisements, as well as shortlisting rubrics, interview guides, and reference-check templates. Doing so ensures that compliance, stewardship, and delivery requirements are assessed explicitly rather than assumed.

Selection quality should be strengthened through a multi-method, evidence-based assessment, including structured competency interviews mapped to the role profile, job-relevant work samples or case tasks that mirror field realities, a proportionate use of psychometrics at the finalist stage, and documented, criterion-based reference checks. These tools enhance reliability and fairness, providing transparent evidence trails for internal governance and donor assurance. Where resources are constrained, a minimum viable toolkit—structured interviews plus a short work sample—can deliver most of the validity gains at modest cost.

The scope of donor participation should be calibrated—typically advisory rather than determinative—so expectations are clarified without displacing INPO governance. Practical mechanisms include pre-briefs with donors to agree on success criteria, observer status for donor representatives during interviews (where appropriate), and post-panel feedback loops. Finally, routine monitoring indicators (e.g., time-to-hire, quality-of-hire/early-tenure performance, hiring manager and candidate feedback) should be tracked to drive continuous improvement against P–D–O objectives. Together, these measures make selection more defensible, transparent, and aligned with programme delivery.

7.3.2 Contributions to Knowledge

The thesis formalises P-D-O as an evolution of established role-fit theories—Person–Organisation (P–O), Person–Job (P–J), and Person–Vocation (P–V)—by theorising donor priorities as a constitutive dimension of fit in donor-dependent INPOs. This reframing helps explain why inward-looking frameworks are often insufficient: funding cycles, compliance regimes, and reporting obligations directly shape managerial competence requirements and, consequently, the validity of selection outcomes. Under P-D-O, managerial effectiveness is conceptualised as dual alignment: with organisational culture and objectives and with donor expectations and values.

Conceptually, the framework clarifies the mechanisms through which donor influence operates in selection, e.g., by narrowing feasible timelines, privileging specific accountability capabilities, or shaping acceptable risk thresholds, and identifies where misalignment typically arises (criteria specification, method choice, decision rights). It also suggests testable propositions for future work (e.g., that explicit donor-criteria integration increases quality of hire and reduces early attrition) and boundary conditions (the framework is most salient where donor dependence and compliance intensity are high). While developed from Tanzanian cases, the constructs are transferable to comparable donor-dependent contexts and provide a tractable basis for cumulative empirical testing and refinement.

To operationalise the theory, the study develops a competency model tailored to INPOs comprising four interrelated paradigms: (1) understanding donor features and challenges; (2) planning competency and selection criteria; (3) implementing and monitoring assessments; and (4) evaluating outcomes. The model extends beyond technical competence to encompass cultural compatibility, value alignment, and strategic alignment with donor priorities. Although derived from Tanzanian cases, its principles are transferable to other donor-dependent settings, offering a generalisable scaffold for future empirical testing and refinement.

To expand on the practical contributions discussed earlier, the following section will contrast the P–D–O concept with the traditional Person-Organisation (P-O) Fit model and other role-fit theories, emphasising its unique relevance in aligning managerial competencies with donor requirements. The following subsection highlights the proposed model (theoretical framework) for the Person–Donor–Organisation Fit (P-D-O) concept, as shown in Figure 10.
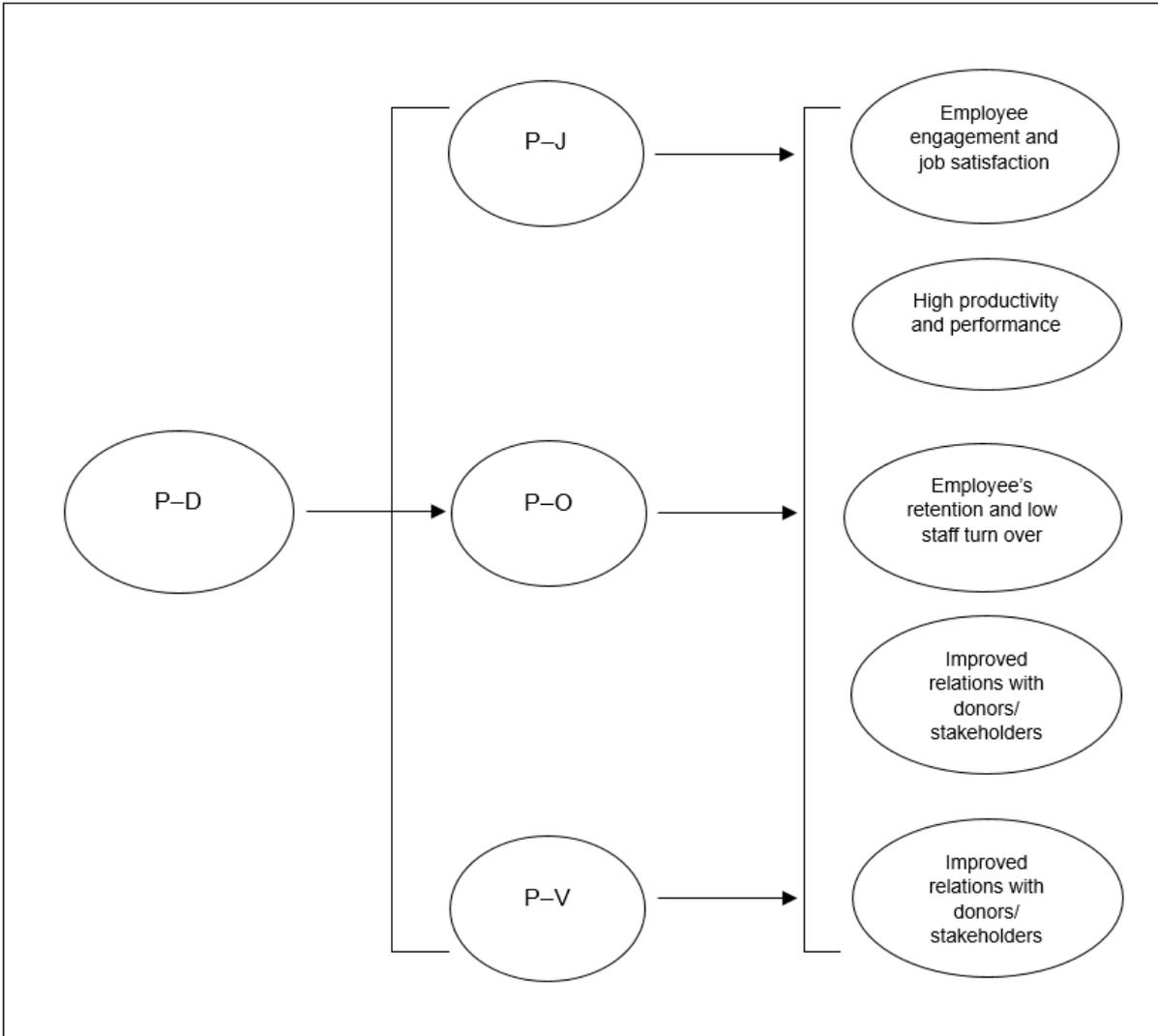
Figure 7.1: Proposed Person–Donor–Organisation Fit (P-D-O) Theoretical Framework

In the proposed model above, which stems from the research findings and analysis, the Person–Donor–Organisation Fit (P-D-O) concept supports P-J, P-O, and P-V role-fit theories. It illustrates the relationship with each of the fit theories. It also adds to the knowledge specified in the international NPO's space. Applying the Person–Donor–Organisation Fit (P-D-O) concept leads to increased employee engagement and job satisfaction, higher productivity and performance, improved employee retention, reduced staff turnover, and enhanced relations with donors, as well as the ability to attract new business/programmes to the organisation.

In summary, a large body of extant literature shows that P-J and P-O fit play a significant role in competency criteria in the selection and the content that the impact of fit is dependent on the work context (van Vianen, 2018; Andela and van der Doef, 2019; Vleugels et al., 2023). However, little research has been done on in-person donors in INPOs, and there is no theoretical guidance to highlight the importance of various fits when INPOs select management positions.

7.4   Limitations of the Research Study

This study engaged six INPOs in Tanzania, with participation from twenty-two (22) individuals representing various organisational roles and two (2) academic contributors. Despite the comprehensive exploration of INPO challenges across Chapters 2, 4, 5 and 6, several limitations emerged during the research process in Tanzania. Among these limitations was the logistical challenge posed by the geographical distance between the researcher, based in the U.K., and the research site in Tanzania. The need for repeated travel to Tanzania for data collection and research-related engagements resulted in extended timelines and increased operational costs beyond the initially projected four-year duration. Delays in obtaining necessary approvals from ethics committees further compounded the study's timeline, consequently prolonging the writing phase.

Additionally, the research encountered obstacles in accessing relevant information and documentation from some INPOs. Despite employing semi-structured interviews and open-ended questionnaires for data collection, the availability and scheduling of interview sessions with senior managers proved challenging due to competing work commitments and time zone disparities. Participants' interruptions during interviews for other work-related obligations further extended the duration of data collection.

Furthermore, the reliance on self-report measures, such as interviews and questionnaires, introduces the possibility of response bias. Participants may have provided socially desirable responses or refrained from disclosing sensitive information, which could compromise the accuracy and validity of the data. Incorporating observational methods or triangulating data sources could have mitigated this limitation by providing alternative perspectives on selection practices.

Moreover, securing permission from INPOs to conduct the research posed another hurdle, with some organisations requiring formal letters from the university. Despite multiple attempts to obtain permission letters from the university, delays and non-responses persisted, prompting the researcher to proceed with flexible INPOs using alternative communication channels. Furthermore, reliance on email and internet-mediated methods for data collection occasionally encountered setbacks due to inconsistent internet connectivity in Tanzania. Poor internet quality disrupted interview sessions, necessitating repeated attempts to establish communication and compromising the flow and quality of data collection.

Another limitation pertained to the composition of research participants, who were primarily senior managers involved in selecting senior-level managers. While valuable insights were gleaned from this elite group, the reliance on senior managers as primary participants may skew perspectives towards managerial roles, overlooking insights from frontline staff or beneficiaries who interact differently with INPO management. A more diverse representation across organisational hierarchies could have enriched the understanding of competency criteria adequate in the selection practices at the management level, particularly considering input from mid-level employees through 360-degree interviews.

Moreover, the study's focus on Tanzanian INPOs may limit the generalisability of findings to other contexts or geographic regions. Cultural, organisational and contextual differences across diverse settings may influence selection practices differently, necessitating caution in extrapolating findings beyond the study's context. Future research endeavours might aim for broader geographical representation to enhance the transferability of findings and facilitate cross-cultural comparisons.

Additionally, the absence of a control group or comparative analysis limits the study's ability to establish causality or identify best practices in selection practices. Comparative studies involving INPOs with varying degrees of donor involvement or selection methodologies could provide valuable insights into the effectiveness of different approaches. Future research endeavours might prioritise comparative analyses to explain factors contributing to successful selection practices in INPOs.

Lastly, the study's reliance on qualitative methods may restrict its ability to quantify and statistically analyse relationships between variables. While qualitative approaches offer rich,

detailed insights into participants' experiences and perceptions, quantitative methods could complement these findings by quantifying the prevalence or significance of identified themes. Integrating a mixed-methods approach in future research endeavours could offer a more comprehensive understanding of competency criteria.

7.5. Practical Implications- POF and the Need for P-D-O

The practical implications of this study highlight the inadequacy of the traditional Person-Organisation Fit (POF) framework within the unique context of INPOs, where external donor demands profoundly shape project outcomes and management selection. While POF focuses on aligning candidates with internal organisational values and culture (Sekiguchi, 2004; Farzaneh et al., 2014; Dhir and Dutta, 2020). It does not account for the external pressures of donor requirements, such as budget constraints, specific competencies, and project timelines, which often conflict with organisational priorities. To address these gaps, the study suggests that the Person–Donor–Organisation Fit (P-D-O) concept, which integrates donor expectations directly into the selection criteria, may help inform the selection practices performed by INPOs. This approach mitigates tensions between donors and INPOs, enhancing the effectiveness of management selection and ultimately contributing to improved project outcomes and organisational sustainability.

The findings suggest that the traditional focus on POF is inadequate for INPOs, where external donor expectations heavily influence project success. The participants' perspectives reveal that donor conditions, such as budget constraints and specific competency requirements, often clash with internal organisational criteria, leading to conflicts and suboptimal management selections. Therefore, the P-D-O concept, which explicitly integrates donor expectations into the selection criteria, could be a more suitable approach for INPOs. This approach could mitigate the tensions identified by participants, such as the resentment caused by donor-imposed specifications.

The findings from this study have potentially significant implications for refining the existing theoretical understanding of Person-Organisation Fit (POF) in the context of INPOs. Traditionally, POF theory focuses on aligning individual attributes with internal organisational factors, such as culture and values, to ensure employee effectiveness and satisfaction. However, the complex challenges that INPOs face, particularly those arising from discrepancies between

organisational needs and donor expectations, highlight the limitations of this traditional framework (Ridder et al., 2012; van Wijk et al., 2020). The evidence from the current findings in chapters 4 and 5 suggests that POF alone is insufficient for INPOs, given the external pressures, such as budget constraints, donor conditions, and the dynamic nature of project life cycles, which significantly impact managerial selection processes.

A critical reevaluation of the POF theory must account for these external factors that shape INPO operations. The current study suggests that focusing solely on technical competencies without considering the broader context, including donor expectations, can lead to misalignment and ineffective management selection. This misalignment is particularly evident due to the physical and communicative distance between donors and candidates, which limits direct dialogue and leads to misunderstandings about the competencies required for effective project management (Karimi et al., 2018; Kakemam and Liang, 2023). Therefore, it is essential to incorporate the concept of Person–Donor–Organisation Fit (P–DO Fit) into the assessment framework, as P–DO FIT explicitly considers donor expectations and external pressures alongside internal organisational requirements.

The introduction of the P-D-O concept in this thesis offers a more holistic approach to competency criteria by linking donor characteristics and challenges to the evaluation of potential managers. For example, the data suggests that understanding and aligning with donor terms and conditions from the outset is essential, even when time constraints limit thorough selection processes. This approach ensures that INPOs hire managers who not only possess the required technical skills but also understand donor expectations and can effectively manage donor relationships, ultimately leading to better project outcomes. (Sabuhari et al., 2020; Kakemam and Liang, 2023).

Furthermore, integrating donor expectations and challenges into competency criteria in selection practices requires INPOs to evaluate whether candidate competencies align with donor requirements and add value to project delivery. If a candidate's competencies do not align with donor expectations, it may be prudent for INPOs to delay project initiation until a more suitable manager is found. This proactive approach can prevent potential conflicts and enhance project sustainability by ensuring that the selected managers are well-suited to navigate the complexities of donor relations.

To improve the effectiveness of competency criteria, INPOs and donors might critically examine the terms, conditions, and challenges that influence project outcomes. This involves assessing whether these factors are based on accurate, specific, and verifiable information and determining which aspects of selection practices and donor challenges significantly impact hiring effective managers. The findings of this study provide a tool grounded in the concept of Person–Donor–Organisation Fit (P-D-O) for evaluating donor influence in selection practices for management positions, thus helping INPOs enhance their selection processes and achieve better alignment between organisational needs and donor expectations.

Ultimately, this study's implications underscore the necessity of adopting a more integrated approach to competency criteria that incorporates both POF and P-D-O concepts. By doing so, INPOs can improve their selection practices, better align with donor expectations, and enhance project outcomes, thereby contributing to the overall effectiveness and sustainability of their operations. The following section will explore the main contribution of this research, specifically the development and application of the Person–Donor–Organisation Fit (P-D-O) framework and its impact on advancing knowledge in talent management in the non-profit sector.

7.6   Conclusion

This chapter has drawn together the thesis's central argument: competency criteria for managerial selection in INPOs cannot be designed or evaluated adequately without explicitly accounting for donor expectations. Across the empirical analysis (Chapters 4–5), the study identified recurrent misalignments between organisational needs and donor requirements, exacerbated by budget and time constraints, limited donor–organisation dialogue, over-reliance on interviews, and cultural and linguistic biases. These conditions undermined selection validity and, in turn, programme execution and sustainability. Practically, the study also observed delays in appointing local candidates, a consequent reliance on international hires, and limited donor-led training provisions, which compounded the risks created by budgetary and timeline pressures.

In response, the thesis advances Person–Donor–Organisation Fit (P-D-O) as a more complete explanatory and design framework than inward-facing fit models alone. Conceptually, P-D-O requires dual alignment between the candidate and both the organisation and its donors. Practically, the accompanying competency model (Figure 7.1) operationalises this through four interrelated paradigms: understanding donor features and challenges; planning competency frameworks and selection criteria; implementing and monitoring evidence-based assessments; and evaluating outcomes. Taken together, these contributions clarify what to assess (technical, cultural, values-based and strategic competencies), how to evaluate it (diverse, transparent methods), and with whom to assess it (calibrated donor involvement that preserves organisational autonomy), through diverse, transparent methods (including structured interviews, case-based work samples, psychometric testing and, where feasible, assessment centres). This also entails curbing subjective decision-making and replacing ambiguous job specifications with standardised, role-specific criteria.

While the study's qualitative, Tanzania-based design limits statistical generalisability, the mechanisms identified are transferable to other donor-dependent contexts. The limitations noted in Section 7.4 (e.g., access constraints, senior-manager sample, and reliance on self-report) highlight clear opportunities for mixed-methods, comparative, and multi-stakeholder research to test and refine the framework across various settings.

Overall, the thesis concludes that embedding P-D-O and the proposed competency model into selection practices can improve managerial appointments, strengthen donor relations, and enhance project outcomes. The targeted recommendations that follow (**Sections 7.7, 7.7.1, and 7.7.2**) outline a pragmatic agenda for INPOs and donors to act on these insights. In contrast, Section 7.8 outlines a programme of future research to consolidate and extend this contribution.

7.7. Recommendations

The study introduces several innovations. First, it formalises P–D–O fit as a new dimension of fit theory, extending the theoretical discourse in human resource management and international development studies. Second, it provides practical guidelines for integrating donor expectations into selection processes, including the use of psychometric tests, scenario-based assessments, and competency-based interviews. Third, it recommends that INPOs adopt

transparent and standardised criteria while protecting organisational autonomy by balancing donor-defined competencies with mission-driven requirements.

This study has identified persistent gaps in managerial competencies and recurrent misalignments between organisational priorities and donor expectations. Addressing these challenges may require coordinated action by both international non-profit organisations (INPOs) and donors. The recommendations below are framed in tentative terms and grounded in the Person–Donor–Organisation Fit (P-D-O) framework, recognising contextual variation across programmes and settings.

7.7.1 Recommendations for INPOs

INPOs may wish to adopt a P-D-O–enabled competency framework that embeds donor-facing requirements alongside internal organisational needs at each stage of the recruitment process. In practice, job descriptions, vacancy notices, shortlisting rubrics, and interview guides may explicitly reference competencies linked to donor engagement (for example, compliance, budgeting, reporting, grants stewardship, and stakeholder management). Selection processes could be both standardised and diversified: structured, competency-based interviews might be complemented by job-relevant work samples or case tasks; psychometric testing may be introduced where proportionate; and, for senior appointments, assessment-centre elements could be incorporated when feasible.

Interviewing capability can be strengthened through training in objective scoring, mitigating cultural–linguistic bias, and lawful, fair recruitment. Meanwhile, ambiguous person specifications can be replaced with clear, role-specific criteria mapped to the competency framework. Donor involvement may be calibrated carefully. Where participation is appropriate, its scope (for example, advisory rather than determinative) might be documented to clarify expectations, safeguard transparency and preserve organisational autonomy over final hiring decisions.

Resourcing the selection process could be treated as a necessary condition for quality. INPOs may budget explicitly for evidence-based assessments and candidate outreach. Where budgets are constrained, high-yield tools, such as structured interviews and work samples, might be prioritised, with psychometrics reserved for finalists. Transparency and feedback loops can be

enhanced by clearly communicating selection criteria and decision-making rationales to candidates, as well as sharing high-level outcomes with donors and key stakeholders. Routine monitoring of selection quality, such as time-to-hire, quality-of-hire and early-tenure performance, could inform cycles of continuous improvement.

Attention might also be directed to employment models and retention. Risks associated with fixed-term funding could be mitigated through improved end-of-contract benefits, partnerships for post-programme employment and secondment arrangements (for example, with government agencies) to retain scarce skills across project cycles. Selection tools and panels may be adapted to the host environment; language accommodations could be provided where justified; and the inclusion of local expertise on panels might enhance contextual judgement. Capability building may continue beyond the appointment through targeted training in donor compliance, financial stewardship, safeguarding, and stakeholder engagement, aligned with project cycles and reporting calendars. Finally, applicants could receive realistic briefings about the INPO work environment, donor interfaces, travel and compliance demands, and future opportunities, which might reduce early attrition and improve mutual fit.

7.7.2 Recommendations for Donors

Building on the study findings, donors play a pivotal role in shaping human resource and talent management practices within International Non-Profit Organisations (INPOs). Beyond providing funding, donors can contribute to the institutional strengthening of INPOs by engaging more strategically in the design and resourcing of HR systems.

Donors are encouraged to collaborate with INPOs to co-design context-sensitive, evidence-based competency benchmarks that align with programme objectives, while respecting the host country's regulatory and cultural contexts. Funding frameworks could incorporate capacity-building components focused on recruitment capability, such as the development of assessment tools, interviewer training, and structured onboarding, rather than concentrating solely on programme delivery outputs.

Moreover, donors should consider introducing budgetary and timeline flexibility within project cycles to facilitate rigorous candidate selection and sustainable staffing. This could include explicit provisions for assessment-related costs and competitive, market-aligned salaries. Donors may also enhance the strategic relevance of funding by sharing labour-market intelligence on salary trends and skill availability and by remaining open to budget realignment when justified by market conditions. These measures would reduce premature turnover and strengthen long-term organisational performance.

The scope of donor participation in recruitment decisions should also be clarified to maintain transparency and protect the governance of INPO. Where involvement is necessary, its nature could be limited to an advisory capacity rather than direct decision-making authority. Finally, donors can promote localisation of leadership by supporting targeted professional development for national managers through mentoring, accredited training, and secondments, thereby reducing long-term dependency on expatriate expertise.

7.8   Suggestions for Future Research

This section presents practical recommendations and key avenues for future research to enhance the competency criteria and selection practices within INPOs in Tanzania. The recommendations are intended to align organisational objectives, donor expectations, and managerial competencies, thereby strengthening both the selection process and the sustainability of INPOs. The following suggestions are offered:

1. **Integration of Donor Perspectives in Competency criteria:** INPOs could strategically involve donors early in the selection process to ensure that the competencies of selected managers align with both organisational needs and donor expectations. This integration can help mitigate potential conflicts and enhance donor satisfaction, crucial for securing continued funding and support. Practical steps include creating formal channels for donor input during competency framework development and ensuring regular communication about donor expectations.

2. **Adopting a Person–Donor–Organisation Fit (P-D-O) Approach:** Implementing the Person–Donor–Organisation Fit (P-D-O) concept in selection practices can significantly enhance the effectiveness of managerial appointments. This approach

involves developing a comprehensive competency model that considers technical skills, cultural alignment, and strategic compatibility with donor expectations. INPOs may want to adopt tailored assessment tools, such as scenario-based evaluations and competency-based interviews, that reflect the organisation's and donors' priorities.

3. **Enhancing Training for Interviewers:** INPOs could provide specialised training for those involved in the selection process, focusing on recognising biases, understanding donor requirements, and applying consistent evaluation criteria. Standardised training can reduce subjective biases, ensure fairness, and improve the overall effectiveness of the selection process by equipping interviewers with the skills necessary to make informed decisions that align with organisational and donor goals.

4. **Developing Clear and Detailed Job Descriptions:** Ensuring clarity and comprehensiveness in job descriptions for management positions is essential to align candidate expectations with organisational and donor requirements. INPOs could involve internal stakeholders and donors in drafting these descriptions to ensure they accurately reflect the competencies, cultural fit, and strategic alignment needed for the role. This practice will help improve transparency and reduce misunderstandings during the selection process.

5. **Improving Flexibility in Selection Practices,** INPOs may diversify their selection methods, incorporating various psychometric assessments, competency-based interviews, and simulation exercises to capture a holistic view of candidate competencies. Given budgetary and resource constraints, organisations may prioritise cost-effective tools that provide the most relevant insights into candidate capabilities, while maintaining the flexibility to adapt to changing donor expectations and project needs.

6. **Broadening the Scope of Role Fit Theories,** Future research could explore the Person–Donor–Organisation Fit (P-D-O) concept more extensively within role fit theories across various HR functions, such as performance review and training needs analysis. This would illuminate its broader applications and effectiveness in enhancing employee engagement and onboarding processes.

7. **Exploration of Budgetary Constraints and Selection Practices.** It is crucial to investigate the interplay between financial limitations and the efficacy of selection practices within INPOs. Future studies could examine alternative funding models and selection tools that promise cost-efficiency without compromising selection quality.

While the above recommendations offer practical strategies, further research is essential to deepen the understanding of competency criteria in INPO selection processes. In particular, future studies may broaden the scope of the Person–Donor Fit framework by investigating its applicability across various human resource functions, such as performance evaluation and training needs analysis, to elucidate its broader impact on employee engagement and organisational effectiveness.

Future research and practical applications in this area will further enhance the understanding of competency criteria in management selection within INPOs. By refining and improving these selection practices, organisations can foster more effective, equitable, and strategic leadership appointments, ultimately strengthening the sector's overall impact and sustainability.

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APPENDICES

Appendix 1: Semi-Structured Interview Guide

Exploration of recruitment and selection methods for management positions in non-profit organisations in Tanzania.

The semi-structured interview is integral to this doctoral thesis in Business Management Research.
■·■

Opening points:

1. Thank you for considering the request for an interview meeting

2. The research aims to study, explore, and understand the effectiveness of recruitment and selection methods for recruiting management positions in non-profit organisations in Tanzania and East Africa. I sent the participant information sheet before this interview. I hope you have read and understood the contents.

3. Your responses to the questions below will be treated with confidentiality and used solely for research purposes.

4. You have the right not to answer any questions, and the interview will be stopped at your request at any moment.

5. I will be able to summarise the research findings at the end of my Study, approximately three years from now.

6. As mentioned in the consent form, I request that the interview session be recorded.

7. As stated on the consent form, I request permission to conduct an interview. The interview themes include methods, competencies, processes, and policies specific to recruitment and selection for management positions.

8. The interview will take approximately one hour or less.

Summary of the research: To study, explore, and understand the effectiveness of the recruitment and selection methods used to recruit management positions in non-profit organisations in Tanzania and East Africa.

For a better understanding of this research, refer to the definitions of the critical terms provided before the interview session.

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(i)   Please provide your full name, job title, the length of time you have been with the organisation, and a brief description of the responsibilities of your current role.

(ii)   What are the existing recruitment methods for the management position?

(iii)   What does the method you mentioned in question 2 need to contain to recruit management positions effectively?

(iv)   What are the critical competencies that applicants consider when recruiting for management positions?

(v)   Is there anything important that you would like to add to the recruitment for the management positions?

(vi)   What are the existing selection methods for the management position?

(vii)   What does the method you mentioned in question 6 need to contain to select management positions effectively?

(viii)   What are the critical competencies that applicants consider when selecting for management positions?

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(ix)   Do you link the outcome of your selection process to the individual performance?

(x)   Is there a written policy on recruitment and selection in your organisation?

(xi)   What are the significant challenges your organisation has experienced regarding recruiting and selecting management positions?

(xii)   How does the donor's programme affect recruitment and selection in your organisation?

(xiii)   What are the cultural aspects that you consider when recruiting for management positions?

(xiv)   Is there anything else you would like to share with me about the selection process for a management position?

Appendix 2: Open-ended Questionnaire

An Exploration of recruitment and selection methods for the management positions in non-profit organisations in Tanzania.

Questionnaire for a Doctoral Research and Thesis on Business Management Research

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Summary of the research: To study, explore, and understand the recruitment and selection methods used to recruit management positions in non-profit organisations in Tanzania, East Africa.

Your responses to the questions below will be treated with confidentiality and used solely for research purposes.

Please refer to the separate handout for definitions of key terms to understand the meaning of these concepts.

Section	Question	Question
Section One: General Information	1	Please provide your full name.
	2	What is your current job title or designation?
	3	What is the name of your organisation?
	4	In which department do you work?
	5	Where is your work location?
	6	How can we contact you? Please provide your email and phone number.
Section II: Demographic Characteristics	7	Could you share your gender?

	8	What is your age range?
	9	What is your marital status?
	10	What is your nationality?
	11	What is your highest level of education?
	12	How long have you been working in your current organisation?
	13	How long have you been in your current position?
Section III: Recruitment and Selection Methods for Management Positions	14a	Could you describe your role in the selection of management positions?
	14b	How do you determine the selection methods for management positions?
	15	What are the primary selection methods you use for management positions? Can you discuss the rationale behind these choices?
Section IV: Competencies for Management Positions	16	How are competencies for management positions identified and integrated into the selection process?
	17	What are the critical competencies listed in the job descriptions for management roles?
	18	How do the identified competencies align with the organisation's strategy, values, vision, and mission?
	19	Do you utilise competency-based interviews in the selection of management positions? Can you elaborate on this process?
	20	Are interviewers trained in conducting competency-based interviews? How is this training implemented?

	21	What formal language is used during competency criteria identification assessments?
	22	Do your competency-based interviews and evaluations take into account the cultural background of the interviewee?
Section V: Recruitment and Selection Process	23	Is there a formalised recruitment and selection process documented within your organisation?
	24	How do you ensure this process is transparent and accessible to all employees?
	25	Can you describe the steps in your organisation's recruitment and selection process?
Section VI: Recruitment and Selection Policies	26	Do you have a specific recruitment and selection policy in place? How is this policy made accessible to employees?
	27	When was the recruitment and selection policy last reviewed or updated?
Section VII: Non-Profit Organisation Matters	28	To what extent do donors influence the recruitment and selection processes for management positions?
	29	Can you share any challenges you encountered due to donor requirements when recruiting and selecting management positions?
Evaluation of Recruitment and Selection Methods	30	How do you evaluate the effectiveness of recruitment and selection methods used in your organisation for management positions? Have there been any recent changes or updates to these methods? Please describe.
A. Matters Related to the Recruitment and Selection of Management Positions	31	How long has your organisation been operating in Tanzania? Please specify the duration.

	32	What are donors' primary challenges in recruiting and selecting management positions?
	33	To what extent are donors involved in recruitment and selection processes for management positions?
	34	How does donor involvement impact the recruitment and selection processes for management positions in your organisation?
B. Section Eight: Recruitment Methods for Management Positions	35	Could you list the recruitment methods to fill management positions within your organisation?
	36	Please provide details on the selection methods employed for management positions in your organisation.
C. Section Nine: Competencies for Management Positions	37	What competencies are considered crucial when recruiting and selecting individuals for management positions in your organisation?
D. Section Ten: Recruitment and Selection Processes	38a	When was the last review of your organisation's recruitment and selection process conducted? Please provide the date.
	38b	Who reviewed the process, and who gave the final approval? Please mention their titles.
	39a	Who is responsible for preparing job specifications in your organisation?
	39b-g	Could you describe who participates in the screening, assessment/interviews, final hiring decision, reference checking, offer letter issuance, and induction of new employees?
K. Section XII: Non-Profit Organisations' Matters Related to Recruitment	40	Are you collaborating with any donor community to recruit and select management positions?

and Selection of Management Positions		
	40a	Do you receive any support or guidelines from donors regarding the recruitment and selection of management positions?
	40b	What kind of support or services do you receive from donors concerning the recruitment and selection of management positions?
E. Section XIII: Impact on Recruitment and Selection for Management Positions in Non-Profit Organisations in Tanzania	41	Could you list some management positions recruited in the past three years within your organisation?
	42	What documents were used for reference checks in the recruitment and selection process? Please mention them.
	43	Was there any reason that hindered the recruitment and selection of management positions? If yes, please explain.
	44	Are the identified competencies used in the performance evaluation for management positions?
	45	Have the identified competencies been proven to improve individual performance? Please explain.
	46	Have there been any recent changes to the recruitment methods for management positions? If so, please mention them.

Appendix 3: Non-Disclosure Agreement

This agreement is made between

(1)   Rhoda Christopher Bennet, 24 The Chase, RM20 4BF, Grays, Essex, United Kingdom

and

(2)   Raymond Mungure, Dar es Salaam, Tanzania

This Agreement aims to establish the rights and interests of the Parties that have executed it below.

Whereas either party may disclose to ('Disclosing Party') and receive from ('Receiving Party') the other party certain confidential and proprietary information, including, but not limited to, interview recordings and transcriptions for interviewees. Information and any other information or data, whether in physical, electronic, written, or oral form, are all referred to herein as 'information'.

Whereas, to evaluate a potential business relationship, the parties are each willing to disclose and receive information under the terms and conditions specified below:

1) Each party agrees to maintain all information received from the other party, both orally and in writing, in confidence, subject to the Freedom of Information Act 2000 and agrees not to disclose or otherwise make available such information to any third party without the prior written consent of the Disclosing Party. Each party further agrees to use the information only for the above purpose. Information shall be deemed confidential regardless of whether it is marked as such, if given in writing or orally or identified as confidential before disclosure.

Whenever the Disclosing Party requests, the Receiving Party shall immediately return to the Disclosing Party all manifestations of its information or, at the Disclosing Party's option, shall destroy all such information as the Disclosing Party may designate. The Receiving Party's obligation of confidentiality shall survive this Agreement for two months (August-September 2019) from the date this Agreement is executed by the last party to sign; after that, it shall terminate and be of no further force or effect.

2) The Receiving Party agrees that this Agreement shall not be assigned without prior written consent from the Disclosing Party. The Disclosing Party grants no right or license to the Receiving Party except as expressly outlined in this Agreement. This Agreement is made under and shall be construed in accordance with the laws of England and Wales and supersedes all prior agreements between the parties, whether oral or written, concerning information disclosure.

Transcription Assistant.Name: RAYMOND FREDRICK MUNGURE

Job Title: RESEARCH ASSISTANT/ FREELANCER

Signed:: R.M. Dated: 2nd AUGUST 2019

Doctorate Student Name:Rhoda Christopher Bennet. Title: DBA student   Signed: RB

Appendix 4: Ethics Approval Notification

University of Hertfordshire UH

SOCIAL SCIENCES, ARTS AND HUMANITIES ECDA

Ethics Approval Notification

TO	**Rhoda Christopher Bennet**
CC	**Kathlyn Wilson, Maurizio Catulli, and Christopher Brown**
FROM	**Dr Ian Willcock, Social Sciences, Arts and Humanities ECDA Chairman**
DATE	**20/08/2021**

Protocol number: cBUS/PGR/UH/05244

Title of study: Exploration of the perception of effective selection practices at the management level: The case of international non-profit organisations in Tanzania

Your application for ethics approval has been accepted and approved by the ECDA for your school, subject to the following conditions. It includes work undertaken for this study by the named additional workers below:
 No additional workers named

Conditions of approval specific to your study:

Ethics approval has been granted subject to the following conditions being seen and approved as addressed by the supervisor prior to recruitment and data collection:

- **The EC6 requires editing to align with the proposed study.**
- **If there is a separate EC3, please be sure that it fits the proposed study.**

General conditions of approval:

Ethics approval has been granted subject to the standard conditions below:

<u>**Permissions**</u>: Any necessary permissions for the use of premises and locations, as well as access to participants for your study, must be obtained in writing before the commencement of data collection. Failure to obtain adequate permissions may be considered a breach of this protocol.

<u>**External communications**</u>: Ensure you quote the UH protocol number and the name of the approving Committee on all paperwork, including recruitment advertisements/online requests, for this study.

1

<u>**Invasive procedures**</u>: If your research involves invasive procedures, you are required to complete and submit an EC7 Protocol Monitoring Form and copies of your completed consent paperwork to this ECDA once your study is complete.

<u>**Submission**</u>: Students must include this Approval Notification with their submission.

Validity:

This approval is valid:

From: 25/08/2021

To: 25/11/2021

Please note:

Failure to comply with the conditions of approval will be considered a breach of protocol and may result in disciplinary action, which could include academic penalties. Additional documentation requested as a condition of this approval protocol may be submitted via your supervisor to the Ethics Clerks as it becomes available. All documentation relating to this study, including the information/documents noted in the conditions above, must be available for your supervisor at the time of submitting your work so that they are able to confirm that you have complied with this protocol.

Should you amend any aspect of your research or wish to apply for an extension to your study, you will need your supervisor's approval (if you are a student) and must complete and submit form EC2.

Approval applies specifically to the research study/methodology and timings as detailed in your Form EC1A. In cases where the amendments to the original study are deemed substantial, a new Form EC1A may need to be completed before the study is undertaken.

Failure to report adverse circumstance/s may be considered misconduct.

Should adverse circumstances arise during this study, such as physical harm, mental/emotional harm, intrusion of privacy, or breach of confidentiality, this must be reported to the approving Committee immediately.

Appendix 5: Selection Methods

Excerpts from the participants who mentioned an interview

Speaker/Participants	Quotation
	"The HR team normally share the interview guide for the position. We review it once it's ready, then organise the interview and select the personnel. Specifically, I don't know exactly what method we are using, but typically, we conduct one-on-one interviews. Still, it's a lengthy process that is evaluated at different levels. It is a long process that involves different levels, including an interview panel."
	"Then we go for an interview; we select a convenient date for each interviewed person or interview panellist to be able to attend with full attention to that interview. We normally do interviews that involve more than three staff members or panellists. The number of panellists normally doesn't go above five, so either three, four or five panellists will interview the candidates."
ORG1PI1	"Then, other people also interview those selected on day two or three to ensure we get the best. However, it is also essential to ensure that the recruitment manager or supervisor of that position is involved in the recruitment process.

Excerpts on reference checks

Speaker/Participants	Quotation
ORG1PI3	"Of course, a reference check is a critical point of the process, maybe not initially, but I missed that. A reference check is crucial, especially as we shortlist candidates; we use the referencing system to determine who to select. We are not just referencing their employers. Still, we are also examining some aspects of their experience from school, such as their educational background and similar elements. However, there may also be other references you are aware of before making a hiring decision. They might say they have research papers or something they've done. Client interactions have also been instrumental, alongside supervisor evaluations, in selecting or determining our preferred candidate.
ORG1PI4	"We normally do what we call background checks on all the areas they demonstrate to work or have experience. We can directly contact the referees listed in the CV, which we also request. The CV should have at least three referees so that we can verify their references. But we don't end up there. We are also going back to where the person has demonstrated their work. We checked with previous employers to ensure that the person he mentioned in the interview was accurate. Then, for a senior position, we sometimes need to check with Tanzanian authorities, particularly the Tanzanian Police Service. They have a desk where you can conduct a

	background check, and a separate desk to verify if the person has a criminal background. I think those are the three rounds. We check through the referee, check through the previous employers, and even contact the authorities to see if there is anything that can hinder us from hiring that person."
ORG2PI1	"Before we invite them for interviews, we do the first level of due diligence to prove that someone might provide rosy credentials, but there are issues you will not see in papers. We refer to their former employees and the individuals they have mentioned as their referees. We gather information about the person. We request that these individuals allow us to contact their current or previous employers, as needed, for our purposes. Sometimes, we might read their documents and come across certain things that trigger our minds; we will feel that we should investigate this further. So you do that, check, and once we are satisfied, this person can be recruited. Sometimes, we may interview this person and then do due diligence."
ORG3PI1	"reference checks as well, as you know. We also have our HR group to confirm the selection, but sometimes, they are very senior positions. We normally contact the HR personnel in our groups. More than 20 organisations are in that group, so we normally have unofficial checks. I can't say it is official, but you know it is like a chat to get a feel for that person we want to engage with, so they give you confidence in what they think about this candidate."

	"But we must also seek reference, especially from people who have a direct reporting line to this person, so I mean their supervisors most of the time because they know exactly how this person is performing."
ORG3PI2	"So, after the interview panel has selected the top candidates based on who is first, second, and third, HR will do a reference check. Based on feedback from the referees, if the first candidate has concerns with the referee, they will consider the second; if the second candidate has concerns with the referee, they will consider the third. So that is the stage that can mix, and the Human Resource Department usually handles it."
ORG3PI3	"As I have mentioned, after you satisfy yourself with all the qualifications, experience, and skills, you check the references and know more about the candidate from previous employers."
ORG3PI4	"Now, we have to go for a reference check after that. Because the interviewers will indicate some references. We have a candidate, X, whom we believe is the best fit for us. Next, we conduct a reference check with the referees, which will be considered part of the interview process. We will go for the second candidate because of any bad reference we get from referees regarding candidate X. Then we will go for the second candidate."
ORG4PI2	"Because we ask them more in terms of the profile of the whole country, generally the whole organisation, but we now focus it on Tanzania. Then we must call in the

	references the person has put in their CV to confirm what they have been saying."
ORG5PI1	"Another critical area is their work background and work experience. We have a few years of projects, and their CV says that for the past ten years, they have been working two years in each place, and that could probably not be a good indicator for us because we may go through this entire process to have this person for a few years, based on their track record, that might be a negative point. Hence, we need to check the reference."
ORG5PI2	"Yes, we do reference checks because, from the referees they provided in their CVs, we contact the referee to do a reference check for the candidates before we select them and give them an offer."
ORG6PI1	"For instance, if you say you have four years of experience, we must check where you have worked. If the organisations you have worked with are doing the same as our organisation, it's not a matter of saying I have been employed for four years. Although you completed a small job in previous years, which isn't quite in line with what our organisation is looking for, we need to assess your competencies and determine if your organisation aligns with ours. So this is an additional criterion we are trying to look at."
	"When it arrives at the point of selection, if you have succeeded, get the job. You have provided a list of references that we can check. We call the person because

	the candidate will provide the referee's contact address. Then, we conduct thorough checks with those referees via phone. But sometimes, we also do a reference check by visiting the same organisation where you have mentioned that you also work; we do some rating from the police, we check with the police whether you have not been involved in any crime, that is what we do."
ORG6PI2	"I should say, like a mandatory process for background checks. That is where we separate between the first and the second. Or we can try to understand the better candidate based on their previous employment references. Additionally, based on background checks, we must conduct a safeguarding background check to obtain a person's history regarding any criminal charges. So those aspects come into play to have a final candidate."
	"As I previously mentioned, the panel recommended the first, second, and third applicants as preferred candidates. Now, it is the responsibility of the Human Resources department to conduct background checks and consult the references provided.

Appendix 6: Management Competencies

Strategic thinking, analytical skills, and report writing

Excerpts: Strategic thinking, analytical skills, and report writing

Speaker/Participants	Quotation
ORG1PI1	"We are looking for strategic thinking as a key competency."
ORG1PI1	Another competency I can say is analysis, research, and report writing because, at the top managerial level, you need to be able to analyse the information coming to you based on the evidence."
ORG1PI2	"We also look for critical thinking as a key competency for the managers."
ORG1PI3	Another thing is that we want people who can think creatively and think outside the box. To be precise, they are detail-oriented and analytical in nature. This is very helpful because, as a manager, you need to see the big picture or tap into the organisation's vision and dig into the day-to-day aspects of your work with people. So being detail-oriented or problem-solving is essential when I think of competencies."
ORG1PI4	"And then we also have or are doing a tool to test strategic thinking; if he is visionary, he can demonstrate that

	through his experience and how he achieved in his history."
	"Managerial competence is also essential; we are also looking for strategic thinking. As I mentioned earlier, if he is a visionary, he is doing things that are beyond what anyone can currently see. Suppose he has what we call a concerned mindset, one that considers what comes after this and what can be done afterwards. He isn't focusing on operational issues. He should stop strategic thinking."
ORG3PI3	"One of the competencies that one will want to look at when you are doing employment for the senior position, depending on the nature of the position, is their analytical skills and ability to make sound decisions. I think that it is so important to be considered one of the key competencies."
	"Historically, for some of the positions, you would look at the ability of the organisation to sustain the position for a longer term. And so you would want to have a candidate who you can pay, he is committed to doing the work, and you will want to have a person, I mean a person who also will transform the organisation in the strategic visions and directions that will benefit the organisation."
ORG4PI2	"To be able to be autonomous, and also be able to produce reports in not a very long period when asked to do and to be able to be initiative, not waiting until somebody has to come down and tell the person the A, B,

	C, D's.. but be pro-active and look around and find out how they can manage the problem."

MANAGERIAL COMPETENCIES

Excerpts for the People Management

Speaker/Participants	Quotation
ORG1PI2	"We are seeking candidates with management capability and people thinking skills."
ORG1PI4	"And then we also look for how that person can develop staff who are reporting to him because we are thinking that if you are a manager, you are also one of the core competence is to see if you can develop the people who are reporting to you, so we are very keen on the managerial competence, for the position of senior management we put many scores to assess managerial position because through that we can easily determine if that person is fit for the position."
ORG2PI1	"But someone with people skills, who can be flexible, who can associate with people, because we are dealing with a people organisation. We are dealing with people from different settings."
ORG3PI1	"People management, because we expect most senior positions to be supervising people."

ORG3PI3	"We also look for managerial experience because any senior position involves managing people. You also look for experience with people. I mean the candidates managing and working within, so those are the components of skills and abilities. Usually, when you advertise positions, you want the candidate to have those skills and experiences."
ORG4PI2	"Before we even indulge them in interviews, we would look at that background as well. Has this person managed people before?"
ORG5PI2	"So management competencies are critical; someone who can manage themselves can manage others and time. Management is also critical due to the nature of our organisation; we work with both our staff and junior staff, as well as with our clients. So we would work as managers and managers. So someone needs to have outstanding management and management competencies." "As I said, if the person shows that he has the experience or he has demonstrated, he can provide management to the team and the people we work with. Then that is one for senior management; it's a great competence that we tick for the person. We use it as a base to select among the candidates and their ability to connect with different stakeholders, as we are dealing with networking."

Excerpts Management skills

Speaker/Participants	Quotation
ORG1PI1	"We are looking for the planning aspect, especially management positions."
ORG1PI3	"And then we also look for Independent people because our work is very independent." "In terms of other competencies, I believe confidence is essential. Confidence means being confident in yourself to articulate your own thoughts and those of others. It is a crucial point because, as a manager, you may sometimes encounter significant pushback from people, or you may be expected to rely on information that's not acceptable, or people may not be thrilled again. So, that is a crucial competency. "That comes with confidence and the ability to adjust in different situations. So sometimes, as I said, we would put them in selection."
ORG2PI1	"Of course, there are also important things like looking at someone who can manage to be a team player because we work with teams, and sometimes they come from different organisations. So, someone must be able to manage teams. So they must possess some organisational and management skills." "We are looking for someone who can be flexible in dealing with various issues in the organisation and who

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	can associate with people, because we are dealing with people in the organisation from different settings."
ORG2PI2	"One key challenge is to get the right candidates with the confidence to deal with the government and present issues in the communities, which may involve someone who has a good credential presentation but lacks the confidence to carry out the work."
ORG3PI1	"Most of the time, we look to management skills when recruiting and selecting senior managers."
ORG3PI2	"For the senior position, we are mainly looking at their management skills."
ORG3PI4	"But also we need somebody dependable, somebody who can work without depending much or asking everything to his supervisor, we need somebody dependable who can be trusted to make a wise decision. So, a dependable person." "But also normally we look for somebody who is organised, whose work is very organised, such as weekly plans, daily plans, weekly, and monthly plans, which are very organised."
ORG4PI2	"We also look at the staff working with the staff below him. We also look at any changes, improvements, or successes regarding management."

	"The first one we usually have in our organisations is called "CHAI fit", which has a particular culture and environment which calls for trying to gauge if somebody would fit. It's a speedy-driven organisation, and it's not entirely structured. It works with a lot of flexibility, and one has to be very flexible. One has to be able to accommodate the active phase of the organisation. And, at the same time, I want to have a lot of turnaround results and be able to work without excellent supervision."
ORG5PI2	" Because we are discussing senior management, we are looking for management and management competencies. These are crucial because senior people in the organisation are expected to lead a team or lead operations."
ORG6PI2	An organisation has a set of values, accountability, and transparency. Those are also some of the aspects that, as an organisation, we need to look forward to. I intend to look for applicants, especially those in management positions, since we believe they will oversee a significant part of the team. If the management isn't a believer in the organisation's values, it will probably cause challenges."

Appendix 7: Donor's Challenges in the Selection of Management Positions

Excerpts on the bribe

Speaker/Participants	Quotation
ORG4PI1	"You know, the significant challenges which I see since I came here, we receive a lot of calls, somebody, trying to bribe me (imitates voice), "If you give me a chance, maybe I'll give you 1,2,3.. maybe I'll be doing 1,2,3" sometimes they come with a lot of money. Even in the senior position, you can sometimes find somebody with a lot of experience and education, maybe a doctor, but when you come to the interview, you'll find they don't know anything and want to bribe."

Excerpts on the difficulty in getting suitable candidates

Speaker/Participants	Quotation
ORG1PI1	"First is to get the correct mix of what you want."
ORG1PI2	"We are recruiting people, generally speaking, from other NGOs or something similar. They can often, but other NGOs don't have as rigorous standards as ours. They don't have similar work; they

	can interview well, but don't perform well. It's difficult to predict what is coming out."
ORG1PI2	"The challenges would include that; we don't have much time to do that, and there is always a handover between the previous manager and the new manager."
ORG1PI3	"I think the major challenge, I would say, is that we get a lot of people applying for jobs, even management jobs, and sometimes, honestly, I think they are not qualified. I am unsure whether that's our problem or the people's, but we do have that issue. This causes a problem because sometimes you have to spend a lot of time trying to shortlist, which can be quite challenging. I think, in general, it's. The process can take longer, you know. Sometimes, you might have fewer people, so it becomes like you are fishing from the same pond. It's quite competitive, and you might find people who are moving frequently from one job to another. Or maybe, in some cases, people who have been moved for very long, depending on what you are recruiting for." "So I would say sometimes I feel that is the challenge, but when I look at getting the right people, to be honest, it is a big challenge, and it does take a long time, whether you are using a referral system or whatever system you are using. When considering the selection process, I think ending up with the right person is challenging. I also think expectation and sometimes matching the expectations is a challenge regarding what people expect to get."
ORG1PI3	"I think the biggest challenge we are experiencing is finding the right candidate; at the country level, you might find that we are

	looking for a certain position, a senior position, but we normally fail to find the right candidate."
ORG3PI1	"I have noted that some people don't move from one organisation to another just because they want a pay increase, so sometimes you can ask people why they want to move so soon. Some tell you it's a career development from one organisation to another. Still, I say you just stayed hardly for one year or two years; for me, I prefer if you stay until the end of the project so that even when the project comes to an end, you feel you are part of that success, but most in the management, they are not, they want to move". "So another challenge I see is that, as an HR, I would not like someone in the senior management to stay somewhere for a few months. Then you came and resigned, and when I look at your position, it is very senior. You are going somewhere; you don't want to carry that; what should I say, carrying the prestige? It's like I started this project from the beginning to the end, but still, some people don't want to take risks." "Another thing I see. It's not official. This is my perspective. I see that others, such as Tanzania, have a different approach to education, yeah? They may not excel in interviews, but they often shine once they have the job. Some people are outstanding in expressing themselves in the interview, but when it comes to the job, they are not, you know, it's like the English, yeah, they are very comfortable with their English, so sometimes, we are trying to look at that."

ORG2PI1	"One of the challenges we face, particularly in Tanzania, is that we have many young graduates and experienced people, but as you know, these good ones are also in high demand, so there is a lot of competition to get a good person when there is a lot of competition and results."
ORG3PI1	"Many national NGOs are there, and when we want someone in management, we want people with some years of experience. It depends on the position level; for some people, we say seven or five years; for others, three years. We can take it. But it depends on which level, so sometimes it becomes a challenge; we have many NGOs and few people, and we want most of them to move around different NGOs because we want cream." "Also, finding the right people is difficult. You might advertise the midwife position, and someone from an agricultural background applies for that job. Sometimes, the long listing becomes very cumbersome; you find people who are not even related to that area and are applying for that position." "This is my like 5th international NGO.. for me, I feel like maybe an organisation could have we are trying to do that, we are not yet there), I'm not sure if a portal (database) can identify individuals who may be suitable for management roles in the future. It's like the UN. They have a database for the good candidates we discussed in our department, so we look forward to having a database for people with credentials. Especially for the management because it's very challenging. You know, getting people for management positions is a big challenge."

ORG3PI2	"One of the challenges that I have seen or experienced is good people who are experienced and have the skills you want, which are probably also rare. Typically, there is a lot of competition for these individuals, so you may need to go through the entire recruitment process. Then, at the very end, when you are giving them the offer to start a job.. then they would say, " *I have something else somewhere else."* maybe ", *can you give me a higher offer?"* and already that is limiting you, so I think for these positions in my experience is that the biggest challenge is somehow the competition that is out there in the market. Sometimes we get the right person, but ultimately, we cannot recruit as another organisation hunts them."
ORG3PI3	"I think the challenge is to get the right people for the position. It takes time to get the right candidate for the position. You do an advertisement, people apply, and an assessment for the skill set you want; at one point, you may not have a qualified candidate for the position. So you have to re-advertise. As you know, recruiting the right candidate takes additional resources and time before they can start work. So that's one of the biggest challenges, I would say. "
ORG3PI4	"Maybe one of the challenges I can cite is that normally, it appears that sometimes you find that we advertise, then we do the interview very nicely, and people come to the interview. Because the first selection, the long-lasting, and shortlisting are done based on the CVs submitted and experience. We now have skilled individuals who excel at crafting a compelling CV. You also have good candidates who perform well during the interview sessions. So you find somebody's CV, which is excellent, during the interview. The person is very excellent, but the person is worse

	regarding delivery. So you find somebody who has passed all those criteria with excellent results, but when it comes to delivering. The person you find is needy, which can be very challenging. Then we start thinking, okay, what should we do? In the end, we are required to look for another person again. Because of that, the candidate may be excellent even during the probation period. So this is the challenge number one, which I can see is very challenging, and it is time-consuming to the organisation, but also money."
ORG4PI2	"We do poaching and poaching from one of the other organisations. Unfortunately, and somewhat surprisingly, I've found out that it has been working once we have acquired someone and realised we badly need them. We know they are a perfect person in our partner's community. Sometimes, we call the person directly and ask if they are interested, even before we place the ad, so that they will know once the ad is out. Hiring experts can sometimes be a challenge. We are all fighting the same thing, so it's a matter of survival of the fittest. "Who gets the best candidate?"
ORG5PI1	"It's usually challenging to find good people who meet the particular qualifications. It isn't easy to find good people who meet the requirements. Yes, it isn't easy; initially, we reasoned that if we increased the salary to a certain level, we might attract them, and we have learned that that doesn't help. And that's because people with private sector experience meet with big programmes; they certainly mean business, but getting the right people is usually challenging. That's why I started by saying the one challenge we put as a requirement is that it doesn't necessarily determine if the person can perform with a university degree. You

	can have a PhD in enterprise development or private sector development, but when it comes to doing the work, we have seen that it doesn't translate to your academic background. We practically re-value what is expected from you. Those are things we look at, but it doesn't mean it will emphasise tremendous performance on the work, and when we recruit someone, we want someone who can join the team and hit the ground running."
ORG5PI2	"I would say the major challenges are getting the right candidate, the right candidate who fits our requirements. And that's why we try to use different methods to reach people. Because these are senior positions, we must ensure we get the right person. Sometimes, we advertise, conduct headhunting, and invite people for interviews, but after the first round of interviews, we find that we are not very satisfied with all the people we have selected, which is the biggest challenge we face. You might find someone with strong competencies but lacking in other equally important areas. So, balancing the competencies we need and getting those from one person is our biggest challenge. The major one is to get one person with all the competencies we want; we always have to try to balance and take the best we can, even if he doesn't fit everything we want."
ORG5PI3	"We are into like Zoom websites, and we want to find out who is doing what, who is speaking, who are the people that are okay speaking in front of people, because we had an event one day, and this guy, if you look at his CV, it's an MBA. You meet him one-on-one, talk to him, and ask him questions, and he goes into the event, and he goes cold. He couldn't connect with people, so we had to come and save the situation. As you know, ask a question;

	now you see that this guy isn't able to deliver when it comes to facilitating"

"It's the ideal situation that you find someone like a business person, a successful one who has been through anything. You are trying to communicate with your members. You have to find one that's willing to share not only how great they are but also where they failed. Some people don't want to be perceived as if they know everything. The ideal business person we want to put in front of people is someone who will say, "I tried ten things; I failed six. But these four businesses are the ones that make me live; those are the people you want to be around. It is challenging to find suitable candidates because it requires a particular kind of person to admit that they have made mistakes, which is the primary challenge in finding the right person. Sometimes, you find someone you might put in front of people, but they are not entirely clear; maybe they have a bill pending, So it can be a little tricky to find the right profile. So that is the other challenge. |
| **ORG6PI1** | "Another challenge is you can advertise, but people who apply cannot fit the competence you have set, so, at some point, you may find that you may advertise the first round, but you get none. Then you have to re-advertise again. It has been a very challenging situation within our organisation; we have an example. For instance, recently, we advertised the programme coordinator position in Mwanza, and people applied, but we did not find any suitable candidates. We have to re-advertise that again; we did not find anyone. Then, at this point, the organisation decided to relocate, in the same way I have been relocated. It will fill that gap left by people who did not meet the criteria." |

	" The biggest challenge I see is that you advertise the position; people start applying, and again, you will find that other people within the organisation can also apply for the same position. It isn't only for the outsiders who can apply, but also within the organisation; they also apply when conducting interviews at some point. You can fail to shortlist the person within the organisation who applied internally. Then, if you fail to select them for an interview, or if you do select them, they will proceed to the written interview. These people will expect to be favoured. However, since our policy restricts us from being involved in conflicts of interest, we treat people like outsiders, even though they are from within the organisation. Still, we treat them the same as outsiders. So, if this fails, people fail to secure a job within the organisation. It is at that point that people may develop a dislike for those involved in the panel. At that point, the working relationship can be distorted, and at some point, you may find people who were applied internally can also decide to resign because their wish has not been fulfilled; then they decide to resign."
ORG6PI2	"I think the other thing is being a big organisation; there are a lot of rigid processes in such. Once you want to engage or get the best, it takes a long time, and it doesn't provide much flexibility. So, from my experience, those two things have somehow limited the organisation from getting the best results."

Lack of background check information

Speaker/Participants	Quotation

ORG2PI1	"Now, it is important to consider thorough due diligence because when hiring staff, you want to keep the organisational interest and funds. So, you want to hire someone who can fit your organisational setup. When doing background checks, some people may be very genuine, and sometimes they may not give you the true picture of the person you are recruiting. Because they either don't want to embarrass this person or have a long-standing relationship with them, and they don't want to jeopardise the relationship. Hence, you don't get the real picture of this person until you have already engaged this person; then, you realise there are certain things you should have known; you are also looking at how to carry out due diligence, and you may not be very thorough. Still, at least it will give you close to reality."
ORG6PI2	"I think one of the things about background checking, usually the referencing, is such a loose end. You are not able to get a good history of the person; you might end up getting an employee who has excellent paperwork that shows that they are good for the job, and the reference is great, but once you start working with them and track their performance, you see a lot of loopholes."

Excerpts on the project life cycle and timeline

Speaker/Participants	Quotation
ORG1PI3	"I think the biggest challenges at the donor-funded programme are time-bound. So maybe this is a thing everywhere, and so a lot of times our programmes are defined in terms of a specific timeline it could be several years, so recruitment is tied to the length of the award and by the award, I mean, if you are awarded a certain amount of money to run a project, let's say for two years or three years then you typically have to time your recruitment the people who you bring in. You have to know they are tied to that specific two-year/five-year period; now, when you think about growth, opportunity, or career advancement, that may look slim in the sense that you come in. What happens if there is a two-year programme and you specifically recruit for a certain role? Because that programme is only for two years/ five years, what happens to my career progression then? So I think the issue of time sometimes works against us. We have observed career progression, as individuals can move within the project, while others may leave for other opportunities. There may be an opportunity for a new role within the project or with another project. However, the biggest challenge is the time-bound nature of the contracts we have to provide to people, which are definitive in terms of duration. As a result, growth can sometimes require individuals to carefully consider their options. I found this particularly challenging when recruiting individuals with some experience. They come from working in government agencies, where they have spent many years, hold permanent contracts, and are eligible for pensions. Now, it's risky for them to move to a fixed-term contract job that isn't refined and quite definitive, even

	though you can do that for the better. Getting people to accept is a big challenge; sometimes, we get good people. Still, when they look at the contract terms, we have had some people refuse to take the contract, not that they want to, but because of just those dynamics of the time-bound."
ORG1PI4	"First, the donor might have his timeline. We sometimes need to bid for a project, which may be two months away. The donor gave us a deadline for submitting the request for proposal or the proposal itself. We find that within that short period, ensuring we follow all the processes and procedures until the end to identify the right candidates is challenging. Therefore, donors sometimes give us a short timeframe to find the right candidates. That's the number one "timeline." Number two is the donor criteria. The donor might also put some specific rules which don't give us any flexibility; those criteria sometimes don't give us the flexibility to get the right candidate, which we think is effective enough to hold the position."
	"Another thing is that when it comes to the donor-funded project, it is also on the project or programme duration. Sometimes, you might find that we have the right candidate and manage to get them on time, and they are satisfactory; we have done all the necessary background checks. However, once you tell the right candidate that" this programme will be for two years," you might discover that the candidate has declined the outstanding offer. We are giving them because of the duration; if he has a job working for a long time compared to the donor-funded project, you might find that he declines the offer and then returns to where he was. Working.."

ORG3PI4	"But also, the second thing is that sometimes you may look for someone you think will fit the criteria you want for a managerial position. And you may not get that person, and you may be required to advertise repeatedly. Therefore, it is also time-consuming, and for time-bound positions, you need a person who can deliver within the specified timeframe given to the project. So it will be a loss, too."
ORG4PI2	"It's also sometimes a challenge for some candidates who have long-term contracts on their current positions, and we are operating on programme duration, and some of these programmes are funded maybe just for two years. In principle, we don't even have two-year contracts; we are always on a one-year contract, subject to renewal, regardless of whether there is funding or not. For this, sometimes, even if you find a good candidate, they may already have a permanent job at an organisation. Which has a limitless contract, maybe five years or something; they might refuse to go on a one-year contract. If they are unsure what will happen next, even though you tell them to look at me, I have been here; some people have already been here for six years. However, they have been dealing with a one-year contract every year; sometimes, it is still not reassuring for some candidates to change from an organisation with a permanent contract to one with a one-year contract. So that's the thing, and the other one, as I also said, programme life cycle, and sometimes it's how to use the money, there are also a lot of restrictions around it, on what can be used for what and what can not be used."
ORG5PI1	"Now, contractually, to try to get someone and tell them this project is only for two years, and most people are looking for longer terms, is very difficult because no one wants to leave their

	comfort like a bank job where you have a contract 20-25 and join an NGO that sign up for three years, we might not get that one to sign."
ORG5PI2	"Sometimes the project is only three years., so, getting someone for only three years, some people are excellent, but they say, "I would like to have a longer contract of three years, and then after three years, I don't know what the position will be of the donor, we are not sure if we'll have funds or no funding after three years." Sometimes, we might lose good people because they don't feel the contract we offer them is secure enough. Some people want to have at least a five-year contract, and they know, "Okay, I will commit for five years. I will have a five-year contract," but then, after three years, we are not sure if we're going to continue or if we should start to look for another job again, so some people would prefer to remain where they are, even if we offer them more, because they are more secure where they are. Hence, they prefer to stay there rather than come to us. So that is the most significant effect we have, mostly timing."
ORG6PI2	"Sometimes, these are short periods, or they are only a portion of what you can offer to an employee; there is a funding gap that comes from the angle of having donor-funded projects as the only source of remuneration to the employees. "

International vs local hiring

Speaker/Participants	Quotation

ORG1PI1	"Sometimes it is challenging to get the local expatriates, and then you end the position and re-advertise to get international expatriates to apply. "
ORG1PI2	"Hiring local TZ nationals vs. expatriates can be tricky in this situation. This can be attributed to government pressure, but that is a separate discussion. So it also drives hiring local citizens vs. international hiring."
ORG1PI4	"So we might further expand our selection to include other candidates from other countries. This is a particularly senior position because some roles are critical and demanding, requiring specific qualifications and competencies. Sometimes, we fail to obtain them internally or in the country, and this is due to our historical background. In Tanzania, we are heavily influenced by the capitalist economy that the government operates, so most qualified individuals work with the government. So, getting a qualified candidate in the private sector is sometimes hard, so we have to expand our selection criteria." "The one thing you can add is government intervention or government rules and procedures. As I mentioned earlier, this is a common issue in our country, where it can be challenging to find effective individuals for certain positions. Due to specific donor criteria and specifications, you may need to seek expertise or assistance from outside the country or other individuals in a third country. We have government rules and procedures that apparently make it challenging to hire an expert or a third-party

	country, due to our specific rules and regulations; it's a lengthy procedure that one needs to follow. Engage your time or spend more time getting these people on board. People coming from outside the country find it complicated to get on board. Because of our Immigration rules and country regulations, which are not very attractive, are not friendly to experts, or other people from other countries."
ORG6PI1	"Maybe what I can say for management positions is that we have different positions specific to Tanzanians and other positions being advertised internationally. When it comes to international positions, regional management is involved in conducting the interviews. Locally, in Tanzania, others are unable to attend these interviews because they are for international positions. It is only the headquarters. However, if the regional office hires a country director, the regional headquarters will provide more specific guidance to the regional administration. To conduct that interview, Tanzanians are not restricted to applying for that position. If there is a Tanzanian who qualifies to be an international staff member, he can also apply."

Excerpts on the donor's requirements

Speaker/Participants	Quotation
ORG1PI1	"Donors have specific requirements. Sometimes, for this position, you need to have this person. Sometimes, it is predetermined in the proposal or donor agreement contract.

	The person will lead this position, so we don't have any say if it happens because we need to align with the donor's requirements."
ORG2PI	"Fortunately, as an organisation, we built our systems very well; we have our Human Resource policy and manuals which guide recruitment processes. Usually, most donors will require that there be this person. The recruitment person has done this transparently, which is key for most donors. Otherwise, we have not yet had any situation where a donor would say *the person you recruited is unfit for the job.* Once we present our Human Resource policies and indicate our recruitment processes, they will be satisfied, and we will continue hiring."
ORG3PI1	"We don't have a contract with USAID; when you have a contract, they are involved directly; we have a corporate agreement with USAID. So, the only key positions are the finance director, chief of party, and director, with whom they want to be involved. They are not coming to the panel, but when selected, we are supposed to send the names of the candidates. Then they give you the go-ahead on that. So, you are completely involved in the key positions when you have a contract. Still, for the key position in the cooperative agreement, they want to know who is recruited in those positions, so I don't see it as a burden because it isn't that much. After all, you might find you have 300 people. There may be three positions only if you are supposed to inform the donor. I don't see it as a burden on them. They are in three positions, maybe 10-20%, maybe something like that."

ORG3PI2	"So maybe I would speak that in general, in our organisation, not in my project, because perhaps the nature of my project is a bit different, but since I worked on a different project before. I know that, like in PEPFAR-funded projects, they usually require you to submit resumes for crucial personnel before the award. So, at times, it means you have to search and recruit someone as an organisation, but you have not yet delivered that project in your hands, so include that as part of your application. In the end, you get that project in your hand. However, it is somewhat of a challenge because we may need to go out, seek good people, try to obtain their CVs, include them in our proposal, and submit it; but at the end of the day, if you don't get this proposal. Next time you recruit these people, they don't want to participate because they find you are not serious. So, they asked me for a CV at a particular time, but they did not offer me a job. I think that in some projects, a donor may require you to submit the CVs of your essential personnel even before the project is approved. Still, like in my current project, we don't experience it because the policies are slightly different. I think it mainly depends on the donor's policy."
ORG3PI3	"We have never had those kinds of challenges. However, for senior positions in projects, such as chief positions, managers, M&E directors, or advisors, the internal process is typically completed. The right candidates, one or two submissions, are made to the donors. Whether the candidates we propose possess the right skills, they submit their applications, participate in interviews, and then receive feedback. So, we have never had a situation where they have rejected a

	candidate, but there are situations where they would give an opinion that this candidate isn't fit for this position."
ORG3PI4	" I can say simply that it is a positive way. I am judging it, so we have some key positions that need donors' approval to advertise and identify the position. Because the organisation identifies the position, we need a *deputy. COP, let's say*? However, we cannot just advertise it; we must consult with the donor and create this position. Maybe based on what we see in daily operations. We need this position to be filled, so the donor must approve (tick). That is when you return to HR and start advertising again. After advertising, the donor has a say on the shortlisted candidates. We need the consultation of a donor. So, the donor must also say, 'Okay, based on the CV and experiences.' *I can say 1,2,3.* These should be uh shortlisted. So I am saying this is a positive way from my view." "We might overlook issues through programme management and even the organisation, because we need a second eye for a check and balance. HR, but we will be identified as the donor. This is positive because it gives the second eye and probably ensures that the candidate will be more competitive, as they will involve many people. So, that is the donor involvement, and it is positive."
ORG5PI1	"I will give you an example of our project that the USDA funded. We couldn't get anyone else on board, so the donor approved the baseline. We had to go for about eight months without being approved. So, it was a stumbling block for us. It was a challenge for us because we could conduct the interviews without first creating newspaper announcements. After all, we are not supposed to do so; the baseline date is the end of the

	recruitment process, so at times, it becomes a challenge because they expect to see the end of the bargain. Still, there was a delay in getting started. So, that is probably the only challenge that we have experienced. Finally, we could have the donor sign up for a specific candidate, but we had a situation where they would finally say no."
ORG5PI2	"Sometimes they can put conditions on what kind of a person they want us to hire. For example, "Should the person maybe be like what experience should the person have, or what areas of competencies would the donors concentrate on?" Although that doesn't have a huge effect."
ORG6PI2	"Some donors have very stringent requirements on recruitment, especially if these are key personnel to the project they are funding. That also causes a compliance challenge. Sometimes, our processes are evident; you know how we recruit. Still, the donor brings additional requirements, which, for obvious organisations, if they are not very keen on, may cause other risks at the end of the day."
	"But by and large, I would usually say that you must handle some of these things before signing the contract. Especially when it comes to specific requirements, it's about explaining the process, our processes, and how some of those already established processes answer their key questions. So basically, most of them are worried that if you get the wrong person, there will be an implication in how the funds are managed or how their reputation will be held, so it's making sure that assuring that our systems can address some of the gaps that they foresee or some of the risks as part of the hiring process, so in that to a great extent helps you to minimise extra burden, especially to

	the hiring managers or the programme teams because if additional requirements are made, it might cause the actual process to be even longer and in-turn affect the implementation of our projects."
ORG5PI3	"No, we don't have any issues. They trust what we are doing as long as we send reports. They don't care as long as there is no challenge. I mean, they leave you to recruit and select an individual. They can do the programme and send reports, pictures, and feedback forms. They are good."

Excerpts on the budget constraints

Speaker/Participants	Quotation
ORG1PI1	"Some skills and competencies are available, but some are sometimes very hard to get. It is also costly and sometimes tough. I can give you an example: we wanted to have a Programme Manager for a certain programme. We had excellent candidates in that position who were very effective. Still, the main challenge is whether you can accommodate because sometimes the donor's budget is particular and limited. Also, it depends on what is available from the donor's budget; the main challenge is that you might have excellent candidates in the market, but you can fail to accommodate the good candidates in terms of the budget."

	"Sometimes, there are budget limitations because if the budget is beyond what donors approve, you might not have the correct personnel for that position because of the budget. "
ORG1PI2	"You know NPO doesn't have any way of making a profit; there is always a reliance on/source to donors' cash, everyone must be supported by such a fund code, which the donors sign, we need to get support from donors. You work on a project. It isn't easy. There are no cross-cutting people. Our organisation has attempted to fund the same positions under different names for many years. One time is called DCD. Another time is when a portfolio manager is called, and then there is a possibility of being called Programme Director. All those positions are unsustainable. Somewhere, there are different things, so it's challenging to utilise talents in a situation where you are under donors' funding, and donors' funding can be short in the future. This is a pipeline we work on near the end of the project, before you finish it. " " Donors don't like to pay for you to improve staff skills. It's difficult to send people for the training; it is unacceptable; they prefer on-the-job training in a donor project setting. Instead of long-term training, job training is available; you start doing the job and continue to learn, but you may not be able to afford the long-term training. Very few times will you get specific training instructions, For example, I don't have skills in the agricultural market system and haven't received any training on the subject in the

	past; therefore, I wouldn't be able to do the training. They expect you to hire people who have those skills already."
ORG1PI3	"in terms of remuneration about the role, sometimes that can be a challenge, sometimes people are expecting too much, sometimes people shoot themselves a bit low, and so I think sometimes that's challenging when I look at our market, it's like people are a bit ambiguous, it's not clear so, we do get a mixed basket, it's not even for management. It's not as easy as it should be, so that is what I would say when I look at challenges or what has been a challenge."
ORG1PI4	"And then another thing is on the donors' requirements. Sometimes, donors may come with well-defined requirements, and you should not hire beyond those criteria. Therefore, communicating those criteria to the general public is a significant challenge. As a result, you might find that sometimes, due to hiring bid programmes and projects with donors, there are few effective people for that position. Several NGOs (non-government organisations) are bidding for the same project from the donor. So, you might find out we are competing to get a few candidates in the market, so we are competing against each other because donor criteria are sometimes very rigid, and they are concrete."
ORG2PI1	"As I told you, we are a project-based organisation that implements projects. We recruit based on demand and budget availability. In most of our contracts, once we hire a person, we will complete the project, ensuring that person is with us for the duration. As a result, initially/previously, we had an issue where a project would end, and you still needed to keep this

	person. However, we have decided that all recruitment or recruitment contracts should align with the project's requirements, and once the project ends, the contract will also cease. "I think as an experience, it is usually in the budgeting process. These positions would have already been discussed between the organisation and the donor. You would know that for each position, the level of effort you are required to put in is a certain amount. If you want to recruit staff, the number of staff exceeds what is agreed upon in the work plan and budget. Then you cannot do it. So, I would not say it's a limit, but that is what the policy requires; if you agree on a certain position and the amount required in the budget is fixed, there may be no room for flexibility. I don't see it as a challenge. I have not experienced that." "Sometimes, the demand, with NGO, our funding is somehow limited, so sometimes we may not be able to afford the person you want."
ORG3PI3	"The budget is provided for senior positions. I will give an example. You cannot have a project without a project director, so positions are determined; most senior project positions are established during proposal development or project design. So once it is approved that this position is needed, then there will always be no problems on the side of the donors."
ORG4PI1	"Maybe the only challenge is financial, depending on donor funds. Sometimes, you will try to recruit somebody, but it is so

	expensive that you can't afford to pay for it. Sometimes, you have to seek approval from the donor, and they can say, "No, we don't have that money to pay that person you want."
ORG4PI2	"Another one is competing what would I call it.. the packages, the remuneration, the benefits which would sometimes find they fall short for other organisations because every organisation has its package and benefits and some of them they may be a better thing which we don't have, or maybe we have another, so we have to go through lengths to explain, okay maybe you having this but for us, we have this one, which kind of like is also a different thing and good on its own ..so you might need that, but you are coming to new benefit which you did not have"

Reference 2

"Some candidates come with a package. They would say that where I used to work, I received a 13th-month salary, meaning they have a bonus, and we don't have a bonus here. However, we pay our staff in dollars and foreign exchange, so we inform them that they receive the benefit of always being able to exchange their currency for the highest value in USD. So it is. If you compare it with having Tanzanian Shillings, you are better off, so look at it that way, including packages and contract durations. skill set."

"There is one thing which we tend to tell our staff. When we are speculating for senior management, as you already noted, they will be the patrons. These people look after our finances because they manage programmes. Programmes have budgets |

	and everything, so we always put this in the forefront when we tell senior managers that CHAI is frugal. Frugality means that we try our very best to spend less on things that don't necessarily need to be spent on. For instance, we all travel economy if someone is budgeting for a flight. So that's the type of frugality. We always put this at the front so that somebody can know if this person comes from an organisation where they can even use company money to fly first class. They should think first before joining us. Because of all, including our CEO, the overall leader of eighty countries, he travels on the economy because we believe that by being frugal, we preserve all the other money to save lives."
ORG4PI2	"limits and regulations on how the donor wants to use the money or spend the money on things, and sometimes it's the project which the donor doesn't want to be infringed upon by the other activities of the organisation, so it's solely for the staff who are on that project. We can put other projects in a pool and monitor them using our financial system. There are several strings in the donor contracts, and some can also cause a candidate to think they might not be able to work on this project, but we try very much to give details during the selection and recruitment."
ORG5PI2	"Also, sometimes we get excellent people. However, they demand very high salaries and other forms of remuneration. Being a donor-funded project, we are given a budget for each position. Hence, we have to work within the given budget. That also challenges us to become the person we would like to be. We may sometimes have someone who cannot perform due to our budget constraints. So, yes, I think those are the two main

	challenges that I can say. The major one is getting one person with all the competencies we want. We always have to try to balance and take the best we can, even if he doesn't fit everything we want." "The biggest effect is the budget, and of course, it is a donor-funded project.."
ORG5PI3	"Sometimes, people have been too expensive for us; sometimes, we have to convince people who we are and what we are trying to do for them to make the time available for you. We could pay $500-700$, but we cannot. It is a budget.
ORG6PI1	" Because we depend much on the people's money from donors, at some point, you may, for instance, within an organisation, we have the salary grades. At some point, the position you seek could have higher salary expectations. Still, the donors are not familiar with what you will pay for hiring people; perhaps their money will only cover salaries. Then, it becomes challenging to acquire money because donors often come with their own conditions, which restrict the amount available to cover administrative costs. Then, if you have a lot of salary money going to cover salaries, it becomes a challenge to acquire money from donors; at that moment, when it happens, the organisation also comes to cushion it by having additional funding from HQ."
ORG6PI2	"Most of the time, sometimes also try to recruit quality employees, you need to have a proper basket, or you can offer a long-term employment position, and usually with donor funding, that's a limitation."