INTERNAL GOVERNANCE PRACTICES OF LOCAL NON GOVERNMENTAL ORGANIZATIONS IN DAR ES SALAAM REGION

By

Happy Danford

A Dissertation Submitted to Mzumbe University in Partial Fulfillment of the Requirements for the Award of Degree of Master of Business Administration in Corporate Management (MBA-CM) of Mzumbe University

2020

CERTIFICATION

The undersigned certifies that, has read and hereby recommends for acceptance by the Mzumbe University, a research/thesis entitled "***Internal Governance Practices of Local NGO's in Dar es Salaam Region"***, in partial fulfillment of the requirements for award of the degree of Master of Business Administration in Corporate Management (MBA-CM) of Mzumbe University.

____

Major Supervisor

____

Internal Examiner

____

External Examiner

Accepted for Mzumbe University, Dar es Salaam Campus College

____

CHAIRPERSON, CAMPUS COLLEGE BOARD

DECLARATION AND COPYRIGHT

I, **Happy Danford,** declare that this dissertation is my own original work and that it has not been presented and will not be presented to any other university for a similar or any other degree award.

Signature: ________________________

Date: ______________________________

ACKNOWLEDGEMENTS

I will forever thank God for he has been good to me, giving me strength and hope in every situation. He is truly my God.

I would like to express my gratitude to my supervisor Dr. Andrew Mushi and lecturers of MBA-CM at Mzumbe University for their knowledge and skills in many areas and their tireless assistance in writing this dissertation.

Special thanks go to my beloved parents and my husband for their support and tolerance for the whole period of my studies. My siblings and my children, you deserve the best for your guidance and encouragement.

To my prayer warriors particularly Agnes, Omben Augustino, Veronica Mduda and Rev. Mkanza who have endured with me to the end.

Lastly, my sincere appreciation goes to all NGOs that took part in this research giving me more than answers for interview, they used their time to share their experience in area of governance and provided me with great opportunities for self-development. Frankly speaking, without their cooperation this work would have been impossible.

DEDICATION

I dedicated this dissertation to my mother Joyce Mariki.

ABBREVIATIONS AND ACRONYMS

AGM	-	Annual General Meeting
AGPAHI	-	Ariel Grasser Pediatric Health Initiative
BRELA	-	Business Registration and Licensing Agency
CEO	-	Chief Executive Officer
CPA	-	Certified Practicing Accountant
CPD	-	Corruption Prevention Department
IoDT	-	Institute of Directors in Tanzania
MCT	-	Miracle Corner Tanzania
NGO	-	Non-Governmental Organization
TANGO	-	Tanzania Association of NGO
TANLAP	-	Tanzania Network of Legal Aid Providers
TCIB	-	Tanzania Citizen's Information Bureau
UMIVITA	-	Umoja wa Miradi kwa Viziwi Tanzania
WiLDAF	-	Women in Law and Development Africa

ABSTRACT

This study was conducted in Dar es Salaam local NGO and explored the current internal governance practiced by local NGOs. The questions explored were: what is the governance mechanisms practice, how do NGOs operationalize internal governance, what is the function of governing body and what are the accountability mechanisms practices by NGOs.

The research used a qualitative approach and data were collected through purposively selected board members, key experts and management team from conveniently selected nine (9) NGOs who were interviewed.

Findings from the study show that, NGOs lack uniformity to practice governance, and this is mainly contributed by lack of resources and knowledge on governance. Also, functions of governing board that are mainly done include resource management, financial control~~s~~, monitoring and evaluation, although there is no distinct separation of responsibility between management team and board members as each sometimes assumes the roles of the other due to lack of knowledge.

Also, findings have revealed that, local NGOs from the study very rarely conduct capacity building on governances, mostly because these NGO are donor dependent and governance is mainly not supported by donors as key activity that needed separate funding. Additionally, NGOs have admitted that they have little awareness on NGO governance and request training and frequent facilitation on internal governance.

TABLE OF CONTENTS

LIST OF FIGURES

Pages

CHAPTER ONE

INTRODUCTION TO THE STUDY

1.1 Introduction

This chapter covers the background of the study and a statement of the problem which contemplated on the objectives of the study (both general and specific objectives) and research questions. Furthermore, the chapter shows the significance of the study, limitations of the study and scope of the study.

1.2 Background Information

The term "Non-governmental Organization (NGO)" came into existence in 1945, when the UN recognized the participation rights of intergovernmental and international private organization and wanted to include these rights in its charter. An organization had to be non-profit, non-criminal, not against the government and independent from the government control to be described as NGO (Shava & Thakhathi, 2016).

In the early 1970s and 1980s the sector grew with a positive change contributing to development activities done by the public, complimenting government activities. This attracted attention of different development players, making NGOs as key foci for effective development measures and mostly accountable to their operations (Kuruppu & Lodhia, 2019).

During the economic liberalization, development was forced to look into people-centered approach, but there was realization that the state alone could not fulfill this demand (Oria et al, 2015). The demand to focus on people-centered approach faced variety of challenges including corruption, poor information on financial reports and poorly structured programs. Thus, this approach raised awareness of different bodies to look into good practices of internal governance to organizations including NGOs.

Concentration to NGOs internal governance came along due to various scandals in the sector despite the introduction of accountability and transparency frameworks to guide NGOs (Faridh et al, 2018).Alongside this, there are various critics that face NGOs operations. These critics include NGOs being aid dependent with less focus in priorities, inadequate transparency and accountability, leadership and divergence in strategic vision. Such critics have led to increased pressure forcing NGOs to strengthen internal governance practices (Kasabreh, 2014).

Researchers and international aid agencies have taken interest into the matter. Thus, NGOs are influenced to adopt internal governance practices so as to avoid doing business as usual and meet the expectation of shareholders and benefactors. By having a formal internal governance system , NGOs earn trust both from its donors and the community it serves (Barr, et al, 2004). This is also supported by Keating and Thrandardottir (2017) showing the crisis of trustworthiness in NGO and that it can be returned only through proper accountability mechanism which is an attribute of a good internal governance system.

Scholars have described governance practices in NGOs to include transparency, strategic planning, having a governing body, accountability and dissemination information so as to prevent conflict-of –interest amongst key stakeholders (Shava & Thakhathi, 2016). Moreover, governance in NGOs is guided by internal rule of operation, code of conduct and policies that are available to foster governance practiced properly. Though some NGOs follow such good principles, NGOs which do not follow often lead to conflict with the government due to failure to adhere to regulations (Balboa, 2014). As Kuruppu and Lodhia, (2019) explained that internal governances system is an instrument to govern internal organizational activities and secure good relations with stakeholders on the boundaries of the NGO.

Revamping internal governance structure in NGOs such as board of directors, board of trustees creates a good relationship between NGOs and their funders and donors, thus smooth access to financial assistances. In this sense, accountability remains very important aspect of internal governance in NGOs (Tacon et al, 2017).

1.3 Statement of the Problem

Internal governance on NGOs has attracted interest of various NGOs and other stakeholders. This is so because; proper practice of internal governance contributes to the success of the NGO in achieving its goals and mission. Scholars have also provided evidence and suggestions on how to practice internal governance smoothly in NGOs. Nevertheless, NGOs still claim to have challenges in internal governance practices. NGO rarely establish internal governance mechanisms for their stakeholders to hold them accountable for their activities and this is reported as a frequent weakness (Fowler, 2013). Thus, this study intended to explore the practices of internal governance in Tanzania local NGOs, looking into various aspects including accountability, function of governing body and the actual practice of internal governance in local NGOs so as to give a clear insight of internal governance practices.

1.4 Objective of the Study

The main objective of this study was to explore how local NGOs in Tanzania exercise and practice internal governance.

1.4.1 Specific Objectives

The study was guided by the following specific objectives;

(i.) To identify the existence of internal governance mechanism in NGOs.

(ii.) To understand the actual practice of governance practices in NGOs.

(iii.) To identify function of governing body in NGOs.

(iv.) To understand the accountability mechanism in NGOs.

1.4.2 Research Questions

(i.) Which are the internal governance mechanisms in NGOs?

(ii.) How do NGOs practice governance practices?

(iii.) What are the functions of governing body in NGOs?

(iv.) What is the accountability mechanisms used in NGOs?

1.5 Significance of the Study

This study provides insight of NGO internal governance and accountability practices and findings might enable interested groups like international aid agencies, foreign governments and investors to know the governance practices of Tanzania local NGOs and be able to decide accordingly.

In Tanzania, there are very few studies conducted on governance especially in NGOs. We have the role of good governance in enhancing service delivery: a case of TANESCO by Saada Ahmend Ali, the role of ICT in promoting public sector governance in Tanzania by Thomas Safari, assessment of the effect of Corporate governance codes on corruption in Tanzania public sector by Asha J. Bajwalah and Civil Society in the Era of Good Governance Dispensation: NGOs and the Politics of Engaging Government in Tanzania by Dr. Andrew Mushi. Thus, this study might contribute in providing information on NGO governance and the findings might be used by other researchers for further references.

The study generates knowledge on the existing body of literature in the area of governance and accountability in Local NGOs in Tanzania. It is also very important to be utilized by different stakeholders in the country.

The key members of NGOs might use the study findings to evaluate themselves and get a better understanding of their performance on governance and accountability, their current situation and measures that are needed to be taken to improve governance practices of their organization.

Policy makers and decision makers might use the findings of this research to make the necessary reforms on governance in Tanzania.

1.6 Scope of the Study

This study was conducted using an exploratory design with focus on ten (10) NGOs located in Dar es Salaam. The study concentrated on group of NGOs which were expected to be researcher's main source~~s~~ of data. Therefore, the observation and findings obtained from analysis of data relate only to selected number of NGOs, hence may not be representative of all NGOs in Tanzania.

1.7 Limitation of the Study

During this research, the researcher faced various challenges but the most significant one is hardship to get interviewees as they are potential people with many responsibilities and busy with work. So making appointments and getting them for interview was a challenge and time for interviews had to be limited so they could be able to attend to other activities.

Moreover, some interviewees did not want to be recorded because they somehow felt that the conversation needed to be private between them and the researcher. This somehow posed a challenge of missing out some of the information because the researcher had to rely on notes. Regardless of explaining the purpose of the research and that every recording will be made confidential, some interviewees insisted on not being recorded.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter gives an insight into various studies conducted by different researcher as well as the conceptual definitions and explained theories with regards to internal governance and accountability practices in local NGOs in Tanzania. Furthermore, the chapter discusses the findings from different studies which attempted to study the governance of local NGOs and other foreign NGOs in general.

2.2 Definitions of Terms

2.2.1 Governance

Governance is the process of providing strategic leadership to an organization (Fukuyama, 2013). It entails the functions of setting direction, making policy and strategy decisions, overseeing and monitoring organizational performance, and ensuring overall accountability. Non-profit governance is a political and organizational process involving multiple functions and engaging multiple stakeholders.

2.2.2 Accountability

Accountability is defined as the obligation of an individual or organization to account for its action, accept responsibility for them, and to disclose the results in a transparent manner (Consensus, 2014). It also includes the responsibility for money or other entrusted property. Having a formal framework for accountability proves the existence of formal governance in NGO (Keating & Thrandardottir, 2017).

NGO expresses accountability through various ways for it to demonstrate proper use of resources and does not take advantage of privileges given to it. Internally expressing accountability to its staff, shareholders and stakeholder; externally, to the existing regulatory body and the state.

NGO accountability is viewed in an upward and downward movement. Upwardly, NGOs are accountable to the donor community and mostly to the funds reimbursed. Such accountability requires the NGO to demonstrate proper use of resources and measures that will prevent fraud. This often comes with a number of reports that the NGO is supposed to submit to the donor including how the funds were utilized and implementation of intended activities. Downward movement of accountability is directed towards the beneficiaries of the NGO. This included delivering a quality service as promised by the NGO and proper use of resource during implementation of activities (Awuah-Werekoh, 2014).

2.2.3 Non-Governmental Organization (NGO)

Organization is defined as the group of individuals who allocate tasks between themselves to contribute to a common goal. Organization needs a purpose and an Organization is made of people who know what their role is. Non-governmental organizations are public organization formed with a purpose of fulfilling a specific mission and are part of the civil society organization working to serve the needs of citizens but outside the government. Since they are providing service to the community without making any profit, NGOs are also termed as non-profit-organizations.

Tanzania NGO Policy of 2001 defines NGO as a voluntary group of individuals or organizations which are formally registered and not-for-profit sharing; organized locally at the community level, nationally or internationally for the purpose of enhancing the economic, social and /or cultural development or lobbying or advocacy on issues of public interest or interest of a group of individuals or organizations.

NGOs are categorized in many ways including faith-based organizations and community service organizations. They are characterized by its voluntary habits, non-political, not for profit sharing, self-governing and as a permanent institution with a recognizable governance structure. In this study both categories were included with exception of those that are international NGOs.

NGOs are sometimes termed as non-for-profit and operate in different level locally and internationally. NGOs are expected to be self-governing and non-political meaning does not operate on the interest of a particular political party or leader. NGOs are part of Civil Society Organization (CSO) which takes a bigger umbrella of defining NGOs. CSO also includes groups of people w.ho have come together for common goals, for example environment, health and even education for the development of the public service (Herbert, 2015).

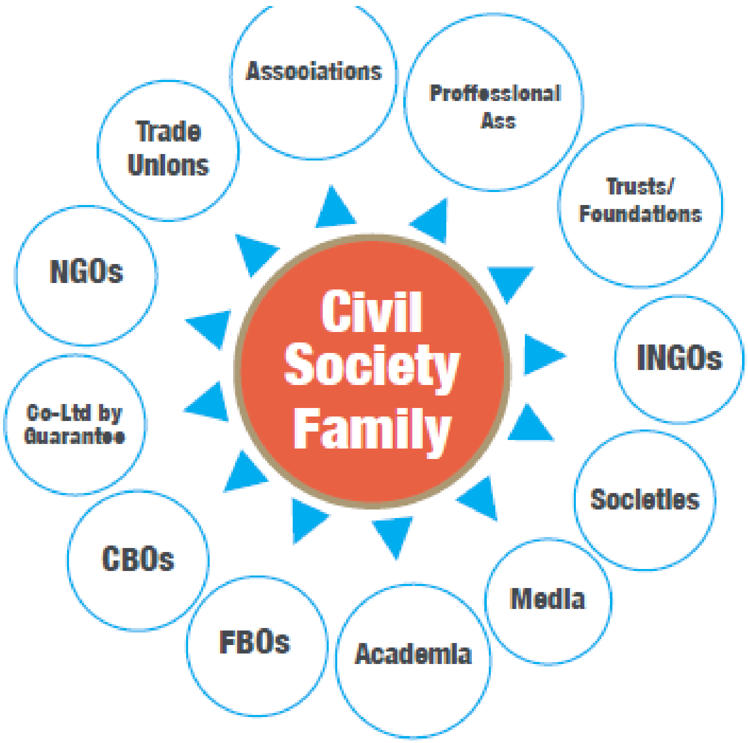

Figure 2.1: Demonstration of NGOs in Tanzania

Source: Compendium of laws governing CSOs in Tanzania 2017.

The figure above, gives an illustration of CSOs in Tanzania, showing how broad is the sector comprising of different not-for-profit organizations. In Tanzania, NGOs fall under the umbrella of CSO, with all other organization operating outside the government to serve the community without gaining any profit (Mosha, 2017).

2.3 Theoretical Literature Review

2.3.1 Policy Governance Model

NGO governance is guided by various theories depending on the nature of the NGO and purpose of its formation Asaduzzaman (2017) including entrepreneurial model, representative model, emergent cellular model, vector model and policy governance model, but this study was guided by the policy governance model of NGO governance (Dattilo, 2013). The model is considered as the most governing model of all times adoptive to all types of board structures in both not-for-profit organizations and profit organizations. The model emphasizes on competent capacity of board members as representatives of NGOs.

Policy governance models also explains the distinct difference between owners and customers of an NGOs in which in the scenario of NGOs the community is considered to be the major owner of the NGO forming the purpose of creation of the NGO in the first place (Smith & Phillips, 2016). It also requires the board to be accountable to the community it serves. Banerjee and Seyam (2018) suggest that the board is the servant to the community and should consider the interests of the community outside their organization than how they value the organizations staff. This applies to board as a group not for individual board members and this calls for the board to make decision as “one voice”, collectively, and all resolution passed by the board are to be respected even to those members who lost during voting. This principle of one-voice makes the whole board accountable to any decision made and not individual members. It requires the board to ensure accountability in all its activities both to the internal and external community. Boards focus on vision, mission, values, ethical procedures and strategic planning of the organization taking into account the interest of the community (Chelliah et al, 2015).

The model also recognizes the key implementer of board activities and urges that since board is not supposed to implement activities, there should be a personnel responsible and accountable on behalf of the board (Dattilo, 2013). The personnel are given different roles depending on the expectations that the body has on him/her for the purpose of achieving the organization goals. The personnel may sometimes be known as the Executive Director (ED), Chief Executive Officer (CEO) or Director and normally acts as a link between the board and the staff of the organization. Board is expected to define these performance instructions, assign them and later on timely bases evaluate the performance and achievement of these activities according to its policies (Agbodzakey et al, 2018).

There should be distinct separation of power between the board and the staff authority. With little interference from the board, Elkington (2006) believes that the staff will be free to implement its activities in a more reliable and confident way. Furthermore, Carver and Carver (2009) contend that the board is expected to form a good working environment for both the CEO and the management. The role of the board is not only to supervise and evaluate but also to encourage, support and give necessary advice on issues so that the CEO can perform his/her activities successfully.

The model also requires the board to be aware of the environment it serves by having the big vision of where the destination of the organization should be in the future. It also insists that board should take part in resource management of the NGO, taking part in soliciting funds, ensuring the organization has assets that can be developed into valuable opportunities for the NGO. Resources that are considered here are human resources, financial resources, intellectual resources and material resources (Asaduzzaman, 2017).

One other key aspect in this model, the board defines its own expectation, rules of operation, principle code of ethics and values. The board can also define subcommittee to incorporate other expertise that the board does not have and is highly required for its operations. For example, board may establish a financial committee to oversee the technical financial details of the organization (Asaduzzaman, 2017).

The model has various achievement, however Asaduzzaman (2017) points out key challenges of this model as sometimes, the distinct separation of roles between management and board may lead to poor communication and partnership working environment for the board and management.

2.4 Governance Mechanism.

NGO governance mechanism depends on the legal framework of a particular country which enforces its internal governance structure depending on the type of organization formed (Aldashev et al, 2015). NGOs can be formed as associations, company and even foundation. But specifically, the laws stipulated in the formal documents clearly state the terms of which the governing body should operate (Olarinmoye, 2014). Due to changing in NGO laws, the structure of governance can also change to reflect the requirements of the law. Governance mechanisms start from the initial reason of why the NGO was formed in the first place, this includes the mission, vision, and objectives of the NGO (Coule, 2015).

The figure 2.2 below summarizes mechanisms of governance in general. Governance of organizations involves the mission of the organization and its vision. All members of the organization, work in converges to the mission and vision of the organization. This explains why the organizations was established in the first place and where does it want to reach in future.

The governing body, comprising of the board of directors and AGM members acts as the key driving organ to enforce established policies, laws and plans so as to enforce self-regulation of the organization. From the figure below, the governing body enforces the controls, code of conduct and strategic planning of the organization, which in total form the governance practices of the organization.

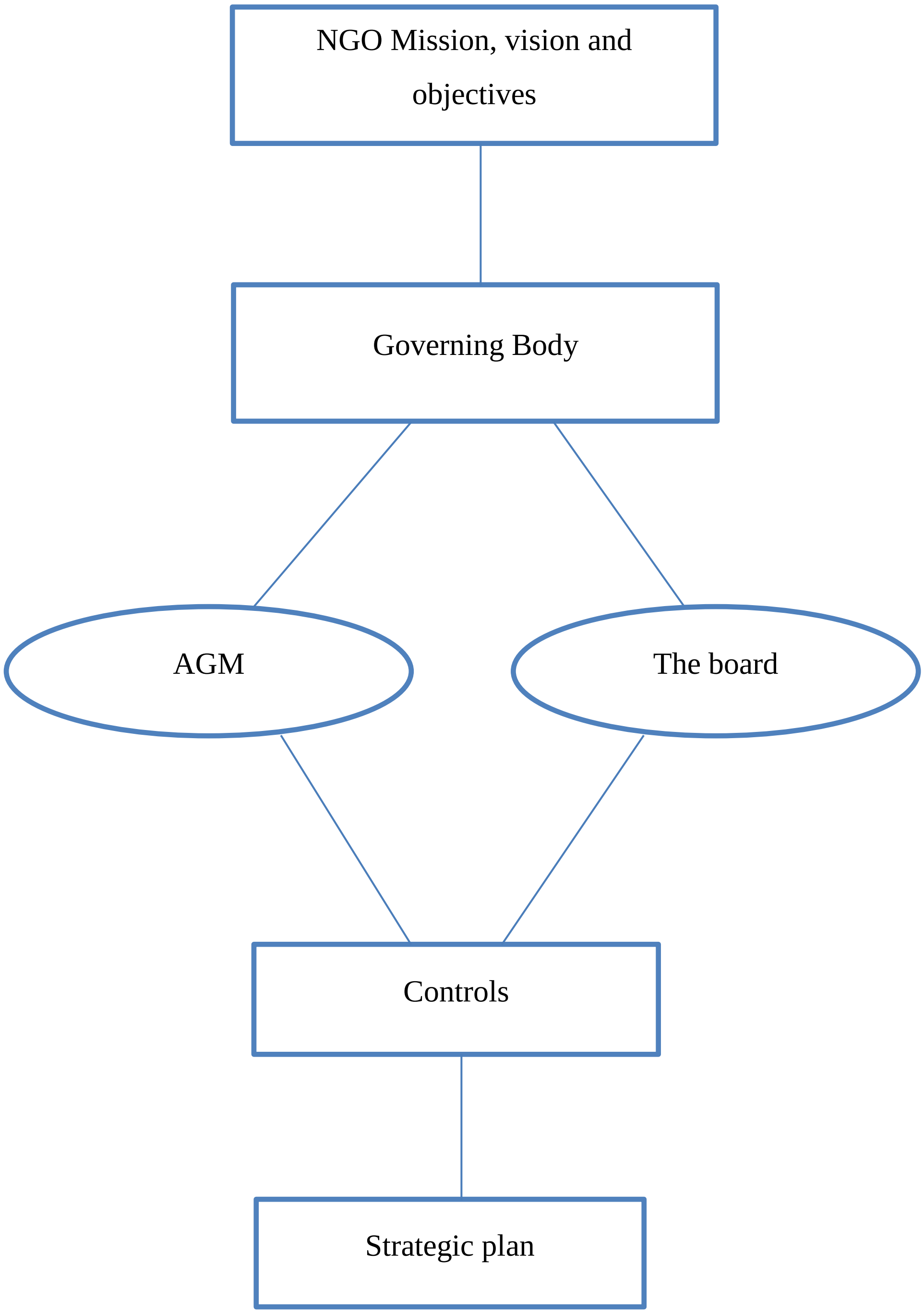

Figure 2.2: Diagram Showing Governance Mechanism in NGO.

Source: Researcher's Own Interpretation.

2.4.1 NGO's Mission, Vision and Objective

Mission is a purpose of existence of the particular organization, what the NGO does and where it wants to reach and how to reach there (Taiwo & Agwu, 2016). NGOs are termed mission-based because they operate toward the mission specifically. An NGO without a mission means that t operates without a clear purpose and in such scenario it is difficulty to govern such NGO.

Mission are long-term based, are not bounded by time and as long as the NGO exists, its mission is the focus. Management, staff and board members need to understand the mission clearly for them to act accountably. Through a mission, NGOs are able to develop a vision of where they want to be in the next defined years (Ebrahim, 2016).

A functioning governance system in NGO must have a mission and a vision. This shapes the way the NGO should operate knowing that focus is on particular purpose. Development of mission and vision is usually defined during establishing an NGO. It is what forms the identity of NGO, also explain the NGOs core values, aspirations and principles(van Zyl & Flambard, 2019).Mission statement should include the following for it to be considered complete and consistent. Mission should define the customers or intended audience for the service, what service to be provided, the values and how the mission will be done (Taiwo & Agwu, 2016).

Objectives break down specifically what the NGO needs to do in terms of its mission and vision. These objectives need to be measurable and evaluated. It is from objectives where NGO for activities and projects. But this objective need to be prioritized through a strategic plan, so as to promote a clear direction of what needs to be done in a particular time so as to meet goals of NGO.

An effective governance practices includes evaluating the activities in timely manner so as to make sure everyone including the board member does not diverge from the core purpose of the NGO (Taiwo & Agwu, 2016).

2.4.2 Governing Body

NGOs are mostly directed by a governing body, sometimes also known as board of directors, board of trustees, board of governors or the executive body. However, in other NGOs, there is separation of power depending on the body that is formed according to the requirements in the article of incorporation (Sohail & Fatima, 2017). Other NGOs have the Annual General Meeting (AGM) as the highest body that makes all the important decisions of the NGO and the board of directors formed mainly for strategic implementation and governance issues of the NGO. The board is expected to represent the interests of the organization's partners and stakeholders by making decision collectively to avoid fulfilling the interests of an individual or a single group (Dattilo, 2013).

Dividing the board into different committees is the most commonly used way to promote effective governance and accountability in an NGO. Often, board structure is divided according to mission of the NGO to makeup committees, so as to ensure the board works, plans and make informed decision; moreover, this maximizes the proper use of board expertise and capacity (Dattilo, 2013).

Board structure can be different to each NGO, there is no one common structure that is fit for all but so as to make sure the board governs smoothly a common structure exists, which is adopted by different NGOs and customized to fit the nature of the NGO's mission. This structure includes having a board chair, secretary and committees for different specific issues of the NGO mission that need certain type of expertise e.g. financial committee which has members with knowledge and expertise in finances and accounts (Banerjee & Seyam, 2018).

2.4.3 Function of Governing Body

As the governing body, the board has clear set of responsibilities of which each member is expected to understand them (Adeyeye, 2016). The capacity of the board to implement its responsibilities defines the fate of the NGO. In most cases, board members are initially oriented to their responsibilities to give them a common understanding of what is expected of them (Metin, 2017).

Board’s major responsibilities are: planning whereby the board develops strategic plans according to the mission statement of the NGO and later on develop annual implementation plan to meet the strategies; the board is also responsible of the resources of the NGO both human resource and financial resources in fact, the board also is responsible to hire the executive director who is the secretary of the board; it is also responsible to the community in which the NGO serves, making sure that public relations is strengthened, interests of the NGO have considered the interest of the community including good communication to public and sharing its annual report to the public; in addition, board is also responsible of monitoring and evaluating the NGO issues from staff performance to the effectiveness of the activities done by the NGO (Banerjee & Seyam, 2018).

Taking into account the major roles of the board, the founders of the NGO also have their roles in the governance of the NGO. Many NGOs are dependent on the individual who started the NGO and mostly because they have special legal rights and normally assumes the highest leadership positions in the NGO for example being the executive director (Banerjee & Seyam, 2018).

2.4.4 Governing Documents and Bylaws.

Governing documents are the official documents used for registration of the organization and they differ according to the legal code of a particular country. These too take part in governance mechanism of an NGO, but in common, NGOs are guided by the Article of Incorporation, constitution, by laws and mission statement (Zeidan, 2015). These documents together with standard policies, resolutions in board meetings and financial reports provide way in which an NGO is governed and how activities are implemented to reach the NGOs mission and vision.

Legal documents such as the article of incorporation are normally filed by the responsible government agency and this agency has responsibilities to make sure the NGO is governed properly to avoid negative consequences and liability to its members (Oria et al., 2015).The legal documents specify how the NGO should be run, purpose of which the NGO is formed, how internal affairs should be run, term of incorporation among its members and responsibilities of the members.

Moreover, the governing documents explain what is the governing body or bodies of the NGOs; the responsibilities of the governing body and standard ethical policy like the conflict-of-interest policy; the terms of office for the board members; minimum number of board meeting per year and rule of operation of the body (Mosha, 2017).

Bylaws are the set of rules of which the NGO should be run, it includes all aspects of the NGO from resource management, code of practices and technical operation of activities (Mosha, 2017). The NGOs bylaws govern the internal affairs of the organization and provides guidance on the standards required for performance (Eade, 2006). The bylaws state quorum requirements, voting qualifications, record keeping, financial reporting and provision of the dissolution of the NGO.

During the registration of an NGO, the type of NGO formed will determine the governance structure of the organizations. NGOs can be registered as associations where a member constitutes its governing body and foundations whereby the founders appoint board of directors (Herbert, 2015). Most of international NGOs are formed as company limited by guarantors in whom the authorizing agency makes a strict rules of the organization to prevent crisis from happening. This strict procedures and rules include how the board should be run, roles of board members, reports on financials of the organization that are submitted to the authorizing agency (Mosha, 2017).

2.4.5 Conflict of Interest.

Conflict of interest is usually a policy NGOs use to make sure staff and the board act in ethical manner, declaring any conflicts that may disrupt their credibility in decision making (Inyang, 2017). To show its importance, the policy is written and sometime signed by the staff and board members upon recruitment procedure. During board meeting, board members with conflict of interest are prohibited to vote on matters which there are conflict (Gottlieb, 2015).

There are various levels on which conflict of interest can be viewed in NGOs. One being conflict of interest between a board member and the NGO. Board members are expected to act ethical considering the interests of the NGO rather than their own interest. Having such authority to make decisions for NGOs, board members should not take advantages of such position. Such conflict could be self-dealings of board members, inside trading, use of NGO assets for own opportunities and even neglecting the roles and responsibilities of a board member (Shava & Thakhathi, 2016).

Another level is when loyalty duty of board member is compromised; this is due to having a board member influencing others in making decision through compensation, favors and even manipulation. It is also termed as fiduciary obligation of the board member (Peters, 2014). This will force board members to agreeing to the decisions made by the dominant member, instead of being independent decision-makers for the interest of the NGO.

Conflict of interest emerges also between amongst stakeholders and the board, when there are various stakeholders with different concerns, board might be forced to agreeing with a particular stakeholders and neglecting the others. Such act causes conflict of interest and NGOs credibility in decision making may be compromised. Moreover, conflicts of interest can emerge between NGO and its beneficiaries. This happens when the NGO acts on its own interest without considering the society it serves. This includes making wrong decision for the beneficiaries, not providing the services intended and wrong use of resources. Such endeavor disputes NGOs reputation, accountability and its value (Peters, 2014).

2.4.6 Code of Conduct and Ethics.

This code applies to the board, management and staff of the NGO directing them to work in a manner that is ethical and fulfill their responsibilities to meet the NGO goals and mission. It also includes guidelines on handling conflict of interest, how to handle confidential information of the NGO and use of organizational funds and resources (Kelly, 2019).Moreover, code of conduct is believed to strengthen NGO governance, accountability and transparency (Ekundayo, 2017). This is because, the conduct gives direction as to how the members of the NGO should react, interact and communicate with each other.

Benefits of developing a code of conduct in NGO are viewed in various aspects. This includes; having a set at which the NGO is going to be held accountable. This is by having clear values, standards of performance and principles which will define how the NGO should operate (Zeidan, 2015). Moreover, it creates a sense of community within NGO employees and its beneficiaries due to the commitment to common values and mission. Also, in order for NGO to maintain professional way of operating, code of conduct needs to be carefully developed and implemented.

In addition, code of conduct provides NGO with a room of potential financial benefits. Most donors request and ask question related to accountability and this includes showing evidence of enforcing ethics and good code-of-conduct. NGOs with such a document in place get trust from the donors knowing that their donation will be properly utilized and there will not be frauds or cheating behaviors (Gnan et al, 2013).

Development and implementation of code-of-conduct is always aligned to NGO’s mission and vision, together with core values and principles of operation(van Zyl et al., 2019).But it is not necessarily uniform to all NGOs. Some NGOs include in their code-of-conduct, a section of conflict of interest. Knowing that this is a major contributor of conflicts within an organization (Inyang, 2017).In such the section explains clearly on measures to be taken on the course of conflict of interest.

Code-of- conduct and ethics are also framed by the existing standards provided by the regulating bodies (Kelly, 2019).In such, NGOs have to align their values with the existing framework of the society they operate with. This affects the values of performance of the NGO.

2.4.7 Internal Controls.

NGOs use various means to provide internal controls of its activities, making sure every member of the NGO follows such controls for smooth operation. The controls ensure accountability of the NGO mainly in the area of financial management (Dattilo, 2013).

NGOs face challenges while enforcing internal controls due to its nature of formation following informal processes based on shared norms, values of service delivery rather than formalized services (Abdulkadir, 2014). To enforce such controls, it is believed that the government is the most appropriate regulatory to enforce such controls in the NGO sector.

Internal controls are enforced through various policies and procedures in the NGO, showing members of the NGOs their access and limitations in finances, record keeping and use of other NGO resources. This is to ensure efficiency in NGOs daily operations and making sure or the objectives of the NGO are achieved successfully (Abdulkadir, 2014).

There are various measures to foster internal controls in NGOs. These include: physical control, which means measure to control the physical assets of the NGO. Such measures ensure safety of the organizations cash and having guideline on how to use and secure cash within the physical environment of the NGO (CPA Australia, 2011). Together with cash control access, NGO use financial controls on how to use and record finances report. Such controls are usually adopted from particular international standards of finance and accountancy agreed by the NGO authority. Moreover, even the relating entitles like the financial institution relate to NGOs based on these standards (Ng'eni, 2016).

Another measure of internal controls is through human resources policies and procedures. Such measures ensure quality of employees to be recruited for the NGO, how they should assume their responsibilities and human resources rights. So as to have a good governing system, this kind of control which involves people is very crucial.

Another control is through authorization and approval system which are kept in place. Such system ensure the level of decision making is followed without bypassing key authority to ensure harmony in the NGO's operation and proper distribution of responsibilities (Bongani, 2013).

In additional, NGOs usually use close supervision activities as one of the major ways to control its activities and resources to meet the intended goals. This supervision are both internally and externally to the field. Internally, NGO supervise its staff on their day-to-day activities and what is expected from them (Omona & Mukuye, 2013). This includes having a sign-in attendance on entering the NGO compound and even daily submission of activities done.

Externally, NGO supervise activities done on the field, by having a stationed staff on the field that provides report on daily progress of the activities on the field. Also to staff on the field supervises other contracted personnel on the field to make sure activities goals are met .All this is done to reduce the occurrence of fraud or errors (Bongani, 2013).

2.4.8 Strategic Plan.

Strategic plan is a document used by NGOs to set priorities, direct resources and staffs towards a common goal and making sure stakeholders understand the plan and their concerns are also included. This document is not static, meaning it has to allow room for amendments according to the changing environment (Shava & Thakhathi, 2016).

Strategic plan is usually a set of planned activities by the management team and later on approved by the governing body of the NGO. Such plan is made to be implemented in a specific period of time, using selected activities which are sought to be of high impact to the NGOs success and monitored and evaluated to measure its impact to the intended goals.it is highly recommended that, such responsibility of developing a strategic plan is done by the team of management and not the board team (Dattilo, 2013).

Strategic planning is also an essential tool toward effective governance and management in NGO, making it a complex and new phenomenon to small and emerging NGOs. Thus, the process should involve expertise and align with NGO's goals and objectives. Through strategic plan, NGOs can know their weakness, strength, opportunities and threats and act on their core competency. Also, it helps employees to understand their responsibilities and be accountable according to their specific tasks (Dattilo, 2013).

Planning for such a document requires effective visioning of the NGO to the near future. Brainstorming on how the NGO should be in the next five to ten years. While foreseeing on the unexpected risks and opportunities that might rise during that time ad set measures on how to mitigate such risks (Smith & Phillips, 2016). Moreover, strategic plan should take into account the political, economic, technological, legal and social changes of the environment it operates. Political involves issues regarding government policies, taxation, trade laws and regulations. This is very crucial for the sustainability of the NGO (Kabeyi, 2019).

Economic and social environment looks into the economy situation of the country of operation and the social way of life respectively (Inyang, 2017) . Changes in such entities would mean changes in the NGOs plans so as to solve the current matters of the society. An effective strategic should take into account the objectives of the NGO, goals, target, needed resources both human and financial resources, metrics of measurement and governance mechanisms for it successful implementation (Larcker & Tayan, 2018).

Governance structure includes the mission, vision and values of the NGO, management structure and information about the governing body of the NGO. Strategic plan promotes governance in such NGO will be able to make decision collectively in both internal and external stakeholders come to agreement smoothly. This is by understanding the existence of the NGO, purpose and functions(Carver, 2012).

2.5 NGO Governance Principles: Accountability.

Accountability is key function of governance in NGOs, it is how decisions are made collectively and responsibility of actions is considered. NGOs is expected to practice accountability to their funders, regulatory bodies, internal staff and beneficiaries by making sure that they demonstrate use of resources transparently without taking advantages of various privileges given to them as nonprofit (Keating & Thrandardottir, 2017).

Coule (2015) explains accountability in two levels; micro and macro levels. The macro has financial accountability and economic performance accountability for NGOs. The micro - accountability involves the voice of the community in which the NGO serves. The latter, looks into cheques and balances of cash in an organization and sets financial policy to promote internal accountability of the organization, whereby they are reviewed by the authorized governing body of the NGO.

The macro accountability involves the service receivers; their voice regarding the service provided to them ensures accountability of the NGO. Various methods the NGO uses to satisfy queries from the community including sharing of revenue annual, progress reports, achievements and other documents as needed by the law. At this level, the service providers also have to ensure accountability is practiced, this is by various internal Human resource policies that exist. E.g. job security, promotion policy and even leave policy (Coule, 2015).

NGOs are also accountable in information sharing at different level within the organization (Omona & Mukuye, 2013). Information about planned activities, available resources, progress and financial reports should be made available to management team and the board members. During the registration of NGOs, the requirements often emphasize accountability and mainly formation of internal and external mechanism to enforce accountability in an NGO (Oria et al., 2015).

The need to focus on human resource development is key to ensure accountability (Bongani, 2013). In most cases, NGOs focus on management of finance, expenditure forgetting the actual people that are using the resources. Focus on people rather than money will create sense of responsibility to NGO workers and thus become accountable to their actions.

2.6 NGO Governance and Accountability: History in Tanzania.

The historical development of NGOs in Tanzania started during the colonial period where by the colonial masters wanted to exert changes in the economic development to both social and political matter of their colonies (Heads & Date, 2017). After the adoption of structural adjustment program by the government of Tanzania, NGOs increased dramatically facilitating the growth of the NGO sector in Tanzania.

Now, due to declining of resources from the donor community, NGOs in Tanzania are required to demonstrate proper use of Tax payer's money including internal control mechanism that will guide use of this resources and effective implementation of activities to the intended beneficiaries (Heads & Date, 2017). Due to this, the government established various standards so as NGOs to have a smooth implementation of its activities. Such standards include; the accountability standards, transparency standards and governance standards (Mosha, 2017).

The governance standards to be observed by NGOs in Tanzania include; being legally registered; having a constitution; having a board; publication of organization's mission, vision and values, having systems to avoid conflict of interests; publication of the organization address; publication of annual reports and responsible recruitment policies for both staff and volunteers (Mosha, 2017).

In order to enforce this, the Tanzania NGO Act of 2002 has set subsidiary legislations to promote self-regulation of NGOs in Tanzania. Such include; NGO code of conduct of 2008, NGOs regulation of 2016 and election regulation of 2016.

Accountability is also a major concern for Tanzania NGOs as such the NGO regulation also emphasizes on accountability by making NGOs to enter into contracts with undermined sovereignty of states and rights of the people, appreciate levels of accountability and regularly communicate on its values, mission, visions and governance structure (NGO regulation, 2002)

Recognizing the contribution of NGOs in development of the community, Tanzania had to establish various guidelines to promote NGOs functions reliable and sustainable. The Tanzania NGO Corporate Governance Manual (2006) states that the reasons for underdevelopment and misgovernment are "sometimes attributable to weak institutions, lack of an adequate framework, damaging discretionary interventions, uncertain and variable policy frameworks and a closed decision making process, which increases risks of corruption and waste".

The emphasis on good governance is meant to help NGOs in Tanzania and beyond to achieve various goals as articulated below:

(i.) Bring greater accountability and transparency.

(ii.) Prevent reluctance to introduce management and institutional changes.

(iii.) Enable Organizations to reframe development, work through systems and policies that ensure transparency, enhanced accountability and program impact.

(iv.) Bring a renewed perspective on how NGOs can be managed through setting up effective Board structures, appropriate organizational policies and governing procedures.

2.6.1 Governance and Accountability: Challenges for NGOs in Tanzania.

Knowledge of good governance is seen as problematic. The researcher noted that there is difficult to achieve internal governance with founders who wished to own their NGOs for their own purposes. There was noticeable mismanagement of resources particularly by the Board members who perceived their involvement with NGOs as money making ventures (Herbert, 2015).

Absence of Strategic planning – Few NGOs had strategic plans which are necessary in ensuring ownership of the mission, values and activities (Ilunde, 2013). In the end, NGOs ended up vulnerable to the whims of donors, thereby making it difficult to measure their impact over time.

Relationships with International NGOs – There were considerable concern among local NGOs that the giants, mainly INGOs, occupied so much space, leaving little or no room for local NGOs. INGOs were accused of engaging in interventions which cared less for sustainability and growth of the local NGOs.

NGOs in Tanzania were perceived to be driven by short-term project approaches which were not sustainable locally (Ilunde, 2013). For example, they offered higher salaries to attract local NGO personnel, and were accused of fueling the high cost image of the sector.

Moreover, trainings on governance were considered as expensive and of no importance, since during planning such trainings is not included. Local NGOs faced lack of enough resources to support them for such training. Donor agencies discouraged such administrative activities and funded only activities that related to the actual service provided by the NGOs. This made it difficult for NGO to solicit resources for their own development on internal governance.

Lack of exposure to governance practices is also a challenge. Local NGOs operate in an environment with limited opportunities for exposure, mainly due to lack of relevant information, lack of enough resources and capacity within these NGOs. Having exposure could support local NGOs and even the box, coming up with new interventions for their own development and development of the NGO at large. In the end the credibility of the sector suffered, and the local NGOs continued to suffer from the effects of poor governance and weak accountability mechanisms. The problems noted in the Tanzania example are symptomatic of many NGOs in the African context (The Citizen, 2018).

The prospects for growth are hampered by a multiplicity of challenges, but all bearing the marks of poor governance and a lack of accountability (Ekundayo, 2017). The future for the sector relies heavily on the ability of the government, NGOs themselves and other players to develop policies and legislation which will address the fundamental principles of governance (Heads & Date, 2017).

Strengthening internal governance through regular training is key factor to NGO performance especially to the emerging NGOs. This is because; the whole NGOs successful operation depends on internal governing system, including relationship with various stakeholders and sustainability of the NGO (Kuruppu & Lodhia, 2019).

2.7 Empirical Literature Review

There are recent studies which have focused attention on internal governance and accountability. Some of empirical evidences are articulated as seen below:

The Australian non-for –profit governance guide, recognizes the role of the board, its composition and accountability as one of the key principles of governance in NGOs. In the study by Smith and Phillips (2016) highlights the increased competition for service providers amongst NGOs and pressure from funders has contributed to governance practices in non-for-profit organizations. However, Coule (2015) urges that accountability is a straightforward governance function and this should be both internal and external to the organization.

Chelliah et al (2015) believe NGO governance practices are influenced by internal and external factors including skills and roles of board members, demands for membership, funding requirements, board members recruitment process and resources for training and development.

Furthermore, the study by Tomo et al (2016) outlines that behavioral dimensions of governing bodies in NGOs are also to be considered, since difference in behavior and interest may hinder governance practices. They also suggest that solving behavioral differences in board members enables the members to channel their energy into collaborative decision making which facilitates best practices and commitment inside and outside the boardroom.

In their study Omona and Mukuye,(2013), researchers explain how governance is very important in many aspects. One being the fulfillment of legal requirements provided in the statutes of the NGOs should be observed. Such statutes talk about the governing body, mission of the NGO, roles of members and purpose of the NGO.

In study by Harris et al (2014) have found out that governance factors like board independence, disclosure of interest, openness and other factors like governance written policies positively affect donation and government grants given to NGOs. Moreover, focusing on people working in the NGO is also a key factor to governance and accountability success.

Though NGO do not make profit in what they do, but the business of serving the community can face financial crises and that is why governance practice is important. Cornforth (2014) however explains how the non-for –profit organization need to practice governance as corporates do because funding partners in particular wish to have accountability and transparency in the utilization of their funds. This is critical for sustainability and growth of the Organizations.

Strategic planning is also crucial aspect of governance and accountability practices by NGOs. Mission and goals of NGOs are effectively managed through projects and later on reviewed and evaluation is done to measure the intended target. However, there should be involvement of key stakeholders for the plan to succeed (Inyang, 2017).

The nature of NGOs is to work with various stakeholders thus making it accountable in different dimension (McGrath & Whitty, 2018). This includes the government, donors, beneficiaries and even then NGOs employees. However, this is not always the case, as most NGOs forget the internal staff and focus only on government and donors for easy access of fund (Chelliah et al., 2015).

Moreover, board composition, their capacity, values of the NGO and its mission and goals are explained to be factors promoting effective governance in NGO (Zeleke, 2016). Also, board is expected to have full participation in strategic plans, policies of NGOs by properly reviewing them and approving while understanding the impact to the NGO they serve.

The study also explains that, governance implementation can be interfered if there is no good communication within and outside the NGO, poor understanding of responsibilities and roles between the board and management and not abiding to the NGO policies (Zeidan, 2015).Such challenges could lead to closure of the NGO or complete termination. And it is also termed as a source of conflict between multiple players that is stakeholders, state and NGO.

In addition, the relationship between the board and management should be made on grounds of trust, effective communication ad strong bond. Although the board is expected to evaluate the management, its support and close help is encouraged (Sohail et al., 2017).

Faith based NGOs are viewed to have different grounds of values influencing their performance (Abdullah et al, 2013). Such NGOs follow good morals and a belief according to their religion. Past experience is also seen as key factor to consider during its operation. Mostly, they depend on the mother NGOs on issues of governance and accountability (Olarinmoye, 2014).

In a study of Mozambican NGOs, board members are also employees of the NGOs they govern (Csos, 2015). This made them not to be accountable and difficulty to hold them accountable but only through their donor who made them accountable only through the activity projects they funded and not the board or the employees. But such experience led to donor agencies not being able to trust the NGOs and set tight criterion upon fund releases.

2.8 Research Gap.

Most NGO governance studies have focus on how board functions taking into account the corporate theories of governance with major focus in stewardship theory and resource based theory in non-for-profit organizations (Deloitte, 2015; Gnan et al., 2013; Larcker & Tayan, 2018). NGO governance practice in International NGOs is also studied in recent years. There exist few research studies in local NGO governance practices. Therefore, this study aimed to fill this gap looking into internal governance practices particularly in local NGOs of Dar es salaam region.

2.9 Conceptual Framework.

The below conceptual framework explains the key features in NGO governance practices. Most of these features are adopted in the model used by the corporate world which has recently taken attention of various stakeholders in the sector (Gnan et al., 2013). The recognition of the governing body as key implementers in NGO governance is honored by various researchers.

Internal governance practices go hand in hand with accountability practices within the NGO. An accountable NGO is believed to have a functional internal governance system (Shava & Thakhathi, 2016). This conceptual model stipulates that internal governance practices of an NGO is dependent to NGO mechanisms of ensuring operations within the NGO are done according to guideline, standards and objective, having a functional governing body and accountability practices within that NGO.

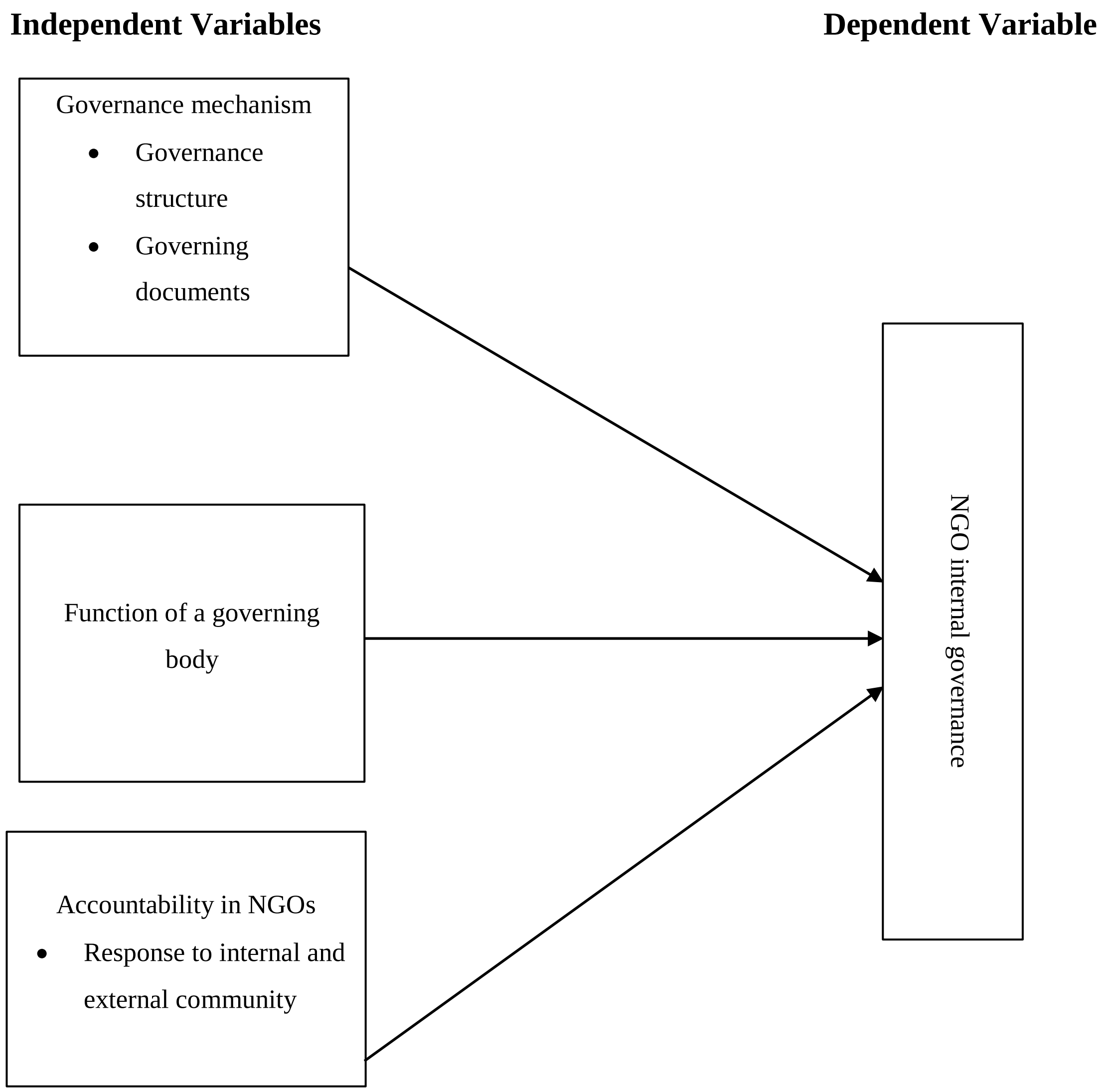

Figure 2.3: Conceptual Framework on Local NGO Governance and Accountability Practices.

Source: Researcher's Own Illustration, 2019.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction.

This chapter discusses the methods that were used during the study in the collection of data, presentation of data, analysis and interpretation. It includes the research approach and design, study area, study population, variables and their measurements, sample size and sampling techniques, sources and types of data. It also provides information about data collection methods and instruments as well as processes and procedures which were followed during data collection.

3.2 Research Methodology.

3.2.1 Research Design.

This is an exploratory research study. This type of research design was selected because; it is based on an in-depth investigation of a single individual, group or event especially if the topic that is studied is new and there are no enough research done. The researcher wanted to understand experiences of NGOs in internal governance and what are their views on the matter, moreover to hear the stories behind formulation of such governance.

The researcher also wanted to get opinions from the respondents and also a deep understanding of practices of internal governance, experience and how it is practiced. Such information can only be obtained through using exploratory approach as it allows room to collect as much data as possible from a particular study (Harding & Whitehead, 2016).

3.2.2 Area of the study.

The study was conducted in Dar es Salaam region. Nine (9) NGOs were chosen from Dar es Salaam based on the fact that, the researcher wanted to explore the practices of internal governance in a most convenient environment. Dar es Salaam region has vast number of NGO approximately 500 NGOs are located in Dar es Salaam region, the area has sufficient number of NGOs to be researched.

3.2.3 Study Population.

This study focused on local NGOs in Dar es Salaam region so as to get a clear understanding of internal governance practices. The region has an approximately 500 NGOs of different categories such as social welfare, health, politics, environment, education and legal issues.

Most of these NGOs were located in areas which are not hard to reach geographically and the researcher was able to visit. Moreover, the researcher got advantages of getting respondents who have an expertise in internal governance from a private company called Institutes of Directors in Tanzania (IODT) and EMS-Global Tanzania which are located in Dar es Salaam. She also interviewed the Managing Director from Youth Partnership Countrywide from Pwani Region who happened to be available in Dar es Salaam during the study.

NGOs which were interviewed include: from Kinondoni district, Miracle corner Tanzania (MCT), Ariel Glaser Pediatric Healthcare Initiative (AGPAHI), Tanzania Network of Legal Aid Providers(TANLAP), Freedom house, Women in law and Development Africa (WILDAF), and Open mind, in Ilala District NGOs were: Tanzania Women Teacher Association (TAWOTEA), FreeMind, Umoja wa Miradi ya Viziwi Tanzania(UMIVITA) and Tanzania Communication Information Bureau (TCIB).

3.2.4 Sample Size and Sampling Techniques.

3.2.5.1 Sample Size.

The researcher used a sample size of 20 respondents from nine (9) selected NGOs and three (3) key informants in the field of NGO governance. These key informants were Director of IODT Company, Director of EMS-global and Managing Director Youth Partnership Countrywide.

Moreover, from the nine (9) NGOs, the researcher got respondents who are board members, Managing Directors and Administrators who have good knowledge in the internal governance system of their NGOs. This sample size was in context of resources available for the study, and the researcher was able to capture intended data for the study. However, other NGOs managed to volunteer more than needed participants for the study due to the interest in the subject. During the interview other NGOs asked the researcher on how to improve their internal governance and the researcher provided knowledge on governance of NGO.

3.2.5.2 Sampling Procedures

Two sampling techniques were used in this study, namely purposive and convenient sampling. Purposive sampling was considered as a strategic method of sampling so as to get the intended population. Due to the fact that not every member is able to provide the data needed for the selected NGOs. Purposive sampling was used to select the members of the management team and board members in total they were 17. From the study, this technique helped the researcher to be focused so as to get the data needed for the study, because these members have a very tight schedule, otherwise the researcher would have ended up with interviewing normal staff which is was not intention of the study. Moreover, purposive technique was used to select three (3) key experts in the field of NGO governance. These key informants were purposively chosen because they were considered to possess vital information useful for the study by virtue of their positions.

Convenient sampling was used in choosing NGOs to visit based on easy access and resource availability in which in this research 9 NGOs were chosen. Moreover, conveniently, the researcher made interview appointment with key informant who is from Pwani, but managed to be in Dar es Salaam during the study.

3.2.6 Data Collection methods.

3.2.6.1 Primary Data.

In this study, primary data was collected using in depth interview (IDI) with NGOs and Key Informant Interviews (KII) within the area of internal governance practices. The researcher used this source of data in order to get relevant, original and reliable first-hand information about the problem under the study. These data were obtained through a series of interviews done by the researcher with NGO correspondents.

Data collection was done through interviewing three key experts, seven management and ten board members. The study used semi-structured interviews (see appendices). The researcher used a set of interview questions allowing respondents to talk about governance practices in their NGOs. Questions were used to steer up interviewees' responses to align with the study topic. The researcher carried out a direct conversation with officials from selected NGOs and interviews were recorded.

This process was mainly conducted in the respondents' offices but other interviews were conducted in a convenient place for the interviewee, including in silent cafes. The researcher did this so as to allow flexibility of adjustment according to the availability of the respondents as they are personnel with a very busy schedule. In places outside the office, the researcher had to arrange a comfortable environment for the respondents so as to make time and interview process interesting for both parts.

Interview sessions with the key informants were mainly conducted in the respondents' office and took about 20 –to half an hour (30 minutes). Despite the limited time, the interviews were very productive as the researcher obtained valuable data. One KII was conducted at break session of a meeting which the expert managed to invite the researcher for further learning of the NGO sector. All of these KIIs were conducted with an official who had more than ten (10) years of experience in the field and that is why they managed to respond to the questions precisely. Moreover, these experts recommended other potential respondents to the researcher.

3.2.6.2 Secondary Data.

Secondary data are mainly the data which have already been collected by someone else and which have been passed statistical processes. They may either be published data or unpublished data (Neuman, 2014). Secondary sources of data were obtained through various literatures such as books, reports, manuals or published materials. The researcher also used policy documents, strategic plan, constitution and other organization documents provided by the respondents.

Due to the sensitivity of such documents, the researcher was given the documents to read and record while in the office of the respondents. Moreover documents like minutes of board members, recruitment letters and appointment letters were also given to the researcher so as to get deeper understanding of the governance practices.

3.2.8 Data Processing and Analysis.

The researcher transcribed the recorded audios during the interview to word document. Then coded the data and used computer-assisted qualitative data analysis software called Nvivo to do analysis of the data. The researcher got assistance of using the software from one research expert who has more than 10 years in doing qualitative research. Issues that emerged were noted separately during the interview for further follow-up and understanding. The researcher also made follow –up meetings with some of the respondents who were available for clarity of issues that rose during interviews sessions with other respondents.

3.3 Data Validity and Reliability.

To ensure validity and reliability, the researcher did pretest of interview questions to few respondents so as to test the chronology of the questions and if they gave out the results intended (Bashir, 2015). After pretest, the researcher had to review the interview guide and rephrase the questions which seemed irrelevant and those that were not clear to get robust information. Moreover, during interview with the key experts, the researcher revisited the tittle of the study and some of the interview questions so as to meet the objectives of the study.

3.4 Ethical Considerations.

The researcher had to consider various ethical issues. Informed consent is one of them, which means getting the interviewees to understand the research topics so as to get their consent to participate or not in the interview. Also, some interviewees asked to get the interview questions through email before agreeing to participate.

Research clearance letter was submitted to the study area by the researcher. Aim of the letter was to inform participating NGOs that the researcher is the student from Mzumbe University, has permission to undergo the study and the study is for academic purposes only.

Confidentiality and privacy to the information shared to the researcher was also considered. This is because the researcher got privileged to interview highly titled respondents with experience in governance advocacy both to public and private institutes. With this, there were some classified information given to the researcher, and thus the researcher had to ensure interviewees to maintain confidentiality of such information entrusted to her. All in all, this gave the researcher a wider arena to view the applicability of governance not just in local NGOs but also in other sectors too.

CHAPTER FOUR

PRESENTATION OF FINDINGS

4.1 Overview

This chapter presents the analysis of data which was collected through interview with key experts and respondents from NGOs. Findings are categories according to the following objectives:

(i.) Identifying internal governance mechanism in local NGO.

(ii.) To understand the actual practices of internal governance of local NGOs.

(iii.) To identify the functions of governing body in local NGO.

(iv.) Understanding accountability mechanism used in local NGO.

4.2. Internal Governance Mechanisms in NGOs

From the study, the researcher found out that, NGOs have governance mechanisms and these mechanisms are also enforced by the existing laws regulating the sector. These governance mechanisms include use of official governing documents. Existing documents include constitutions, policies, by laws and other regulatory documents. The researcher also found out that such documents are mandatory to every NGO to be recognized.

The study also revealed that, existence of board of directors is another governance mechanism in local NGOs. Members of the board have authority to govern the whole NGO activities and drive the NGO towards the mission. Governance Standards from National Regulating Bodies and Legal Code is another mechanism which exists in NGO governance from the study. NGO governance is guided by NGO policy of 2001, NGO ACT 2002 and NGO regulation of 2004.All these regulations have governance enforcement sessions which enhance governance practice in these NGOs.

4.3. Practices of Internal Governance Of Local Ngos.

From the study, practice of internal governance is categorized into sub section. These include: separation of management and governing board, recruitment of Managing Director and terms of office, board members recruitment and terms of offices and ethical standard consideration.

Separation of management and governing board in NGOs is minimal. Researcher found out that, board members would sometime assume responsibilities of management. Interviewees urged that, lack of resources is the main reason contributing to such practice.

Practice of ethical standards differed in NGOs from the study. NGOs reported standards are observed but there exist situation whereby these standards are reviewed by NGOs and upon agreement they are changed. For example, board members are not to be paid for their job but NGOs provide transport allowance to compensate board members' time. NGOs believe this compensation does not mean paying the board but simply facilitating transport for board members.

Recruitment of board members and Managing Director also differed. At establishment NGOs founding members recruit themselves as board members and one is appointed to be the Managing Director. Matured NGOs recruit board members and managing Director by following the constitution of the NGO.

4.4. Functions of Governing Body in Local NGO

From the study, researcher found out that, board members have different functions according to the mission of the NGO, common function is to safeguard the mission, review budgets, and recruit the Managing Director, enforcing policies and fundraising. Board members have function of resource management and this is common to all board members.

4.5. Accountability Mechanism Used in Local NGO

NGOs are accountable to internal staff, stakeholders and beneficiaries. NGOs have to report finances as part of their measure to showcase accountability. NGOs use Audit reports, evaluation of activities and staff and self -regulation as accountability mechanisms. Accountability provides sustainability of the NGO and act as criteria to receiving funds from donors.

CHAPTER FIVE

DISCUSION OF FINDINGS

5.1 Overview

This chapter presents the discussion of the findings of the research, which aimed at exploring how local NGOs in Tanzania practice internal governance. This presentation focuses on the following objectives:

(v.) Identifying internal governance mechanism in local NGO.

(vi.) To understand the actual practices of internal governance of local NGOs.

(vii.) To identify the functions of governing body in local NGO.

(viii.) Understanding accountability mechanism used in local NGO.

5.2 Internal Governance Mechanisms in NGOs

Under this objective, the study intended to identify existing internal governance mechanism used by local NGOs as part of their way to practice governance.

5.2.1 Use of Governing documents

The study revealed use of governing document as governance mechanism. NGOs reported using these documents constitution, article of incorporation and bylaws as part of their governance mechanism.

(i) Constitution and article of incorporation

Findings also showed that, NGOs use of constitution and article of incorporation as a formal guide to governing their NGO. The constitution describes roles, responsibilities and procedures of the managerial staffs or directors, governing body and gives guidance to operation of activity within the NGO whilst the article of incorporation describes how founding members corporate and the liability of their personal resources. NGOs consider these documents as the main formal document of identification of the NGOs. As it was quoted from one of the respondents that, "W*e use our constitution as key guide for our decision making"*.

(ii) Bylaws and policies

Findings revealed bylaws and policies as part of documents used as governing mechanism. NGOs reported using bylaws and policies as part of their governance system. The documents were developed during start-up of these NGOs and NGOs urged that, the documents help in their day-to-day activities, by specifying rules of operation, standard operating procedures for members and board and internal controls. Implementation of bylaws and policies is used to manage financial activities. This was quoted from one of respondent in NGOs saying that,

"For example one of our internal controls states that, annual expenditure of the secretariat shall not exceed the annual budget, so our secretariat knows their limit of expenditures".

To some NGOs, establishment of these bylaws and policies were initiated mainly because of the problems that occurred in the NGOs and did not have official way of solving them. Thus forcing the NGOs to develop the needed official document to prevent future damages from acquiring and have an official reference of dealing with such problems. As it was reported by one of the NGOs that,

"*After getting a challenge with my previous board, when I was the secretary, and one of the founders, I had to review procedures of recruiting a new board, in fact the NGOs was in active for a certain period due to various challenges including not having proper policy of conflict- of-interest, I am thinking of doing it right this time*".

(iii) Governance Standards from National Regulating Bodies, and Legal Code

Another internal governance mechanism identified is the existence of guiding standards from regulatory bodies and legal code that exist in the NGOs sector. Upon reviewing secondary data, the researcher discovered that, national regulations and laws are part of the internal governance mechanism practiced by NGOs. These regulations and laws includes: the NGO policy of 2001, NGO Act of 2002 and the NGO regulations of 2004 which both enhance self-governing system of NGOs with great emphasis on accountability, transparency, good government-NGO relations and mechanisms to share and exchange NGO information.

The NGO Act No.24 of 2002 still regulates the operations of NGOs regardless of where they were registered, giving them certificate of compliance and certificate of registration. The researcher found out that upon registering, NGOs are required to adhere to governance minimum requirement including having a constitution, governing board and evident minutes of founding members agreeing to registering the NGO. And this did not matter the NGO is registered on which regulating body. This finding shows that, NGOs internal governance mechanism is mostly influenced by existing country's legal code on the sector. As one of the key expertise explained "*One cannot practice internal governance leaving behind existing law in the society".*

NGOs are required to provide details of their constitution, board members, have policies of conflict-of-interest, provide annual reports, publication of mission, vision, and have a policy stating how board members are recruited and policies of human resource both for permanent and temporary staff (Mosha, 2017).

Findings from secondary data revealed that, NGOs adhere to the NGO code of conduct which was developed by the National council of NGOs (NACONGO).In the code of conduct, NGOs are required to have a governing body, with defined structure with roles and responsibilities of each member of the board, have written procedures, terms of members of the governing body, frequency of meeting, quorum, reporting mechanism and being accountable to the community it serves. But, from the field work code of conduct is included in the constitution, which gave a detailed explanation; some NGOs did not use a code of conduct but rather ethics of operation which had a similar use as code of conduct.

5.2.2 Existence of Board of Director

Results showed that, NGOs build up a functioning board as part of governance mechanism. Most NGOs confirmed to have board of directors as part of their governance system and that the board is the main governing body. However the study revealed that, effectiveness of these boards differed among NGOs due to various reasons including the composition, skill, experience of the board members and their capacity. This was quoted during one interview session that,

"Our NGO uses board of director as one of the governance mechanism, and the board is very serious about governance practices due to their experience, some of them are retired judges. So they are aware of the role they play as governing body".

This is supported by scholar that, most NGO use policy governance model which recognizes use of effective board of directors as one of governance mechanism in NGO governance (Oria et al., 2015).

NGOs divided board into committees as part of governance mechanism. Board members are divided into committees depending on their expertise and mission statement of NGOs. Division of board in committees was observed in some of the study NGOs and NGOs explained that, the division was important as its makes it easy for members to perform their duties effectively. This was explained during interview as, *"Our board has education committee, financial committee and health committee in which comprising members are expertise of the filed"*. Scholars have provided evidence of board committees to be one of the ways NGOs practice effective governance (Faridh et al., 2018).

5.2.3 Strategic Thinking and Planning.

One of the internal governance mechanism revealed is strategic thinking and planning practiced by management and the board. NGOs do frequent review of strategic plan document which guided implementation of mission effectively and efficiently. Although other NGOs use annual budget, more than half of NGOs use strategic planning as a way to move towards their vision. This was also noted from NGOs as,

"We have our strategic document, which guides our activities towards our vision, even if we get opportunity for funds, we quickly know where to locate them".

On the review of strategic plan, the study revealed a session labeled governance, showing how governance should be practiced. And the knowledge was directed to every member of the NGO. This was observed also during interview as it was quoted that, *"Everyone from board, management to staff have to be aware of the strategic plan, not just the managers*. This is also supported by scholars that, strategic thinking and planning should involve all members of NGOs for successful implementation of its activities(Smith & Phillips, 2016).

5.2.4 Strategic Communication

Strategic communication is another internal governance mechanism found during the study. NGOs use different communication skill internal to the organization and outside the organization so as to create awareness and build up a good reputation of the NGO. Most NGOs confirmed use of different skills, technics to convey messages that are heard by the community they serve. NGOs use flyers that are written in a very simple language, tell stories in newspaper columns and even use drama and community meeting to communicate with its beneficiaries. Findings revealed that, implementation of strategic communication also was constrained by lack of enough resources and NGOs preferred to use measures that are within their budget.

NGOs use internal meetings to communicate with staffs and NGO members through feedback meetings. Meetings comprise of reports, data and analyses of activities and performance of these activities. As it was noted from an interview with one NGOs saying, *"Due to the nature of our beneficiaries, we have decided to learn sign languages too, so that we could communicate well, and all of our meeting, services there is always a sign interpreter, this enables as to build a stronger relationship* *with the community we serve".* The quote shows how communication is key to successful implementation of activities within and outside an NGO.

5.2.5 Evaluation

Evaluation is another internal governance mechanism observed from the study. All NGOs reported to use evaluation as a mechanism to understand the impact of their activities and effectiveness towards mission. NGOs do evaluation of staff, Managing Director and the board at different times, mostly twice a year and every quarter for program based activities. The importance of evaluation was reported to be crucial as NGOs reported to use these evaluation results to make various decisions in the NGO. Many NGOs use evaluation as a basis for recruitment of human resources, determination of program effectiveness and other NGOs to adhere to donor guidelines. As it was quoted during interview that, "After *trainings, evaluation forms are given to members and results are shared in management meetings and summarized for annual reporting to donor".*

NGOs use forms, customized feedback templates and online database as evaluation tools in their daily activities. Findings tell us that, evaluation is very important internal governance mechanism due to the mode of operation of NGOs, as they are non-for-profit organization, the only way to understand their activities' impact is through evaluation, unlike for profit organization which look on return on investment (Shava & Thakhathi, 2016).

5.3 Function of Governing Board

This objective intended to explore the core functions of governing board in local NGOs from the study. Moreover, look into these functions as they are and understand their implications on the implementation of governance practices among these NGOs.

(i) Safeguarding the Mission

Findings show that, key role of governing body is to protect the mission statement of the NGOs. Respondents explained that, board reviews every activity making sure that the mission is not diverged. The researcher also discovered that, board is careful even when requesting for funds, the board makes sure that, the activities and opportunity at hand meets the mission of the NGO and even supports its objectives. This was also quoted by one of the respondents saying "*Even when we are requesting for funds, board is keen to make sure, funding opportunities that are available are in alignment with the mission of the NGOs, even wee meet all the criteria mentioned in the call for proposal".*

(ii) Resource management

Study found out that, another key function of the governing board is resource management. Findings revealed that, it is the responsibility of the board to manage NGO resources, both tangible and intangible resources. Board is responsible of soliciting adequate resources needed by the NGO to fulfill its activities and making sure that these resources are used for the intended purpose. Discoveries were made that, on annual and quarter bases, board reviews budget which was prepared by the management and upon satisfaction approves the budget. As it was quoted during interview that, "*Our board review annual budget every beginning of the year and approves it".*

The board also facilitates development of new infrastructure that could improve the operations of the NGO and ensure its sustainability. As one of the interviewees reported that,

" We have being renting space for our office for years, but later on our board came up with approaches to ensure we get our own office instead of renting. This office you see is on our land, the building is ours, we are no longer renting".

Although this is known to be a function of the board, but there is struggle on effective implementation of this responsibility as the knowledge of board members, experience and capacity is limited. This is also supported by (Berardi, Michele A. Rea and Giulia, 2016).

Reviewing the secondary data, the researcher found out that, role of resource management is in all the formal governing documents acquiring different names according to the NGO preferences but all went down to managing resources. Mainly because, resources are the key inputs to NGOs' successful operation(Banerjee & Seyam, 2018).

The researcher also discovered that managing resources is not limited to finances only but also the human resource of the NGO, as the board is responsible of review the Human resource report and act upon any utterances that might cause malfunction of the NGO, by either resolving the challenges and approving for a new recruitment. The researcher also discovered that some board team has a composition of an expert on Human resource management and other did not have such a member. One of the NGOs explained that

"*We have an expert of human resource in our board, he is responsible of safeguarding the interests of the staff and making sure that human resource available has the required skills and knowledge*".

(iii)Policy formulation

From the study, board has the responsibility of formulating policies of the NGO. Findings show that, some NGOs hire a consultant from the beginning of policy formulation, who will be responsible for creating the policies according to the requirements of the NGO. But other NGOs take it to their responsibility to create a policy themselves as a way to create capacity building within the NGO. In either ways, the board is the last organ to review and approval for final use, putting the best interest of the NGO in their hearts and mind while making such decisions. Examples of such policies include human resource policy, recruitment policy, other NGOs have gone as far as creating a volunteering policy for staff that volunteer in a certain task. This was noted during interview as one of the respondents explained that "*We have recently formulated volunteering policy and it is already approved by the board for use".*

(iv) Fundraising.

As part of managing resources, board has a role of creating innovative ways of mobilizing new resources without always expecting from donors only. From the study, the researcher found out that this role of fundraising is often neglected and it is assumed to be a responsibility of Executive Director. Interviewed NGOs urged that they did not know fundraising was their responsibility too. As one explained, *"I did not know that as a board member I was responsible of fund raising, I think we will have to improve on that".*

With such findings, it is obvious that board members need to be capacitated in the area of their roles for the NGO they govern. Scholars have also explained this to be a challenge with international NGOs too, in such fundraising has being neglected (Chelliah et al., 2015) .

(v) Financial control

Finance control was discovered to be a major function of board in the study as visited NGOs were very keen in explaining this function. Before use of any finances, management makes sure to follow the internal controls which were approved by the board. Moreover, the board evaluates use of finances with help from the auditing experts to see if finances were used for the intended goals. From the study, NGOs also explained that part of their composition includes a member from the finances, who is an expert so as to give guide on the finances and make sure they are used effectively and efficiently meeting targets at the intended time.

Board members reviewed finance reports every quarter of the financial year and also make sure the finance report is submitted to the regulators as per obligations.

It was also discovered that, on the role of financial control, some board members were also signatories. This was explained by one NGO*," ... some of them (board members) are signatories".* From this, having a board member who is also a signatory contradicts with governance practices as might lead to conflict-of-interest. However, NGOs who had board members as signatories explained that, such circumstance happened due to lack of enough human resources. NGOs resolved the matter by recruiting finance officials who were made signatories and board members were omitted from being signatories. As it was quoted during interview that, "*After recruiting new staffs, we were able to remove the role of signatories from board members*."

(vi) Recruiting, evaluating the Managing Director

NGO reported that, the MD who is also the secretary to the board is recruited by the board and evaluated twice per year before the AGM. In fact, other NGOs explained that the MD is even evaluated by the benefactors through collecting views of the benefactors upon implementation of a particular project. This was captured from one of the NGOs saying,

"*We have an online system whereby staffs get access to give their opinions on the performance of the MD, we also evaluate the MD from various projects by collecting views of his/her performance from the benefactors themselves*".

Recruitment of the MD is done following procedures of recruiting human resources. But mainly, the board is responsible of questioning and evaluating the MD before hiring him/her. However, other NGOs recruiting of MD was not done through official procedures, but rather through understanding of founding members and agreement that one of the members should be the MD.

(vii) Enhancing interest of the community.

Governing body in NGO has a role of making sure that community interests are maintained. The researcher discovered that, this role is of major importance to the board as it portrays how the community sees the NGO and no NGO wants a negative image to its benefactors. NGOs collected views and feedback from its benefactors and included them in prioritizing activities according to the needs of the community. Having the interest of the community at hand, allowed NGOs to have smooth running of its activities because they get full support from the community. This was captured during an interview with one of the NGOs that,

"We *work with our community by providing them with necessary training and later on, use the same community to convey the message to fellow community members, we even use some of them as supervisors and they report to us on specified time".*

5.4 Practice of Internal Governance

This objective looked into the actual practice of internal governance, despite the existence of governing system in these NGOs. The researcher wanted to understand the day to day practice of internal governance in these NGOs.

5.4.1 Separation of Management and Governing Body

The researcher found out that, there is no clear separation of management and governing body, although the internal structure existed. Interviewees responded that, when the NGO was starting, the management team had to play a role of a governing board but later on as the NGO grew, they recruited board members specific for the board, and the Executive Director acting as a secretary to the board.

But upon reviewing the constitutions and board charter, these documents clearly explain that, there should be specific roles for management team, board members and each has its own responsibilities and task that do not collide with each other. AGM, the board and management team are levels that strictly need to be independent in their decisions and should not step over each other responsibilities (Sohail et al., 2017).

However, in practices it is different due to a number of reasons including limited resources and NGOs decide to solve this situation by having some board members act as technical staff for a temporary time until the NGO is able to recruit specific personnel for each. This was captured from one of the NGOs narrating that,

"We have a member of the board working as a quality assurance officer in that office (pointing to the office) as a technical staff, this is because of lack of resources to hire a separate staff, the board member works under certain terms which are suitable to our NGO".

When asked about the separation of management and board activities, one of the NGO answered,

"Sometimes our chairperson would visit us and urge about office furniture arrangements and how the security guards are behaving" Moreover, another respondent reported*, "Our board members sometimes involved themselves in staff activities e.g. training because they wanted to be paid per diem".*

This contradicts with the constitutions and board charter which are the main governing documents. In this matter, both the integrity and capacity of the board members contributes to such actions. But Shava & Thakhathi, (2016) explains behavior of management and board contribute highly in success of internal governance practices.

An interesting observation was discovered in the applicability of conflict-of-interest policy. This policy exists but its applicability is still a struggle. Declaration of conflict-of-interest was found to depend on integrity of the person involved to be able to declare conflict-of-interest. NGOs that dealt with legal issues were discovered to be very keen in conflict-of-interest declaration, mainly contributed by their knowledge of the law governing NGOs operations.

Some NGOs had a separate document named conflict-of-interest policy, but in some NGOs upon reviewing of secondary data, conflict-of-interest guiding statements was found in various documents of the NGO, including the strategic plan document, constitution and board charters. This finding reveals that, declaration of conflict-of-interest is still a struggle and a mechanism to endorse its effective implementation has challenges. The awareness of conflict-of-interest was found to tremendously vary among the study NGOs as other NGOs implemented it effectively and were able to show evidence of letters of conflict-of-interest declaration and measures taken afterwards, but other NGOs did not implement conflict-of-interest effectively as it was recorded in their guiding documents. This is a known challenge as scholars have also being able to provide evidence of challenges in implementation of conflict-of-interest among NGOs (Peters, 2014).

5.4.2 Recruitment and terms of office of the Managing Director

Reviewing secondary data mainly the constitution, the researcher discovered that, the recruitment and terms of office of the Managing Director or the Executive Director followed a particular procedure. But what was *written* in the document was different from the actual practice. Some of the NGOs followed the proper stipulated procedures of recruiting the MD and the board took responsibility of this task. But other NGOs, the researcher found out that, the MD is one of the founders and he was selected by his/her fellow founders to be the MD, and since selection no new MD was recruited even if the tenure of office for the MD was overdue. As explained by one of the NGOs,

"*Ah! We have never changed the ED, since the three friends founding the NGO decided one of them to be the director; we have never recruited a new one"*.

5.4.3 Board Member recruitment and Terms of Operation.

Reviewing the secondary data, board member recruitment and terms of office is properly stipulated especially in the constitution. Upon the end of tenure, the board member is allowed to re-apply for the position and if accepted resumes being a board member. Moreover, some board members explained that, they have being members of the board since formation of the NGOs and wished to step down but could not do so due to inadequate resources of recruiting new members of the board. One member was quoted saying, "*we have never being changed, and I would like to step down and do other things".* Although governing documents allows board members to re-apply within specified conditions, it is obvious from the quote that, board members to get tired.

Basically board member recruitment is considered an expensive procedure and sometimes difficult to get the members who will adopt quickly and fit to the nature of work. This finding shows that NGOs operate mostly with the same board members for long time; this will not allow room for new ideas for development. That is why NGOs face the same challenges year after year (Dattilo, 2013). Another important issue from the interview is that, the AGM may decide on prolonging the terms of the board for stable operations.

5.4.4 Promotion of Ethical standards

Implementation of governance is facilitated by formal procedures that govern the way the NGO should operate, both the governing body and the implementation staff need to adhere to these procedures. Such includes the ethics of operation, code of conduct and values that the organization looks up to for its daily operation. This was noted during the study as the majority of the interviewed NGOs had written official documents to foster professional and ethical operation of activities.

The researcher discovered that, the board members' work is considered a volunteering job to help the NGOs reach its goals and mission. However, with the actual practice up on attending board meeting, members are compensated with transport allowance which is also stipulated in the constitution. But, some board members wish the situation would change, and get a compensation which is worth their time or have a formal guideline from the government to facilitate this at an agreeable rate depending on the ability of the NGO. As it was quoted from the respondents that, "we *work as volunteers and we do not get paid for this, but I* *recommend that there should be an establishment of a guide to compensate board members"*

This finding is also supported by other scholars, who view this to be a major challenge facing board operations and needs efforts of improvements (Oria et al., 2015). One of the interviews with key informants, the researcher found out that, apart from qualifications of the board members from their previous ventures, "*the board member needs to work for the honor and not for the money".* But as explained earlier, responsible bodies need to look into this so as to facilitate local NGO operations.

5.4.5 Board Composition, capacity building and Skills

Barnes & Howson (2014) entails the importance of board composition as major contributor to internal governance mechanism. From the respondents, the researcher found out that board has four (4) to eight (8) members depending on the expertise needed to fulfill NGO mission.

However, this finding implicated that decision made during board meetings could be biased since having 4,6,8 or 10 member would make it impossible to have a winning vote thus the chairman would be forced to make a decision on the matter. The interviewees urged that, the best number of board members should be odd number allowing for members to have one side with the majority votes.

The composition of members depends also on the mission of the NGO, but commonly from the study were the finance, communications or others may term it as advocacy. From the study, board composition lacks the needed expertise to make the board run smoothly or perform its duties effectively. As one of the NGOs reported that "Our *board has 6 members with expertise in psychology, education and medical Doctor, but we are reviewing to include members who will help us in fundraising and proposal writing*"

The researcher found out that skills of board members were highly on technical issues leaving behind governance knowledge. NGOs depended on the leadership skills, previous leadership posts held by the member and highly on the experience of the board member to qualify them with internal governance skills; this also formed a basis of recruitment qualification for the board members. . As one respondent answered that *"Our board members have experience in being board members from their past jobs"*.

Capacity building in these NGOs was found to be a challenge, as most of the NGOs get trained on program based agendas and not specific on governance. Research also found out that, NGOs do not allocate funds for training on governance as it is considered to be expensive. This was quoted by from NGO who narrated that, "*Governance trainings are very expensive, we cannot afford such training".*

5.4.6 Board Meeting

The study revealed that, board meetings are not conducted as stipulated in the governance guiding documents. From findings board meeting are held twice per year. Board meetings are conducted in the beginning of the year and at the end of the year before the AGM. Most of the interviewed NGOs respondent that, the meetings are held twice due to lack of enough resources and board members are the ones making this decision. But in case of a big decision that needs to be made, board members communicate using the official emails and decide on the matter without having to meet each other face-to-face. This was explained by one of the NGOs as,

"*We are supposed to have board meeting four time a year, but we also check with availability of resources because you cannot bring members without arranging for their transport allowance, so we discuss and see if there is a need to meet. We meet in case of heavy to-do-list in that particular time, for example if we have to review documents and reports, then we meet".*

Reviewing the board charter and constitution, board meeting are explained to be held four times a year with the specified number of column for members for the meeting to be considered legit. Challenges of resources in NGOs have hindered smooth practice of internal governance and this is also supported by (Banerjee & Seyam, 2018).

5.4.7 Succession planning of Managing Director

The study revealed that, NGOs lack succession plan of MD. Most NGOs confirmed lacking succession plan and incase MD steps down, recruitment process is initiated. Few NGOs have succession plan by having one other manager of NGOs take part in all board meeting for learning purposes and the Manager is mainly from finance department.

Succession plan was discovered to be difficult in NGOs were the MD is also the founding member of the NGO. This was explained in one of the interviews as, *"Our MD is also the founding member of this NGO, we have never had a succession plan, and I am acting MD now only because the MD has travelled"*. Findings also showed that, NGOs have minor interest on succession plan and its implementation. But scholars have shown evidence of importance of succession plan because without it, NGOs experience disruption due to unforeseen circumstances like illness, sudden resignation and even death (Agbodzakey et al., 2018).

5.5 Accountability Practices in NGO

This objective aimed at understanding how NGOs are made accountable and to whom are they accountable. Also, understanding how local NGOs practice accountability as part of the governance system at large.

From the study, researcher found out that, accountability of NGOs comes in two dimensions, the NGO needs to be accountable within its self, to its members, employees but also accountable to the community it serves outside the NGO. But mostly the motivation behind accountability practice is to secure trust to its stakeholders (Ebrahim, 2016). Moreover, in both dimensions, NGOs are supposed to ensure transparency through sharing information with the community meaning beneficiaries, comply with procedures, guidelines and give a clear justification encase other decisions are made (Keating & Thrandardottir, 2017).

5.5.1 NGOs accountable to whom?

Findings revealed that, NGOs are highly accountable to their donors. NGOs showcase financial accountability to their donors for them to be able to receive more funds in the future. NGOs indicated that, the whole of financial system is donor dependent and they cannot afford to risk any chances of securing funds. NGOs demonstrate this accountability to donors by establishing a proper financial system. As it was noted from interview with one of the NGOs that *"We have established an automated financial system to show how accountable we are on the use of funds".* Moreover, NGOs explained that "*we have to record every transaction made and this provides bases of us getting more funds".*

Apart from donors, the researcher discovered that, NGOs are accountable to its beneficiaries. NGOs are expected to do what they promise to do and also be able to get feedback from beneficiaries on progress of various activities. NGOs explained, for successful implementation of activities, NGOs are forced to provide platforms that allow feedback from its beneficiaries. The study revealed that, beneficiaries include the surrounding community of NGOs regardless of geographical location. Meaning, NGOs are accountable to community surrounding their office location too. This was captured as one of the NGOs explained that,

"We are accountable to this community around our office, thus we try our best to involve them as much as possible in our activities by including the community leaders from the beginning of activities and we plan together".

Findings indicated that, NGOs are accountable to the government through regulating bodies of the NGO sector. Regulatory bodies have set accountability requirements to be fulfilled by NGOs and failure to comply may lead to closure of the NGO. This was narrated by one of the NGOs explaining that, "*We have to send financial information on funds received, expenditure and balances, and this has to be done* *yearly".* Such observations are also supported by scholars explaining that NGO accountability has different dimensions and each is very important for the NGOs sustainability (Omona & Mukuye, 2013).

5.5.2 Accountability Mechanisms practiced by NGO

(i) Reports

Findings show that, common accountability mechanisms practiced by NGOs includes use of reports. NGOs use reports as a mechanism to show their accountability to its stakeholders. Reports are written in ways that it is simple for stakeholders to understand. Each of these reports are customized according to the requirement of stakeholder. These reports are submitted at a specified agreed time, and failure to submit results in warning given to the NGOs. It was evident that, NGOs take reporting very serious; however validity of these reports is still a question of various scholars as some NGOs have a tendency of "cooking" data so as to get funds from donors (Keating & Thrandardottir, 2017).

NGOs provide report in various ways, aiming at delivering key message as much as possible. NGOs use annual magazines as a way to report its activities to the community. Other NGOs reported using newspaper column, as a way to showcase its accountability obligations to the society. This was explained by one NGO that,

"*We have paid to get a column in newspaper every week, whereby our NGO explain what we do in a very simple language and also show its impact in a way that makes sense to the community, we do not use hard terminologies but rather tell stories of success".*

Another respondent reported that, " *We use the social media to provide feedback to the community, also we have paid for TV and Radio program were we use it to get live feedback from our benefactors and we allow questions to be asked during these programs and we clarify issues too".*

(ii) Evaluation of activities and performance

Findings revealed that, NGOs do evaluation and performance assessment as part of accountability mechanism. NGOs evaluate activities at the end of each quarter or financial year so as to get the impact made on implementation of various activities and whether these activities fulfill the mission of the NGO.NGOs have developed tools for evaluation on key indicators which were agreed by all stakeholders. This in particular captures the attention of donors and upon meeting targets NGOs are likely to receive more funds in the future. Board of NGO has also increased its interest on evaluation reports of activities and board members review this evaluation and come up with ways of improvement. Performance assessment of staff and management was reported to be done annually. This also includes members of the board. This was quoted from respondents that, *"The board is accountable to the AGM and staff is accountable to the management and they are evaluated every year, upon performance, their contract is renewed".*

(iii) Internal audit

It was realized from the study that, internal audit is accountability mechanism practiced by NGOs. NGOs do internal audit quarterly and semi-annual depending on the arrangements made within the NGO. Findings showed that, NGO also do audit when there is malfunction or uncertain behavior progressing within the NGO. This was explained during the interview as," *Human resource audit is also done, to check issues like why many staffs are resigning or terminating contracts".*

(iv) Participation

Findings revealed that, NGO practice accountability through participation process of key actors in NGO and outside the NGO.NGOs use participatory approach as a mechanism to showcase they are accountable. Before implementation of projects, NGOs reported to involve community leaders in the planning and problem identification process. Upon receiving funds most NGO in the study, use community as key facilitator of implementation of activities. This was quoted from one of the interviews as, "We *counsel and train young girls who also train other* *girls".* This mechanism is practiced by NGOs to ensure during the process of implementing activities, they also demonstrate how accountable there are.

(v) Self-regulation

The study also showed that, NGOs use self-regulation as accountability mechanism. Self-regulation is enforced by the use of laws, code of conducts and ethics that ensure self-governing within NGOs. NGOs have formal self-regulatory bodies within the sector which are responsible of the reputation of the NGO sector. NGOs in the study are members of TANGO, a body which facilitate self-governing of NGOs by stating guidelines to ensure accountability within the sector. Findings also showed that, other NGOs are grouped under one network of NGOs performing the same activities. This was observed in NGOs that provide legal services, these NGOs had one network which strives for the excellence of legal NGOs and it provides guidance on accountability. Interview with one of the NGOs was quoted as follows, "*To be a member of TANGO, we pay TSH.40, 000 fee (10,000 entrance fee, 30,000 annual fee) and the association provides us with knowledge on organizational development including strengthen our governance system".* TANGO also stands as one voice mechanism for the NGO sector representing and protecting the interest of the sector.

CHAPTER SIX

SUMMARY, CONCLUSION AND RECOMMENDATIONS

6.1 Overview

This chapter provides a conclusion of the study by summarizing the study's findings and recommendations. The chapter is structured into three parts namely; summary, conclusion and recommendations. All these aspects are based on the findings presented and discussed in chapter four.

6.2 Summary of the Findings

This study mainly investigated the practices of internal governance and accountability in local NGOs in Tanzania. The study was driven by four specific objectives; to understand governance mechanism in NGOs; to understand the practices of governance in NGO; to understand the function of a governing body in NGO and to identify the mechanisms of accountability in NGO.

The findings of the study showed that, governance and accountability practices in local NGOS are still a major challenge. The mechanisms of which internal governance and accountability is practiced depends mainly on the state of the NGO in terms of maturity and availability of resources. This also contributed to the capacity of the members of the governing body of the organization.

Moreover, governance and accountability mechanisms practiced are more or less adopted from best practices globally. Umbrella NGOs use the AGM as the main governing body and few selected member organization act as members of the AGM. For standalone organization, the board of directors is the main governing body in NGOs.

Accountability practices in NGOs are through internal policies and guideline that govern operations of the NGOs. Externally, they commonly use annual reports, magazines and newsletters. For NGOs with enough resources, hold radio programs that are live, and use it for questions and answers for its benefactors.

6.3 Conclusion

Having internal governance and accountability mechanism is one thing compared to the actual practice. NGOs need to walk the talk, and prove to its stakeholders that they actually value the interests of the community it serves.

Moreover, internal governance practices require resources both financial resources and human resource for it to be well practiced. For new and emerging NGO, implementing internal governance effectively requires a potential amount of efforts. This is so because the awareness of governance as a source of success in NGOs is not satisfactory, thus it becomes difficult for these new NGOs to practice governance and accountability effectively.

In addition, supporting local NGOs needs to be approached with different options that will fit into different level of maturity that exist in the NGO sector. For NGOs that have matured, an internal governance practice is different from the newly emerging ones. Thus this requires a customized approach for each.

6.4 Recommendations

6.4.1 NGOs

The internal governance and accountability in NGOs also means having good leadership within the NGO. This includes recruiting managers who also have leadership skills which will prove beneficial to governance and accountability of the organization.

It is also recommended NGOs to have a change of mindset regarding governance and accountability practices. View it as a major reason for success and not just unnecessary for the NGO.

Change of mindset will motivate NGO to set aside budget for governance and accountability training and capacity building so that the whole NGO is aware of the importance of governance and accountability and risks that may occur if not taken aboard.

Moreover, the sector needs to improve its tools of communication both internal and external so as to improve its accountability practices. The AGM needs to include not only the stakeholders, donors or investors but also key beneficiaries, community, citizen's representative groups, regulators and other NGOs. This will give the NGO a wide range of learning platform from others and allow room for criticism, challenge and improvement.

Tools of communication like the media, magazines, newspapers and even the social media should be used to promote good governance and accountability to NGOs, in such they allow room for queries, comments and questions which should be answered by responsible persons from the NGO.

6.4.2 Regulators

To regulators, the researcher recommends development of a mechanism to evaluate local NGOs annually in governance and accountability and provide a certification on governance compliance annually. This will awake the NGOs and make them to increase efforts in governance practices. So far, in Tanzania there is no specific evaluation on governance practices but a generalized evaluation which includes financial reports detailing source of funds and how it has been used.

Moreover, the researcher recommends establishment of a national governance and accountability standard official document which should be developed by the key stakeholders themselves and the government to facilitate. Such standards will provide a unified approach of governance and accountability practices to NGOs and it will provide a basis of evaluation.

6.4.3 Further Research

This study contributes to literature on governance and accountability and specifically to local NGOs in Tanzania. It also contributes to efforts of addressing the gap of academic literature of governance and accountability in NGOs.

As there are signals of the government of Tanzania targeting NGOs operations and accountability, now would be the best time to engage in further research on governance especially to the rest of local NGOs in other regions of Tanzania and international NGOs to understand their governance and accountability situation and adopt best practices.

REFERENCES

Abdulkadir, H. S. (2014). *Challenges of implementing internal control systems in Non-Governmental Organizations (NGO) in Kenya: A case of Faith-Based Organizations (FBO) in Coast Region* (Vol. 16). Retrieved from www.iosrjournals.org

Abdullah, H., Maamor, S., & Mohamed Fisol, W. N. (2013). *Financing in Islamic banking scheme: Performance and effect on Malaysian output*. IISTE. Retrieved from https://www.academia.edu/26655723/The_Impact_of_Internal_Control_on_the_Performance_of_Faith-Based_NGOs_in_Accra

Adeyeye, M. M. (2016). *NON-GOVERNMENTAL ORGANISATIONS AND SOCIAL ENTREPRENEURSHIP GROWTH IN NIGER STATE OF NIGERIA*. *Journal of African Political Economy & Development* | (Vol. 1). Retrieved from http://afec-japed.com/wp-content/uploads/2017/05/NGOs-and-SE-in-Niger-State.pdf

Agbodzakey, J. K., Kumah-abiwu, F., State, K., Anderson, J. O. F., & Kumah-abiwu, F. (2018). Nonprofit Governance as Succession Planning. *Journal of Economics and Sustainable Development*, *9*(2), 70–83.

Aldashev, G., Marini, M., & Verdier, T. (2015). Governance of non-profit and non-governmental organizations - within- and between- organization analyses: An introduction. *Annals of Public and Cooperative Economics*, *86*(1), 1–5. https://doi.org/10.1111/apce.12064

Asaduzzaman, M. (2017). Governance Theories and Models, (January 2016). https://doi.org/10.1007/978-3-319-31816-5

Awuah-Werekoh, K. (2014). Accountability systems of Non Governmental Organisations (NGOs): case study from Ghana, (September), 350. Retrieved from http://etheses.bham.ac.uk/5829/1/Awuah-Werekoh15PhD.pdf%0Ahttp://etheses.bham.ac.uk/5829/

Balboa, C. M. (2014). How successful transnational non-governmental organizations set themselves up for failure on the ground. *World Development*, *54*, 273–287. https://doi.org/10.1016/j.worlddev.2013.09.001

Banerjee, S. K., & Seyam, A. (2018). Not For Profit Board of Directors and Governance. *International Journal of Accounting and Finance Studies*, *1*(2), 154. https://doi.org/10.22158/ijafs.v1n2p154

Barnes, L., & Howson, K. (2014). *Governance in the Not-For-Profit Sector: In International Perspective*. Retrieved from https://research.avondale.edu.au/bit_conferences

Barr, A., Fafchamps, M., & Owens, T. (2004). *The Governance of Non-Governmental Organizations in Uganda*. Retrieved from http://www-leland.stanford.edu/~fafchamp/ngos.pdf

Bashir, M., Afzal, M. T., & Azeem, M. (2015). Reliability and Validity of Qualitative and Operational Research Paradigm. *Pakistan Journal of Statistics and Operation Research*, *4*(1), 35. https://doi.org/10.18187/pjsor.v4i1.59

Berardi, Michele A. Rea and Giulia, L. (2016). How Board and CEO Characteristics Can Affect Italian and Canadian Nonprofit Financial Performance (pp. 131–157). https://doi.org/10.1108/S2051-663020160000005006

Bongani, N. (2013). Application of Internal Controls in NGOs : Evidence from Zimbabwe, *1*(2), 39–47. https://doi.org/10.12691/jfa-1-2-1

Carver, J. (2012). *Basic Principles of Policy Governance condensed from John Carver, Carver Guide Series on Effective Board Governance*. Retrieved from https://www.dccs.org/uploaded/About_DC/Board/Basic_Principles_of_Policy_Governance.pdf

Carver, J., & Carver, M. (2009). The policy governance model. *Board Leadership: Policy Governance in Action*. https://doi.org/10.1002/bl.101

Chelliah, J., Boersma, M., & Klettner, A. (2015). *GOVERNANCE CHALLENGES FOR NOT-FOR-PROFIT ORGANISATIONS: EMPIRICAL EVIDENCE IN SUPPORT OF A CONTINGENCY APPROACH*. Retrieved from https://www.aabss.org.au/system/files/published/000840-published-acbss-2015-sydney.pdf

Consensus, A. N. D. (2014). Accountability, transparency, participation, and inclusion.

Cornforth, C. (2014). Open Research Online The Open University ' s repository of research publications Understanding the governance of non-profit organizations : multiple perspectives and paradoxes Conference Item, (November 2001).

Coule, T. M. (2015). Nonprofit Governance and Accountability: Broadening the Theoretical Perspective, *44*(1), 75–97. https://doi.org/10.1177/0899764013503906

CPA Australia. (2011). *Internal controls for not-for-profit organisations*.

Csos, B. (2015). S T R E N GT H E N I N G O R GA N I Z AT I O N A L S T R U CT U R E S A N D SY S T E M S MOZAMBICAN CSOs RISE TO THE CHALLENGE : GOOD GOVERNANCE IN PRACTICE Shifting Accountability from Donors The Right Mix : Knowledge + Tools + Practice +, 1–12.

Dattilo, A. C. (2013). Review of Boards that make a difference: A new design for leadership in nonprofit and public organizations. *Psychosocial*

Rehabilitation Journal. https://doi.org/10.1037/h0095688

Deloitte. (2015). *key Governance Issues for 2015*. Retrieved from www.global.corpgov.deloitte.com

Eade, D. (2006). Development NGO's and Civil Society. *Selected Essays from Development in Pracitice*. https://doi.org/doi:10.3362/9780855987015

Ebrahim, A. (2016). The Many Faces of Nonprofit Accountability. *The Jossey&;#x02010;Bass Handbook of Nonprofit Leadership and Management*, (January 2010), 102–123. https://doi.org/10.1002/9781119176558.ch4

Ekundayo, W. J. (2017). Good Governance Theory and the Quest for Good Governance in Nigeria National Open University of Nigeria, *7*(5), 154–161.

Elkington, J. (2006). Governance for sustainability. *Corporate Governance: An International Review*. https://doi.org/10.1111/j.1467-8683.2006.00527.x

Faridh, M., Mhd, H., Hayaati, S., & Ismail, S. (2018). DEVELOPMENT OF NGO GOVERNANCE IN MALAYSIA : LESSONS FROM, (January).

Fowler, A. (2013). Améliorer la gouvernance des ONG: Les applications pratiques de l'approche GATE. *Development in Practice*, *23*(1), 137–144. https://doi.org/10.1080/09614524.2013.750645

Fukuyama, F. (2013). What is governance? *Governance*. https://doi.org/10.1111/gove.12035

Gnan, L., Hinna, A., & Monteduro, F. (2013). *Conceptualizing and researching governance in public and non-profit organizations*. Emerald.

Gottlieb, J. D. (2015). Financial Conflicts of Interest in Research. *Research Regulatory Compliance*, 253–276. https://doi.org/10.1016/B978-0-12-

420058-6.00010-1

Harding, T., & Whitehead, D. (2016). Analysing data in qualitative research. *Nursing and Midwifery Research*, (July), 141–156.

Harris, E., Petrovits, C. M., & Yetman, M. H. (2014). The Effect of Nonprofit Governance on Donations: Evidence from the Revised Form 990. *The Accounting Review*, *90*(2), 579–610. https://doi.org/10.2308/accr-50874

Heads, E. U., & Date, M. (2017). the United Republic of Tanzania Eu Country Roadmap for Engagement With Civil Society.

Herbert, S. (2015). Restricting space for civil society. *GSDRC Helpdesk Research Report*, (1266). Retrieved from citeulike-article-id:14686032

Ilunde, I. (2013). How can CSOS government collaborate to enhance good governance and accountability? *Cycle*, *34*(2), 1–6. https://doi.org/10.1006/gyno.1998.5116

Inyang, B. J. (2017). Corporate {Governance} {Regulatory} {Framework} in {Nigeria}: {The} {Offerings} and {Challenges}. In *Dimensional {Corporate} {Governance}* (pp. 63–78). Springer, Cham. https://doi.org/10.1007/978-3-319-56182-0_5

Kabeyi, M. J. B. (2019). Organizational strategic planning, implementation and evaluation with analysis of challenges and benefits for profit and nonprofit organizations. *International Journal of Applied Research*, *5*(6), 27–32. https://doi.org/10.22271/allresearch.2019.v5.i6a.5870

Kasabreh, G. (2014). *Improving the Internal Governance of the CSO Sector The Case of Palestine Partnership for Development Knowledge Conference*. Retrieved from http://www.worldbank.org/content/dam/Worldbank/Event/MNA/yemen_cso/english/Yemen_CSO_conf_Pres_Palestine_EN.pdf

Keating, V. C., & Thrandardottir, E. (2017a). NGOs, trust, and the accountability agenda. *The British Journal of Politics and International Relations*, *19*(1), 134–151. https://doi.org/10.1177/1369148116682655

Keating, V. C., & Thrandardottir, E. (2017b). NGOs, trust, and the accountability agenda. *The British Journal of Politics and International Relations*, *19*(1), 134–151. https://doi.org/10.1177/1369148116682655

Kelly, L. (2019). *Legislation on non-governmental organisations (NGOs) in Tanzania, Kenya, Uganda, Ethiopia, Rwanda and England and Wales*.

Kuruppu, S. C., & Lodhia, S. (2019). Disruption and transformation: The organisational evolution of an NGO. *The British Accounting Review*. https://doi.org/10.1016/J.BAR.2019.03.003

Larcker, D. F., & Tayan, B. (2018). *Closer Look | Netflix Approach to Governance: Genuine Transparency with the Board*. Retrieved from https://www.gsb.stanford.edu/sites/gsb/files/publication-pdf/cgri-closer-look-71-netflix-approach-governance-boards.pdf

McGrath, S. K., & Whitty, S. J. (2018). Accountability and responsibility defined. *International Journal of Managing Projects in Business*, *11*(3), 687–707. https://doi.org/10.1108/IJMPB-06-2017-0058

Metin, H. (2017). The Effect of Organizational Structure and Ngo-Ngo Relationships on Sustainability in NGOs. *European Journal of Economics and Business Studies*, *9*(1), 194. https://doi.org/10.26417/ejes.v9i1.p194-198

Mosha, L. (2017). Compendium of Laws Governing Civil Society Organisations in Tanzania.

Neuman, W. L. (2014). *Social Research Methods: Qualitative and Quantitative Approaches*. *Relevance of social research* (Vol. 8). https://doi.org/10.2307/3211488

Ng'eni, F. B. (2016). Tax Administration in Tanzania : An Assessment of Factors Affecting Tax Morale and Voluntary Tax Compliance towards Effective Tax Administration. *International Journal of Finance and Accounting*, *5*(2), 90–97. https://doi.org/10.5923/j.ijfa.20160502.03

NGO regulation, A. (2002). NGO_Regulations_G.N.No.152.pdf.

Olarinmoye, O. O. (2014). Accountability in Faith-Based Organizations in Nigeria. *Transformation*, *31*(1), 47–61. Retrieved from http://www.jstor.org/stable/90008199

Omona, J., & Mukuye, R. (2013). Problems of Credibility of NGOs in Uganda: Implications for Theory and Practice. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, *24*(2), 311–334. Retrieved from http://www.jstor.org/stable/42629812

Oria, G., Estap´estapé-Dubreuil, E., & Torreguitart-Mirada, C. (2015). *GOVERNANCE MECHANISMS, SOCIAL PERFORMANCE DISCLOSURE AND PERFORMANCE IN MICROFINANCE: DOES LEGAL STATUS MATTER? Annals of Public and Cooperative Economics* (Vol. 86). https://doi.org/10.1111/apce.12070

Peters, A. (2014). Conflict of interest as crosscutting problem of governance.

Shava, E., & Thakhathi, D. R. (2016). Non-governmental Organizations and the Implementation of Good Governance Principles. *Journal of Social Sciences*, *47*(3), 218–228. https://doi.org/10.1080/09718923.2016.11893562

Smith, S. R., & Phillips, S. D. (2016). Policy Briefs Open Access The Changing and Challenging Environment of Nonprofit Human Services: Implications for Governance and Program Implementation. *Nonprofit Policy Forum*, *7*(1), 63–76. https://doi.org/10.1515/npf-2015-0039

Sohail, S., Rasul, F., & Fatima, U. (2017). Is internal and external mechanism of governance enriching the performance of the banking sector of Pakistan? *Corporate Governance (Bingley)*. https://doi.org/10.1108/CG-05-2016-0116

Tacon, R., Walters, G., & Cornforth, C. (2017). Accountability in Nonprofit Governance: A Process-Based Study. *Nonprofit and Voluntary Sector Quarterly*, *46*(4), 685–704. https://doi.org/10.1177/0899764017691637

Taiwo, A., & Agwu, E. (2016). Vision and mission in organization: Myth or heuristic device? *The International Journal Of Business & Management*, *4*(3), 127–134. Retrieved from https://www.researchgate.net/publication/312603042%0Awww.theijbm.com

The Citizen. (2018). Tanzania warns NGOs over violation of country's laws - News | The Citizen. Retrieved October 23, 2018, from http://www.thecitizen.co.tz/News/1840340-4657968-1m4tvtz/index.html

Tomo, A., Scarozza, D., Hinna, A., De Nito, E., & Mangia, G. (2016). Exploring Board Conflicts in Public Organizations: Sources, Nature, and Effects (pp. 53–74). https://doi.org/10.1108/S2051-663020160000005003

van Zyl, W. H., Claeyé, F., & Flambard, V. (2019). Money, people or mission? Accountability in local and non-local NGOs. *Third World Quarterly*, *40*(1), 53–73. https://doi.org/10.1080/01436597.2018.1535893

Zeidan, O. S. (2015). Corporate governance and corporate social responsibility – the case of {FIFA}. *Problems and Perspectives in Management*, *13*(2), 11.

Zeleke, L. W. (2016). *Factors Influencing Good Governance in NGOs: A Study of Africa Region Member Associations of the International Planned Parenthood Federation*. Retrieved from http://erepo.usiu.ac.ke/bitstream/handle/11732/2546/Factors Influencing Good Governance in NGOs A Study of Africa Region Member

Associations of the International Planned Parenthood Federation.pdf?sequence=2&isAllowed=y

APPENDICES

Appendix 1: Variables for the Study.

(i) **Independent variable:** NGO governance practices.

(ii) **Dependent variables:** Governance mechanism of NGO, function of governing body and accountability practices.

Appendix 2: Interview Guides.

For board members

1. What does your organization do?
2. What is your understanding of the term internal governance?
3. How does your NGO practice accountability?
4. Does your NGO have governance has a formal structure?
5. What are the functions of the governing body?
6. How do you recruit board members?
7. Does your NGO governance involves the separation of governing body and management
8. What ways does the board use to secure the NGOs mission?
9. Does the NGO promote the highest professional and ethical standards
10. The board exercise responsible resource management and mobilization

THANK YOU FOR YOUR PARTICIPATION

Appendix 2: Interview Questions of Managers

1. What is the nature of your organization primary activities?
2. How long has your organization been in existence
3. In your opinion, do you have a governing body in place, if YES what is the structure?
4. What is the present number of director? Is the number reasonable?
5. What is the present number of board members?
6. In your opinion, how well does the board understand mission and strategy of your organization?
7. Do managers and board members understand clearly their roles?
8. What do you think are governance mechanism practiced in your organization?
9. What are the governance policies used in your organization?
10. In your opinion, do you think what is written in these documents is what is currently practiced?
11. In your opinion, which are the improvements your organization should make to practice governance effectively?

THANK YOU FOR YOUR PARTICIPATION.