



BINDURA UNIVERSITY OF SCIENCE EDUCATION

FACULTY OF COMMERCE

GRADUATE SCHOOL OF BUSINESS

MASTERS IN BUSINESS LEADERSHIP AND CORPORATE GOVERNANCE

**A WORKING MODEL TOWARDS PROMOTING CORPORATE GOVERNANCE
BEST PRACTICES IN ZIMBABWE'S NGO SECTOR: A CASE OF THE WOMEN'S
COALITION OF ZIMBABWE (WCoZ).**

BY

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**A DISSERTATION SUBMITTED TO THE BINDURA UNIVERSITY OF SCIENCE
EDUCATION IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR A
MASTER OF LEADERSHIP AND CORPORATE GOVERNANCE (MLC) DEGREE
QUALIFICATION**


BINDURA, ZIMBABWE

JUNE 2023

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DEGREE: Master of Leadership and Corporate Governance

YEAR DEGREE AWARDED: 2023

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DATE: 29 September 2023

DEDICATION

I dedicate this study to all the women and girls in Zimbabwe, born and yet to be born whose leadership will transform the country for the betterment of all citizens without fear.

ACKNOWLEDGEMENTS

This study would not have been possible without guidance and blessing from the almighty.

This dissertation is another milestone that came as a result of the commitment and dedication of the following individuals who made its attainment a reality. My heartfelt gratitude goes to my supervisor, Dr. M Matambo (PhD), for his invaluable guidance throughout the study.

I would also like to thank the Bindura University of Science Education, the Department of Business Studies, and the Faculty of Social and Science who were so understanding and generously contributed their time and effort to assist me attain this milestone.

Thank you to my twin brother, and co-workers, for encouraging me throughout my studies. To my husband, Robinson Chikowero, our children Marcia, Myra and Riley for supporting me at every level of my professional and academic development. Special acknowledgments go to Sally Ncube the National Coordinator of WCoZ, the WCoZ board and members for their contribution to this study.

ABSTRACT

This study sought to investigate corporate governance practices in Zimbabwe's Non-Governmental Organisations (NGO) Sector and propose a working model that promotes corporate governance best practices in the sector. This research was influenced by the rise in cases of poor corporate governance in the NGO sector and the resultant hostility by the government towards NGOs branding all Civil Society Organisations (CSO) as misplaced and lacking professionalism in their work with communities and resource management. The study utilized a qualitative methodology approach to collect qualitative data through questionnaires and in-depth interviews collecting data from 51 respondents out of a sample of 70 participants drawn from the women's coalition of Zimbabwe membership, staff and partners. Research findings revealed that while efforts have been made to come up with one model in Zimbabwe, there is no working model that promotes corporate governance best practices in Zimbabwe's NGO sector, specifically for Women-Led Organisations (WLO). The study further revealed that while at the individual level, NGOs across the world have adopted policies and strategies to practice good governance, the approaches are different and situational depending on the size, level, and operating context of the institution, there is no specific model designed for WLO NGOs. Available literature indicates the existence of NGO codes of governance in countries like Botswana, South Africa, and China among others however there is no agreement as to what can best work to influence best practices in NGOs as there are still various views on what should constitute best practices, or if at all best practices exist. While many of the codes are voluntary, for effective implementation, countries such as China and South Africa have created their codes around NGO governance laws. However, there is still no agreed position as to whether the NGO industry should have one generic code of governance or what should shape any of these codes.

Major findings on best practices for good governance include ones that take into consideration the differences in age, stage, size, area of operations, environment, and sources of funding. Some scholars have suggested context-specific, culturally relevant, and enforceable models of good governance.

This study has proposed a working model for NGO corporate governance best practices in Zimbabwe.

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LIST OF ABBREVIATIONS

AIZ	Amnesty International Zimbabwe
CEO	Chief Executive Officer
CSO	Civil Society Organisations
CSU	Counselling Services Unit
ERC	Election Resource Centre
ISO	International Standardisation Organisation
NGO	Non- Governmental Organisations
OECD	Organization for Economic Cooperation and Development
PVO	Private Voluntary Organization
SDGs	Sustainable Development Goals
SRS	Simple random sampling
VUCA	Volatile, Uncertain, Complex, and Ambiguous
WCoZ	Women's Coalition of Zimbabwe
WLO	Working Led Organisations
WONGO	Working women's non-governmental organizations
Zimcode	Zimbabwe national code of corporate governance
ZimRights	Zimbabwe Human Rights Association

CHAPTER ONE

INTRODUCTION AND BACKGROUND

1.0. INTRODUCTION

This study sought to investigate corporate governance practices in Zimbabwe's Non-Governmental Organisations (NGO) Sector and propose a working model that promotes corporate governance best practices in the sector. Chapter one introduces the topic of research, the background informing the research, statement of the problem and aims of the study. It gives a justification and basis of the research based on available literature and gaps that exist for more studies and research.

1.1. BACKGROUND OF THE STUDY

1.1.1 Origins, rationale and significance of corporate governance in the NGO Sector

According to Sharma and Gupta (2020) given the background on worldwide financial crisis of 2007, corporate governance, policy, and practice now include additional elements. It is important to note that researchers conquer that all corporations, including businesses, both public and private, not-for-profit organizations, charities, and governmental organizations, among many others, should be governed. Best practices should be followed in the way that boards in women-led businesses appoint members as well as their capacity to develop strategies, provide organizational direction for sound decision-making, and have an impact on the organization's success. The board's autonomy is a crucial sign of openness or a lack including for organizations run by women.

According to Abbidin et.al (2022) despite the differences in each organization's management, it is important for boards to know their roles and responsibilities and to lead different institutions to succeed in attaining set goals through serving their respective constituencies and portfolios, however there is a crisis in corporate governance and the leadership must exist to ensure good governance for organizational sustainability. Some of the crisis in NGO governance is linked to boards being aware and involved in the mismanagement of resources leading to inefficiency of the institution. Abbidin (2022) takes note of the Working Women's Non-Governmental Organizations (WONGO) in Malaysia as growing in strength and needing different initiatives and capacity building. Women-serving and led institutions and what ibid calls relevant national resources should be developed to their full potential in order to sustainably lead to national advancement. A position which makes it critical to investigate

governance practices in the NGO sector to influence the implementation of best practices in women-led organizations.

It is vital to remember that, organizational structure and approach are closely linked to the sustainability of the entity. According to James (2019), leadership transition is an area of concern for sustainability. In relation to this study, holding on to power and control by the founder of NGOs has implications on the entity's governance as written and unwritten policies may influence decisions. According to English and Peters (2011) change becomes important over time due to the volatile, uncertain, complex, and ambiguous (VUCA) operating environment, but the founder may not be open to it, which could lead to conflict with the board and obstruct prospects for organizational progress. Having enforceable norms of governance in these situations is essential. The study will assess what issues affect implementation of corporate governance in the NGO sector, then, using the funnel approach, narrow them down to specific aspects, practices, styles, context or systems and structures.

1.2. CORPORATE GOVERNANCE IN THE NGO SECTOR

According to Shava (2016) the NGO sector across regions shares many of the same problems as the for-profit sector, including issues with corruption, mishandling of money, exploitation of beneficiaries, personalization of organizations, and leadership crises as some founders and board members cling to power for too long. On the other hand, NGOs have been criticizing government meddling in the voluntary sector by enacting legislation that has been criticized as being restrictive and limiting for humanitarian work. The government, on the other hand, argues that NGOs are losing focus of their visions and missions and are using donor funds to meddle in national politics.

1.2.1 Corporate Governance in Zimbabwe's NGO Sector

In Zimbabwe, mistrust and hostility have long existed in the connection between the state and non-profit making institutions (NGOs). NGOs have been referred to as "Puppets of the west" and "Regime change agents," as evidence. Notwithstanding their claims that they are benefiting Zimbabwe's underprivileged communities and complementing government efforts, these nonprofit organizations have lost the government's trust.

Under the late Robert Mugabe's administration, parliament submitted the Private Voluntary Organization (PVO) Bill in 2004, but the President later rejected it, preventing it from

becoming law at the time. The PVO Bill was once again proposed into Parliament in 2022 with the intention of enforcing accountability and transparency in the NGO sector. The Bill has completed all stages of law-making requirements and is now ready for the President to sign it into law. According to Shava (2016) while the government is convinced that NGOs in Zimbabwe must operate under this proposed law to stop the financing of political parties, terrorism, and other illegal acts using donor funds, most NGOs and other international bodies are rejecting the Bill and claiming that, if signed into law, the Bill will erase the 'watchdog role' of civil society as well as make the operating context toxic for NGOs in Zimbabwe.

According to Karimanzira et al (2018), studies on women's leadership, the development, and implementation of frameworks and policies for girls and women's advancement in Africa, including some specifically focused on Zimbabwe, have been conducted by civil society and academia on several occasions but there is still a lack of information on the working model and best governance practices for the WLO in Zimbabwe which this current study will also explore.

Events in NGO governance in Zimbabwe have made a fair share in various media platforms for malpractices and donor withdrawal of funding to several NGOs. Lack of coordinated policy or model for corporate governance in the NGO sector has been cited as a barrier to institutional sustainability in Zimbabwe with the different types of NGOs implementing different policies and systems of governance. Strengthening NGO governance has never been more important for women's organizations than in the current period where competition for funding is increasing and accountability for both policy and funds is a major priority. According to an article on Amnesty International Zimbabwe (AIZ) in According to The Guardian (2019), a forensic audit undertaken in 2018 allegedly revealed an alleged scam, leading to the resignation of the national director and the suspension of the chair and financial officer.

AIZ operations were suspended as investigations were carried out. The growing concern about NGO accountability saw USAID suspending funding for non-governmental organizations (NGOs) accused of grave financial mishandling in 2017 included the Zimbabwe Human Rights Association (ZimRights), the Election Resource Center (ERC), and the Counselling Services Unit (CSU).

The purpose of the study is also premised on determining if currently operating women-led organizations adhere to a specific model of corporate governance best practices and whether

the strategies they employ are strong enough to support their efforts to advance women's and girls' rights and enhance stakeholder relations. Also, the study will determine whether the present application is sufficient to maintain WLO relationships with donors and other stakeholders for organizational growth. In the end the study should propose a model for corporate governance in the NGO sector in Zimbabwe.

Implementation of good governance results in improved economies for countries and companies. The Government of Zimbabwe put in place Vision 2030 among other priorities, to redress economic challenges, champion investment and business, and others. Measures and actions undertaken by the Government and Private sector determine the realization of Vision 2030 goals. According to the government's formal website, the aims of Vision 2030 include turning the nation into an upper middle-class economy with a per capita gross national income of \$4256 and 13 205 in real terms, and increasing employment rates in the formal and small- to medium-sized business sectors. Additionally, the government wants to gradually lower the paucity rate to levels comparable to upper-middle-income economies (NDS1).

1.3 STATEMENT OF THE PROBLEM

Against the above background to this study, the problem is poor corporate governance in Zimbabwe's NGO sector particularly in the WCoZ. This is the reason why the government of Zimbabwe has decided to come up with a new PVO Bill to regulate all NGOs. While there is a wealth of information on NGO-state relations under Robert Mugabe's rule (1980 to 2017) and independent social media articles on this topic in the new republic, (Kubonga and Zvokumba, 2020), there is little to no academic literature on the models for NGO governance for women-led organizations (WLO) to good governance practices in Zimbabwe. Some of the available evidence shows how the current relationship between the government of Zimbabwe and NGOs is characterized by tension and mistrust with the government claiming NGOs lack transparency, are not professional, sway from their mandates, and therefore need to be guided by policy. The topic of general NGO governance has drawn academic interest, Shava and Thakhathi (2016) found that while some NGOs adhere to values of moral governance like transparency and ethical communication, others fail leading to increased disputes between state and voluntary entities over responsibility matters, thereby resulting in some organisations being deregistered or having their operations suspended. This study will investigate WLO's governance practices and existing models of governance in

Zimbabwe's NGO sector and how adherence may affect the organizations' sustainability and connections with the government and other relevant stakeholders.

The WCoZ like other women-led and serving organizations in Zimbabwe has been labeled regime change agents, and accused of supporting opposition political parties and their relationship with the government and ruling party is characterized by antagonism (Vinga 2029; Zvokuomba and Kabonga 2021; Nyathi 2021).. Thus, WCoZ has been selected for this study due to its national reach with membership across the country. WCoZ coordinates other WLO and women individuals of like minds in fighting for gender equality, which makes it peculiar for this study and use of findings and recommendations to influence the governance of other WLO in Zimbabwe.

1.4 RESEARCH OBJECTIVES

1.4.1 Main research objective

- To investigate the model of corporate governance practices used by the Women's Coalition of Zimbabwe.

1.4.2 Secondary research objectives

- To investigate theoretical issues that underpin corporate governance in Zimbabwe's NGO Sector.
- To explore the short comings of and institutional, legislative and policy frameworks that guide corporate governance in Zimbabwe's NGO Sector.
- To propose a working model that can be adopted for successful implementation of best practices of good governance in Zimbabwe's NGO Sector.

1.5 RESEARCH QUESTIONS

1.5.1. Main Research Question

- Which model of corporate governance practices are used by the Women's Coalition of Zimbabwe?

1.5.2. Secondary research Questions

- What theoretical and conceptual issues underpin corporate governance in Zimbabwe's NGO sector?

- What institutional legislative and policy frameworks guide corporate governance in Zimbabwe's NGOs and what are their shortcomings?
- What working model can be adopted to ensure the effective execution of good governance best practices in the NGO sector?

1.6 SIGNIFICANCE OF THE STUDY

Through investigation of models of corporate governance and practices being used by WCoZ, the study provided recommendations and lessons that other women-led and women-serving organizations can adopt for organizational sustainability. In exploring sources of literature, the study found limited information on the presentation of codes of sustainable governance in NGO management in Zimbabwe, a lot of sources are specific to corporate entities and specific management roles. This study narrows down to women-led and women-serving organizations which will contribute to academic input in influencing good governance in the NGO sector in Zimbabwe. The research will enable WCoZ and other women-led organizations to realize the importance of adopting a model of good governance best practices and identification of practical strategies that may work for WLO in Zimbabwe in their different sizes. For future studies, this research offers provides entry points into studies on WLO governance beyond proposing a model of NGO governance best practices and for the government an opportunity of improving relations with NGOs from a practical point of understanding the institutions and operating context. The study serves various constituencies differently as follows.

Community- sustainability of projects WCoZ delivers to the communities.

Women-Led Organizations- Improved relations between WLOs and the government for mutual benefits. The sustenance of a free operational context for humanitarian work. WLO leaders' increased funding and stakeholder support to WLOs in Zimbabwe

Government- To Zimbabwean leadership, improved WLO- government coordinated initiatives for sustainable development towards Upper-middle-income economy. Well-coordinated development efforts that attain goals for both government and women-led organizations towards the attainment of Sustainable Development Goals (SDGs).

Other stakeholders and funders- Opportunity to understand governance issues within WLO and facilitate improved systems and structures to improve value for donor funds while improving community lives.

1.7 JUSTIFICATION OF THE STUDY

Effective implementation of corporate governance has been shown to improve organizational sustainability and relationships with stakeholders worldwide. This research investigates corporate governance practices in Zimbabwe's NGO sector Women-Led Organisations (WLO) and proposes a working model that stimulates best practices of organisational management in the sector to contribute to the sustainability of the sector. ISO 37000 (2021) concurs that due to the rapid changes in the volatile operating environment principal figures must to ensure entities they lead are purposeful about institutional sustainability while being responsible to society.

From the studies of various scholars and institutions, efforts have been concentrated on exploring corporate governance development, concepts, and application of best practices in profit-making and stock market-listed companies. Attempts have been made to assess the applicability of corporate governance in addressing trials confronting local and international voluntary organisations in Zimbabwe's Mwenezi District in their determination to promote financial stability. Once again this is specific to financial sustainability only. The current study will, therefore, focus on Women-Led Organizations that have been highlighted to have governance and ownership challenges threatening organizational sustainability, with reference to WCoZ.

Many studies in Zimbabwe have explored the adherence and implementation of corporate governance in corporate companies and State-owned Enterprises (SOEs). This research found very limited evidence of studies that target adherence to corporate governance standards specific to board selection among NGOs in Zimbabwe. From the assertion by Shava and Thakhathi (2016), the Board of Trustees functions as a managerial mechanism that supervises if the organization is properly run also, guaranteeing that resources are used for the planned commitments. Professionalism should start from the point of board selection so that it can respectfully play its role. This board exists as an accountability mechanism to ensure that NGO managers follow to the ethics of administering a voluntary entity. In their research, Khouya and Benabdelhadi (2020) broadly describe good governance as the structure of policies, systems and processes through which power is exercised, making it the essential cornerstone of sustainable market economies which is a key component of progress and justifiable advancement.

According to Rao (2016) attainment of good governance is important for both government and WLOs' goal attainment. Writing for Africa in Focus in July 2020, International economist Djeneba Doumbia explained how the environmental and organisational components of good governance, particularly the suppression of fraud and high-quality regulations, increase the revenue of the underprivileged and reduce poverty. According to her, operative controlling measures that are designed and put into place to reduce dishonesty and dramatically raise the standard of living for impacted women and girls are examples of good governance.

The indicators of positive impact of effective governance in the Voluntary area are different from the profit-making sector as NGOs use improved quality of life, stakeholder support, and donor confidence as a measure of good governance. Whereas, in the corporate sector, Sharma et al (2020) note that, companies with good governance and shareholders' rights have, higher firm profitability, income, and growth in revenue. This leaves the problem of determining if the creation and application of corporate governance standards should be universal, or specific to the sector as indicators require different actions.

Encouraging research on NGO governance, Bruner and Warburg (2018), pose several questions which reveal the gap and need for more studies focusing on NGO governance. The study of NGO board best practices is still crying out for advancement. Questions of how boards affect the success of entities? The impact of long term frameworks of governance versus short term measured in months? What commonalities exist between successful organisational leaders? How do established establishments evade the dangers of founder's syndrome or mission creep? Can non-profit entities create revenue streams that make a profit without sacrificing their objectives? These are some of the questions that will be answered along the way even though they are not the emphasis of the research but respond to the elements of the study indicators.

This research will therefore explore opportunities for proposing a practical model for NGO corporate governance in Zimbabwe to improve NGO government relations. Having effectively carried out this research, recommendations, and findings will contribute to improving WLO stakeholder relations for efficient resourcing and effective implementation of programs in a professional and enabling environment.

1.8 RESEARCH ASSUMPTIONS

- The research was premised on the assumption that effective implementation of best corporate governance practices will improve NGO-government relations.
- The study assumes that the selected respondents have the best interest of the WCoZ at heart and responded truthfully.
- In terms of data gathering the study assumed that the survey questionnaire used provoked required responses.

1.9 LIMITATIONS OF THE STUDY

Some of the study participants were cautious to provide information out of concern that it might be used against them or give a bad impression to the WCoZ. Institutions and study participants were reassured by the researcher that the data would only be utilized for academic research. Participants were informed about the confidentiality declaration by the researcher, however, the majority of them insisted that their opinions not be made public out of concern for the unknowable outcome of their involvement in the study. The refusal of some respondents to complete the questionnaires and their negative attitude toward them was the other problem. The researcher followed up with responses, persuaded some of them to respond by assuring them that their answers would only be used for academic research, and also used an anonymous online questionnaire to encourage responses from some of the participants.

1.10 DELIMITATIONS

The area of corporate governance is broad and covers several topics, for this research, the study was specific to the OECD-stated principles of good governance. Further delimitations to the study included keeping WCOZ members, stakeholders, board members and secretariat as the target sample of respondents. The study focused on the Women's Coalition of Zimbabwe (WCoZ) in Harare where it is head quartered which made it possible to reach out to its membership across Zimbabwe.

The researcher had limited time to conduct the study considering competing demands of work and the research. The researcher made use of email, phone, online survey and virtual meetings to efficiently reach more participants in limited time at reasonable costs.

1.11 STRUCTURE OF THE DISSERTATION

Chapter 1: Introduction

The chapter presents the background of the study, a statement of the problem, research objectives, research questions, delimitations, limitations, and a chapter summary.

Chapter 2: Literature Review

The second chapter contains a theoretical framework for the study and focuses on the literature review on corporate governance principles, the current framework, and the application of good governance principles by Women-Led Organizations in Zimbabwe. The chapter concludes with a summary.

Chapter 3: Research Methodology

A summary of that chapter follows. The research approach is presented in Chapter Three. It addresses topics including study population, sampling, data collection, data processing, and presentation, as well as ethical considerations, the feasibility of the study, and its limits, and concludes with a summary of the chapter

Chapter 4: Data Analysis, Interpretation, and Presentation

The chapter presents the analysis and interpretation of the research findings.

Chapter 5: Summary, Conclusions, and Recommendations

This chapter is made up of a summary of findings, conclusions, and recommendations. The research's concluding chapter includes suggestions for further study and a recap of the previous chapters.

1.12 CHAPTER SUMMARY

This chapter largely concentrated on providing an introduction, the study's history, a problem statement, a justification, and a list of goals and objectives. Grounded on prior research and the researcher's personal interpretation of the terms, essential terminology connected to the study was defined. The chapter also described the layout of the research. The literature review will be explored in chapter two.

CHAPTER TWO

LITERATURE REVIEW

2.0. INTRODUCTION

This chapter is premised on reviewing the writings of other scholars and exploring the theoretical structure that advises this study. This section creates a deeper understanding of Women-Led Organisations (WLO) and their adherence to corporate governance best practices in the NGO sector and the OECD recommended principles of good governance. Key terms are defined in this chapter. The secondary sources were studied based on study aims. Chapter two ends by summarizing literature reviewed.

2.1. THEORETICAL FRAMEWORK

For the purposes of understanding and examining adherence to principles of good governance by the WCoZ, the study implores theories of stewardship and agency. Drury (2021) notes understanding the interactions between agents (WCoZ Board) and principals (constituting members and stakeholders) has done using agency and stewardship theories. According to Mitnick (2019), Stephen Ross and Barry Mitnick were the first researchers to expressly suggest that a theory of agency be constructed and to begin its formation. Although the fundamental ideas underpinning these approaches are similar, whereas Ross is responsible for the origins of the economic theory Mitnick is said to be responsible for the institutional theory of agency. The chief executive of the organization is assumed to be the change agent in institutional expansion models that are generally founded on profit making business assumptions. An assumption which McMullin and Raggo (2020) make based on the assumption that strategic change projects and institutional reactions to disasters are driven by managers.

2.1.1. Agency theory

The agency theory was postulated to elucidate and conceptualize the functions and conduct of agents, mostly managers and executives of firms. Due to its frequent use regarding corporate governance issues, the theory is relevant to evaluating the role of WCoZ management, board, and membership in living the organization's strategic mission and vision. According to Keay (2017), it aims to address the issue of so-called agency difficulties, which arise due to the selection of corporate governing boards and management plus the distinction of ownership

and control. Through implementing sound corporate policies, organizations work to reduce these circumstances of conflict. Corporate governance can be used to alter the regulations that the agent must abide by and protect the interests of the principal. Agents need incentives to intrinsically or extrinsically motivate them to behave in the principal's best interests, how WCoZ can balance community development and the interests of stakeholders, and the agency is critical. Conflict may result from the disparate interests of principals and agents because not all agents will always act in the principal's best interests.

Miscommunication and disagreement that arise may cause a variety of issues and strife inside businesses. Inefficiencies and financial losses may result from conflicting interests that force a wedge between all parties involved. Thus, the respect of accountability, transparency, fairness, and responsibility in dealing with these issues is important, hence an indicator of the adherence or failure of WCoZ to live by these principles.

Thus, how WCoZ can deal with these and maintain professionalism may reveal the existing model of governance (Castrollon; 2021). Taking into consideration the aims of corporate governance, WCoZ is expected to protect and serve the interests of members, partners, and employees from the power of coordinators and managers, as well as to ensure that there is good control of the board towards the management, avoiding the agency problems existing between them. In this research, the theory of agency is applied to reveal the connections between members, secretariat, and management or coordinators and the underlying conflicts of interest between the two.

However, it has been argued that this theory ignores the opportunistic behaviour of boards, and that answerability is required to guarantee the board and other executives act in the best interests of the stakeholders as because too much emphasis has been placed on the shareholder-manager relationship. In the context of the theory of agency, managers can be accountable to boards while the board is accountable to members as the board acts on behalf of the shareholders, in this case WCoZ members.

2.1.2. Stewardship Theory

Secondly, the study makes use of the stewardship theory whose ancient origins and principles are drawn from Plato and the Old Testament (Attfield; 2015). Simply put, the stewardship theory asserts that managers will use their resources responsibly if left to themselves and explains the close connection between employee satisfaction and company performance. The theory was introduced by Donaldson and Davis in 1989 (Drury; 2021). According to Keay

(2017) people, including directors, are frequently driven by concerns about fairness, justice, and others' interests. In contrast, stewardship theory asserts that the concerns of the stakeholders and the agents are congruent and challenge managerial opportunism. This idea downplays the importance of a director's independence and alternatively contends that self-governing directors might not manage to fulfil their duties effectively because they might not have access to vital company-specific information.

For boards to be effective, they must have knowledge of and competence in organizational-specific phenomena and put that information to use within the company. According to Mashani (2017), the connection between managers and principals should, according to stewardship theory, be based on trust at both its functional and structural core. Boards of organisations have a role assist managers in achieving the company's objectives. Furthermore, it is asserted that the performance of the company and the executives' profit from high levels of party trustworthiness.

In evaluating WCoZ's adherence to good governance, the research explored how the board sacrifices some of their personal time and effort while acting ethically and responsibly as professionals. Understanding how in pursuing extrinsic incentives, which are mostly of an economic nature, the board seeks intrinsic benefits such as reciprocity and takes pleasure in witnessing organizational success.

2.1.3. Theory Criticism

Agency theory is contrasted with or combined with stewardship theory. The theories assisted the researcher in identifying respondents from the WCoZ network and basing on some of the expected roles as stipulated from the theories. Stewardship theory offers a non-economic foundation for describing relationships, in contrast to the theory of agency that emphasizes conflict and control. The agency theory is instrumental in explaining the effectiveness of various stakeholders in the context of non-profit making institutions and the value of incentives to drive the goals of humanitarian work. Theory of stewardship basically asserts that for example WCoZ board members act as custodians and won't be fretful with promoting personal financial benefits, as the theory of agency proposes, but rather they are prepared serve the best interests of the organization and its stakeholders. Actions of stewards will lead to institutional effectiveness rather than self-interests. Board members' personal needs are met as they work toward organizational goals.

True to the criticism that the stewardship theory assumes boards seek mostly intrinsic motivation. Responses from the WCoZ board and staff showed that boards seek both intrinsic and extrinsic motivation. This is a matter of context and economic position of the operating environment, a factor which shapes policies and their implantation. Chrisman (2019) argues that the stewardship theory's conception of man does not accurately reflect how people think and act; its assumptions about goals do not adequately reflect the numerous, heterogeneous, and conflicting goals of organizational stakeholders; and its rejection of incentives and monitoring ignores the importance of these mechanisms for fostering motivation and communication. So, it would be preferable to investigate how the two theories might be merged using a more realistic set of assumptions as opposed to seeing.

To ensure this research addresses some of the theories' shortfalls, the study where necessary treated responding managers and board members as individuals whose aims to join the institution are different. Secondly, merging the theories of agency and stewardship, the research designed questions that appreciate the need for monitoring and self-motivated implementation of roles as well as the creation, use, and application of both national and organizational policy to ensure good governance in NGOs.

2.2. CONCEPTUAL FRAMEWORK

2.2.1. Corporate Governance practice

According to Mupedzisi (2021), corporate governance refers to the webs of formal and non-formal connections between the company's management and its stakeholders, which include its workers, clients, creditors, neighbors, and community at large. For this research, the study will define corporate governance in the voluntary sector as systems and structures put in place by institutions to legally or voluntarily govern the operations of that specific entity for sustainability and improved stakeholder relations.

The definition of governance provided by the Organization for Economic Co-operation and Development (OECD) includes public administration as well as the institutions, procedures, and tools of governance. It also takes into account practices that seek to promote ethics, transparency, accountability and integrity for improved delivery of good and services for improved human life. (Matambo et al; 2022). Transparency and integrity are still seen as essential components of corporate governance, according to various authorities. According to Khouya and Benabdelhadi's (2020) study, corporate governance is a continuous and clear practice that entails the inclusion, incorporation, and responsibility of stakeholders as well as

the alignment of economic development strategies. Understanding the interaction between the state and private agencies is crucial to meet the problems of the twenty-first century. This is due to factors such as economic globalization, widespread state agency corruption, the failure of the centrally planned economy, elitist bureaucracy, the amazing development of formation technology, and the growing importance of the third sector, also known as NGOs throughout the developing world, Assaduzamann;2016).

According to Trommel (2020) organizational practice of good corporate governance takes different forms and especially in the non-profit-making sector where different structures and systems have been put in place for each institution. There are however basic standard characteristics of what constitutes good governance and expected practices which are accepted in many regions of the world. For this study indicators such as board selection and remuneration, board roles, and responsibilities, employee engagement, member selection, policy creation, and implementation, reporting, and accountability to stakeholders are some of the aspects that show the level of adherence of the NGO sector in Zimbabwe.

According to Chauke (2019), involvement, accountability, openness, and policy among other things are all components of good governance. Chauke (2019) further notes that effectiveness and equity in governance processes are also essential components of good governance, hence by ensuring that socio-political and economic agendas are founded in a widespread societal contracts, effectively governed organizations guarantee amplification of voices of marginalized people when decisions are being made about how to allocate resources for development.

According to Weil (2019) good governance, together with its principles of accountability and openness, increases public trust in the organization and increases the public's readiness to provide money and services. Protection against regulatory intervention is another benefit of effective governance. In recent years, corporate governance has gained importance on a global scale. In agreement, Sharma et al (2020) note that due to weak governance, the non-profit sector has experienced its fair share of scandals and difficulties, which has forced sector organizations to reconsider their governance models and initiatives. Thus, it is relevant to study the practice of good governance in NGOs, hence the need to explore best practices that make up good governance. According to research conducted by NGOs, corporations, and the public sector, there are four core characteristics of good governance: justice, accountability, responsibility, and transparency.

2.2.2. Corporate governance recommended best practices.

Given the variety of forms of institutions, there are for basic corporate governance fundamental principles that have been applied differently in both the for-profit and not for profit sectors. For this specific study, four basic principles of Accountability, Transparency, responsibility, and Fairness will be used to investigate practices in the WLO and guide the proposed model of good governance. According to Wanyama (2014), all countries should adhere to the fundamentals of effective corporate governance. Intellectual honesty serves as the foundation for these fundamental ideals, which are then supported by the pillars of justice, accountability, responsibility, and openness. The four principles are conceptualized below:

Principles of corporate governance best practices and how they relate to each other. Consistent implementation should lead to improved internal and external stakeholder relations which in turn results in effective programming and organisational sustainability.

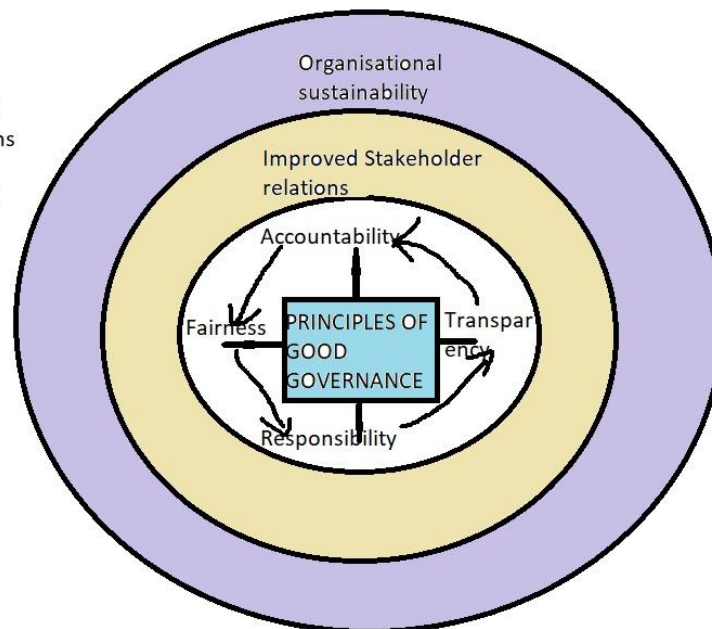


FIGURE 1 RESEARCHERS PRESENTATION OF PRINCIPLES OF GOOD GOVERNANCE

Fairness: The governance process treats each participant equally and fairly (Sharma et.al; 2020). Fairness in terms of equality among members and board members of an institution should be upheld in respect of good governance. Fairness in corporate governance refers to how all parties with stakes in the business are handled. According to Trommel (2020), it is aimed at protecting shareholder rights and guaranteeing fair treatment of the firm's different stakeholders, such as directors, employees, the neighborhood where the business works, and the public authorities and organizations with whom the company engages, are both necessary (Wanyama;2014) . Fairness can be defined as the absence of any actions or practices that unfairly favor a certain group of stakeholders or shareholders.

Accountability: According to Wyatt (2004), being accountable for an NGO entail frequently proving that it makes intelligent use of its funds and does not abuse its superior powers to engage in actions that are incompatible with its non-profit status. An accountable NGO is open to public review of its finances and records by donors, beneficiaries, and others. Legislative themes have been noted to be vital for accounting and responsibility. Critical to realizing NGO sustainability are efficient use of funds, strategic governance, clarity of missions and vision and ability to account for the resources invested in the project. Depending on its setting, every NGO has a distinct set of accounting and accountability procedures.

According to Cordery et al. (2019) there are intersecting dictates for voluntary organisation bookkeeping and responsibility. These requirements contain adhering to exterior regulations, managing organizational management, engaging stakeholders, and proving that the objective is being served. The type of funding an organization receives also significantly affects how, to whom, and for what it accounts for its operations. Wanyama (2014) opinions that, accountability is also assessed through reporting to stakeholders, which must be clear so that the reader can determine whether the business is profitable and will remain so in the long and short run. NGO funding frequently comes with specific accountability requirements from the funders. According to Cordery et al (2019) it is commonly accepted that an NGO's ability to produce audited financials is essential but not enough to fulfil the organisation's accountability obligations to demonstrate compliance with regulations. Thus, the measure or accountability for one organization may be different from the next even though the aim is to sustain the institutions.

Transparency: According to Chene (2013) an essential component of NGO transparency is consistent, regular, and adequate reporting, in accordance with pertinent governance, financial accounting, and reporting requirements based on national laws and international best practices, with the goal of making basic information on NGO operations accessible to the general public or oversight bodies. Further, there are different templates and expectations from each donor on reporting timeframes and the type of information expected.

For individuals to whom the company is accountable, the strategies and actions of the company need to be clarified. According to Sharma et al (2020) transparency produces adequate reporting without jeopardizing the client's interests. Due to the loss of the stockholders, Enron's worth as a company was lost. In corporate entities, like Enron, Board

members are expected to conduct all business with others in an honest, open, and direct way. Full disclosure is implied by transparency, transparency requires ignoring human nature that inclines towards reporting just positives to highlight the good and the bad (Wanyama; 2014). As agents of beneficiaries, transactions undertaken by the entity's board members that may conflict with organisational policies should not be kept confidential. A member must let his colleagues know if she/he intends to participate in a transaction or contract that the organization is about to enter and be advised according to the institution's policy what to do.

Responsibility: Members of the board must be prepared to provide the person who appointed them with an account of their stewardship. They will be held accountable for all actions, both omitted and committed. Accountability implies that board members will safeguard organizations' interests and administer them responsibly. Board members' personal and local interests should not take precedence over those of the organizations and publics they serve. According to Sharma et al 2020) the Board of governance should be accountable to the organisation's stakeholders. Respect of the value of accountability contributes to organisational success.

Responsibility and accountability for NGOs intersect, for Chene (2013), there is a need to understand accountability as a responsibility to every stakeholder whose interests are impacted by an organization's operations. This might involve a wide range of stakeholders with various objectives due to the complexity of NGO mandates and activities, which makes the problem of NGO accountability extremely difficult and complex. Thus, the responsibility for NGOs may take many shapes from being stewards to members, funders, beneficiaries, government, and other stakeholders.

Corporate governance best practices are better executed by transformational and entrepreneurial leaders. Leadership is a set of skills that align an organization, foster execution, and ensure organizational renewal in each context. They are enabled by relevant skills and mind sets. In this study, leadership will refer to individuals who strive through collaboration and vision to attain the set objectives of an institution through good governance and implementation of best practices.

2.2.3. Women-Led Organisations explained

According to the United Nations International Children's Emergency Fund (UNICEF) Women-Led Organisations (WLO) are those organisations that make available vital amenities to women, girls, and other vulnerable members of society, amplifying girls' and women's

issues and demanding accountability. According to UN Women, the UN's Sustainable Development Goals (SDGs) and the advancement of gender equality depend heavily on the work of women-led groups. This study will use WLO to refer to non-profit making institutions that work to advance the rights of women and girls and have women leaders at the topmost positions of their hierarchy.

2.2.4. Non-Governmental Organisations (NGOs) defined

From the various sources consulted, NGOs have been defined differently by different scholars, this study will in the end adopt a definition that suits the entity under study. Lewis (2016) explains the significance of NGOs in improving human lives by identifying them as important third estate on the scenes of advancement, human rights, charitable action, environment, and many other areas of citizen activism, starting with the after-disaster rebuilding following disasters and health catastrophes.

NGOs also play a variety of additional specialized tasks, such as promoting democracy, resolving conflicts, advancing human rights, preserving culture, promoting environmental activism, and providing research, analysis, and information (Castillo;2020, Cagney ;2018). NGOs are recognized as formally established, legally recognized organizations with enduring structures that include both paid employees and volunteers. According to Bevir (2010) they seek to serve the public interest as entities that are largely independent of the government and the business sector, with a non-profit orientation toward humanitarian goals.

For Owa (2020), Non-Governmental Organizations (NGOs) apply to various voluntary organizations ranging from large charities in Europe and America to home-grown self-help organizations in developing countries, all focused on advancing human and environmental causes. For the study, NGO refers to any not-for-profit institution that aims to advance the lives of disadvantaged members of society including efforts to sustain the well-being of animals and the environment. The work of these institutions is not profit-oriented but is human rights-focused.

The study will make use of the term civil society in reference to collective NGOs as is used in other texts consulted for this research. United States fact sheet on non-governmental organizations defines civil society as the pool of societal establishments, created out of passions to voluntarily serve citizens by advancing collective objectives or aspirations. These are composed of private public policy research, advocacy, and human rights organizations that defend vulnerable groups and promote equality, philanthropic organizations, private

foundations and funds, charitable trusts, and non-profit establishments. NGOs in Zimbabwe are found in various forms coalescing as CSOs and including women-serving and women-led organizations.

Objective 1: To investigate the model of corporate governance practices used by the Women's Coalition of Zimbabwe.

2.2.5. Institutional, legislative, and policy framework that guides corporate governance in the NGO sector.

For an institution to create and maintain good relations with its stakeholders it must have in place systems and structures that govern its operations and those relationships so that they remain principled and professional. These principles can be voluntary or enforced by some instruments. For South Africa, the King IV Report of 2016 which puts in place the 'apply and explain' regime is an example of such a framework in profit-making institutions, especially those found on stock markets. Governance principles cannot be practiced in isolation as they are tied to organizational leadership practices and policies. However, this code like many other voluntary codes does not set out punishment for those who fail to comply making it a weak instrument.

Chauke (2019) further explains the importance of leadership and relationship-building in organizational governance by stating that, corporate governance, is a systems internal to an organisation's development. A system composed of the rules, procedures, as well as individuals who guide and control management activities with shrewdness, impartiality, integrity, and ethical leadership in order to satisfy the demands of stakeholders and shareholders. These rules and procedures are framed in principles; thus, this research investigates if women-led NGOs implement corporate governance models and organisational sustainability practices in Zimbabwe.

While NGOs have values and principles in their strategies, most literature available explores practices of governance in the private corporate sector and state enterprises. Many corporate governance studies have benchmarked and studied the application of good governance based on OECD principles and frameworks. Pursuant to the release of OECD principles in 1999, the principles attracted extensive acknowledgement as a standard for comprehensive business control.

According to Jesover and Kirkpatrick (2020) these principles are effectively applied by regulators, shareholders and government in countries that fall within the OECD radar and

those outside and are recognized by the Financial Stability Forum as one of the Twelve Key Requirements for sound financial procedures. Thus, models' good governance in the NGO sector are linked and structured based on these OECD principles with noted additions that expand from those stated above. Once again, while these OECD principles are global in nature, they cannot be effective if they are not applied with stringent conditions for lack of implementation.

Implementation of good governance requires setting up professional bodies and policies that govern interactions. With the above view in mind, Gershowitz and Forster (2018), state that, the 2013 passage of the Non-Profit Revitalization Act of New York and subsequent amendments demonstrate the significance of professionalizing the NGO sector globally. Many additional governance and oversight regulations are imposed by the Act on not-for-profit corporations that are formed in accordance with or otherwise subject to New York law. The state's Not-for-Profit Company Law underwent a significant reform with the approval of the Act in 2013.

The Revitalization Act primarily concentrations on (i) in-house control and oversight restructurings, (ii) practices and measures concerning certain company dealings, like mergers, consolidations, change of ownership, or sale of all or considerably all a NGO assets, and (iii) abolition of some legislative and managerial provisions believed to be outdated. The Act, however, is different from many others as this comes with demands for organizations to adopt and implement policies that ensure the attainment of good governance such as whistleblower policy, and conflict of interest policy among other instruments to ensure the professional application of best practices.

World over corporate governance issues have been identified. Africa has had its share of good and bad practices especially in the state enterprises and corporate sector firms. Big international NGOs have also been found during scandals and bad governance. Africa has made deliberate efforts to address issues of governance through policies and frameworks for various institutions. According to Ryan (2019), the introduction of the Australian Institute of Company Directors (AICD) first version of the Codes of NGO governance in 2013 was aimed at facilitating realistic resourcing of voluntary organisations boards for attainment of good governance. For Ryan, (2019) the code's principles are centered around guiding board roles and responsibilities, board composition, board effectiveness, management of risk, board performance, accountability and transparency, stakeholder relations, handling of matters and

compliance and strategic direction of the NGO. AICD principles are a realistic and self-driven structure to help NGOs comprehend and attain good governance and implementers must consider the principles own context and identify best ways of application.

Eleven prominent international NGOs, including Amnesty International, CARE, ActionAid; introduced the voluntary International Non-Governmental (INGO) Accountability Charter in 2006 a self-regulating mechanism which outlined collective principles, rules, and practices. According to Steiner (2023) when it comes to assurance procedures, it is regarded as one of the most powerful endeavors. Companies and NGOs across the world use the Global Reporting Initiative's (GRI) inclusive Sustainability Reporting Framework. All establishments can quantify and account for their socio-economic and environmental governance progress guided by the Framework. Gotshal and Manges (2019) highlights the Open Forum for CSO Development Effectiveness which is an international initiative created for global CSOs leading to a shared framework of principles that outlines operational CSO growth initiatives elaborating least conditionalities for a supportive context.

To improve reporting mechanisms and transparency in the NGO sector, funders and governance bodies have come up with different strategies. The International Aid Transparency Initiative (IATI) employs standardize reporting formats to increase transparency by making it simpler to access, utilize, and compare data about assistance expenditures. This multi-stakeholder project that includes governments of donors and developing nations, as well as NGOs has been instrumental in improving governance in developed countries.

While most academic literature available has dealt with NGO impact, the nature of NGOs, power dynamics with communities and their emergency and development, not much is available regarding the implementation of NGO codes of governance in the WLO of the NGO sector. On that note, several efforts have been made in different African countries to improve how the non-profit-making sector is governed. NGOs in South African came up with a South African NGO Coalition Codes of Ethics (SANGOCO) in guided by the aim of Non-profit Organisation's Act in 1997. In the corporate sector South Africa has experienced King Codes from I, II, III, and IV According to the South Africa's Institute for Advancement, with the ever-changing demands of the fast-changing global context, codes need to be continuously refined.

In 2012, South Africa created an Independent Code of Governance for NGOs in the country consisting of established ethics, standards, and set roles aimed at guiding and informing CSO management and behavior. Just like its predecessor, it focused on serving as a measure for assessing implementation, and direct organisational governors, and other custodians of organisations. The 2012 code is made more significant over the 1997 code, by making it mandatory for the board, the members, and the workers of the specific organization to sign a written voluntary commitment and responsibility of obedience. Such a shared commitment ought to be examined and updated on a regular basis. Unfortunately, the South African codes of NGO governance are voluntary and cannot punish those who fail to comply. With this evidence in mind, this research explored the possibility of a code of NGO governance specific to the WLO context and one that may experience limited short falls.

In Africa, Botswana has made strides towards voluntary NGO governance with adoption of a national code of NGO governance. According to Srinivas (2023), Botswana Council of Non-Governmental Organizations (BOCONGO) created a code of conduct. Founded to defend, among other things, the concepts of community, democratic governance, accountability, integrity, and respect. It is the responsibility of individuals with high moral and social integrity, a commitment to the legislation, respect for humanity and commitment to participatory techniques to govern the Code of Conduct. The BOCONGO goes above and above by outlining the monitoring and evaluation procedures for the code's influence on organizational behavior and community impact. In accordance with this code, NGOs are individually and collectively accountable for assessing their own performance in light of the Code of Conduct's standards. This code offers NGO management and personnel the authority to voluntarily assess their own and their organization's performance.

While the framing of good governance can be standardized and certain frameworks adopted, not all are suitable, and certainly due to the nature of NGO setup and history, the framework best works if it is made up of practical attributes for that specific NGO. Acknowledging the differences in governance frameworks in the world, Prakash (2019) observes that, the way governments are governed can differ just as much as how businesses are built. As a result, the Cadbury Committee and the Rahul Bajaj Committee asserted that there is no unique corporate governance system in the industrialized world. Just like Wanyama (2014) argues, Prakash 2019 is of the view that, a uniform approach to corporate governance structure does not deliver the intended results. Every firm ought to have its own unique governance model. However, Gregory (2013) underlines that while evaluating New Zealand's progress toward

good governance, it is important to compare it to the nation's own norms, which change over time and consider the country's historical background rather than juxtapose it with other countries.

In agreement with the above assertion, Castillo (2020) posits that, size and age of an organization, its industry regional norms of accountability and transparency, the level of government autonomy given, and the length of time that NGO has existed are all pertinent factors that affect governance practices. The proportion of diverse board members, as well as the expansion of social enterprises and hybrid organizations, are additional moderating factors which determine governance practices of the entity. Thus, for Castillo (2020), these environmental aspects, along with cultural elements, shed light on the fact that there are no universally applicable "best practices" for governance.

Across the globe, the need for effective NGO governance is gaining attention, and institutions such as InterAction, a member-based united voice for global action identified Transparency, accountability, and effectiveness as guiding principles for good governance. Member organization commitment to institutional vision, mission and strategy are the source of InterAction success. Interaction is known for effective communication with stakeholders while respecting security protocols and privacy regulations. According to InterAction (2018) in adherence to these principles, members commit to sharing accurate information shall, comprehensively and timely in the appropriate format for relevant stakeholders. To ensure principal application with integrity and truthfulness, the member organizations follow standard code of good governance with all interested parties sign and commit to respect.

In as much as sources reveal frame works for good governance in private and public entities, not much literature is available regarding women-led and women-serving NGOs. This shows the importance of this study to the WLO in the NGO sector and to the academia to contribute to development of models that can be created to assess level of good governance and to create practical strategies for good NGO governance.

Objective 2: To explore the short comings of and institutional, legislative and policy frameworks that guide corporate governance in Zimbabwe's NGO Sector.

2.2.6. Corporate governance challenges faced by NGOs.

From available literature around good governance, entity's ability to live according to or not living according to defined codes of good governance best practices is due to several external and or internal factors. Ironically, little has been published about how the governance

systems of NGOs are created and run. This is true even though they play a pivotal role in advancing communities and that several approaches to governance and administration exist within the NGO sector, some of which may be very different from those employed in other industries. According to Maroun and Cerbone (2020), the research on NGO governance is also based on findings from Europe and other developed countries. NGOs working in third world countries have primarily been disregarded as more studies have concentrated on International NGO (INGO) impact and relations than governance even at the local NGO level (Castillo;2018).

Implementation of best governance practices is encouraged by the structure and or the size of an establishment. Fernando (2011) posited that the principles underlying the notion of corporate control in developing or developed countries are the same. However, the legal instruments, systems, structures, and commitment to good governance differ in every country or institution and verily between NGOs and for-profit companies. Lewis (2016) posits that the precise definition of an NGO varies, and it is still surprisingly difficult to analyze the phenomenon of NGOs. The nature of NGOs makes categorization impossible as they are found in formal and informal groups of different sizes. NGOs have a variety of functions and appearances inside and among various civilizations which presents a challenge around what models can best be suited for the governance of these entities in their different formations and context. As a result, analyzing NGOs continues to be complicated hence the decision for this study to concentrate on a specific section of the WLO sector.

In NGOs, past studies noted that as a voluntary sector, NGOs started with voluntary governance arguing that their work was the work of passion. Ryan (2019) recognizes the necessity and significance of NGO principles of governance, which cannot be accomplished by a one-size-fits-all method but not intended as steppingstones to legislation and best practices. Before putting specific concepts into practice, it is crucial to understand the context of each institution because different organizations will have different aspects depending on their unique traits. These guidelines also attempt to inspire companies to pursue and accomplish good governance, going above and beyond what would be thought of as a minimal norm of governance.

Adherence or lack of it is as a result of various factors, if the same issues identified in practice of good governance in the USA, Ghana, South Africa among others affect NGO adherence, this study will offer recommendations for improvement. The inconsistencies and

variances in legislation threaten to undermine the shared understanding of what constitutes effective governance in the NGO sector, which has been blamed for governance failures in the industry.

According to Prakash (2019), many nations have passed legislation during the past 20 years restricting how charity organizations can raise and use funds. But the primary issue the non-profit sector suffers is legislative neglect in carrying out its responsibilities as a service provider, a social innovator, and a builder of cohesiveness. Researchers urge governments to take more sophisticated and distinct approaches to regulate and police the non-profit sector. Currently, there exists the propensity of adopting an all-encompassing governing and regulatory tactic which disregards the numerous roles non-profit organizations carry guided different legislative and procedural apprehensions they encounter.

In Asian nations have been identified to put in-place strict rules for NGOs, especially China, which passed the Charity Law in 2016 to oversee non-profit and charitable operations there, the usage of voluntary norms and government laws in NGO governance is noteworthy. This law, according to Castillo (2020), specifies what needs to be done by an organization in order to be qualified to conduct online fundraising as well as requiring financial and program reporting. The emergence of capacity-building organizations, like the Non-Profit Incubator, which offers training, networking opportunities, and developmental support for grassroots NGOs and social enterprises, has been facilitated in part by the rise of social entrepreneurship in China.

The existence of NGOs in any society shakes the status quo, as such strong and agile leadership is needed. According to Bruner and Warburg (2018), NGOs have the power to influence public policy and offer specialized social services, but they can only succeed under strong leadership and good governance. The inability to be accountable and transparent to stakeholders demoralize support and endanger the long-term sustainability of NGOs. The nature and makeup of the NGO sector pose challenges to which principles of governance to apply and what each principle means to each stakeholder. NGO work is funded by donors targeted towards benefiting the communities or groups of vulnerable members of the community and this demands accountability for the resources and transparency in the discharge of those social good practices.

Unlike companies on the stock market, NGOs do not necessarily receive value in return for funding humanitarian causes. According to Cordery et al (2019) some of the challenges to the

NGO application of principles of good governance are related to existing tensions in the sector due to stewards and agents failure to balance different stakeholder interests, NGO goals, and scarce resources. Strategies that address governance issues in the NGO sector must take into consideration these realities.

Mlambo et al (2021) opine that, funding remains one of the main problems that NGOs face. Philanthropists and supporters in other countries although perception that NGOs are agents of regime change force aimed at overthrowing African leaders. CSOs encounter a magnitude challenges in the application of planned governance initiatives due to scarcity of aid negatively affecting institutional support leading to poor or lack of resources for board capacity building, and poor or non-remuneration of board members. Balancing donor, government, community, and organizational interests while adhering to principles of good governance.

Lack of coordinated mechanisms for setting up and monitoring NGO adherence to good governance. Mlambo et al (2021) note that, due to the nature of NGO formation, driven by passion and concern for specific causes, NGOs face the risk of being formed without professional framework or structure to guide operations or response to crisis. That lack of experience may contribute to poor application of good governance best practices. As mentioned earlier in this study, most NGOs operating in developing nations are criticized for supporting Western political agendas, while African governments claim that Western donors encourage NGOs operating there to challenge the status quo. Furthermore, rather than focusing on the primary issue or difficulties they want to address in the society where they work, CSOs may make efforts to comply with the requirements of their funders more than those of the country of operation. Thus coming into conflict with laws of their countries. According to Prakash (2019), while NGOs assert that they are transparent and accountable, (some of them) fail to provide accurate annual reports.

This unit explored challenges to NGO adherence to good governance, leading this study to propose recommendations for a working model that can best address the prevailing situation in the NGO operating context. Despite NGOs being independent, impartial, and neutral organizations that help with development, relief, and reconstruction governments where these organizations operate set up policies that govern these institutions which may not always be appreciated by the NGOs.

Relations between NGOs and governments have occasionally been difficult throughout the world because of a government's fears of being removed from power or being exposed for their shortcomings leading to loss of electorate support. Local NGOs implement initiatives at community level to provide assistance and amenities to vulnerable individuals as well as larger audiences of policymakers, state enterprises and funding partners. According to Jelinek (2006) the existing mistrust by the government has led to the creation of policies that have been criticized for crippling NGO operations, and this very well affects adherence to government frameworks for NGO governance.

Sim and Shiu (2019) revealed that NGOs and charity organizations throughout Asia, began a new era of increased monitoring and regulation. NGOs and philanthropic organizations are now experiencing a greater scrutiny of their operations than ever before, from news-making allegations of financial mismanagement against Hong Kong welfare organizations to defamation claims against Singapore social clubs. This represents a major shift in a region where these NGOs were historically subjected to lax regulation.

It is crucial to evaluate if and how NGOs are affected by government policies and how their resultant responses affect implementation of good governance practices. Even if institutions are aware of how important it is to follow good governance, not all are able to do so. According to Prakash (2019), actors, in this case, stewards break the law not out of malice but rather because the laws are unclear to them, or they are uneducated. Others contend that actors violate the law because they gain something from doing so.

Contrary to the role of stewardship, leaders of institutions may not be stewards in reality as personal and other interests may supersede the aims of stewardship. There is bound to be a conflict between the goals of organizations and their responsibility to stakeholders. Prakash (2019) their moral compass is further shaped by this environment in such a way that compliance becomes their go-to course of action. Systems include monitoring and enforcement measures to make breaking the law expensive, hence encouraging rule compliance in order to achieve effective governance.

2.2.7. Addressing NGO Governance Challenges: Understanding what makes good governance.

A measure of good governance also assesses board roles and responsibilities. The primary duties of a board include providing guidance for the accomplishment of the organizational goals as well as setting the organization's strategic direction. For Wenyama (2014), the pillar

of fairness calls for the board to respect the needs, well-being, and interests of stakeholders when making decisions, but to do so while keeping in mind that the company's best interests are always the guiding principle. According to the Ghanaian Corporate Governance Manual of 2022, the board is tasked with creating organizational policies and keeping an eye on their execution; recognizing the threats the business confronts and establishing acceptable limits for those threats. The management supervision role entails creating internal control over financial reporting, auditing, and compliance with organizational and international policies as well as guaranteeing nomination and confirmation of the CEO/Director and other senior management roles at the right time.

Effective governance requires qualified board members. According to Goyal et al. (2019), board members view various board expertise as essential for carrying out a variety of tasks and coping with the modern world's dynamic governance environment. While increasing board diversity in terms of gender and ethnicity, has been the focus of various codes on governance. The research's findings also revealed that improving intellectual expertise in organisational governance may be attained through selection of candidates with a variety of rich academic backgrounds, professional and function precise capabilities. This general information about board roles reveals the importance of the study to explore the functions and expectations of NGO boards and their contribution to the practice of good governance.

2.2.8. Appointment, induction, and tenure of boards and membership powers and relevance to good governance.

How a board is selected goes a long way if professionalizing and sustaining the institution, bad processes set the entity for failure, while the opposite provides opportunities for success. In the Ghanaian 2015 corporate governance manual, every appointment to the Board will be made in writing. Members of the board must take the Office and Secrecy Oaths. Organizations must maintain lists of their board members. The provisions of any laws in effect at the time shall govern the Board members' terms of office. Board members must therefore familiarize themselves with the legal documents establishing their organizations in order to consider possible tenure extensions, membership resignations, and replacements of members when necessary. The legal documents establishing these organizations will also specify the circumstances under which these events may occur.

The governance structure, decision-making procedures, membership requirements, powers, and tasks of the governing body, as well as the relationships between it and other

organizational entities, should all be clearly specified in NGOs. Various studies concur on what entails good governance in terms of board roles, selection, and membership for NGOs. Scholars such as Chene (2013; Sharma et al. 2020; Cordery et al. (2019) among others are of the opinion that board selection should be via an open, transparent procedure that are outlined in publicly available policies. They should also have clear terms of office, no compensation other than reimbursement for expenses, and should not make money from the assets of the organization.

In the South African code of NGO governance, the governance of NGOs is overseen by boards of trustees who are supposedly composed of people of various expertise. Shava and Thakhathi (2016:222) note that the NGO boards or trustees are legal boards created legally to practice of good governance best practices and that Section 21 of the Zimbabwe's 2007 PVO Act explains the roles of the board. It evidently specifies provisions to be included in an NGO Constitution with a specific section on new board members selection.

In some corporate boards, the CEO should not have a voting position, and board duties should be clearly distinguished from management responsibilities. The selection of the CEO and the annual evaluation of his or her performance, the assessment of the books of accounts and performance, and the duty to select auditing companies are all board responsibilities. Board meeting minutes should be kept on file, the list of current Board members should be available to the public, and decisions should typically be conveyed to the membership in a thorough and timely way unless good reasons apply.

Taking pointers from suggestions by above scholars, this study will explore board member recruitment and how if this influences their roles and effectiveness in implementing best practices. The study has identified tensions between the government and NGOs, sustainability should also factor selection of the board that improves trust from stakeholders and sustainability for the entity.

Executive compensation and remuneration: There are set policies around board remuneration and compensation in corporate entities in the corporate sector which institutions bound by those policies must follow for sustainability and transparency. Executive Pay and Performance-Related Remuneration Compensation is the incentive received by an employee as a result of their performance, contribution, and the importance of their position to the company. According to Mitaire and Henry (2020) executive remuneration, which is

specifically defined as the monetary compensation for executives, is often determined senior executives and sanctioned by stakeholders.

Explaining managing conflict of interest, Grove et al. (2020) believe that prospect board members should not have material contact with the institution they wish to serve for a period of over a year. They also believe that the ideals of transparency and responsibility are heavily weighted when choosing board members. Directors' ought to be smart in business, focused on the interests of shareholders, and genuinely interested in the organization. Executive should use a combination of short and long term performance metrics, such as a period of existence on the stock market and monetary performance. This shall be used to determine executives' remuneration in for-profit establishments. Board members should be paid based on board performance. In respect of the above guidelines, how NGO executives and boards are remunerated should be guided by policy and respect of stakeholder interests. It makes it pertinent for this study to understand how NGO boards are remunerated and if the processes are transparent and done in ways that promote organizational sustainability.

2.2.9. The benefits of implementing corporate governance best practices in NGOs

Effective application of corporate governance principles is done to benefit the institution and its stakeholders. Several studies have revealed the benefits of living to these principles and the downside of poor governance in mostly state enterprises and corporations. Both public and voluntary sector leaders have an interest in efficient operations of these entities. According to Cagney (2018), the enormous rise in NGOs, funding, and other partners has made governance vital in the efficacy and efficiency of organizations. Additionally, increased investor confidence and a decrease in the cost of capital for an organization are two benefits of good corporate governance for entities that successfully implement conflict of interest policies (Banks 2020).

Emergence of good governance for the NGO sector is a result of the natural progression of the area as well as related trials of poor governance which demand professionalism, transparency, accountability, and responsibility both to the participants of the NGO work, governments, and donor community. According to Moore and Stewart (2000), growing demand of NGO accountability to funders and stakeholders has contributed to increased efforts in maintaining good governance. Discussions related to challenges of responsibility, integrity, organisational size and evaluation have increased in the last ten years. The civil society is growing faster than anticipated but unlike for-profit companies, there is no

cooperation to encourage community trust. Some studies have proposed mutual self-policing through selfless nationwide expert relations to address governance challenges in the sector.

Due to its independence, the nature of its activity, and its function as society's watchdog, NGOs are threatened with deregistration and funding withdrawal in a highly competitive global environment. As a result of major challenges to civic liberties in at least 96 countries worldwide, CIVICUS reported in 2015 that the civic space is contracting. Across the world, reports of harassment include limitations on foreign funding, obstacles to registration, interference with internal affairs, and other types of harassment. This situation calls for NGOs to collaborate and create frameworks of protection that also guide their operations to prevent corporate failure which results in closures or arrests of NGO personnel (CIVICUS 2015). Thus, NGOs have become highly invested in creating functional voluntary codes of governance in-line with existing laws in their countries.

According to Jesover and Kirkpatrick (2020), effective corporate governance guarantees an organization follows its authorized duties and establishing valuable relationships with clients, members and staff. OECD (2021) guidelines for enterprise establish sanctions from governments to companies to guarantee responsible trade practice in all spaces where business intermingles with people and labor rights amongst other interests, but very little is offered concerning how NGOs should select board members.

Adherence to principles of good governance is relevant to improving organizational governance in the corporate sector, Ayogu (2022) writing for the African Development Bank (ADB) in 2001 stated that, the fundamental predicaments in organisational governance reflect crisis in the board of governance. Thus, considering NGOs also strive for excellence in their work, they need to strategically think about principled board selection to prevent the crisis. At all levels of public organizations, good governance encourages responsibility, openness, involvement, effectiveness, efficiency, equity, and the rule of law.

Additionally, it enables the wise and effective administration of financial, economic, ecological, and human resources for fair and sustainable development. According to Pal (2017) additionally, under good governance, public bodies have clear decision-making processes. Civil society effectively participates in the decision-making process and could enforce rights and obligations through the legal mechanism.

According to ISO 37000 of 2021, corporate governance best practices sets out the basis for sustainable institutions and guarantees these organizations influence the safeguarding and rebuilding of socioeconomic structures. The publication reiterates that effective governance does not merely promote an atmosphere of confidence, transparency, and responsibility but also helps support an establishment's drive with the wellbeing of the public strengthening shareholder relations for effective and efficient use of resources. According to Sharma et al (2020) organizations that firmly uphold good governance proactively increase the effectiveness of their participatory processes. Increasing financial organisational efficiency is one of the main outcomes of good governance. The drawback, however, is excruciating when a business is thought to practice unethical policies, which results in sharp drops in capital and market share.

On a more neutral side, some scholars have concluded that the make-up and background of NGOs makes it impossible to set out uniform best practices of good governance. The methods for developing corporate governance structures that function in NGOs are outlined by Cagney (2018), who points out that what is best practice for one organization in a certain context may not be the same for another in a different environment. Even individuals whose interests end at their own borders, according to Cagney, should consider their preconceived notions of what is "best," as people are living in increasingly diverse cultures that require more complex approaches to what is effective. In order to comprehend, serve, and be inclusive, one must first face the confines of their own cultural biases.

2.2.10 Effects of Lack of good governance in NGOs

Selected literature has shown that practicing good governance is good for every institution and the benefits outweigh the negatives. However, this does not mean all institutions adhere to the best practices of good governance. For various reasons, institutions fail to live up to good governance and suffer negative consequences in the end. Poor processes and structures of governance are typical of NGOs that are motivated by passion and present a significant barrier to sustainability as staff members frequently comprise advocates who may not be fans of ranked managing systems.

The importance of singular influences is highlighted in flat organizations. Volunteers and grassroots supporters can multiply their impact. Nevertheless, no figure of issue-based dedication is able to outlast supervisors with limited competence and responsibility, and that

is unable to adjust to changing conditions. NGO leaders, particularly those in young, immature organizations, may have the delusion that a lack of adherence to ethical legal compliance procedures can be overcome by a shared commitment to a cause. According to Bruner and Warburg (2018), long-term success is achieved by organizations that combine the zeal of issue-driven policy supporters with skilled personnel administration. Reliable tax, accounting, and human resources professionals are necessary for the preservation of the NGO enterprise.

Poor governance in the non-profit industry has attracted media attention on a global scale. Prakash (2019) explores the Oxfam controversy, which resulted in celebrities quitting their ambassadorial roles and funders threatening to stop sponsoring the organization. Oxfam is well known for its humanitarian and development efforts, tremendous moral authority, and leadership in promoting humanitarian concerns, especially bringing attention to inequality issues. In February and June 2018, media articles from The Guardian and BBC claimed that Oxfam, which assisted disaster survivors with amenities Haiti, concealed cases of employee sexual misconduct. As the Haitian crisis developed, comparable charges against its international employees in nations like Chad and Southern Sudan came to light. More than 120 employees of prominent British humanitarian entities like Save the Children, Christian Aid, and the British Red Cross were blamed for sexual transgressions in 2017 alone.

Reinforcing the importance of strong NGO leadership, Bruner and Warburg (2018) posit that Voluntary governing executives may easily stray from the track of sustainable governance. In instance where they lose track, the effects on the organisation's performance is most likely shattering however, recovering requires strong leadership. NGOs with experience functioning in challenging conditions have the capacity to promote stability, peace, and economic prosperity. Extractive and transportation businesses, conversely, have often fallen short of attaining positive change results for States or communities in environments marked by instability and poor governance. According to OECD (2020), NGOs' failure to act ethically has undesirable outcomes on the communities in which they operate, undermines the dynamics of national governance, and puts institutions and their staff at risk.

Having embraced the theories of stewardship and agency, the study will explore the use of corporate governance practices by the WCoZ, revealing how aspects of passion versus professionalism affect adherence to recommended principles of transparency, accountability, fairness, responsibility and others. Sources above have shown that, good governance is best practiced by ensuring systems, processes and structures of an institution are held to the

highest level of professionalism. It has been noted that for several organisations success has been attributed to ethical practices of accountability, transparency, fairness and responsibility to both stakeholders and beneficiaries. Thus, the study examines the roles of the board, staff, WCoZ members, the institution's recruitment and appointment processes and policies in order to determine best practices. In the end the best practices should translate into profitability, good relations, professional grounding and improved organisational reputation in the eyes of stakeholders and funders. Thus understanding how far WCoZ's systems, policies, procedures and practices are implemented to the best to ensure organisational sustainability and improved stakeholder relations is a critical question to this study.

Objective 3: To propose a working model that can be adopted for successful implementation of best practices of good governance in Zimbabwe's NGO Sector.

2.3. NGO GOVERNANCE FRAMEWORK IN ZIMBABWE.

While very few academic sources could be found to study the observance of NGOs to best practices of good governance, there are efforts through government policy and NGO-proposed frameworks for NGO governance. Notably, Private Voluntary Organisations (PVOs) are registered through the Department of Social Services under the Ministry of Labor and Social Services and are authorized by regulation to carry out charity initiatives. According to Zimfact (2023), groups that fail to adhere to the law are penalized and a fine can be imposed on those who carry out any of these activities without registration.

The governance of the voluntary sector is critical to its efficiency and effectiveness, to better improve NGO governance. Zimbabwe has made significant efforts to influence corporate governance of state enterprises and for-profit institutions through engraving corporate governance ethics and best practices in the national constitution of 2013, the Public Finance Management Act (Chapter 22:19 and the Public Entities Corporate Governance Act (Chapter 10:13).

However, according to Matambo et al (2022) studies concur that that good governance transformations are failing to be effective in Zimbabwe for various reasons including corruption, politics of patronage, and lack of political will to implement the policies among others. Apart from using the Zimbabwean constitution, organisational and regional frameworks, NGOs can voluntarily apply the Zimbabwe National Code on Corporate Governance (ZIMCODE) of 2014. The Public enterprises Corporate Governance Act was one

of the good initiatives the Corporate Governance Unit (CGU) of the Office of the President and Cabinet (OPC) took in 2014 to improve corporate governance in public enterprises. According to Chavhunduka and Sikwila (2015), the embracing of the ZIMCODE in 2015, the promulgation of the Public Entities Corporate Governance Act in 2018, and the revised Companies Act in 2020 showed improved commitment to improving organisational governance in Zimbabwe.

For lawful governance, NGOs are encouraged to register as Private Voluntary Organisation (PVO) under the PVO Act chapter 17:05. Prior to the 2023 proposed PVO Bill, NGOs could voluntarily register to carry out humanitarian work either as associations, Trusts, Churches, Uninvestus or PVOs. While coalitions of voluntary organizations such as the National Association of Non-Governmental Organisations (NANGO) have proposed policy and voluntary governance models for NGOs in Zimbabwe none has been approved, the government of Zimbabwe has put in place an Act of parliament to improve NGOs governance with the recent Bill awaiting presidential signature to become law as of 2 February 2023.

According to the Zimbabwean government, the Bill is aimed at addressing gaps in NGO operations, financial flaws, and NGO interference with national political parties among other issues. The Bill sets out to assess board functions and states that if boards fail in their duties or are found in breach of the law, it will dissolve the board and replace it with members appointed by the minister. This then makes it critical for NGOs to ensure compliance with principles of good governance in board selection to appoint professionals who will carry out their roles effectively.

However, there is a framework for NGO governance in Zimbabwe based on the PVO Act of 2007 and current proposed PVO Amendment Bill of 2022. Thus, investigating how far NGOs in Zimbabwe adhere or fail to adhere to good governance set out in this Act and if all adherences can help improve NGO government relations and organizational sustainability. The existence of the various policies provides a starting point for a corporate governance model best suited for NGOs in Zimbabwe.

It is challenging to establish a model of governance that is one size fits all due to the diversity of NGOs and their working environment, yet CSOs and governments share the need to reconcile societies' conflicting values, align their actions, and turn conflict into collaboration. Scholars present promising new mental models of governance that are required to lead

successfully in increasingly complex situations, in addition to the use of technology to encourage grassroots engagement and boost civil society participation (Richard et al. 2011).

The Maori governance researchers Penehira, Cram, and Pipi are prominently featured in the Transitional Governance Project (2017). They hypothesized that Indigenous knowledge and practice hold the key to new horizons for 'Western' forms of good government. Adopting excellent governance strategies based on the privilege to self-rule, respect to others, and a relational, dynamic orientation to nature, people's past, highest aspirations, and each other requires inclusivity and co-creation. In order to develop frameworks that direct the activities of institutions, this approach draws on the lived realities, cultures, and experiences of individuals (Castillo; 2020).

NGOs can use a networked approach that encourages collaboration to bring about systemic change and social transformation in addition to using indigenous ways to the development of codes of governance. Renz (2018) claims that networked techniques are characterized by inclusion, adaptability, and clarity and necessitate the collaboration of independent, autonomous groups to coordinate their actions in the face of constant change. With this strategy, companies are brought together to develop a functional model of governance that respects their independence and differences since they are motivated by similar goals and the strategic necessity to stay relevant and competitive. Consequently, NGOs must be aware of their advantages and disadvantages so as to make them work in their favor.

According to Freiwirth (2011), good governance is more about having the capacity to self-organize, ensuring the efficient and equitable use of scarce shared resources, upholding established group rules, and involving everyone in decision-making, allocating resources fairly and transparently, having the capacity to resolve conflicts, and having clear authority structures. This concept redistributes and shares decision-making authority, fostering shared ownership, empowerment, and reciprocal accountability. Non-profit organizations become more resilient and responsive to their communities as a result of this power redistribution.

2.3.1 Opportunities for influencing corporate governance best practices in NGOs.

Interestingly, while there is limited evidence of a code of NGO governance, sources also revealed opportunities for NGOs in Zimbabwe to begin to create own models and areas of engagement with various authorities and policymakers to influence the processes. On one hand, NGOs in Zimbabwe have a national manual draft which was compiled by the National Alliance of Non-Governmental Organisations (NANGO) in Zimbabwe in 2006. Even though

this draft was rejected former president of Zimbabwe the late Robert Mugabe sadly it was never adopted.

The NANGO manual for NGO governance presents a starting point for NGOs to come up with a resourced and coordinated framework for principles of good governance. The documents also offer an opportunity for a well-researched document that can be updated due to the current context. NANGO is the national body representing and coordinating NGOs in Zimbabwe and has access to coordinate other NGOs for endorsement of the manual so that it can be adopted as a standard document.

There is increased interest among donors and governments for good governance in the NGO sector, evidenced by the UN Women audit report of 2020, international and local donor agencies have renewed strength to support non-governmental organizations attain good governance. This and other platforms including the corporate sector offer an opportunity for women's organizations to design strategies for good governance and reach out to partners for resourcing of the strategies. WCoZ is already a well-coordinated coalition of women's organizations with a national reach and a pull of donors who would benefit from improved governance of organizations in the women-serving NGOs. The government's keen interest in creating and facilitating laws to govern NGOs presents an opportunity for a practical policy framework that can be influenced by both the NGO self-regulation and state policy for a practical policy that can be accepted and implemented by all relevant parties without fear of exploitation of government repression.

The current government's marketing tag line that Zimbabwe is open for business and the National Development strategy's goal for middle-income economy status by 2023 present an opportunity for WLO to defend its position and negotiate a better relationship addressing the challenges of the negative relationship that has existed between the NGO and the ruling regime. NGO need to prove to the government that adoption of an Ngo code of governance can improve lives of women and girls and their positive contribution towards attaining UMIE by 2023. NGOs profit from agile leaders who are also forward-thinking, in accordance with the rules of entrepreneurial leadership and as stated by Castrillon (2021). The likelihood of sustained success for an organization is increased by leaders who exercise discretion while remaining fully accountable to an active board of directors. Leaders who have a thorough understanding of the issues of the various groups not likely to be caught off guard by in-house conflicts. Successful CEOs also circumvent the damaging effects of founder mentality

with the belief that a single person is solely responsible for the company's history, present, and future and can run an NGO like their own personal project.

The implementation of the (ZIMCODD) lands a helping hand in developing a framework for NGOs that responds to various stakeholders while at the same time responding to global demands for good governance. Just like the ZIMCODD is a voluntary code, NGOs can come up with their own code of governance for best practices that can be adopted by NGOs in the country and ensure the sustainability of the sector.

This study among others is a show of increased interest in academia to study operations of the NGO sector and contributes to improved governance for sustainable community interventions. With new and improved information on NGO governance, chances for efficiency and increased NGO delivery of its community interventions are high. In the end, the goals of various stakeholders such as government, communities, donors, and other partners will be met. For this study, this unit will offer recommendations and possible models for improving good governance in Zimbabwe's NGO sector.

When discussing the benefits of adopting good governance models, Anttiroiko (2017) names New Zealand, Denmark, Finland, and Sweden as examples of nations that have worked to combat corruption in order to achieve good governance. While it is advised that nations looking to better their governance can borrow models from these nations, it is important to make sure the context and timeline are appropriate for that nation or institution. Notably, there are three important caveats that must be made in relation to such decisions: first, the comparability of a country's conditions or stage of development; second, the factual variations between countries at the same stage of development; and third, the need to make sure that benchmarking does not simply include underperforming governments.

2.4. CASE STUDIES: PRACTICES IN THE NEW ZEALAND NGO SECTOR

2.4.1. New Zealand

New Zealand, is identified as one of the least corrupt countries of the world, is a Commonwealth nation that stands out in a unique situation. According to TINZ (2013), New Zealand has a reputation for having well-functioning political institutions, a stable democracy, and adequate protection for individuals' civil and political rights. According to Chene (2015), New Zealand's Crimes Act of 1961 and the Secret Commissions Act of 1910 are two powerful fundamental provisions against bribery and corruption, and together they provide the legal foundation for the institutionalization of good governance in New Zealand.

A specialized, merit-based civic service structure was established in the nation in 1912 according to the Public Service Act of 1912.

The country's practical slant to no-corruption rules that was originally founded on the public service tenets, which embodied ethical values and a robust logic of the public concern (Gregory, 2013), is the bedrocks of clean public administration. Like other industrialized nations, New Zealand faces a small number of systemic difficulties related to the way political parties and politicians conduct themselves, which is thought to reflect issues with the nation's political culture (Gregory and Zirker, 2013). Effective use of the judiciary, the Auditor-General, and the Ombudsman are among the local truthfulness organisms of New Zealand strengths, according to its National Integrity System (NIS) assessment.

The whistle-blower telephone lines that are active and allow individuals to report corruption and other inappropriate behavior set it apart. Once instances of unethical behavior by individuals in authority are made public, the media, political parties, the Auditor-General, law execution authorities, and the judiciary typically eagerly investigate these cases (TINZ, 2013). New Zealand's Serious Fraud Office (SFO) and the Police are the two main organizations that invest on diverse aspects to fight against vice. Most importantly, the country has multiple systems and structures to fight corruption.

a). NGO Governance in New Zealand

In contrast to other comparable jurisdictions, New Zealand (NZ) lacks governance norms and a code specifically for nonprofit organizations. The FMA's Corporate Governance in New Zealand: Principles and Guidelines, the Institute of Director's (IoD) Code of Practice for Directors and the NZ Nonprofit Organizations Governance Code are just three of the governance standards that apply to voluntary entities in the country (Openko 2013).

Rather than having legislative governance standards, NZ supports the establishment of a voluntary governance code. This can provide flexibility and more comprehensive guidance (for instance through principles, recommendations, commentary, and examples). In the NGO sector, the governing bodies usually have three officers (also called office bearers or office holders) appointed to a governing body and these are the chair, the treasurer, and the secretary. NZ does not stop there, it also created another Strategic Policy Framework for relations between NZ AID and NZ NGOs. This is another framework that sets out the basic rationale and guiding principles for relations between NGOs and the Development

Cooperation Division (DEV) where both parties undertook to further develop guidelines for funding, policy dialogue, and program cooperation in the spirit of good governance.

Despite not having a stipulated code of corporate governance, NGOs in New Zealand are accountable to a wide range of stakeholders, they may be a company formed under the Companies Act or established under their own act of Parliament, the Charitable Trusts Act, or an Incorporated Society. The governing body may be established by statute or elected by the members or some overarching body or be self-elected. The governing body may perform a management and operational role as well as governance depending on the size and number of employees. IoD (2014) states the governing body members are typically appointed for their interest in and empathy with the NFP and may often be unpaid volunteers.

New Zealand faces similar barriers to good governance including the behavior of individual board members, poor processes around decision-making, and the complexity of the NGO context. The low value and low profile of NGO governance are a further barrier. According to Were (2017) increasingly, high-performing NGO boards are investing in more strategic thinking, collaboration with other NGOs and across sectors, building capabilities within their organizations, adopting technology, and building stronger connections with the communities they serve. While the above case study shows the context of NGO governance in NZ, NZ does not have a stipulated code on NGO governance just like Zimbabwe. It there raise the question of whether NGO require coordinated NGO code of governance or just a governing body. Considering NZ is doing well without a code, the study explores what is existing in Zimbabwe's NGO sector and the challenges and issues that have been explained from various sources and whether the NZ model is better or a totally new model can work best.

2.5. CHAPTER SUMMARY

This chapter reviewed literature, identified and linked the theoretical framework to the topic of study, and defined concepts giving a conceptual framework on variables and terms used in this study. Overall, the chapter demonstrated the importance of a code of good governance in the NGO sector. The section explored the conceptual issues that underpin corporate governance and existing frameworks. Prevailing structures and models of corporate governance in the NGO sector across the world and in Zimbabwe. Challenges associated with failure to adhere to corporate governance were explored including but not limited to how adherence is important to prevent state interference in NGO operations at the same time attracting positive donor and stakeholder relations. Having reviewed existing literature on

NGO, private and public sector governance in other regions of the world, the study observed that there is limited literature on the impact of NGO adherence to corporate governance principles and specifically to Women-Led Organisations. The available literature on other countries is more on parastatals and profit-making institutions than NGOs.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0. INTRODUCTION

This section details the approach used in carrying out the study. It focuses on techniques that were used by the researcher in gathering, collecting, and analyzing data. It clearly highlights and reveals the research methods used to collect data from the scope of study. This research is guided by Sileyew (2019), who opines that Research methodology is the process by which researchers carry out their studies since it outlines how they define their issue of research and objectives and how they will present their findings after collecting the necessary data. This section, therefore, discusses the research methods that were used during the entire research process.

The study, used qualitative research methodology to evaluate Women-Led Organisations adherence to corporate governance principles. Important apparatuses chapter three include the research design, research instruments, sampling procedures, and study population. The research used the case study to narrow down the research subjects as guided by research objectives and questions. Data extracting tools used include questionnaires, desk research, interviews, and sampling.

3.1. RESEARCH PHILOSOPHY

The researcher used a pragmatic approach, gathering data used qualitative approach. The main research philosophy refers to interpretivism, according to Ramsberg (2018), and it represents ways that humans interpret their surroundings. In order to determine the best strategy for reaching the research's goals, this study used interpretivism as well as the intrinsic methodologies of qualitative research and inductive analytic techniques.

Research philosophy is a belief in how information about a phenomenon should be gathered, examined, and applied, according to Dudovskiy (2022). Based on findings from the study,

decisions may be made to include or exclude questions from the research. Qualitative research is excellent for the topic being studied since it allows the researcher to keep collecting and analyzing data until she or he determines that no new concerns are developing. In order to link the research more closely with pragmatism and realism, small samples will be employed for an extensive evaluation of compliance with corporate governance principles. Research philosophy, according to Dudovskiy (2022), is connected to the study's assumptions, background information, and methodology. It addresses a certain method of knowledge development.

The study adopts the interpretivism philosophy due to the need of in-depth understanding of the phenomenon under study, which is corporate governance in the NGO sector, thus exploring using interpretivism. According to Ramsberg (2018), interpretivism focuses on examining the intricacies of social phenomena by developing a sympathetic understanding of how the research subjects see the world in relation on data from a selected sample size, which is the basis for this study's methodology.

3.2. RESEARCH APPROACH

A qualitative study strategy was used by the researcher. Asenahabi (2019) asserts that the methodology allows the investigator to understand matters by looking into them in their unique setting and the sense that people assign to them. This makes it possible to understand the topic under study better. According to Dawson (2019) using various kinds of inquiry, qualitative research procedures investigate people's behaviors, opinions, and experiences. Often, this method involves fewer people but spends more time with each one. It allows participants in research the chance to express their own views on a particular subject.

The purpose of qualitative studies is to examine social phenomena and attain comprehensive appreciation of people's behaviors and views. According to Babbie and Brians (2010), qualitative studies allows the investigator to thoroughly grasp the circumstances or status quo where study subjects approach a challenge or subject, for instance, how respondents in the current research seek to solve difficulties they encounter when adhering to corporate governance standards. The researcher applied a qualitative technique in an effort to investigate the application of good governance best practices in the NGO. One technique utilized to investigating and exploring the realities of adhering to good corporate governance norms of board selection in Zimbabwe's WLO is the in-depth face-to-face interviews. Representatives from the WCoZ staff, board, and members responded to questionnaires.

3.3. RESEARCH DESIGN

3.3.1. Case Study

The study also used a case study method to have in-depth understanding of WLO specific governance issues. The case study method, according to Yin (2009:240), is useful when a unique societal occurrence calls for a detailed explanation within its actual context. The case study was chosen because it reveals the mechanism through which a causal relationship occurs, allowing for a rigorous knowledge of how and why particular events occur. According to Asenahabi (2019), case studies have come under fire for leaning too heavily on the researchers' interpretation, which most often causes conflicting readings of the same facts. According to Creswell (2014) research is also well-defined as a methodical procedure for knowledge growth and discovery. It must address a challenge or provide new knowledge to the body of existing information.

The research design reflects the theories of the investigator. This aids in preventing discontent by connecting the research with an organized framework that illustrates how all the important elements cooperate to try to answer the research questions. According to Asenahabi (2019), the type of analysis needed to provide the desired results is always determined by the research design. It explains what information is needed, how it will be collected, how it will be analyzed, and how it will be used to address the research objectives. To fully comprehend the governance best practices and their application at WCoZ, the investigator employed the case study technique. Data was gathered from a variety of sources, including questionnaires and in-depth interviews. The investigator used procedural triangulation to look for results that were consistent across sources regarding the effectiveness of NGO adherence to corporate governance best practices in Zimbabwe. The research focused on WCoZ's individual members, member organizations, partners, and board and used the case study because it is the only unit under study.

The WCoZ was purposively chosen because of its reach and potential for the researcher to access around 75 WLO under one umbrella body in Zimbabwe's NGO sector. To gain a thorough grasp of the realities of adhering to corporate governance, key informant interviews with personnel, WCoZ members, and board representatives were conducted for the aim of this study.

In this study, the population consisted of WCoZ members and board, staff, partner organizations, and representatives from government line ministries. Members in this case refer to organizations and individual women that are members under the banner of WCoZ and stakeholders in the area of WCoZ operations are. Research entry was done through written communication whereby the researcher, through a formal letter, requested permission to access the research population. The purpose was to ensure that informed consent was obtained to access participants and to use WCoZ as a case study.

3.4. DATA COLLECTION TECHNIQUES

The researcher collected data using questionnaires; interviews consisting of open-ended questions; and documentary sources were also consulted in that regard. A total of 50 questionnaires were distributed and 45 responses came through, while 20 interviews were planned and only 17 were held using face to face and virtual interviews. Documents such as the National Code of Corporate Governance (Zimcode), WCoZ strategic plan, WCoZ Board Charter, Private Voluntary Bill (PVO Bill 2023) organizational reports, and other publications from other countries and corporate sector on corporate governance were used to enhancement the data gathered from the interviews. To ensure truthfulness as far as the data is concerned, interviews were conducted with key informants. Collected data was stored in a secure place with a lockable system as well as on google cloud for backup. The safekeeping of the data allowed it to be kept safe from theft, damage, or getting lost or corrupted.

3.4.1. Open-ended questionnaires

The investigator created and disseminated flexible questionnaires to gather information. According to Bhandari (2021), the purpose of a questionnaire is to gather data from participants around their views, practices, and ideas. The study shared open-ended questionnaires because they permit participants to use their own words when responding. While acknowledging that open-ended questionnaires allow freedom and spontaneity of the answers, present opportunities for probing, and are useful for testing hypotheses about ideas, Ahmad (2012) also posits that they demand more effort and are time-consuming. The researcher has offered respondents the chance for phone conversations to explain several points in order to solve the questionnaire's limitations.

3.4.2. In-depth interview

In-depth interviews both structured and unstructured were used by the researcher to acquire data. To encourage honesty and flexibility in assessing adherence to corporate governance principles in the NGO sector, participants were interviewed informally and formally. Unstructured interviews are crucial because they yield rich data and let the researcher elicit clarification. According to Bryman (2019), in-depth interviews are a technique for drawing out participants' lived realities and articulating the impact of these experiences on their lives. This is a popular technique for qualitative research. It is adaptable, affordable, and does not obstruct the researcher's personal life the way ethnography does. The researcher gave the individuals assurances of confidentiality and privacy. The interviews took place over a period of 10 to 15 minutes.

3.5 DATA ANALYSIS

In his study to understand corporate institutions' use of data, Johnson (2022) defines data analysis as a process that involves editing, altering, and modeling information. The objective being to excerpt pertinent facts out of the data and make a conclusion based on the analysis. In order to uncover perspectives, experiences, strategies, and standards of corporate governance, the analysis first reads raw data. Themes that were frequently utilized by participants are used to group responses that are significant for the study. Words and phrases that had a specific significance in relation to the research topics are covered by categorization. The information in this research was examined with the aid of thematic enquiry based on study objectives.

Inductive reasoning is used in the process, according to Shava et al (2021), whereby themes and categories are drawn out of the data by the researcher through careful inspection and ongoing comparison. With the help of qualitative research, participants were able to describe the subject being researched in their own organizational environments and NGO community. Microsoft Word and Excel were used to enter and evaluate the data. Excel was used to support the analysis because it helps to document the results. The researcher used excel to formulate tables and graphs. The program was also utilized to compare and analyze the outcomes of different elements which were incorporated in the study questions. Excel and Word were also used to compute and draw graphics.

3.5.1. Ethical conundrums in data analysis

To maintain source confidentiality and anonymity, the findings from study participants adopted pseudonyms such as participants or organisations being referred to by letters of the alphabet from A to Z. The researcher employed pseudonyms to hide personally identifying information in the transcripts of interviews and questionnaires, as well as in the records of other textual data. According to Lahman et al. (2022), anonymization in a qualitative study is the exclusion or obfuscation of participant or research site names as well as the exclusion of data that could identify participants or research locations. Gerrard (2021) asserts that in qualitative research, anonymization was motivated by the conviction that revealing participants identities puts them at risk and the need to safeguard study participants from harm in the event of their re-identification. Epithets, which Heaton (2021) defines as descriptive words used to describe a person's character, will be employed in the study. Thus, terms such as respondent A or B, member X or Y, Women's Rights Defender (WRD) M, N, X or Y for participants or stakeholder for other respondents outside the NGO sector were be used.

3.6. SAMPLING

3.6.1. Population and sample and Sampling techniques

Sampling is defined as a process of choosing a sample from a person or from a sizable portion of the population for a certain type of research objective. Turner (2020) defines sampling, in line with Bhardwaj (2019), as the choice of a subset of an interest population in a research project. The researcher used probability-based and non-probability-based sampling strategies for qualitative data. The researcher utilized purposeful sampling to choose crucial informants for non-probability sampling. Purposive sampling, according to Vijayamohan (2022), entails choosing samples from the total sample size depending on the researcher's judgment, where the purposive sample is gathered in accordance with the specifications of the trial, investigation, or study that it will be utilized for. The researcher utilized snowballing to identify partners and key stakeholders who participated in the study as this enabled access to specific respondents as referred by other respondents. 70 people make up the study's sample, including 10 individual members, 10 key stakeholder representatives, 30 WCoZ members (individuals and organisations), 7 WCoZ board members, 7 staff members, and 6 key informants from partner organizations.

3.6.1.1 Demographic information of participants

Organization	Personnel sampled	Reason for sample	Level of Employment	Responses by Gender		Total
				Female	Male	
WCoZ Board	7	Head of WCoZ governance		Female	Male	5
			Trustees	5	0	
WCoZ Secretariat	7	Implementation of strategies	Senior	5	1	6
WCoZ members	30	Members whose interests are served by the WCoZ board and management	management	22	0	22
WCoZ Organisational members	10	Members representing organisations	Management	10	0	10
WCoZ Partners	6	Partners	Management	2	1	3
Key stakeholders	10	Coordination of NGO work	Junior officers	3	2	5
<u>Total</u>	<u>70</u>			<u>47</u>	<u>4</u>	<u>51</u>

Table 3.1. Sample breakdown by number of men and women who responded.

3.6.2. Purposive sampling

It is crucial to spend money and time on purpose to recruit participants that have a wealth of resources for your study so that you may save time while also collecting accurate data and new perspectives. Based on research by Turner (2020), the deliberate selection of a subject for this judgment sampling technique is made possible by the characteristics the person possesses, making purposive sampling an important technique. According to Etkan (2016) this method is non-random and require no causal concepts or a predetermined quantity of participants. Humbly positioned, the investigator selects which information is necessary to have while searching for individuals who can and are willing to supply it due to their knowledge or experience.

3.6.3. Sample size determination

The condition on which WCoZ was chosen as a case study was connected to the fact that this network is among the sustainable NGOs that work with different constituents whose views were critical to the research as it has wide stakeholder in Zimbabwe who could be accessed through its networks, as a membership-based organization WCOZ gives the researcher an opportunity to reach different respondents with different backgrounds and work context in the NGO sector.

3.7. ETHICAL CONSIDERATIONS

The organizational leaders and various other partner organizations comprising directors and managers that work with WCoZ, and other stakeholders were notified about the research and their informed consent was sought. Fleming and Zegwaard (2018) point out that in order to participate in the study, individuals must give clear, signed consent and be informed of their rights to access their information and to pull out at any stage of the study. The process of obtaining informed permission can be thought of as a contract between the researcher and the subjects. The aims and objectives of the research were clarified to all participants, guaranteeing them of confidentiality of all information gathered and promised to use the information gathered for this research only. The researcher employed the principle of doing no harm in carrying out the research.

By referring to ethics in the context of research, it means the application of moral principles to choices made during the planning, execution, and reporting of the study. Ichendu (2020) outlines the expectations for both the researcher and the participants, stating that it is crucial for academics to uphold the ethics of trustworthiness in documenting and disseminating all facts and figures discovered during the study; the data must be correctly documented in its true form and cited accordingly, and integrity must be fully demonstrated by the researcher and his or her research project.

3.7.1 Confidentiality

While gathering, evaluating, and reporting data for research, confidentiality refers to the separation and modification of any identifiable information about the participants. This will make it possible for the participants; men and women who are WCoZ members who are at least 18 years old and five key informants from the WCoZ network to give frank feedback on

how well the organization adheres to good governance principles. All contributors' data is kept entirely secretive and shall be retained in a safe file.

3.7.2. Informed Consent

The goal of informed consent is to guarantee study respondents awareness of the study purpose and volunteer to participate. Some participants may indicate their approval in writing. This is crucial because candid communication between the researcher and the participants is essential for a successful research study. Prior to participating in the key informant interviews, which are the main techniques of data gathering in the study, and those who respond to the survey questions, written and verbal consent will be required. The annex contains the study's consent form.

3.7.3. Do no harm.

By identifying and using strategies that reduce risks, the researcher in this study ensured that the respondents did not suffer any injury or additional harm as a result of their involvement in the study. If secrecy and privacy were required to protect respondents, the researcher supplied. To ensure that no harm comes to respondents as a result of their involvement in this study, the names of respondents won't be included in the final document. This study adopts DeMartino's (2016) belief that no one should suffer damage as a result of another person's research. Humanitarian standards demand that the participants not be left in a far worse situation than they were before the intervention.

3.7.4 Voluntary Participation

A participant must consent to taking part in the study, and that consent must be given voluntarily and without coercion or other unfair influence. For participation in a study or trial to be deemed voluntary, according to Marshall et al. (2014), the participant must have the option to decline or leave the trial or study at any time without facing any consequences or forfeiting any benefits to which they may otherwise be entitled. The consent forms were signed by the participants in this research study voluntarily and without coercion or other coercion.

3.8. TRUSTWORTHINESS AND TRUTHFULNESS

According to Middleton (2023), reliability and validity are phrases used to evaluate the level of research. They show how well a technique, approach, or test gauge something. While reliability is considerate of a measure's consistency, validity is concerned with a measure's accuracy. The investigator applied the identical questions to respondents who responded to

the questionnaire and for interviews. A well-defined population sample was identified using purposive and random sampling to prevent bias in selecting respondents. At every stage of the study, the researcher will take into consideration issues of validity and reliability.

3.9. CHAPTER SUMMARY

The following topics were covered in-depth in this chapter: research design, the case study technique, sample size calculations, data sources, research tools, data analysis, and the validity and dependability of qualitative data. To guarantee that the research was conducted in compliance with institutional, national, and international principles, moral issues were also addressed. To work towards development goals, it is critical for information to be communicated in a way that enables effective participation of respondents. This means that information needs to be understandable and accessible.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 INTRODUCTION

Chapter presentation data, discussions, and analysis of data gotten from field researcher. Information acquired using interviews, questionnaires, and desk research is to aid in the presentation of research findings. The researcher employed tables, graphs, charts, narrations, and photos to investigate the model of corporate governance best practices being implemented by the Women's Coalition of Zimbabwe and explore the possible working models which can be employed in addressing governance challenges in the voluntary sector in relative to the study purpose guided by study questions. Equally, the research analyses the findings that entail the models being implemented for corporate governance best practices in WLO, their shortfalls, and success with respective models and inclusively, explore strategies being employed by the Zimbabwean government and other states to manage the sector and identify ones that can best address corporate governance issues in Zimbabwe's NGO Sector.

4.2. RESEARCH OBJECTIVES RESTATED

- To investigate the model of corporate governance practices being implemented by the Women's Coalition of Zimbabwe.
- To investigate the theoretical issues that underpin corporate governance in Zimbabwe's NGO Sector.
- To explore the shortcomings of institutional, legislative, and policy frameworks that guide corporate governance in Zimbabwe's NGO Sector.
- To propose a working model that can be adopted for the effective application of governance best practices in Zimbabwe's NGO Sector.

4.3. RESEARCH EXPERIENCE

The researcher collected data by distributing questionnaires to reach out to respondents who could not commit to interviews and followed up with phone calls. According to Ndwuku (2020), a questionnaire is a type of study tool or tool that consists of a series of closed or open-ended questions. The objective was to gather pertinent information from responders that might be applied for a number of purposes. Respondents were given the option to provide long answers, to give detailed insights to enable them to elaborate on their views. Open-ended questionnaires were administered by the investigator to gather facts during the study. The questionnaire was designed as a mixed response type, consisting of both closed and open questions.

The investigator used such questions to enable them to bring together appropriate information in a very short period of time efficiently, higher levels of objectivity and minimal risk of bias in formulating and asking questions. The questionnaires were in both electronic and print form, and in an effort to guarantee a reasonable number of responses, the investigator introduced the surveys cautiously to potential respondents. 50 questionnaires were distributed to respondents selected using the purposive and snow bowling sampling method. According to Young (2015) the advantages of questionnaires are that they are less expensive, they are easy to distribute, the information is cheap to analyze on the questionnaire, can be distributed online and the researcher decided with the respondents to answer the questions their pace when they were free, some were emailed for easy access.

The challenge with the questionnaire was late distribution by the researcher which culminated in delayed responses from participants. The researcher had to follow up through phone calls where some of the respondents ended up answering the questions via phone interview rather than fill in the questionnaire. To manage time and the researcher ended up using google Surveys, shared links with targeted respondents, and again used the same form to tabulate responses as presented below. Of the key stakeholders targeted, only five were able to fill in the questionnaire, and follow-up with the officers could not yield any positive results due to issues of bureaucratic protocols.

For key informant sources, the researcher carried out 14 interviews with six WCoZ staff members, five WCoZ board members, and three representatives from partner organizations. The researcher had to carry out 10 phone interviews with some key stakeholders and board members as none could physically avail themselves due to work pressure and limited time by the researcher.

The researcher experienced various challenges during the study which included power cuts and poor internet connectivity. The researcher resorted to working on the document late at night when there was power and improved internet access. Balancing work and research meant the researcher had to work on the dissertation during weekends and outside working hours.

4.4 RESEARCH FINDINGS

4.4.1. Elements of best corporate governance practices

What determines best elements of good governance in the NGO space is as complex as the elements of good governance. Literature has revealed that while there are elements such as adhering to the principles of accountability, transparency, responsibility, fairness among others is considered by many scholars as application of best practices, some studies have refuted that the term best practice should be used as it is too prescriptive and does not take into consideration cultural, social and historical contexts of institutions which in turn shape the models and elements of corporate governance. This research hinged on the OECD universal principles of good governance and researched the implementation of best practices by WCoZ based on these universal principles.

The generality of the respondents did not have finer appreciation of what corporate governance best practices are. Some openly shared that the term is more aligned to profit making firms and they are beginning to appreciate the terminology in the context of NGOs. The researcher had the task of explaining the term Corporate Governance (CG) to over 50% of the respondents. The realization was that participants may not know how to define CG but were aware of what constitutes CG once it was explained.

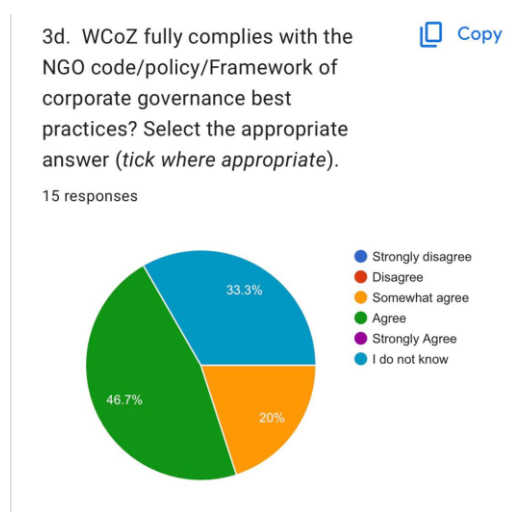


FIGURE 2 RESPONDENTS KNOWLEDGE OF CORPORATE GOVERNANCE AT WCoZ

Based on responses from research participants who answered to the online survey as presented above, there is a general view that WCoZ practice of corporate governance is good as rated by 46,7%, while 33,3% strongly disagree and 20% somewhat agreeing. These are figures any strategic leader should be concerned about especially in the context of competition for funding. Though explained differently, accountability, transparency, responsibility, and fairness remain universal principles of best good governance practices despite there being other principles that institutions are coming up with based on their context and focus areas. To the four universal principles, WCoZ adds Equality, Equity, Non-partisan, Volunteerism, Inclusivity, Solidarity and Collectivism.

The study investigated how WCoZ implements these principles in how information is shared with stakeholders, selection of board members and staff, management for conflict of interest issues, recruitment of key personnel, use and reporting on subscriptions and donor funds to engagements with communities and other partners. Below is a table depicting responses and suggestions from respondents on what elements should make up an effective code of NGO governance.

Table 4.1. Respondent's perception of WCoZ Board implementation of good governance.

Response to the question; "WCoZ Board and secretariat are accountable, transparent, fair, responsible, and promote equality in how they interact with its members and stakeholders based on the policy"

Responses	Accountability	Responsibility	Transparency	Fairness	Equality
Strongly Disagree	10	10	21	15	2
Disagree	9	7	9	5	0
Neutral	20	18	11	10	0
Agree	10	12	8	15	15
Strongly Agree	2	4	2	6	34
Total respondents	51	51	51	51	51

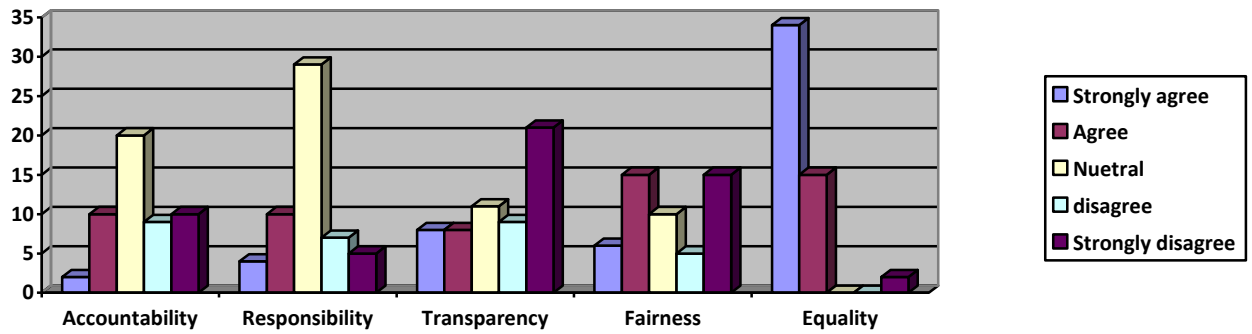


FIGURE 3 WCoZ ADHERENCE TO CORPORATE GOVERNANCE PRINCIPLES

Table 4.2. Respondents' rating of WCoZ secretariat implementation of good governance.

Response to the question; “WCoZ secretariat are accountable, transparent, fair, responsible, and promote equality in how they interact with its members and stakeholders based on the policy”

Response	Accountability	Responsibility	Transparency	Fairness	Equality
Strongly disagree	10	10	21	15	2
Disagree	9	7	9	5	0
Neutral	20	18	11	10	0
Agree	10	12	8	15	15
Strongly Agree	2	4	2	6	34
Total responses	51	51	51	51	51

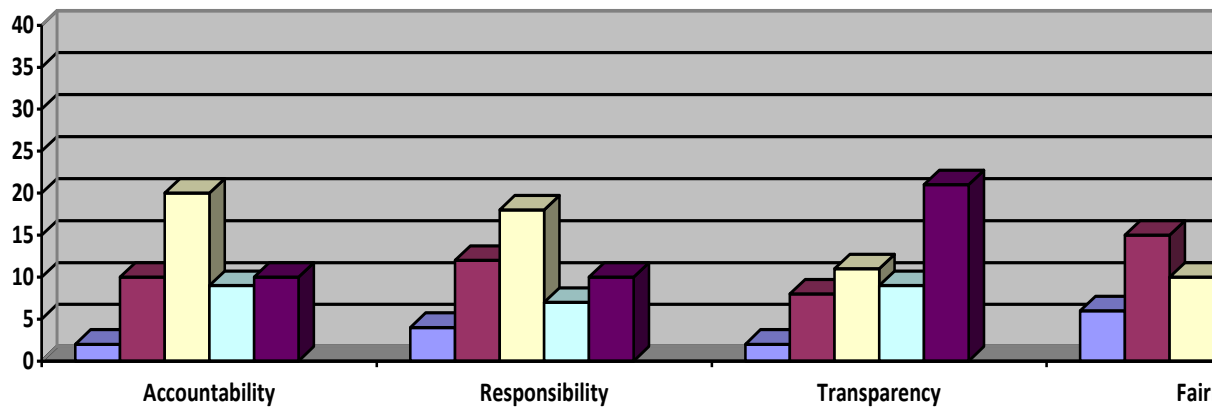


FIGURE 4WCoZ SECRETARIAT IMPLEMENTATION OF GOVERNANCE BEST PRACTICES

Online survey

To compensate for delays in submission of filled in hard copies of questionnaires, the researcher resorted to an online survey to cater for participants who could not take time to fill in the hard copy questionnaires or those who could not access the questionnaire via email.

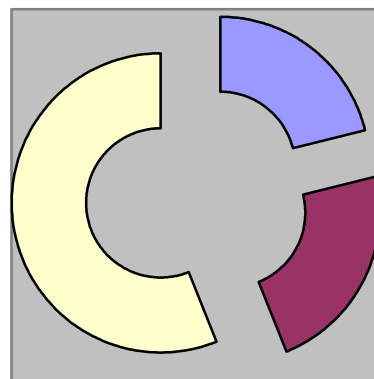


FIGURE 5RESPONDENTS AND TOOLS USED TO GATHER DATA

Presented in figure 4.4 above are responses from the different tools including an online survey which was adopted in response to delayed questionnaire feedback. Of the 51 respondents, 15 were online respondents to questionnaire presented in the form of a survey, 22 responded to direct questionnaires, 4 were face to face interviews and 10 phone and virtual interviews.

4.4.2. Shortcomings of governance frameworks and institutional policies

Respondents were aware of the county's PVO act and PVO Bill in Zimbabwe as a policy guiding NGO governance. However, the policy is said to be constraining rather than supporting NGO work. A total of 31 respondents expressed sentiments that they are not satisfied with the PVO Act as an instrument to promote good governance in Zimbabwe's NGO sector. In response to alternative frameworks, twenty of the respondents preferred a voluntary code of NGO governance together with organizational policies which they said enables them to do their work freely and effectively while the remaining 18 respondents felt very strongly about dual policing where the government's PVO Act can be applied together with voluntary NGO codes of governance. Key stakeholder C in support of this view pointed out that NGOs are too risky to be left self-governance, there is need for policy to make them accountable to the government, and the communities they serve.

When asked about the existence of a code of governance in WCoZ, staff member A stated that the institution does not have a specific code of NGO governance but has several policies and a living constitution that was voted for by its members. The constitution guides the NCC and gives direction to all other governing documents and is reviewed by members depending on the context and demands from members. WRD Z WCoZ should come up with a well-coordinated, NGO experiences informed code of governance not just for WCoZ but one that can be adopted by all member organizations so that there is coordination of principles and values across the coalition.

In assessing existing institutional policies with WCoZ; implementation and practice of good governance various sentiments came from respondents. What was outstanding in interviews and questionnaires was that,

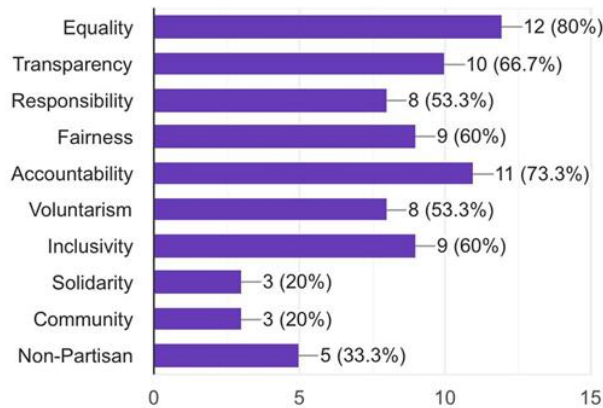
1. Members have no power to influence decisions and management of WCoZ
2. There exists a policy on conflict of interest which is not effectively implemented
3. WCoZ board lacks accountability to its members
4. WCoZ exercises principles of equality and fairness in treatment of members

The research noted a difference in tone between responses in the online survey and the physical questionnaires.

Below are responses from the online survey;

1a. What are the principles that guide WCoZ's CG Practices? Copy

15 responses



WRD M called for reconstitution of the women’s coalition as according to her, in its current state, WCoZ secretariat and board is not accountable and is weak in terms of recognition of member rights and transparency despite there being policies that should frame the practices.

WRD A pointed out that; “... *As members we should have the power to decide what happens to members who break rules or whether a member resolve contentious issues among members but this we never do, decisions are made without hearing members’ views...we have lost great members due to poor governance...*”

Rating conflict resolution and grievance handling as a follow up question the WRD A, stated that there is no clarity on how these are handled hence the disagreeing that WCoZ implements the policy.

4.4.3. Corporate governance challenges affecting NGOs implementation of best practices.

Respondents pointed out that NGO corporate governance and Private and public corporate governance elements and practices are the same, however there are differences in terminology and which principles an entity priority. It was also a revelation that while terms maybe different once put together four or eight principles still led to the same realization and

implementation of corporate governance practices. Where WCoZ uses the term Equality other private companies use fair, entwined in the WCoZ principle of Collaboration are elements of responsibility.

Common to private and NGO practices of corporate governance is the lack of consensus on what should constitute best practices. NGOs have several challenges due to the nature of their work which is funded by donor agencies with specific conditionalities. Added to this is the challenge of limited financial resources to fund capacity building of board members for NGOs as are charities, this also has negative implications on the type of board members NGO recruit. Due to the nature of their roles board members for NGOs are volunteers which is different from corporates where board members are remunerated. According to one response commitment to organizational goals is threatened and there are increased risks of conflict of interest as board members try to financially benefit from tenders and nepotism to have their relatives hired by the respective NGO.

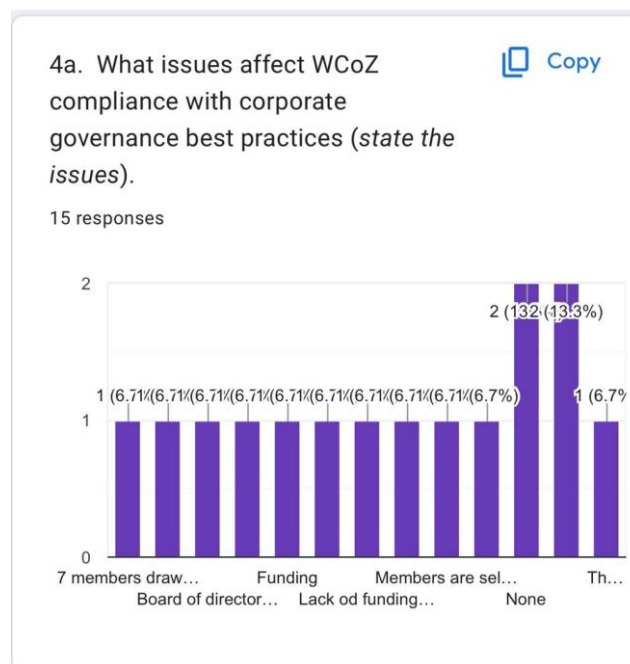


FIGURE 6 ISSUES AFFECTING WCoZ IMPLEMENTATION OF BEST PRACTICES

The other challenge facing NGOs especially women-led organizations as pointed out by one funding partner is that founders of NGOs who also sit on their organization’s boards have a hold on not just power but also influence most of the decisions made by the board. Further probing revealed that some founders of NGOs become directors and or board chairpersons, who then select their friends and relatives on the board which compromises effective

organizational governance. Once in positions of power these directors or board chairpersons stay beyond the terms set in policies.

Five of the respondents in responding to the question of terms of office board, director or CEO in the WCoZ stated that the National coordinator is the longest serving person in WCoZ management and that long stay in office has given her more powers as she is running the coalition as her own organisation rather than a member driven institution. Asking for anonymity in relation to this question, WRD X posited that

“...the NC now runs the coalition and controls its machinery more than the member selected board. Infact she influences the board so much that members have no voice”

Below is a graphical presentation of online respondents on clarity of separation of powers which went on to show WCoZ tries to practice good governance by separating roles and responsibilities.

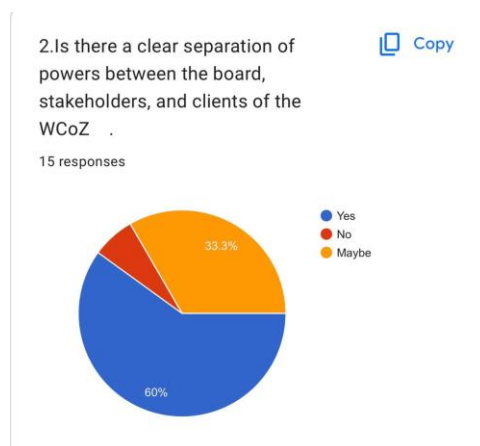


FIGURE 7 SEPARATION OF POWERS FOR GOOD GOVERNANCE PRACTICES

This, however, is not the same case with WCoZ board it is elected by members, serves a specific term and governance of WCoZ is not tied to its founders. The board serves two terms only and another is elected. Since inception in 1990s.

Outstanding was the selection of secretariat members where respondents' overwhelmingly selected competitive interview and public call for vacancies as processes used to recruit in respect of good governance.

Key stakeholder B, pointed out that, implementation of best practices in the WCoZ is lacking mostly because the practice is not common in the NGO sector as is in the profit making sector. NGOs do implement good governance based on the dictates of donors and governments, but CG is a term known mostly by top management were junior employees and

institutional members may implement it without knowing they are practicing CG best practices.

4.4.4. Organisational boards and implementation of good governance

The growing NGO sector characterized by use of donor funds and conditionalities based on who is funding the NGO also affect implementation of best practices. One board member pointed out that some funds come with restrictions and specific guidelines on how funds should be spent and reported. Some donors do not even support audits while others do not meet administrative costs. This affects the organization’s ability to finance all its work and meet the needs of the communities as well as staff members. Thus, it is not easy for NGO boards to effectively implement best practices without funding and where there is discord between national policies and donor requirements. Figure 8 below is a graphical presentation of issues participants pointed out as affecting WCoZ implementation of corporate governance best practices.

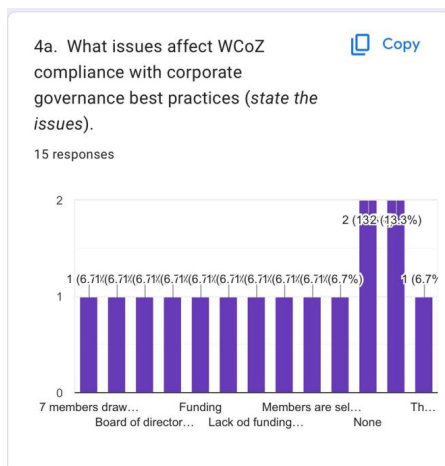


FIGURE 8 ISSUES AFFECTING IMPLEMENTATION OF GOOD GOVERNANCE AT WCoZ

On a positive note, WCoZ has an operational board of seven members and relevant committees. The fully constituted board of governance is an all-women board composed of seven (7) members with various expertise and years of experience in various areas of both corporates and CSOs. Twenty-eight members of WCOZ responded that WCoZ board selection is done according to the agreed policies and board frameworks and the appointment and selection process is transparent and fair and that members have since inception been serving terms based on constitutional provision. One member shared that while there have been members who did not complete their term or did not run for the second term of office,

the constitution has applied effectively, and no member has ever served beyond the terms on the National Coordinating Committee (NCC) as the board is known.

Further probing with WRD X who cited her organization's experiences with respecting board term of office, the study found out that the voluntary nature of NGO boards makes it difficult to recruit new members hence having board members serving beyond their policy guided term of office.

4.4.5. Benefits of implementing good governance practices for NGOs

Responses from participants conquered with much of the reviewed literature in that implementing corporate governance best practices is vital for the sustainability on any institution and that for WLO practicing good governance has the potential of influencing positive relations between organisations and the Zimbabwean government, attracting decent funding and improving stakeholder relations. WCoZ board member V, who is a director of a women serving organisation stated that best practices can best be implemented if NGOs and government agree on what should constitute best practices based on considerations of which level the organisation is operating at and amount of investments attained. She highlighted that the current PVO Act and the current PVO Bill both demand NGOs to be audited and submit audited financials to the department of social services without considering the organisation's access to auditable funding or whether the pull of financial resources is enough to support an audit. Donors just like for-profit investors are interested in return on investment which can be revealed through audits and the processes of monitoring and evaluating NGO work.

The guiding principle to impact investment is that it is motivated by measurable outcomes. Institutions need to deliberate about their goals and strategies and how they intend to achieve them. On the other hand, people who finance impact investments, whether publicly or privately, demand higher accountability. NGOs can generate more money if they can convincingly show people how successful they have been (KPMG 2018). Hence, if NGOs are to attract more funding and retain current donors, there is need to implement best practices of governance.

4.4.6. Existing models of NGO Governance Best Practices

The PVO Act, which is governed by the state in Zimbabwe, is a well-known framework for NGO governance that works best when combined with other human rights tools. While the PVO Act promises to promote NGO governance, WRD M claims that it restricts NGOs' ability to fully exercise their constitutional rights of freedom since it requires all NGOs to

adhere to a similar registration framework and constitution. The PVO Act demands that all NGO register using a state supported and then vetted constitution where NGO seeking to register are forced to state objectives favorable to the government rather than be open and transparent.

Asked what model would best work for her, WRD M suggested Zimbabwe should maintain the Trust registration supported by implementation of organizational policies and an entity can be held accountable based on its Trust Deed mandate rather than the bottle neck registration called for by the PVO Act.

The NGOs under study are facing challenges in their quest to adopt to good corporate governance as a model of organizational performance. The issue of good corporate governance is not receiving adequate attention in the NGO sector. As shown in the diagram below, there is very limited knowledge among respondents of the existence of an NGO model of corporate governance best practices. 60% had no knowledge which somehow reveals that WCoZ has to invest in capacitating its members on corporate governance best practices and reinforce a culture of implementing best practices among members.

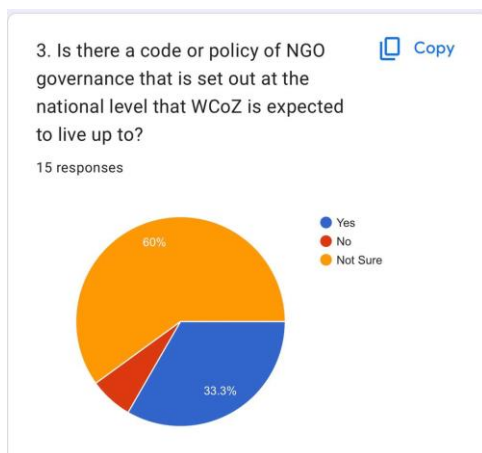


FIGURE 9 KNOWLEDGE OF CORPORATE GOVERNANCE MODELS IN ZIMBABWE'S NGO SECTOR

The tension filled relationship between government and NGOs is another area of concern, boards in NGOs are scrutinized before an NGO can be registered under PVO Act which brings fear and limits critical thinking in the running of NGOs. WRD M's organisation is yet to be registered as a PVO despite having submitted their application, a situation WRD attributed to unwillingness by government to register organisations that do election related work. Assessing from these views, due to the voluntary nature of NGO boards, many prospective board members would rather not serve on the boards than go under the

microscope. In the end NGO are served by unqualified boards who may not function to optimal capacity.

WRD X conquered with (Castillo; 2020) (Penehira, Cram, and Pipi; 2017) that best models of good governance need to be responsive to the realities of different NGOs taking into consideration their thematic areas of focus and size rather than a blanket approach framework. WRD X pointed out that, passion and voluntarism cannot deliver best results under strict rules of Acts of parliament. Drawn from these views, existing frameworks aimed at influencing NGO governance in Zimbabwe said to be imposing rather than promoting dialogue in terms of which objectives NGOs can adopt.

Concluding from interactions in this section of the responses, respondents preferred a hybrid code of NGO governance but one that is consultative and informed by lived realities of NGOs operating at different levels of the sector.

4.4.7. Opportunities for influencing corporate governance best practices in NGOs.

The governance and management that fall under an organization's mission and vision, the governing body and management, human and resource management, organizational sustainability that focused on organizational, programmatic, and financial sustainability, and financial resources that focused on resource mobilization, resource allocation, and management are just a few examples of the various governance best practices that play influential roles.

i) Governance and management

Activities inside an organization that are focused on achieving its vision and mission have the best chance of success. This demonstrates that the organization's vision and mission statements have been clearly stated, that staff members and important stakeholders understand these statements, and that the organization has involved its constituents, staff, and board members in the development of its vision and mission. On a scale from 0% to 100%, it can be shown that respondents had a good grasp of the organizational mission and vision of WCOZ. This could be a definite sign that the board, employees, members, and other stakeholders are in agreement about the purpose and goals of WCoZ.

Graphical presentation of rating of board practicing the principle based on observations of staff members.

4. Rate the application and value of the following principles according to the organization's staff adherence to the CG principles. (If you selected NO above tick rate based on your interaction with WCoZ processes)

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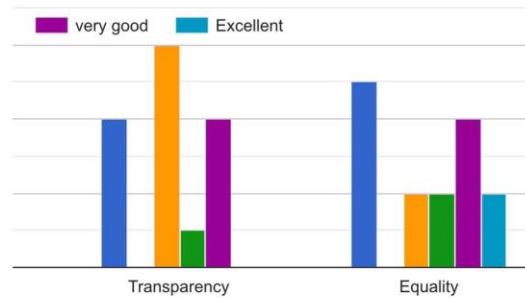


FIGURE 10 ONLINE PARTICIPANTS RATING OF WCoZ ADHERENCE TO CORPORATE GOVERNANCE BEST PRACTICES

As a result, it shows that the governing body of the WCoZ was aware of its role in the organization and regularly followed rules of conduct to prevent conflicts of interest from impairing its ability to carry out its daily tasks. It should be highlighted that the governance methods of the governing body have been rated as being above average. This was a result of sound governance practices aimed at enhancing organizational effectiveness. By having a clear understanding of their management mandate, vision, and mission as well as their competency and internal conflict of interest policy, one could therefore draw the conclusion that WCoZ's management was in line with the organization's mission and vision.

ii). Sustainability

Discussions with respondents also presented sustainability and succession planning of WCoZ as another opportunity for improved corporate governance which can contribute to influencing best practices in member organisations. Further probing on the policy which guides the national coordinator's office, 30% of the respondents revealed that WCoZ has no succession plan or policy in place regarding organisational management at the secretariat level, 70% of the respondents remained neutral and could not comment on whether WCoZ has a succession plan or not. Incrementally, 80% rated WCoZ as good on other factors that take in the organization's apparatus to sustain the capabilities of members and the board to

advance girls and women’s rights in Zimbabwe. While the half of the 70% of respondents referred to above, appreciate the great work of WCoZ, they shared concerns that they are not informed of income and expenditure of the coalition and that establishment of reliable financial reporting systems to members would improve trust in the governance of the institution.

The diagram below reveals respondents views regarding the most important office of the National Coordinator. Not knowing what or if any policy exists to guide the term of office for such an important office among members shows the institution’s weakness in terms of succession planning which is a major element in strategic governance. Follow up on the 13.3% who answered yes to WCoZ having a policy on the term of office of the coordinator, none could confirm having seen the document. This raises a pertinent recommendation for the organisation to consider succession planning as a strategic sustainability measure.

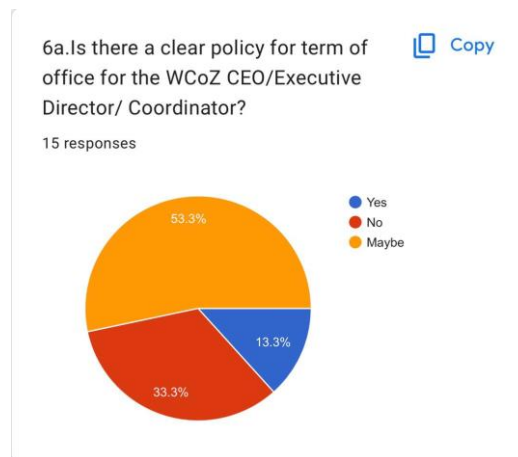


FIGURE 11 UNDERSTANDING TERMS OF OFFICE FOR EXECUTIVES FOR SUSTAINABILITY

iii). Creation of a hybrid code of governance.

Zimbabwe’s existing PVO Act presents an opportunity for a state guided code of NGO governance. Nonetheless, pursuant to the type of the correlation amongst NGO and government entities explored in literature, NGOs and other opinion leaders have denounced the use of state institutions to govern voluntary NGOs. Thus a collaborative approach was proposed as having the potential of bringing in a more acceptable code of governance for NGOs.

Findings from literature and discussions with respondents on opportunities for improved and effective NGO governance revolved around voluntary NGO codes and state defined code of governance. Respondents were more aligned to a more voluntary hybrid code of NGO

governance which encompasses state regulatory provisions and voluntary NGO policies. The final code would be enforced by an NGO governing institution led by NGOs. According to WCoZ partner A, the NGO board created for this specific code should be voluntary and have a specific term of office.

“...Zimbabwe needs a contextually relevant NGO code of governance not a reactive government policy framework that is characterized by emotions and hidden agendas. One that recognizes the different themes and aims of the different NGOs...NGOs are created to serve communities and advance human lives but this cannot be done without policy to guide implementers...”

4.4.8. Response rate analysis

Research Instrument	Respondents	Target Population	Actual Response	Response %
Questionnaires	Key stakeholders	10	5	50%
Questionnaires	Individual WCoZ Members	10	10	100%
Interviews	WCoZ Board members	7	5	71.4%
Interviews	WCoZ Staff	7	6	85.7%
Phone Interviews	Partner organizations	6	3	50%
Questionnaires	Other Women-Led organizations	30	22	73.3%
Average Respondents		70	51	86.%

Table 4.3: Questionnaire and Interview response rate (Source from the field of research)

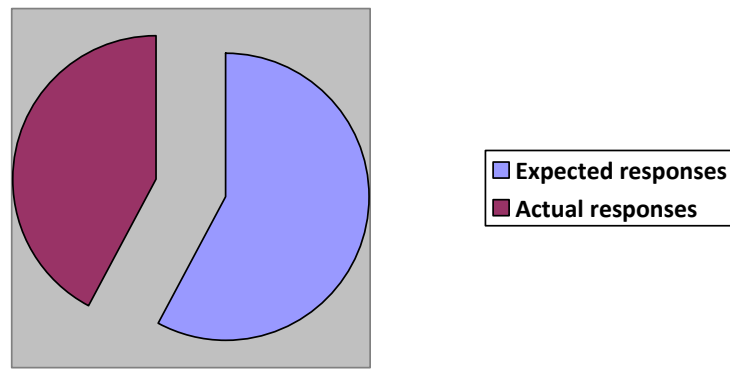


FIGURE 12 ANALYSIS OF ACTUAL RESPONSES VERSUS EXPECTED RESPONSES

The table and figure 4.3 above represent the results of the questionnaires distributed and the interviews conducted with a total of seventy participants composed of ten key stakeholders, ten individual WCoZ members, six WCoZ partners, thirty WLO WCoZ organisations members and ten individuals members, seven WCoZ staff members, and seven WCoZ board members. Seventeen interviews with seven WCoZ board members, six WCoZ staff members, and four WCoZ funding partners were held. A total of fifty questionnaires were distributed, thirty to WCoZ organizations, ten individual WCoZ members, and key stakeholder officials. A total of twenty-two questionnaires to WCoZ members were completed while five of the ten distributed to government officials were filled in and sent back bringing total questionnaires answered to 37. This was done with consent from the individuals in respect of their time and privacy.

Table 4.4. Demographic distribution of respondents

Respondent	Female	Male	Total
Key stakeholders	3	2	5
WCoZ Board members	5	0	5
WCoZ Partners/Funders	2	1	3
Representatives of member organizations	10	0	10
WCoZ Individual members	22	0	22
WCoZ Staff members	5	1	6
Total Participants	47	4	51

Table 4.4. Distribution of respondents by sex

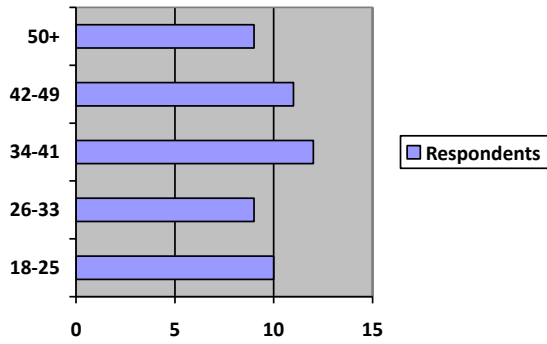


FIGURE 13 RESPONDENTS BY AGE

The table above depicts the gender distribution of respondents. The researcher collected information from 70 respondents about their gender, sex, age and occupation. A total number of thirty-seven (37) respondents participated in the answering of questionnaires and 14 were interviewed. Respondents' ages ranged from 18 to above 50 as indicated in figure 13 above. The number consisted of board members, key stakeholder officials, WLO leaders, WCoZ members and WCoZ staff. The average academic qualification for respondents is a university degree, with the minimum organizational position being a programs officer and the highest being the director of an organization. Below graph presents respondents by highest level of education attained, the highest qualification among respondents being tertiary qualification in various professional areas with 36 out of the 51 participants holding one.

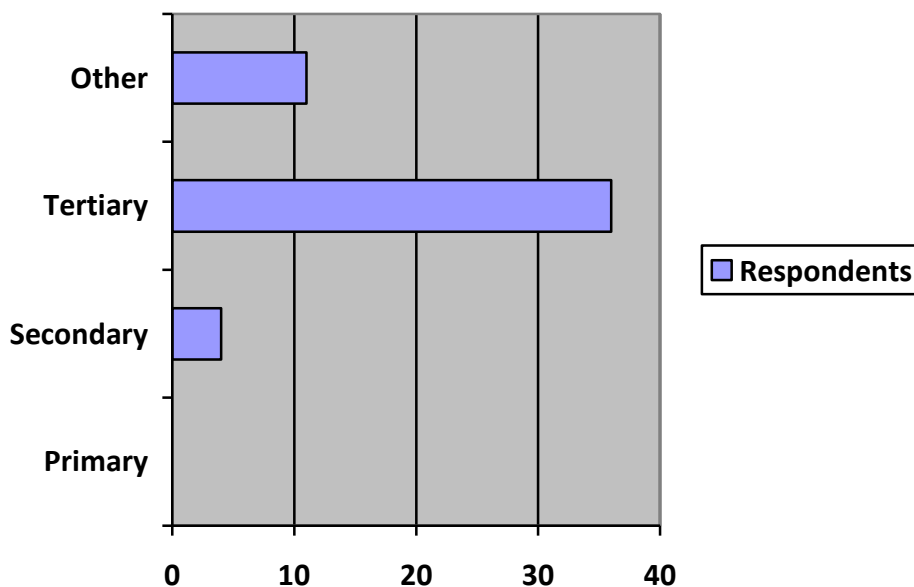


FIGURE 14 ANALYSIS OF RESPONDENTS BY EDUCATIONAL QUALIFICATION

In responding to the understanding of corporate governance and related follow-up questions, Member A said.

“I only got to hear of corporate governance when you reached out for the interview, this is a new term to me” After clarity on what entails corporate governance from the researcher, the respondent pointed out that; *“I would be happy if you can share your finding with the secretariat so that they can consider having corporate governance training for members to enable us to play our part in influencing the governance of the coalition. It really is difficult for me to talk about NGO governance but now that you have explained these principles, I can talk about my experiences in how the coalition is governed...”*

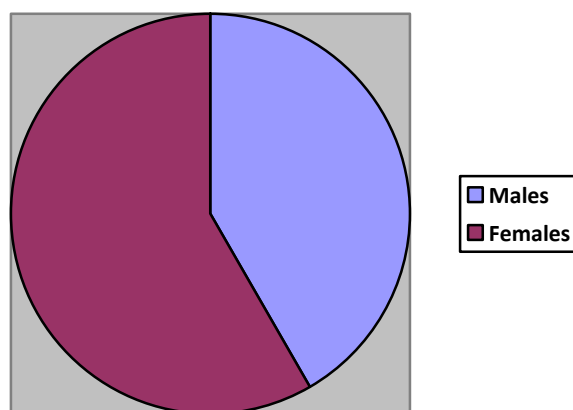


FIGURE 13 RESPONDENTS BY SEX AND INSTITUTION

Member B *“...I have been a member of WCOZ for over 10 years, and I think I only took part in one online meeting during the COVID pandemic where a summary of an audit report was shared and to this day, I am not clear how we as members can get the reports and which documents we should have access to and how”*.

According to Member C, benefits of implementing best practices;

“Corporate governance is very important for every sector and especially WLOs in the NGO sector as we compete for funds with a lot of male-led institutions. However, WCoZ can benefit more from training on corporate governance and frameworks that we can use for our organizations...”

Another individual member D stated that she has been paying subscriptions for membership to WCoZ for over five years but does not know how funds generated by WCoZ are utilized and how the secretariat is remunerated. She pointed out that in the true spirit of transparency, WCoZ should publish audit reports and income and expenditure on their website or share them with members.

Board members interviewed for this study together with three women leaders of member organizations shared the same sentiment that WCoZ holds Annual General Meetings and board members are voted into various positions including the board chairperson. The selection process even allows members to nominate others or self-nominate and then take part in an election process where private ballots are cast, and leaders are selected.

This response highlighted the need for a model of good governance in the WLO cluster of the NGOs in Zimbabwe which is contextual and can be easily applied and adjusted to suit the size, level, budgets, and focus area of each institution. The context of corporate governance best practices was not common with many participants and the research had to explain in the context of NGOs for clarity to respondents. This reveals the need for increased education and awareness among WLO on the value of good governance and the need for structured models. While responses from staff and board members of WCoZ confirmed the existence of a structure of good governance supported by a board charter within the institution, of the 30 member, only 20 were aware of the existence of the governing document, but again that awareness did not translate to understanding how the document should be applied and role of membership in implementing the document.

4.5 CHAPTER SUMMARY

Chapter four presented and analyzed gathered data in the investigation of corporate governance practices in WCoZ representing the WLO in Zimbabwe's NGO Sector and efforts to propose a working model that promotes corporate governance best practices in the sector. The data was generated through interviews, questionnaires, and follow-up phone calls for clarity on responses and questions. The chapter also included information established through a review of related literature.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.0 INTRODUCTION

The study invested in investigating models of corporate governance best practices that are being implemented by the Women's Coalition of Zimbabwe (WCoZ) as representative of the Women Led Organisations in Zimbabwe's Non-Governmental Organisations sector. The research questions and objectives included questioning if there exists a code of governance in the NGO sector in Zimbabwe and exploring the theoretical and conceptual issues that underpin corporate governance in the country. A basic understanding of institutional legislative and policy frameworks that guide corporate governance in Zimbabwe and the world at large and their shortcomings was critical to making informed suggestions for a working model in the NGO sector. Thus, in the end aimed at coming up with a working model can be adopted to safeguard the effective execution of governance best practices in Zimbabwe's NGO sector.

In chapter three the qualitative research methodology was adopted and the approaches tools such as questionnaires, interviews, desk research, and sampling were used in identifying and gathering data. For sampling the researcher used the random sampling method and the snowballing sampling method. A case study of the Women's Coalition of Zimbabwe (WCoZ) was handy in investigating the model of corporate governance practices that WCoZ is using in serving the women and girls' rights movement in Zimbabwe. Collected data were analyzed and placed into categories and were then presented and discussed in this chapter.

5.1 CONCLUSIONS

The study showed that there is no existing national code of NGO governance in Zimbabwe, however, due to the nature of their founding and thematic focus, NGOs in Zimbabwe and the world have different codes of governance. Some countries such as South Africa, and Botswana among others have allowed NGOs to come up with their own code of governance which works together with national policies. The literature reviewed and studies conducted seem to prove that, NGOs are different and operate in different contexts therefore, each country's NGO sector is better placed to come up with its own code of governance. On the

other hand, there is consensus around governmental policies to support the implementation of the set codes of NGOs.

5.1.1. Model of corporate governance best practices being implemented by the Women's Coalition of Zimbabwe.

The study found out that the WCoZ does implement practices of corporate governance, and like many institutions has its own flows. However, the organization does not have a single model of best practices just like many other WLO in Zimbabwe's NGO sector but rather has several institutional policies that determine what should be done, when how, and by who. Some of the policies are implemented together with donor policies as the context and industry is always changing. WCoZ has a specific board charter which sets the board's functions and expectations, including board selection and principles that guide operating procedures and policies. Thus, the organization makes significant efforts to implement its policies, board charter and strategic plan in efforts to adhere to the best corporate governance practices. The institution is governed by a constitution which supports creation of various policies that shape how the institution operates.

Most significant outcome of the study was that while WCoZ has progressive policies and frameworks for effective good governance like many other institutions including profit making entities, the organisation's attainment of best practices is limited by failure to implement the policies as well as the lack of will to implement the policies. Lack of technical expertise was cited as another barrier to effective implementation of best governance practices leading to governance of compromise. Key Stakeholder B, posited that WCoZ members should demand accountability from the board and secretariat but are unable to do so mostly because there are no clear mechanisms on the dictates of good governance in the coalition. Stakeholder and B suggested capacity building of WCoZ staff and members on implementation of good governance and mechanisms of monitoring implementation for improved practices of best practices.

5.1.2. Theoretical issues that underpin corporate governance in Zimbabwe's NGO Sector.

The people NGOs intend to or serve to influence policies and models that the institutions adopt in their governance. The theoretical underpinning for corporate governance in Zimbabwe's Ngo sector is agency, stewardship, voluntarism, and collaboration. NGO governance is guided and sustained by the organization's need to be accountable, transparent,

responsible, and fair to the participants of the NGO work and other relevant stakeholders. Funders have their own expectations, as much as participants, staff, and other stakeholders. From the collaborative work they do in communities, interactions with stakeholders, use of funds, and treatment of citizens, NGOs should be honest and committed to the organization's vision. Thus, this study on several occasions mentions the board and its role in organizational management, the agency of the board to manage resources and keep stakeholders informed and satisfied is another element that sustains NGO governance practices.

While WCoZ has a fully constituted board and secretariat that is aware of the need to be accountable to its members, rating on the level of transparency and accountability by member respondents had an average rating of neutral and in probing member X explained that lack of clarity on roles, responsibilities of board, secretariat and members as well as simplified policies that explain the relationship makes it difficult for X to agree or disagree that WCoZ board is accountable to its members.

Member N, stated that

“...I am not sure what policies govern our relations with board and secretariat, it looks like there is a hidden force that makes decisions for members...if decisions are made for members by the board, and then the board is not updating us as members”

In a nutshell, Clarity of policy and procedures governing the role of various stakeholders in WCoZ is critical to improved governance and in this case a clear code of governance of the coalition made through informed member consultations can improve how the organisation practices good governance.

5.1.3. Shortcomings of institutional, legislative, and policy frameworks that guide good governance best practices in Zimbabwe's NGO Sector.

The study could not identify a specific code of corporate governance in Zimbabwe's NGO sector save for an Act of parliament that is meant to enforce compliance and respect of the law. Recognizing the highly competitive, international operating climate typified by decreased donor assistance, NGOs affiliated with the National Association of Non-Governmental Organizations in Zimbabwe (NANGO) drafted a manual on NGO governance in 2006. Its objectives were to increase NGOs' transparency, value addition, legitimacy, and general credibility in the eyes of governments, donors, and taxpaying citizens (Mukute and Marange 2006). Although the government rejected this handbook, it nonetheless serves as a

starting point for a national code of NGO governance with the proper involvement and consultations.

In countries like China, Botswana and South Africa NGO voluntary code of governance are applied together with Acts of parliament, and China like other Asian countries is lauded for being stringent on NGOs. Consulted sources have revealed that NGO are different in their nature and makeup hence use of one Act of parliament to govern them is weak and crippling. Some of the models explored are voluntary and have no enforcing mechanism making them weak and easily flouted. Governmental policies reviewed while enforceable at law, are blamed for being too strict and out of touch with realities of donor relations and dynamics of communities which makes governance of NGOs difficult when using one specific framework.

Secondly, borrowing frameworks from other countries or organizations may not be the best thing for NGOs in Zimbabwe especially WLO since their operating and cultural context is different from INGOs for whom many codes are modeled and vary in size, are at different levels, have different sources of funding and respond to different issues, they may not improve own governance by adopting best practices outside their context devoid of their background. Thus, WLOs need collaborative strategies to come up with its own working model of good governance best practices.

5.1.4. Proposed working model for the effective execution of good governance best practices in Zimbabwe's NGO Sector.

In the end, the study is proffering a working model for good governance appreciating the importance and relevance of organizational age, size, stage, context, source of funds, and culture in developing a frame that best suits that specific organization in relation to the existing laws of the country. At this stage, the study conquers that one size fits all approach to crafting frameworks of good governance does not work and that the definition of best practices is different for every entity. Basing on views from respondents and suggestions for a working model for corporate governance for WCoZ, the study takes into consideration the need for consultative processes that result in practical model of good governance in the NGO sector.

Thus, the study proposes the WLO can use the framework below to come up with a working model of corporate governance best practices that is responsive not just to their organisations but that are contextual. The model has basic elements and tenets of good governance which

can be best suited to different organisations rather than a one size fits all, groups of organisations can craft a model from the framework below which ensures that in their different stages and thematic focus, NGOs can implement some of the provisions of the model and leave some but still attain best practices.

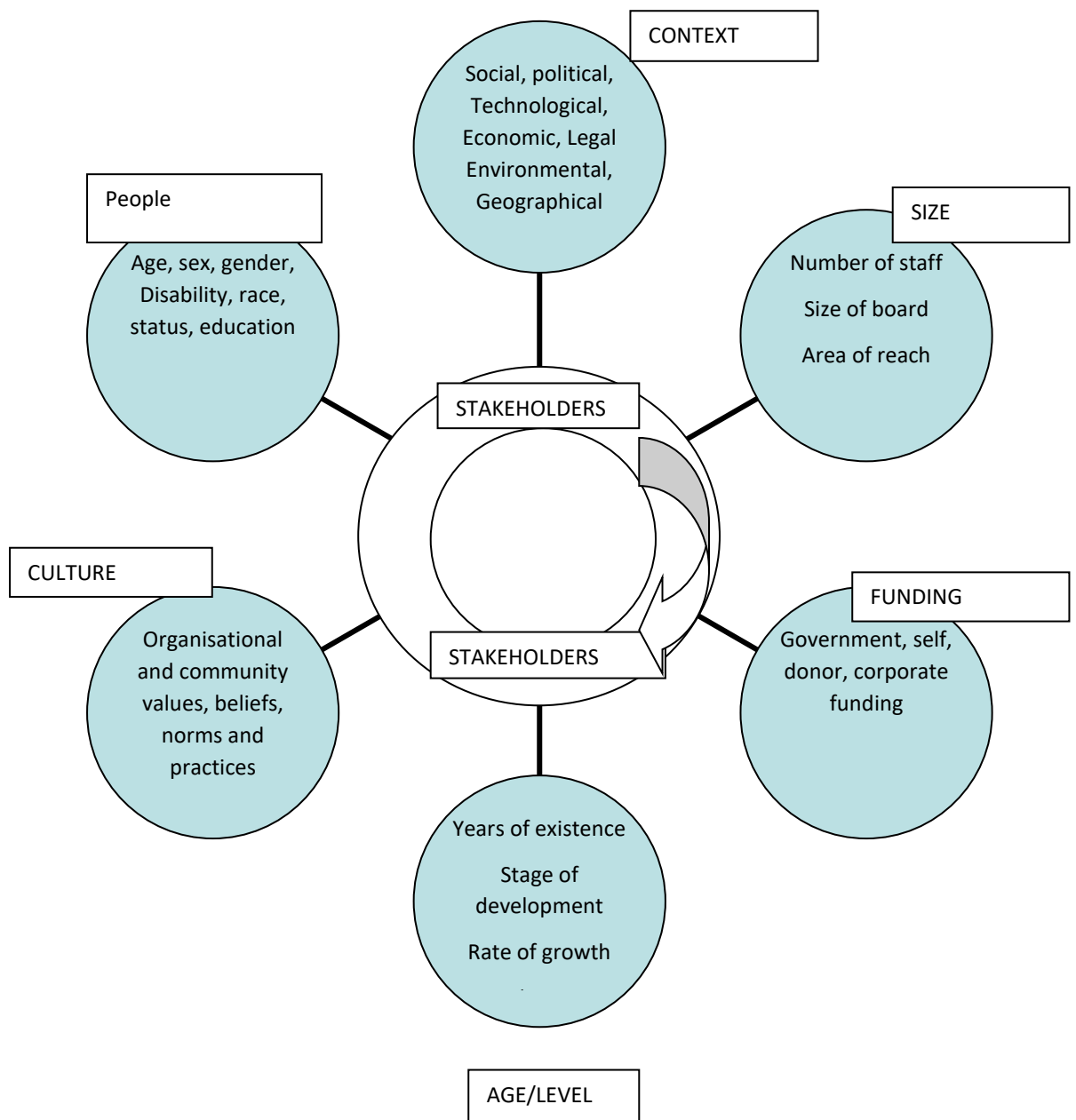


FIGURE 14 PROPOSED WORKING MODEL TOWARDS CORPORATE GOVERNANCE BEST PRACTICES IN ZIMBABWE' NGO SECTOR

Figure 14 Explained: The Model

The model proposes that NGOs should have a clear understanding of the respective constituency of people or animals they wish to serve so that policies and systems put in place are responsive to the specific constituencies in terms of creating practical lines of

communication. Where roles and responsibilities are to be allocated, there should be clear policies that are understood and made available to the respective constituency or representatives. Policies and procedures central to institutional governance should be informed by the cultures of the constituency and, where relevant the stage at which an organisation is should also inform policy and its implementation. Thus NGOs can apply this model to create a model of governance that best applies to a specific group or coalition of organisations taking into consideration that the NGOs in Zimbabwe have different thematic focuses, are at different stages, have different models of financing, and operate in different areas.

This model has stakeholders in this case, the members of WCoZ, funders, and the government at the Centre, stakeholders whose policy and decision making is informed by the people (shareholders as the resources invested by funders are meant to serve the people), culture, age/ stage of operation, size of the institution, and environment to craft systems and policies that sustain the organisations and their work. This model is created cognizant of the fact that, if the code is divorced from the people, their realities and source of investment, there is bound to be poor implementation of policy or lack of policy thereby, leading to conflict. While conflict cannot be avoided, humanitarian institutions should strive to do no harm to the people they serve by creating safe, professional environments that respect the communities.

5.2. RECOMMENDATIONS

- **To Government.**

Collaborative platforms for Government departments and NGOs to create practical models of corporate governance for the NGO Sector. This will assist in the enforcement of sound corporate governance policies that are realistic and allow for the growth of the sector in its efforts to improve community lives. This should help NGO adherence to best practices based on the entity's stage, capacity and resources rather than blanket approaches that stifle growth of small organisations.

- **To NGOs.**

NGOs to invest in research on the identification of effective NGO governance best practices. Most available studies in corporate governance concentrate on for-profit institutions and

parastatals. NGO need research opinioned on the voluntary and community development nature of the work they do. Such research is important for the design of models that are practical and responsive to the ever changing context of NGO work and governance.

- **Academic Institutions.**

Universities to go beyond corporate governance modules in lectures to inclusive modules that provide lessons for NGO leaders, for academic contribution to improved NGO governance in Zimbabwe. A specific module for NGO professionals should be included in the course content with practical lessons and case studies that can be used to influence improved practice in the sector.

- **To WCoZ;**

To put in place clear policy on recruitment and term of office for National Coordinator. This would also guide WCoZ succession plan and restore member confidence in the professional management of the institution.

To conduct corporate governance training for its member organisations so that they as WLO can implement best practices of corporate governance, which will also be reflected in the coalition's governance as its board is made up of members. The success of WLO who are members to WCoZ depicts success for the coalition sustainability.

To reevaluate the role of members, staff and the board in institutional development and sustainability. Concerns echoed by some respondents was that there is no clarity of roles and responsibility of members and how they should interact with the board and secretariat. This may result in lack of trust in the institution and increased chances of conflict. Clarity on roles and responsibility should be made available to all members in the simplest and professional language.

5.3. AREAS FOR FURTHER RESEARCH

Having concluded this investigation, the researcher proposes further studies in the area of corporate governance in Zimbabwe's NGO sector specifically on the following issues in no order.

- Broad sector studies that provided a working model for NGOs would be important at this juncture as NGO continue to increase in number and focus on Zimbabwe.

- This study has identified that NGOs operate at different levels and in different thematic areas, studies that explore corporate governance practices based on these thematic areas and stages of organisational development would be critical to advance best practices for specific entities.
- Understanding the intersection between principles of governance in the NGO sector and those applied in the profit-making private sector would be very important to enable scholars to identify which principles are best suited for the NGO sector as a whole so that benchmarks can be made for best practices rather than the continuous shift that currently characterizes the NGO sector.
- Further study is required to determine the ideal correlation NGOs and the government have. NGOs have complained that the government wants to control them, despite the fact that they are non-State actors, and the government has complained that NGOs are acting outside of their authority and should have their operations monitored.
- Addressing the conflict between NGOs and governments entities by resolving what is practical between government-imposed codes of conduct for NGOs and voluntary codes of NGOs or a hybrid of Acts of parliament and voluntary NGO codes of governance.
- Lastly it would be important to contribute to an understanding the role of NGO coalition members in the functioning and governance of the coalition.

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RESEACH TOOLS

QUESTIONNAIRE

A WORKING MODEL TOWARDS PROMOTING CORPORATE GOVERNANCE BEST PRACTICES IN ZIMBABWE’S NGO SECTOR: A CASE OF THE WOMEN’S COALITION OF ZIMBABWE (WCoZ).

Introduction

Please be advised that your participation is purely voluntary and for research purposes only. The researcher studying towards a Master of Leadership and Cooperate Governance with Bindura University of Science Education (BUSE). This questionnaire is shared with you in the hope that you will share your views on the development of this research. Your participation is completely voluntary.

Be assured that should you want to; it is acceptable if you decide not to answer a particular question or wish to discontinue the questionnaire altogether at any point. The records of this research will be kept private. In any publication based on this questionnaire, any information that will make it possible to identify participants will not be included. We are interested in what you think about the questions. Feel free to make any comment; there are no wrong or right answers! The researcher’s contact number is +263772691613 and the email is kahiyakumbi@gmail.com should you need clarity. Feel free to send back the filled-in questionnaire via email or WhatsApp on the above number.

SECTION A: DEMOGRAPHIC INFORMATION (Please tick the appropriate option)

1. **GENDER** a. Male b. Female c. Other

2. **AGE** a. 18-25 b. 26-33 c. 34-41 d. 42-49 e. 50+
3. **POSITIONS WITHIN WCOZ** Individual Member Employee
 Board Organisational Member Partner Other. Specify.....
4. **LEVEL OF EDUCATION** 1. Primary 2. Secondary 3. Tertiary
 4. Other
5. **STATE position within your organization of work**.....

Key Informant Questionnaire

What is your understanding of WCoZ’s corporate governance practices?

.....

a. What are the principles that guide WCoZ CG Best Practices?

.....

b. How does WCoZ enforce the principles of CG as an organization?

.....

1. Is there a clear separation of powers between the board, stakeholders, and clients of the WCoZ? YES NO Explain.....

.....

2. Which code or policy of corporate governance best practices does WCoZ implement?

a). State the code/policy.....

b). What issues affect WCoZ compliance with corporate governance best practices?

.....

3. The WCoZ effectively implements the following principles according to CG best practices.

Principle	Participants Views and scores				
	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
Accountability					
Responsibility					
Transparency					
Fairness					
Equality					

4. What Corporate governance best practices are applied in WCoZ board selection?

.....

a. How are members of the board and secretariat selected? (Tick appropriate)

i. Staff

Process	Tick
Self-appointed	
Elected	
Nominated	
Competitive interview	

Elected	
Nominated	
Competitive interview	

ii. Board

Process	Tick
Self-appointed	

- b. State and explain the framework or policy that guides the WCoZ board term of office in respect of the principles of best corporate governance practices.
-
-

5. How does WCoZ address issues of conflict of interest in line with corporate governance best practices?

.....

6. WCoZ seriously implements corporate governance best practices in managing conflict of interest issues. Rate below;

a. Secretariat	Select appropriate				
Principle	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
Accountability					
Responsibility					
Transparency					
Fairness					
Equality					

b. Board	Select appropriate				
Principle	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
Accountability					
Responsibility					
Transparency					
Fairness					

Equality					
----------	--	--	--	--	--

7. What efforts can WCoZ take to implement corporate governance best practices?

.....

.....

8. What are the major benefits of Corporate Governance has WCoZ gained to date?

.....

.....

9. What are the major weaknesses of poor corporate governance in the WCoZ?

.....

.....

10. What can be the best model for advancing corporate governance best practices in WCoZ?

.....

.....

11. What are the key considerations for coming up with a model for corporate governance in the WCoZ?

Explain:

.....

12. Any other comments or recommendations?

.....

Thank you for your time and for adding your voice to this study. Should you have more insights, concerns, questions, comments, or a response that would be instrumental for this interview, please do reach out using the contact details shared before.

INTERVIEW GUIDE

A WORKING MODEL TOWARDS PROMOTING CORPORATE GOVERNANCE BEST PRACTICES IN ZIMBABWE’S NGO SECTOR: A CASE OF THE WOMEN’S COALITION OF ZIMBABWE (WCoZ).

Introduction

My name is Kumbirai Kahiya and I am studying towards a Master of Leadership and Cooperate Governance with Bindura University of Science Education (BUSE). Please be advised that your participation is purely voluntary and for research purposes only. This interview is held with you in the hope that you will share your views freely. Your participation is completely voluntary. Your selection for this interview is based on your strategic role or relationship with WCoZ.

Be assured that should you want to; it is acceptable if you decide not to answer a particular question or wish to discontinue the questionnaire altogether at any point. The records of this research will be kept private. In any publication based on this questionnaire, any information that will make it possible to identify participants will not be included. I am interested in what you think about the questions. Feel free to interject if you need clarity or have questions. My contact number is +263772691613 and my email is kahiyakumbi@gmail.com should there be follow-up questions.

KEY INFORMANT I. (*Face-to-face and phone interviews*)

1. What is your understanding of WCoZ’s corporate governance practices?
 - a. Which principles does guide WCoZ CG Practices
 - b. How does WCoZ enforce principles of corporate governance as an organization?
2. Is there a clear separation of powers between the board, stakeholders, and clients of the WCoZ?
 - a). Which code or policy of corporate governance best practices does WCoZ implement?
 - b). State the code/policy.....
 - c). What issues affect WCoZ compliance with corporate governance best practices?

3. How is the WCoZ board constituted (Probe for the number of board members and their roles)
4. How are members of the board and secretariat selected? (Probe; Is there a policy?)
 - a. How long do board members serve on the board (probe for experience with respect to the term of office, resignations, e.t.c)
5. How does WCoZ address issues of conflict of interest in line with corporate governance best practices?
6. WCoZ effectively implements the following principles of CG best practices?

a. Staff						
Principle	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree	
Accountability						
Responsibility						
Transparency						
Fairness						
Equality						
b. Board						
Principle	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree	
Accountability						
Responsibility						
Transparency						
Fairness						
Equality						

7. How can WCoZ ensure the effective implementation of CG best practices?

8. Is corporate governance in the voluntary sector similar or different from the private and public sectors? (How is it different, can the NGO sector borrow something from the other sectors)
9. What are the major benefits of Corporate Governance in the WCoZ?
 - c. What are the major weaknesses of poor corporate governance in the WCoZ?
10. What can be the best model for corporate governance in the voluntary sector (Probe)
11. What are the key considerations for coming up with a model for corporate governance in WCoZ?
12. Any comments or recommendations?

Thank you for the interview, should you have more insights, concerns, questions, comments, or a response that would be instrumental for this interview, please do reach out using the contact details shared before.

PERMISSION LETTERS FOR THE STUDY



31 Harvey Brown, Milton Park, Harare, Zimbabwe: Website www.wcoz.org, Email coalitionzw@gmail.com Cell: 0775 708 657

23 March 2023

To whom it may concern

RE: REQUEST FOR PERMISSION TO CONDUCT RESEARCH AT THE WOMEN'S COALITION OF ZIMBABWE

The Above matter refers to:

Please be advised that Ms. Kumbirai L. Kahiya's request to carry out research at WCoZ has been granted. Please ensure that after completion of the study, Ms. Kahiya submits a copy of her Master's Dissertation to the WCoZ management.

The Topic for the study is;

A WORKING MODEL TOWARDS PROMOTING CORPORATE GOVERNANCE BEST PRACTICES IN ZIMBABWE'S NGO SECTOR: A CASE OF THE WOMEN'S COALITION OF ZIMBABWE (WCoZ)

Kindly assist the student accordingly

Yours faithfully

.....
Sally Ncube
National Coordinator



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TO WHOM IT MAY CONCERN

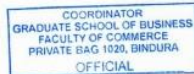
MR KAHIYA KUMBIRAYIL: REG. NUMBER B1336753: MASTER OF LEADERSHIP AND CORPORATE GOVERNANCE (MLC) STUDENT

This letter serves to confirm that **Mr Kahiya [B1336753]** is a Master of Leadership and Corporate Governance Degree (MLC) student at Bindura University of Science Education. He is in the third and final semester of the MLC Programme which requires him to carry out a research. The topic of his research is: **"EVALUATING ADHERENCE TO CORPORATE GOVERNANCE BENCHMARKS ON BOARD SELECTION IN ZIMBABWE' NGO SECTOR: A CASE OF WOMEN'S COALITION OF ZIMBABWE"**

Please give him any assistance he may require.

For more details please do not hesitate to contact us.

Yours faithfully



DR. J. MWENJE
DIRECTOR

"Promoting Science for Human Development"