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An Analysis of Governance Practices Among Non Governmental Organisations In Small Island Economies; A Case Study of Rodrigues Island

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ABSTRACT: Good Governance is vital for the proper running of any type of organization. Likewise, Non-Governmental Organisations (NGOs) should also ensure that they follow good governance practices. However, many NGOs have been criticized because of corrupt practices and inefficient use of funds provided by the donors. Donors are calling for greater accountability and transparency in relation to the management of programs and projects by NGOs. The main purpose of this research is to further investigate into governance practices in NGOs through the perspectives of the funders and NGOs themselves in the small island of Rodrigues. The paper will help to analyse different aspects of good governance in NGOs. A focus group has been carried out among funders of NGOs and NGOs themselves. The study shows that the public image of NGOs can impact on funding of NGOs and training and development on good governance practices can help to improve their effectiveness.

Keywords: Funders, Good Governance, NGOs , Small Island Economies

Introduction

Rodrigues is a small island in the Indian Ocean and it is part of the republic of Mauritius. It has a population of approximately 42000 islanders. The main economic activities of the island are based on subsistence agriculture and fishing. It is also becoming a well-known tourist attraction for its peaceful environment and warm welcoming people. The island also experiences mass immigration to the island of Mauritius due to better job opportunities. As any other country or island, Rodrigues also faces lot of societal problems like poverty, drug addiction, unwanted pregnancy among the youth, AIDS, unemployment amongst others. As a result, there are a handful of non-Governmental Organizations (NGOs) in Rodrigues who are helping the local government to deal with these societal problems. The Rodrigues Council of Social Service (RCSS) is the umbrella organisation of NGOs present in Rodrigues. The organisation is responsible to fight for the welfare and proper operations of NGOs in Rodrigues. NGOs are an integral part of a democratic society and play an important role in the socio-economic development of Rodrigues. NGOs provide specialized services to society to satisfy the needs of the underprivileged people, assist in national disasters, promote sustainable and inclusive development, and are involved in various initiatives to ensure that human and other rights are respected. NGOs complement the services provided by the private sector and the government. In addition, their importance in enhancing social integration, social dialogue, participatory democracy, peace and social harmony cannot be underestimated.

The NGOs in Rodrigues receive funds from the National Social Inclusion Foundation (NSIF) which is based in Mauritius. They have to submit their projects and the NSIF will analyse the projects submitted before providing the relevant funds. On the other hand, NGOs receive funds directly from the Corporate Social Responsibility funds of private sector organizations based both in Rodrigues and Mauritius. Another source of finance for NGOs based in Rodrigues is from the European Union, the United Nation Development programs and other international donors. However, the funders of NGOs ensure that the funds are used for the accomplishment of the objectives set in the different projects submitted. These NGOs must ensure that they are being managed properly and they are achieving their objectives of improving social welfare in an

efficient and effective way. In other words, they have to ensure that they are following proper governance practices while conducting their various activities and they are really impacting in the reducing the negative impacts of social problems affecting the society in Rodrigues. However, the local press in Rodrigues has reported some alleged misuse of funds in certain NGOs and hence many people are questioning whether NGOs in Rodrigues are following good governance practices. In addition, there is scant research on the governance practices among NGOs in the island of Rodrigues. Thus, this research paper aims to further explore governance practices in NGOs in Rodrigues through both the donors' and NGOs' lenses. The paper will shed some light on the understanding of governance principles among NGOs and the donors, the ways in which donors assess the governance practices of the NGOs, the different governance practices which are implemented by NGOs, the problems that NGOs encounter to implement the different principles of good governance and the improvements that must be brought about so that NGOs can successfully implement the good governance principles in their respective organisations.

Theoretical Framework For Governance

The concept of good governance appeared for the first time in 1989 in a World Bank Report based on Africa, which outlines it as an 'exercise of political power to manage nations' concerns (Gisselquist, 2012). At some stage, many African nations have experienced failures in governance and a rise in corruption and the World Bank professed that 'a crisis of governance' triggered 'the litany of Africa's development problems' (World Bank, 1989). According to the World Bank, bad governance is portrayed by subjective policy-making, unaccountable formalities, biased or unjust legal schemes, the abuse of managerial power, a civil society which is uninvolved in public life, and extensive corruption (Gisselquist, 2012).

The UNDP-based principles deserve universal recognition but application remained something very complex. To provide a good framework for governments, the voluntary sector, communities and the private sector to put it into practice good governance for the well-being of citizens and society, the Institute on Governance, in 2003, grouped these UNDP principles in a set of five broad interconnected themes as summarized in the table 1 below.

Table 1: Principles of Good Governance according to the UNDP

Principles of Good Governance	The UNDP Principles and related texts
Legitimacy and Voice	<ul style="list-style-type: none"> • Participation - Everyone should have a voice in decision-making, either directly or via legitimate institutions that characterize their intention. Such wide involvement is based on freedom of association and expression, as well as capacity for constructive involvement. • Consensus orientation - It facilitates opposing interests to obtain a general agreement on what is group's best interest on policies and procedures.
Direction	<ul style="list-style-type: none"> • Strategic vision - Leading members and the public have a diverse and long-term view on good governance and social progress, together with an understanding of what is required for such growth. There is also a perception of the complexities of history, culture and society in which this view is rooted.
Performance	<ul style="list-style-type: none"> • Responsiveness - Establishments and policies attempts to serve all parties. • Effectiveness and efficiency - Processes and organisations, while making the greatest use of resources, generate outcomes that fulfil requirements.

Accountability	<ul style="list-style-type: none"> • Accountability –policy-makers in the public and private sector and civil society organisations (CSO) are publicly accountable, as well as to established participants. Depending on the organisation and whether the choice is internal or external, this accountability varies. • Transparency – It is constructed on the data free stream. Processes, organisations and data are available directly to those involved, and sufficient data is supplied to comprehend and supervise them.
Fairness	<ul style="list-style-type: none"> • Equity – There are possibilities for each person to enhance or retain their well-being. • Rule of Law – Legal frameworks, in particular human rights legislation, should be honest and impartial.

Source: Principles for Good Governance in the 21st Century 3 Policy Brief No. 15 - Institute On Governance, Ottawa, Canada. UNDP (1997) Governance for Sustainable Human Development. United Nations Development Programme.

Good governance has now assumed mantra status for both donor organisations and donation from other nations (Nanda, 2006). The commitment to 'national ownership' by the Paris Declaration of 2005 has also geared towards donor agencies' attention on good governance. While in the past international co-operation was much associated with aid irrespective of governance practices, today there is a paradigm shift from aid to partnership and Development Partners are compelled to think about governance as an essential aspect of their 'modus operandi' by funneling direct budget funding to affiliate governments (Hyden, 2008).

Governance In NGO's

NGOs are voluntary associations that are mission based and it is essential that they are able to renew themselves, and sustain their mission in a changing environment. Their key stakeholders include the government, volunteers, partners and their service users. These different stakeholders play an important role in the realization of the organization's goals.

Christensen (2004) observed that although there existed some minimum controls to prevent certain fraudulent practices, there was in the past hardly any need for NGOs to demonstrate if their programs do what they are intended and proclaimed to achieve. As numerous NGOs' profiles continued to expand significantly, public's trust in them started to drop and most of their activities were to be reported (Vakil, 1997; Ebrahim, 2005). This has been widely attributed to the rise in public financing for NGOs (Edwards and Fowler, 2002), increased competition from amongst NGOs for financing (O'Dwyer and Unerman, 2008) and high-profile participation of NGOs in widespread scandals (Jepson, 2005).

Although NGOs are today more open to the idea of promoting good governance within their ranks, many have been found to be somehow hesitant to report or discuss cases about corruption as this could lead to bad publicity especially to the media and, subsequently, this could induce a loss of funding from entities as their credibility are at stake (Larché, 2011). In order to facilitate discussions on corruption and to encourage preventive initiatives, in 2008, Médecins du Monde (MDM) conducted a survey directed at interviewing the 17 biggest French NGOs on their views on corruption, their methods to field research and risk assessment and management, and the processes in position to minimize and deter such impacts. Surprisingly, in this strictly private research, 11 of the 17 NGOs surveyed declined to take part. Among the NGOs that decided to participate, most acknowledged that bribery instances were component of the major organizational problems around humanitarian assistance (Larché, 2011).

Larché (2011) highlighted the need for NGOs to expand the range of risk assessment to assess whether their programs are susceptible to corruption, including theft or misuse of monetary

resources or in-kind products by conflicting sides, actual or presumed inequalities in the allocation of assistance and sexual exploitation and abuse by organization or associate employees of beneficiaries. Therefore, for these particular reasons, it is asserted that NGOs need to be transparent with investors.

Funding of NGO's

Over the past few decades, most NGOs and funding institutions have recognized the important connection regarding development and human rights. It has appeared that both principles go together. While witnessing so many rights violations, the significance of NGOs has become so much greater (Dean, 2016). Nevertheless, NGOs find themselves inept to be effective and efficient in the fight to counter the human rights abuse. Financial problems are the main reason as to why NGOs are struggling to accomplish their mission and vision. Due to the complexity of being identified by the funding organizations, NGOs began altering their activities and projects in ways that suited the donors' objectives. Funders' influence in developing countries is particularly evident among NGOs (Dean, 2016).

Barr et al. (2005) found out that NGO funds are generated through three major sources namely, public sector, internally by generating revenue, and the private sector. They also claimed that 10 percent of the local NGOs donations originate from private charities; the public sector provides 43 percent which includes grants and contracts; and 47 percent are derived from private transactions which are often obtained from the sale of products or services. Barr et al. (2005) orated that over-dependence on the private sector resources could push the NGOs away from their benevolent causes and feeds a competitive dispute with other private sector businesses.

NGOs obtain commodities as contributions from some other individuals and organisations for the implementation of their projects (Larson and Wambua, 2011). Funds consist of products offered to the recipient NGOs, along with equipment made available sometimes at a discounted rate. Volunteers and trainees' initiatives are often seen as contributions. Larson and Wambua (2011) clarify that NGOs generally depend on volunteers to implement projects and other programs. Most of the time, volunteers do not receive any pay and benefits from the NGO, although some financial payments, such as stipends or appreciation tokens, are sometimes offered.

Research Methodology

Qualitative Research Methodology : In this research, the exploratory research methodology was used since little research has been carried out on governance practices in NGOs particularly in small island economies including Rodrigues. Qualitative methods are also appropriate when the “purpose is to learn from the participants in a setting or process the way they experience it, the meanings they put on it, and how they interpret what they experience” (Morse and Morse, 2002). The idea is that participants represent and explain their perspective on a particular process and researchers accept this perspective and do not impose their own interpretations on the participants' perspective. Such an approach allows a researcher to understand how those participating in a situation perceive a particular process or situation. Given that our research wanted to get the perspectives of both funders and representatives of NGOs themselves on governance practices, it was more appropriate to use the qualitative research methodology to better understand the concept of good governance from their point of view rather than imposing our ideas on them. It also allowed the NGOs to share their views on different aspects related to good governance practices in their respective organisations and the problems that they encounter to ensure the application of good governance principles in their organization in practice.

Informants : Informants are people chosen because based on their experience they can provide information about good governance practices in NGOs in Rodrigues. The funders were chosen since they have lot of interaction with the NGOs and they also assess the NGOs in different aspects. Funders from both the private sector and the public sector were contacted for the purpose

of this study. The intention in this study is to ask them about their views on the meaning of good governance, the way in which they assess good governance in a NGO, whether good governance is a criterion for funding NGOs and lastly, the ways in which they feel that NGOs can improve good governance practices in their respective organizations. In addition, the representatives of NGOs were also selected for the purpose of collecting relevant information on good governance practices among NGOs in Rodrigues. They are responsible for ensuring good governance practices in their respective NGOs and they can give meaningful insights on the different aspects of good governance practices with their NGOs. They were called upon to give their views on their understanding of governance practices in NGOs, the way they ensure that good governance principles are being practiced in their organization,

Focus Group : Two focus groups were carried out in the island of Rodrigues. Several funders of NGOs in Rodrigues were contacted through their mails and only 2 funders from the private sector attended the focus group. On the other hand, 10 representatives of NGOs attended the focus group after being contacted through their respective mails and follow up done through the phone.

We audio-taped the focus group after informants gave us permission to do so. Audio-taping was necessary since it would be very difficult to take sufficient notes to record everything informants say concerning their perspectives on good governance in NGOs. The contents of the focus group were transcribed verbatim so as to be able later to identify categories that informants used to explain their perspective.

Data Analysis : Steps proposed by Miles and Huberman (1994) were used to analyze the transcript from the focus group and field notes that were gathered from the funders of NGOs in Mauritius. Miles and Huberman (1994) suggest that qualitative data analysis should consist of three concurrent activity flows: data reduction, data display, and conclusion drawing and verification processes. The NVivo software was used to analyze the transcript obtained from the focus group. The data was coded based on the main objectives of the focus group and then similarities and differences were taken into account to identify the main themes and categories of the data.

Analysis Of Focus Group From The Funders' In Rodrigues

The meaning of governance in NGOs from the perspectives of funders was analyzed. It was observed that all of the informants agree to the fact that transparency and accountability are very important aspects of good governance in the NGOs in Mauritius. They also pointed to the fact that the composition of the board of directors of NGOs also gave indication of governance practices in the organization. The board has to be independent and there should be a variety of skills, experience and competence among the board members. Another key aspect of the meaning was that the NGOs will have good governance if they are able to meet their objectives and they are in line with the cause that they are supposed to fight for. Good governance also implied having people with the right competence in the NGOs in Mauritius. The following statements from the funders highlight different aspects of the meaning of good governance of NGOs in Mauritius;

“Good governance. I think it has to do with the transparency of the processes. Whether it be the decision-making. Of course, fund management.” (Corporate Social Responsibility Manager, Private Sector Firm)

“I would add probably would be keeping the directions on the mission of the organization. It's important to keep the mission. Ensure that the staff, the management staff, is appropriate and it's usually the board who employs them. So, employ the right kind of people and ensure that all the processes are transparent. Policies, things are open and clear. And of course, all the feedback, the accountings, the audits, all the feedbacks are also according to best practices. Yeah, but it's transparent.” (Corporate Social Responsibility Manager, Private Sector Firm)

“For good governance, for me, it would have been at looking at the board. I want to know the diversity of the board, the competency of the board. The more diverse their board of NGO is, the more competent because you can see what jobs they are doing or they fund them in different

arenas.” (Corporate Social Responsibility Manager, Private Sector Firm)

Another important aspect about the research was to find out whether the funders take into account good governance before taking a decision on financing the NGOs in Mauritius. All of them agreed to the fact that good governance is an important factor that is taken into consideration before funding any NGOs in Mauritius.

“Bluntly, because you are getting money, we wanna know what you are doing with that money and we want to see the results of it. I mean I guess that’s the crooks of it.” (Corporate Social Responsibility Manager, Private Sector Firm)

“The funding will be based on the previous year of work you’ve done. If you’ve managed correctly your money with some good governance and you’ve given the result, you’ll just be getting the fund straight away.” (Corporate Social Responsibility Manager, Private Sector Firm)

As far as the dimensions of good governance is concerned, accountability and transparency are considered as the most important aspect of good governance since the funders want to ensure that the financial aid that are being provided are used properly by the NGOs and for the right purpose. Direction is another key component of good governance practices since funders give lot of importance on the purpose of the NGOs and the way they achieve their objectives to ensure the welfare of their beneficiaries. Performance also is an important element of good governance since they also want to ensure that the NGOs have the right processes to reach their objectives and funding can also depend on the achievement of key performance indicators.

“And those who are not transparent, they don’t just get money.” (CSR manager, Private Sector)

“If they can show us their accounts, if they can show us who are their different types of funders, if they can... mainly that. Which has been the specifics that we’ve asked for. Board of directors as well and also the procedures that they have in place. Like their management procedures, how they work internally that sometimes important when we don’t know them, especially.” (CSR Manager, Private Sector Firms)

“For good governance, for me, it would have been at looking at the board. I want to know the diversity of the board, the competency of the board. The more diverse their board of NGO is, the more competent because you can see what jobs they are doing or they fund them in different arenas. Then I would trust. And then also, how much money they have been and what project they have done before, how much money they have managed. You trust them on what they’ve done previously” (CSR manager, Private Sector Firm)

Another objective of the research was to find out the ways in which the funders ensure that NGOs are following good governance principles. From the transcript, it was found that the funders will usually ask the NGOs to submit data on the way the funds provided are being used. They mention the problems related to monitoring and internal control within the NGOs and it was pointed out that in some NGOs the data are not readily available. However, they ensure that the required information on the use of funds given to them and the activities that they are performing is enabling them to achieve their purpose. Furthermore, the funders also take into consideration the composition of the boards of NGOs and the skills of the board members.

“We ask for receipts; we ask for the whole thing that they have to fill in to show the proof. Sometimes we even go there to say we evaluate this and then we don’t validate that because that wasn’t in the plan. That’s not, so, that’s the financial aspect. They have to report on the activities, the big milestones. So, we have a huge calendar that they said of it’s a yearly program, they’ll have like in March to do it so. Now that. And then we ask them for feedback and they have to give us written reports, observation on whatever it is on how, on the impact based that’s all we have.” (CSR Manager, Private Sector Firm)

“We want to see the reports, we want to see the observation reports, sometimes it’s simple, but that’s very important and that we have to have access to and then we’ll go on site as well. Sometimes depending on the activities, we ask for that. And at the end of every year we ask for a ‘bilan de projet’ that reports on every single aspect.” (CSR manager, Private Sector Firm)

“If they can show us their accounts, if they can show us who are their different types of funders, if they can... mainly that. Which has been the specifics that we’ve asked for. Board of directors as well and also the procedures that they have in place. Like their management procedures, how they work internally that sometimes important when we don’t know them, especially.” (CSR manager, Private Sector Firm)

The funders were also asked about recommendations on the different ways in which Mauritian NGOs could improve on good governance in their respective organization. Most of them pointed out the fact that training is a significant tool that can help to improve good governance in their organization. According to them, lack of skills is affecting the way the organization is being run and inefficiencies can impact on the use of resources and achievement of objectives. Improving the skills of staff can help to ensure good governance in the Mauritian NGOs. Another recommendation was that NGOs must provide more information about their accounts, activities, composition of their board and the different procedures and policies that they have in place to ensure proper management of the organization.

“The transparency and the orderliness of the work which shows good governance. Knowledge is essential. Appropriate knowledge is essential to good governance. We can’t ask NGOs to have good governance if we are not ready as a country to give them the training for it.” (CSR manager, Private Sector Firm)

“So, it’s important and also good governance thinks that I would look at the training of the staff. If that NGO has ongoing training for the staff, CPD. Not only the management, the administrative side, but also for the technical side whether be it education or rehabilitation or whatever, the CPD.” (CSR Manager, Private Sector Firm)

“If they can show us their accounts, if they can show us who are their different types of funders, if they can... mainly that. Which has been the specifics that we’ve asked for. Board of directors as well and also the procedures that they have in place. Like their management procedures, how they work internally that sometimes important when we don’t know them, especially.” (CSR Manager, Private Sector Firm)

Analysis of focus group of NGOs in Rodrigues

During the focus group NGOs from Rodrigues also agreed that accountability and transparency are two very important aspects of good governance. In addition, they also pointed out that good governance is the way the NGOs are managed especially the administrative aspects. The way the board is elected is also a key component of good governance and they mention that there should be fairness in the election of board members. Everyone should be given the opportunity to be part of the board. Clear demarcation of responsibilities among members and proper communication among board, members and employees can help to ensure that NGOs are properly governed.

“Good governance is the way we manage the organisation. There should be transparency in every aspect for example in the financial aspect and also between those who are managing the organisation. There shouldn’t be any barrier when it comes to communication from those who are managing the organisation. We all should be on the same page and this is when the organisation will be able to follow the good governance practices. If each person has their own way of doing things, good governance cannot be followed.”(Representative of NGOs)

“For me, good governance is when an organisation has a board and also the members should have their own responsibility and they are following it well. And there should be a place where they are accountable for the work they have been doing in terms of management, finance and responsibilities that each of them has in the organisation. This will bring up the motive of the NGO.”(Representative of NGOs),

“Communication is important between the president, secretary and treasurer. We should all be on the same level financial-wise. And when there is a meeting, each one should be able to voice out clearly the situation of the NGO.” (Representative of NGOs)

“For example, when there is an election for board members, it should give opportunity to everyone and not just the same person being elected over and again.” (Representative of NGOs)

As far as the importance of good governance is concerned, NGOs voiced out that good governance helps to ensure transparency and accountability and this enables to create trusts between funders and NGOs. They strongly believe that good governance is a key factor in getting funding from both the public and private sector. Good governance is vital in promoting good ethics within the organisation and it also helps in improving trusts among members of the NGOs. NGOs see that good governance helps to ensure the continuity of the organisation. It also helps the youngsters to learn the proper way of managing NGOs and ensuring that the main objective of the organisation is achieved.

“Good governance creates trust which will make others come to us. Like in Rodrigues, when an NGO has transparency, most of the time they receive funding. At the same time when we have transparency and trust, others will trust us as well. Transparency creates trust hence the funders will know that they are providing funds to trustworthy NGOs.” (Representative of NGOs)

“An NGO should be transparent. If they will seek for help and their organisation is not transparent, it will be hard to receive funding. If you are transparent in your organisation, you will receive aid easily.” (Representative of NGOs)

“Good governance is very important for an NGO as will may drift apart if there is no good governance. For example, when you receive funds and you aren’t transparent with what you are doing with the funding, with original copies of receipts and not falsified ones. If an auditor came to for audits, they will know what you are doing. If you show monthly reporting with proper data, it creates trust.” (Representative of NGOs)

“Show the youngsters good governance so that they follow it.” (Representative of NGOs)

“For me it’s a about the continuity of the organisation, people will know that we are doing serious work. Also, the reputation of the organisation is important as it will help us receive funds and other actions that follows.” (Representative of NGOs)

The way in which NGOs from Rodrigues ensure good governance is by ensuring that they have a board and the board communicates the objectives to the members of the NGOs. They also monitor the activities of the NGOs so as to achieve transparency, accountability and proper use of funds.

“All NGO have a board; they look at the disciplinary conduct. If you receive specific instructions then we set up a subcommittee.” (Representative of NGOs)

“It depends on the activity; a supervisor will monitor the work and do reporting based on the work being done to show to the president. The monitor will report the situation to the president. Then decision will be taken based on the reporting for example, in the educational projects, we talk to the educators to try to solve any issue that they are encountering. If I talk to you three times, I will not mention the same thing a fourth time. Hence, decision will be taken based on the NGO’s

contract as the person is well aware of same. Hence, we will put forward the good governance and take the proper actions.” (Representative of NGOs)

The different problems faced by the NGOs in Rodrigues to ensure good governance are: lack of people (Volunteers), loss of know how when there is labour turnover, no registrar office in Rodrigues and lack of training.

“For me one of the biggest problems is benevolence as it has a limit and can be problematic to NGOs. Sometimes in NGOs we don’t have the personnel that have the proper competency to do reporting. This can be a weakness to some NGOs.” (Representative of NGOs)

“One thing that NGOs have to be careful is the recruitment of staff in NGOs. Now we have laws about the minimum salary. Like mentioned earlier, we cannot invest all money in administration fees. The NGO would not be able to attain its objectives.” (Representative of NGOs)

“The problems that NGOs are encountering since we don’t have a registrar of associations, we have to wait for Mauritius to verify documents and it is very time consuming.” (Representative of NGOs)

All the NGOs in Rodrigues recommended that training will help to improve the level of governance in their respective organisation. They mentioned training in areas like accounting and management and at the same time the requested for a resource centre whereby training can be done specifically for NGOs in Rodrigues.

“People sometimes don’t know what they have to do. That’s why training is important.” (Representative of NGOs)

“I don’t think training should be limited to the tasks that the staff have to do. Maybe a training in accounting and management would be of a great help.” (Representative of NGOs)

“We wanted a resource centre where we could train people in Rodrigues. An ongoing training for example trains the trainer.” (Representative of NGOs)

Conclusion

The research findings have reinforced the need for accountability and transparency in the daily operations of NGOs and are a prerequisite to benefit from financial aids. The NGOs are fully aware of this and accordingly rely on the Board to set up the processes and maintain proper records to achieve transparency in the financing of their projects. The board is seen a key to good governance and board members should allow new blood to occupy such position. In order to support the functions of the main board, sub-committees are set up on a need basis and this goes to ensuring the good governance practices. There should be clear communication line and an environment where staff can express their ideas about the function of the NGOs.

Further the reputation of the organization is found as a main propeller to ensure the continuity of financial aid from funders and donor agencies. Another important aspect to ensuring good governance is training of the personnel in accounting and management and to have continuous professional development. However, one such hindrance to good governance is the high labour turnover which NGOs tend to face in view of the voluntary nature of the jobs.

From the funders’ perspective, the function of the Board is of critical in determining that the recipients of funds are using the money for its intended purpose. They are concerned as to the lack of records and internal control which impinge on the transparency and accountability of the running of the NGOs. They therefore attached importance to not only the composition of the Board, but the right board composition.

In order to address the skills gap, funders place due importance on the training of NGOs staff and

to ensure continuity of good governance, NGOs should have a CPD for its staff and board members. Adherence to good governance can be ensured on the sound and appropriate knowledge of staff.

Good governance practices in NGOs are very important to ensure proper use of funds given to them and at the same time improving the welfare of society at large. The reputation of a NGO is a key element in getting funds from both private and public funders and NGOs should have a good public image. The study is Rodrigues shows that NGOs are very careful about their public image and given it is a small island any information about malpractice by NGOs is propagated very fast among all components of the Rodriguan society. Even in big countries information about the reputation of NGO can be quickly communicated on social media and newspapers, and hence they need to be very careful about their public image so as to secure proper funding from different funders. Good governance can help to ensure the good reputation of the NGOs. This research is based on a focus group and the conclusions of the focus group can be confirmed by a survey among NGOs in different countries in Future.

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