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Examining The Role Of Ethics And Integrity Committees As A Business Governance Tool To Strengthen Service Delivery In NGO's

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Abstract

Ethics And Integrity Committees (EIC) Elevate Business Governance By Championing Transparency, Fostering Accountability, And Inspiring Ethical Decision-Making. The EIC Should Prevent Mismanagement Of Resources And Corruption By Strengthening Internal Policies And Procedures And Monitoring Adherence To Ethical Standards. By Promoting Accountability And Transparency, The Committees Aim To Enable Organizations To Tackle Misconduct Or Unethical Behaviour And Guarantee Effective Business Operations. This Study Examines The Role Of EIC As A Business Governance Tool To Strengthen Service Delivery Within The NGO Sector. The Study Explores How These Committees Contribute To Ethical Leadership, Mitigate Risks Related To Corruption Or Mismanagement, Enhance Sustainable Operational Policies And Compliance, And Create Donor Relations. The Study Sought To Answer The Key Research Questions: Are EIC Effective In Promoting Service Delivery In NGO Governance, And How Knowledgeable Is The NGO Sector About This Business Governance Tool? The Research Followed A Mixed Research Approach, Integrating Qualitative And Quantitative Methods. A Qualitative Approach Was Used To Explore Perceptions Of The Effectiveness Of Eics Roles In Improving Service Delivery, And A Quantitative Approach To Measure The Level Of Knowledge In The NGO Sector. Data Collection Methods Were Used From Semi-Structured Interviews With NGO Leaders, Beneficiaries, Stakeholders, And Staff Members To Gather Insights About The Eics Roles. Organizational Documents Were Reviewed To Analyze Policies And Reports Of Eics In Action. The Findings Suggest That An Organization's Well-Structured EIC Can Significantly Enhance Service Delivery, Fostering Sustainable Practices Through Policy Developments And Collaborative Problem-Solving, Resulting In Impactful NGO Operations. The Study Concludes With Recommendations For Strengthening Eics Through Innovation, Policy Reforms, Training And Stakeholder Engagement To Maximize NGO Governance Roles. However, Challenges Such As Lack Of Financial Capacity, Weak Internal System Controls, Volunteer Dependency And Weak Internal Governance Hinder The Effectiveness Of Eics.

Keywords: *Ethical Leadership And Governance, Policy Recommendations, Sustainable Business Operations*

Introduction

1.1. Background

Various Humanitarian Organizations Have Come Out To Provide Critical Aid To Affected Populations Globally In An Era Marked By Reoccurring Natural And Human-Made Disasters. These Organizations Operations Are Mainly In Volatile Environments And Developing Countries, Responding To Crises Through Emergency Relief Efforts That Require Foreign Assistance. However, The Urgency Of Their Interventions Can Sometimes Lead To Governance Challenges, Particularly In Ensuring Transparency, Accountability, And Ethical Compliance. Effective Governance Is Fundamental To The Credibility And Sustainability Of Ngos. Good Governance Is Defined As An Essential Form Of Accountability In Organizations. Wyatt (2004).

EIC Are Crucial In Reinforcing Ethical Governance Within This Framework. These Committees Are Composed Of Independent Bodies. Mehta (2023) Who Are Experts In Scientific And Non-Scientific Who Are Responsible For (I) Encouraging Transparency, Promoting A Culture Where Ethical Concerns Can Be Addressed Without Fear Of Punishment, Building Trust Within, (Ii) Monitoring Adherence To Ethical Standards, Ensuring Adherence To Ethical Codes, Helping Mitigate Risks Associated With Fraud, Corruption, Misconduct Or Mismanagement Of Resources, (Iii) And Reviewing Organizational Policies And Procedures: Assess Internal System Controls And Refine Policies To Align With Legal And Compliance. Despite Establishing Good Governance Structures In Ngos, There Is A Significant Gap In The Effective Engagement Of Eics To Oversee And Strengthen Ethical Governance. Good Governance Should Be Considered And Debated To Enhance The Management Of Iecs To Prevent Corruption. Mzumara, Ndhlovu(2021).

This Study Investigates The Role Of EIC Within Ngos As An Important Governance Tool. It Examines How The Committee Influence Service Delivery Within An Organization, And Its Impact On The Effectiveness Of Organizational Operations And Accountability. The Study Highlights How These Committees Foster Ethical Leadership, Mitigate Risks Which Are Associated With Corruption And Mismanagement, And Promote Sustainable Operational Policies That Align With Compliance Standards And Gaining Trust From Stakeholders.

1.2. Problem Statement

In The Light Of A Study Conducted By The Business Research Company (2025), There Is A Growing Market Size Of Ngos And Charitable Organizations, And There Is An Increasing Demand For Humanitarian Aid Due To Disasters, With One In 22 People Worldwide Currently In Need Of Assistance UNOCHA Humanitarian Affairs (2024). This Has Led To A Call In The Establishment Of New Ngos Addressing Humanitarian Needs. Furthermore, The Government Of Zimbabwe Is Actively Working On Consolidating The Charity Organizations Amendment Bill (2024). This Initiative Aims To Enhance The Administration, Accountability, And Transparency Of Charitable Organizations Operating Within The Country. (Private Voluntary Organizations Act [Chapter 17:05].) The Amendment Bill 2024 Primarily Focuses On Charity Organizations, Such As Private Voluntary Organizations (Pvos) And Ngos, Ensuring That These Entities Operate With Greater Oversight And Integrity In Their Efforts To Serve The Community. However, The Role Of The EIC As A Tool To Enhance Service Delivery During Their Operations Remains Largely Unexamined.

1.3. Objective Of The Study

The Study Examines The Roles Of EIC As A Crucial Governance Business Tool. It Highlights How EIC Contributes To Ethical Leadership That Prioritizes Integrity And Effective Decision-Making To Align With The Organization's Goals And Values. The Study Aims To Demonstrate How A Well-Functioning EIC Facilitates Effective Policy Development And Addressing Mismanagement Of Resources. By Establishing Strong Operational Policies And Ensuring Compliance With Ethical Standards, The EIC Helps In Strengthen Relationships With Donors With An Advantage To Secure Funding Through Trust.

1.4. Literature Review

The Body Of Literature Highlights A Significant Connection Between Governance And Ethics, Illustrating How Critical It Is To Embed Ethical Principles And Integrity Within The Strategic Frameworks Of An Organization. This Integration Serves Not Only To Enhance The Moral Foundation Of The Organization But Also To Foster Trust Among Stakeholders. Emphasizing Ethical Leadership, Alongside The Establishment Of Strong Governance Structures, Has Been Shown To Prepare Organizations More Effectively For Challenges They May Encounter In Business Operations. Yolcu(2025) Highlights That By Aligning Ethics And Integrity

Practices With Governance Processes, Organizations Can Navigate Complex Situations, Mitigate Risks, And Ensure Long-Term Sustainability, Ultimately Contributing To A More Resilient And Responsible Environment With Trust From Donors And Stakeholders. KharelEt Al. (2019) Acknowledged That Embracing An Ethics And Integrity Culture Of Transparency Is Instrumental In Gaining The Credibility Of Ngos. By Actively Disclosing Information About Their Operations, Financial Management, And Decision-Making Processes, These Organizations Can Build Trust And Reliability In The Eyes Of Potential Donors And Stakeholders. This Level Of Openness Positions Ngos In The Competitive Market For Funding And Enables Them To Create Strong Relationships With Their Existing And Again Potential Supporters To Improve Service Delivery. By Implementing Precise Reporting Mechanisms And Open Communication Channels, Organizations Can Streamline Their Processes, Increase Accountability, And Ultimately Deliver More Impactful Community Outcomes. These Practices Collectively Empower Ngos To Thrive And Fulfil Their Missions More Successfully.

It Is Important To Understand That Governance Is Not Only About Making Decisions But Also About Adhering To The Laws And Regulations That Guide Organizational Behaviour. Failure To Comply With These Legal Standards, Whether Due To Negligence Or Ignorance, Can Lead To Significant Legal Repercussions, Kayode (2025). Stakeholders, Employees, Or Regulatory Bodies May Initiate Lawsuits If They Feel That Their Rights Have Been Violated Or If An Organization's Governance Practices Are Lacking. Additionally, The Literature Suggests That Regulatory Sanctions Can Be Imposed In Cases Where Misconduct Is Identified. Such Misconduct May Arise From Unethical Behaviours Or Violations Of Established Ethical And Integrity Standards. These Ethical Breaches Not Only Jeopardize The Integrity Of The Organization But Can Also Result In Severe Penalties, Including Fines, Loss Of Licenses, Or Damage To Reputation.

1.5. Research Questions

The Study Focused On Exploring The Following Key Research Questions.;

- RQ 1: Are Eics Effective In Promoting Service Delivery In NGO Governance?
- RQ 2: How Knowledgeable Is The NGO Sector About This Business Governance Tool?
- RQ 3: What Governance Challenges Affect NGO Service Delivery?
- RQ 4: What Strategies Can Be Implemented To Promote Effective Governance In The NGO Sector?

1.6. Significance Of The Study

To The Best Of The Researcher's Knowledge, There Are Evident Gaps Of This Matter In The NGO Sectors That Require Further Examination. This Study Is Significant As It Avails Insights Into How Eics Can Be A Strong Arm As A Governance Tool For Ngos. Addressing These Deficiencies Is Essential For Developing Meaningful Policy Recommendations And Practical Insights That Effectively Influence NGO Service Delivery.

The Government Of Zimbabwe Has Started Initiatives Which Seek To Improve The Governance, Accountability, And Transparency Of Charitable Organizations In Zimbabwe. This Initiative Is To Promote The Role Of The Eics In The NGO Sector, By Developing Strategies That Can Create A Framework That Enables Global Ngos To Operate With Greater Efficiency And Integrity, Ensuring That Resources Are Utilized Effectively To Maximize Impact On Service Delivery. Additionally, Enhancing Transparency Will Empower Stakeholders, Such As Donors, Beneficiaries, And Regulatory Bodies, To Have Greater Confidence In The Operations And Outcomes Of The Humanitarian Service Rendered. Ultimately, This Effort Aims To Cultivate Trustworthy And Sustainable NGO Sectors That Significantly Contribute To The Socio-Economic Development Of Zimbabwe, Addressing Humanitarian Needs.

1.7. Study Site

The Study Was Conducted In The Harare Metropolitan Province Of Zimbabwe, Focusing On 03 Selected Local Ngos; Saywhat, Prison Outreach Support Trust And Ceshhar Zimbabwe.

1.8. Limitations

While This Study Provides Valuable Insights Into The Role Of EIC In Ngos As A Business Governance Tool, There Were Limitations That Must Be Acknowledged. The Data Collection Process Faced Challenges Due To The Stop-Work Order And Withdrawal Of USAID Funding. This Funding Halt Led To Program Suspension, Staff Reduction And Overall Disruption Within The NGO Sector Limiting The Sampling Size Of The Research.

Governance Structures - Different Policies, Rules, And Regulations Regarding Confidentiality Significantly Constrained The Findings Especially On Organizational Policy Documents.

Non-Availability Of Staff- Due To USAID Funds Being Suspended, Many NGO Staff Members Were Not Present On Duty. This Resulted In A Smaller-Than-Expected Sample Size, Which Reduced The Variety Of Perspectives Captured In This Study.

Time Limitations – Insufficient Time Available To Thoroughly Explore The Study.

2. Research Methodology

The Study Conducted A Mixed Research Approach, Integrating Qualitative And Quantitative Methods. A Qualitative Approach Was Used To Explore Perceptions Of The Effectiveness Of Eics In Improving Service Delivery. A Qualitative Approach Focuses On The In-Depth Exploration And Understanding Of Subjective Experiences, Attitudes, Opinions And Behaviour Of Individuals Kothari, (2004).

A Quantitative Approach Was Also Used To Measure The Level Of Knowledge In The NGO Sector. A Quantitative Approach Collects And Analyses Numerical Data To Quantify Characteristics, Behaviours, Or Phenomena. It Is Based On The Measurement Of Quantity Or Amount Expressed In Terms Of Quantity Kothari,(2004).

2.1 Data Collection

The Research Gathered Questionnaires As A Systematic Tool. This Approach Guaranteed That Each Individual Responded To The Same Set Of Questions, Offering A Standardized Format For The Questions. By Doing So, It Aimed To Maintain Consistency In Responses, Which Was Essential For Achieving The Research Objectives Effectively. This Method Allowed A Collection Of Comparable And Reliable Data From All Respondents, Facilitating A Thorough Analysis Of The Insights Gathered. Brace, (2008). Data Collection Methods Included Face-To-Face Semi-Structured Interviews With The NGO's Senior Management Team (SMT) And Middle-Level Management Team (MLMT) Staff Members As Key Informants To Gain Insight Into The Business Governance Tool And Questionnaires Targeting Stakeholders And Beneficiaries.

Secondary Data Was Used To Review Organizational Documents, Allowing For An In-Depth Analysis Of Existing Organizational Policies And Reports That Highlight The Practical Application And Role Of Eics In Organizations. Sindin, (2017).

The Study Comprises Of A Population Of 300 From Diverse Groups From 03 Local Ngos. A Sample Size Of 100 Was Selected To Create A Manageable And Representative Data Set, Ensuring That At Least One-Third Of The Population Was Included To Facilitate A Meaningful Analysis, Illustration From A Stratified Random Sampling Technique Applied To Obtain A Representative Sample;

The Population Was Divided Into The Following Strata (Sub-Groups) In The Table Below:-

Category Of Participants	Total Population	Sample Size	Date Instrument Collection
Senior Management Team (SMT)	50	15	Semi-Structured Interview Questions
NGO Staff Members	100	40	Questionnaires
Beneficiaries	75	25	Questionnaire
Stakeholders	75	20	Questionnaire
Organizational Policy Documents	-	-	Document Analysis
TOTAL	300	100	

3. Presentation Of Data

The Study Aimed To Examine The Effective Role Of Eics In Enhancing Service Delivery Within NGO Governance Structures. It Sought To Evaluate The Level Of Knowledge And Understanding The NGO Sector Has Pertaining To Business Governance Tool.

3.1. Analysis Of SMT Interview Responses On EIC

Structured Interviews Were Conducted With 15 SMT Members Who Were Key Informants, With 13 Responding To Assess Perceptions Of The EIC Within Their Organizations. The Responses Were Measured On A 1 To 5 Scale, Ranging From 1: Strongly Disagree, 2: Disagree, 3: Neutral, 4: Agree And 5: Strongly Agree. The Key Findings Are Summarized Below:

a. The Role Of EIC In Strengthening Governance

The Responses Indicated A Mixed Perception Regarding The EIC's Role In Governance. While A Majority 7 Respondents Either Strongly Agreed 4 (31%) Or Agreed 3 (23%) That The EIC Plays A Crucial Role, 6 (46%) Remained Neutral, Reflecting Uncertainty About Its Impact.

b. Independence And Effectiveness Of EIC

The Responses Highlighted Concerns About The EIC's Independence And Effectiveness. 6 Respondents 4 (31%) Agree, 2 (15%) Strongly Agree Believe That Mechanisms Exist To Support EIC's Autonomy, 3 (23%) Strongly Disagreed, And 4 (31%) Remained Neutral. This Suggests That While Some Mechanisms May Be In Place, Their Sufficiency And Implementation Remain Areas For Improvement.

c. Accessibility Of EIC

The Majority Of Respondents Indicated Neutral 6 (46%) And Positive Perceptions Of The EIC's Accessibility 5 (39%) Agree. However, 2 (15%) Strongly Disagreed, Suggesting That While Accessibility Is Not A Widespread Concern, There Are Still Barriers Preventing Full Engagement With The EIC.

d. Challenges Faced By EIC In Execution Of Its Mandate

When Asked Whether The EIC Faces Significant Challenges, A Majority 6 (46%) Respondents Disagreed, Implying That They Do Not Perceive Challenges As Severe. However, 5 (39%) Remained Neutral, And 2 (15%) Strongly Agreed, Suggesting That While Leadership May Not See Challenges As Critical, Some Respondents Believe That The EIC Struggles In Fulfilling Its Mandate.

e. Engagement With Staff, Beneficiaries, And Stakeholders

The EIC Engagement Efforts Received Strong Positive Feedback, With 10 (77%) Respondents Agreeing And 2 (15%) Strongly Agreeing That The Committee Actively Interacts With Employees And Stakeholders. Only 1 (8%) Remained Neutral, Showing A High Level Of Confidence In EIC Outreach And Communication.

f. Contribution To Risk Management And Fraud Prevention

The EIC's Role In Risk Management And Fraud Prevention Was Widely Acknowledged, With 12 Respondents 9 (69%) Agree, 3 (23%) Strongly Agree Affirming Its Significance. Only 1 (8%) Remained Neutral, Reinforcing That The EIC Is Perceived As An Essential Mechanism For Upholding Ethics And Integrity Within An Organization.

g. Need For Strengthening The EIC's Role

A Clear Majority 8 (62%) Respondents Strongly Agreed, 3 (23%) Agreed That The EIC Role Should Be Further Strengthened, With Only 2 (15%) Remaining Neutral. This Signals A Strong Consensus That While The EIC Is Valuable, There Is Room For Improvement In Its Structure, Authority, Or Operational Effectiveness.

h. Effectiveness In Addressing Ethical Challenges

When Assessing Whether The EIC Has Been Effective In Resolving Key Ethical Challenges, 10 (77%) Respondents Agreed, While 2 (15%) Remained Neutral And 1 (8%) Disagreed. This Reflects An Overall Positive View Of The EIC Impact, Though Some Respondents Still See Gaps In Its Effectiveness.

3.2. Analysis Of Staff Member Questionnaire On EIC

A Questionnaire Was Administered To 14 Staff Members To Assess Their Knowledge About EIC, Perception, And Experience With EIC In Their Organizations. The Responses Provided Insights Into The Existence, Effectiveness, Communication, And Ethical Trainings On Ethics And Integrity Covering The Governance 5 Key Aspects.

a. Awareness And Existence Of EIC In The Organization

The Results Indicated A Significant Gap In Awareness Or Existence Of The EIC In The Organization. While Only 2 (14%) Respondents Confirmed That An EIC Exists, 11 (79%) Clearly Stated That No Such Committee Is Present, And 1 (7%) Was Unsure Of Such. This Suggests Either A Lack Of Establishment Of The EIC Or Insufficient Communication Regarding Its Presence Of EIC.

b. Strength Of EIC In 5 Key Areas

Among The Few Respondents Who Recognized An EIC, Its Perceived Strengths Varied: Accountability 2 (14%), Transparency 2 (14%), Trust 1 (7%), Ethical Leadership 4 (29%), And Compliance 5 (36%). The Strongest Area Was Compliance, Indicating That Organizational Compliance To Either Donor Regulations Or Government Laws Are Being Followed, While Trust Had The Lowest Response, Signaling Concerns About Credibility And Effectiveness.

c. Effectiveness Of EIC

The Response On Effectiveness Of The EIC Showed The Majority 11 (79%) Respondents Remained Neutral, While Only 3 (21%) Stated It Was Strong. This Reflects Either A Lack Of Engagement With The EIC Or Uncertainty Regarding Its Impact Within The Organizations As The EIC Does Not Exit In Many According To The Earlier Responses.

d. Communication Between EIC And Employees

Respondents Rated Communication As 11 (79%) Fair, Implying Limited Or Unclear Interactions. Between EIC And Employees, Respondents Rated It As 2 (14%) Excellent, While 1 (7%) Found It Not Applicable, Possibly Due To A Lack Of Knowledge Of EIC. This Suggests That Even If An EIC Exists, It Does Not Effectively Communicate With The Broader Workforce.

e. Whistleblower Protection Policy

From The Respondents, The Organizations Have A Functional Whistleblower Protection Policy, As 12 (86%) Confirmed Its Existence, While Only 2 (14%) Stated That Such A Policy Was Not In Place. This Indicates A Structured Approach To Ethical Reporting Mechanisms Through Awareness.

f. Training On EIC Policies

The Results Revealed That Most Employees Receive Annual Ethical Training 12 (86%) Respondents, While 1 (7%) Reported Receiving Training Monthly And 1 (7%) Had No Idea About Such Training, Suggesting Gaps In Awareness.

g. Facilitators Of EIC Training

The Findings Revealed That Human Resources (HR) Primarily Conducts Ethical Policy Training, As 13 (93%) Respondents Indicated. Only 1 (7%) Mentioned Self-Training, Might Indicate As HR Personnel Or A Lack Of Structured Engagement For Some Staff Members.

3.3. Analysis Of Stakeholder/Beneficiary Questionnaire On EIC

The Findings Revealed That 2 (14%) Beneficiaries Had No Clue On Any Policies Or EIC Within The Organization They Receive Service From. No Stakeholders Were Present During The Limited Time Of Study.

3.4.RQ1: Are Eics Effective In Promoting Service Delivery In NGO Governance?

The Findings Highlight A Growing Recognition Of Ethical Standards And Integrity Oversight Within Governance As Observed From The SMT. While Some Respondents Acknowledge The Independence Of EIC, There Are Notable Disagreements And Neutral Responses Suggest Possible Shortcomings In The Enforcement Of The Roles Of Eics And Ethical Standards. Additionally, The Feedback Gathered From The SMT Paints A Complex Picture Of The EIC, Indicating Specific Areas That Require Strategic Innovations And Improvements

To Strengthen Its Overall Effectiveness In Service Delivery And Impact. Due To Confidentiality Policies, The Researcher Was Not Able To Review Any Organizational Policy Documents.

3.5.RQ 2: How Knowledgeable Is The NGO Sector About This Business Governance Tool?

The Responses Strongly Indicate That Most Staff Members Either Do Not Have Knowledge About The EIC As A Business Governance Tool Or Have Minimal Interaction With The EIC. Having Ethical Policies Such As Whistle-Blower Policy Present In An Organization, The EIC As A Tool Does Not Exist In Most Organizations As HR Is Centralized In Ethical Matters. The Responses Stated That HR Conducts Training, Although It Is Poorly Communicated. There Is A Clear Need For Awareness Campaigns, Government And Donor Policy Reforms, And Training To Ensure That All Parties Know And Value The EIC As A Business Governance Tool. The Study Shows That NGO Beneficiaries Also Have No Knowledge Of EIC Within These Organizations, Meaning There Is A Lack Of Stakeholder Engagement.

3.6.RQ 3: What Governance Challenges Affect The Implementation Of EIC?

Responses Have Revealed That There Are No Such Committees As Standalone Within The Ngos Under Study. Despite The Well-Articulated Roles And Their Importance, Ngos Lack A Clear Governance Structure, Resulting In Implementing The Mandate For Eics. The Challenge Resonates From The Top Management, Where There Is Insufficient Senior Leadership Support, Lack Of Donor Funding As Ngos Are Often On A Proposal Objective.

3.7.RQ 4: What Strategies Can Be Implemented To Promote Effective Participation Of Staff Members, Beneficiaries And Stakeholders?

The Feedback Collected From Staff Members Reveals A Noticeable Absence Of Active Participation In The Decision-Making Process. A Few Beneficiaries Were Contacted, A Significant Number Of Staff Have Not Fully Engaged In Implementing Key Governance Policies. These Policies Include The Principle Of Zero Tolerance For Corruption, Which Emphasizes Standing Firm Against Fraud; The Promotion Of Respect And Integrity, Which Fosters Mutual Respect Among Staff And Stakeholders; And The Commitment To Preventing Sexual Abuse In The Workplace. This Lack Of Inclusion Represents A Lost Opportunity For Embracing A Diverse Array Of Viewpoints.

3.7 Discussions

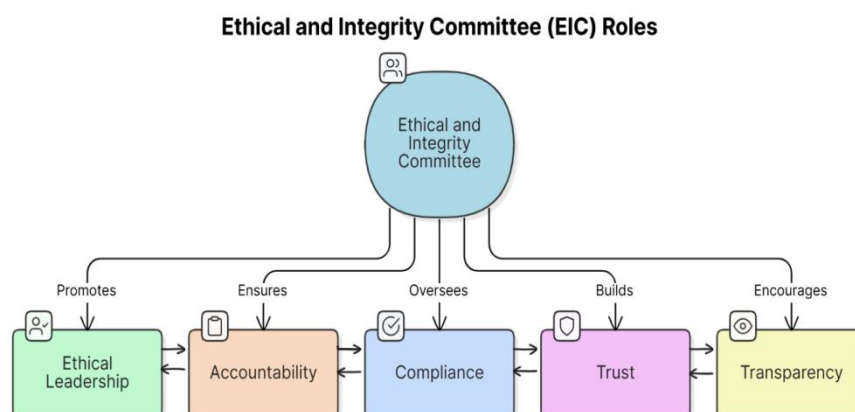
3.8 Role Of EIC As Governance Tool

The Study Highlights The Crucial Roles Of EIC In Five Key Areas: -

- Promotion Of Ethical Leadership
- Ensuring Accountability
- Overseeing Compliance
- Building Trust
- Encouraging Transparency

Figure 1 Below Is An Illustration Of The Roles Of EIC;

Figure 1: Ethics And Integrity Committee (EIC) Roles



The Study Highlights EIC As A Committee That (I) Influences And Guides The Creation Of Impactful And Well-Informed Policy Development, Conducting Thorough Policy Reviews And Formulating Impactful Policy Recommendations; (Ii) Fosters Accountability And Transparency, Promotes Organizational Culture Where Ethical Concerns Are Addressed Without Fear, (Iii) Monitoring And Adhere To Ethical Standards By Ensuring That Mitigating Measures On Fraud, Corruption And Misconduct Are In Place, (Iv) Addressing Ethical Violations Within The Organization Through Thorough Investigations To Uncover Facts And Resolve The Issues And (V) It Supports The Leadership When They Encounter Ethical Dilemmas Guiding Them To Make Sound Decisions That Align With The Organization's Ethical Commitments And Values.

EIC Directly Affects The Effectiveness Of The Organizations In Delivering Services To The Beneficiaries And Stakeholders. According To Fayol(1916), Authority And Responsibility, As Part Of The 14 Principles Of Management, Play An Pivotal Role In This Process. The Authority Granted To The EIC Empowers It To Operate More Efficiently To Make Informed Decisions, And Adapt To Sustainable Operations And Engage Ethical Practices. In Addition, A Strong Sense Of Discipline Within The Organization Leads To Better-Quality Performance, Eases The Burdens Of Management And Allows A Comprehensive Approach To Organizational Goals.

3.5 Impact On Service Delivery

The Effectiveness Of EIC Significantly Influences The Service Delivery Of Ngos In Several Ways; (I) EIC Promotes The Ethical Leadership Within The Organization By Commitment To Ethical Practices And Establish Strong Moral Frameworks And (Ii) EIC Is Influential In Policy Formation And Policy Implementation To Prevent Corruption And Mismanagement Of Resources. These Efforts Automatically Prove That The EIC Safeguards The Organization's Operations, Protects Resources And Ensures The Responsible Use Of Donor Funds.

3.6 Challenges

Despite The Implementation Of Good Governance Structures, Ngos Face Challenges In Effectively Engaging Eics. These Setbacks Can Be Attributed From;

- Lack Of Funding To Properly Engage The Eics Due To Tailored Services That Specifically Meet The Donor Fund Requirement Or Specific Need.
- Resistance To Ethical Oversight From The Perception That Ethical Scrutiny Is A Hindrance Rather Than A Necessity
- Lack Of Knowledge To Create EIC From HR, Bureaucratic Hurdles Or Complexities Of Measuring Impact.
- Volunteer Dependency And Reliance On Volunteers Often Lead To Time And Effort Dedicated To Fulfilling Their Roles.
- Weak Internal System Controls, Primarily Due To Lack Of Engagement And Involvement Of Qualified Experts Who Should Oversee And Implement Effective Control Measures.
- Unavailability Of Governance Models From Researchers On Ethics And Integrity To Assist In Governance Structures.

3.7 Opportunities To Strengthen Eics

There Are Of Course Opportunities Available To Strengthen Eics. These Avenues Could Include The Following;

- Capacity Building, Introduce Or Do Regular Training Programs That Connect All Parties Starting From The Executives Who Have The Final Decision In Organization Formation To Have EIC In High-Level Organizational Strategies On Governance Key Areas.
- Promoting Networking Events With Mentors.
- Promoting Stakeholder Engagement In Ethical Discussions To Foster A Culture Of Accountability And Continuous Improvement.
- Technology Digital Platforms Can Be Used For Real-Time Reporting E.G. Whistleblowing Mechanisms As A Tool To Report.

4. Recommendations

4.1. Policy Recommendation

- To Effectively Address These Pressing Issues, Governments And Global Experts On Humanitarian Aid Should Intervene And Impose Strict Regulations On Ethical Standards That Align With NGO Frameworks. This Will Lessen Misconceptions Around Resource Management, Accountability, And Compliance, Fostering Transparency At The Highest Level And Trust Within The Systems.
- Donors Should Require Ngos To Implement An EIC That Oversees All Ethical Conduct. The EIC Would Establish Guidelines And Provide Frameworks For Organizational Accountability And Transparency.
- Ngos Should Participate In Global Policies E.G. Millenium Development Goals So That They Can Advocate For Policies Within Their Spectrum.

Outcome: Implementation And Well-Defined Roles Of EIC Will Be Clear, Leading To Ethical Governance And Effectiveness Of 5 Key Governance Areas.

4.2. Capacity Building

- To Ensure A Strong Culture Of Ethics And Integrity And A Functioning EIC, It Is Crucial To Implement Comprehensive Training Programs Tailored For All EIC Members, Staff Members, Beneficiaries, And Stakeholders. These Training Sessions Should Stress The Organization's Vision, Mission, And Core Values, Fostering A Deep Understanding Of Ethical Standards And Good Governance Practices.
- It Is Also Recommended That Regular Workshops, Training Sessions, And Seminars Focus On Ethics, Accountability, And Compliance. These Initiatives Will Highlight Best Practices In Good Governance And Accountability, Ensuring That All Participants Know The Principles Guiding Their Actions And Decisions.

Outcome: An Environment Where Ethical Behaviour Is The Norm And Accountability Is Paramount.

4.3. Strengthening Institutional Frameworks

- Establishing A Specialized Independent And Dedicated EIC To Oversee Ethical Compliance And The Implementation Of Training Programs. The Established EIC Will Be Responsible For Developing Guidelines And Standard Operating Procedures (Sops) That Outline Best Practices And Ethical Standards. These Guidelines Are To Be Implemented In Cooperation With Other Organizational Policies, E.G Integrated Into HR Policies. However, The Allocation Of Resources For EIC Functions Should Be Considered.

Outcome: A Comprehensive Governance Tool That Systematically Monitors The Ethical Standards And Integrity Of The Organization, Ensuring Adherence To Best Practices And A Strong Culture Of Accountability For Service Delivery

4.4. Technical Recommendations

4.5. Development Of EIC Frameworks

- Introduction Of Proper Terms Of Reference (Tor) For Eics Outlining Their Expected Roles And Responsibilities. Procedures Such As Standard Operating Procedures (Sops) Should Be Crafted On How To Handle Ethical Issues, How To Conduct Investigations And Taking Disciplinary Actions.

- 4.6. - Implementation Of More Practical Tools E.G. The Sphere Handbook (2018) And Increase More Programs On Peer Learning From Other Ngos Sharing Ideas And Doing Reviews Such As Post-Tsunami Report Which Will Help In Evaluation Of Service Deliveries Within The NGO Sector.

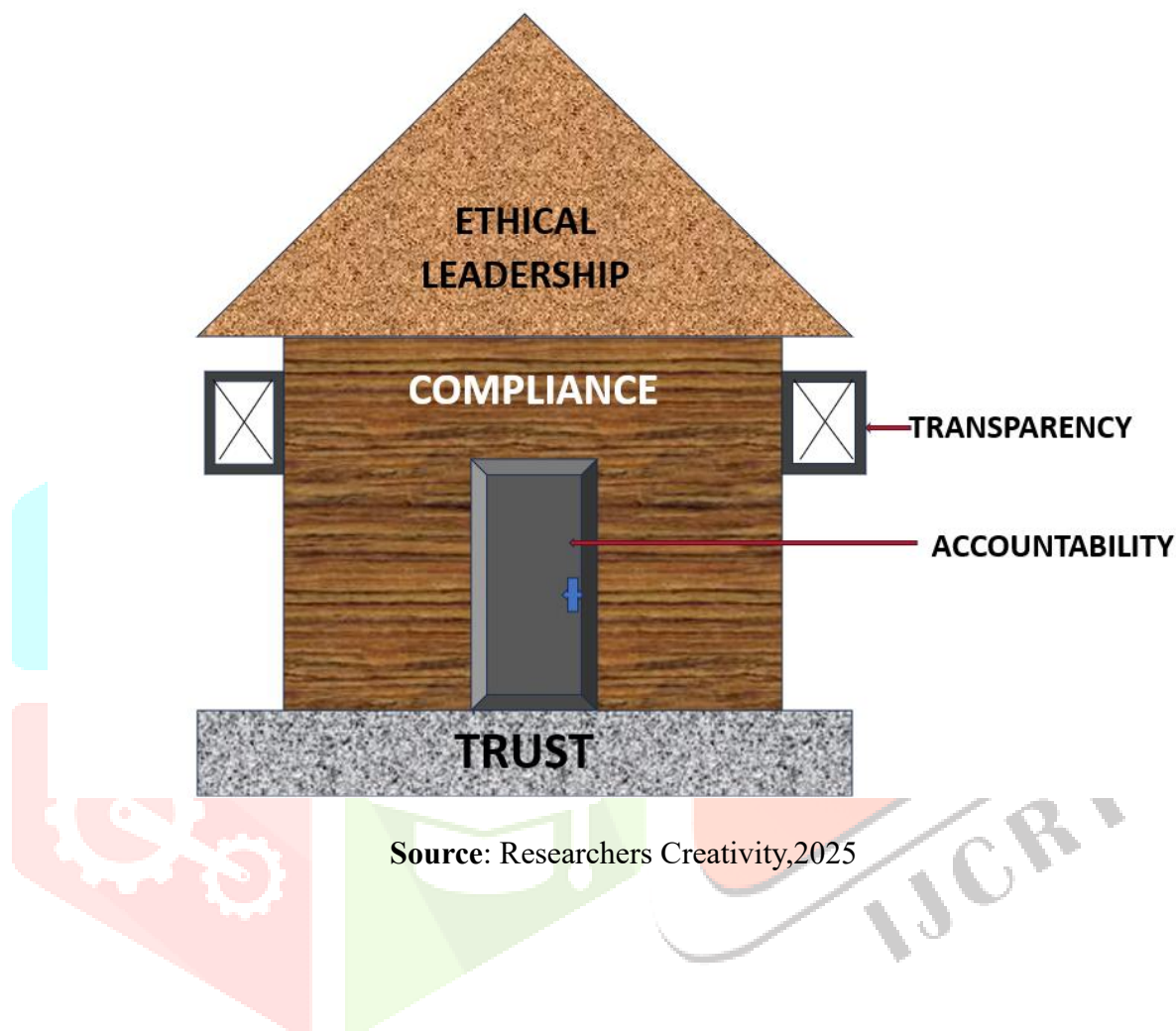
4.7. Contribution To The Knowledge Body

Based On The Findings Of This Study, The Researchers Propose A Model As The Ultimate Solutions To Address Some Of The Emerging Challenges. The MUD(O)N Model Is A Derivation From The Researchers Creativity And Is Name After The Main Letters Of Their Surnames And First Names For Ownership Purposes And Intellectual Property Rights Too. As Such, MU Stands For Mupunga, DO Stands For Dolly, (O) Is A Shared Letter Standing For Onesmus, And N Stands For Nyaude. The Two Researchers Thus Coined The Model; MUD(O)N Model For Enhancing And Strengthening Ethics And Integrity Issues Depicted In A Traditional Hut Model/Framework Or Structure.

4.8.1 Conceptualizing The MUD(O)N Business Model For Ethics And Integrity

The MUD(O)N Model Illustrates How NGO Sectors May Use The Model As A Business Governance Tool To Strengthen Their EIC. Integrating All Governance Key Areas Cover All Gaps And Challenges On Ethics And Integrity. Although The Model Is Designed For Ngos, Other Business Organizations May Use It For Effective Service Delivery. If Any Of The Key Governance Areas Is Weak Or Removed From The “Hut Structure”, The Hut Becomes Weak And Can Be Blown By Light Winds, Leading To Governance Failure, Loss Of Credibility From Donors, Beneficiaries, And Stakeholders, And Impacts Service Delivery.

MUD(O)N Business Model for Ethics and Integrity



Source: Researchers Creativity,2025

4.6 Conclusion

Eics Are Essential For Promoting Transparent And Accountable Governance Within The NGO Sector, Which Has A Direct Influence On The Quality-Of-Service Delivery. However, This Study Findings Indicate A Significant Gap In The Effective Utilization Of EIC As A Governance Tool By SMT. This Oversight Is Concerning, As There Is Clear Evidence There Is Lack Of Awareness Among Staff Members Regarding The Specific Functions And Responsibilities Of EIC. To Add, Many Ngos Do Not Have An Established EIC, Instead, The Duties Are Assigned To Within The HR Department. Unfortunately, The HR Personnel Often Lack The Necessary Expertise, Full Engagement, And Independence Required To Perform The Critical Roles Of EIC Effectively Which Have An Effect In Undermining The Organization's Ethical Standards And Governance Practices.

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